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Eligibility Certification Form
1. Applicant

Name: MoDOT (Missouri Department of Transportation) (fields will expand as you type)
Address: 105 W. Capitol Avenue, Jefferson City, MO 65102

Has the applicant officially or legally existed for at least one year? (Check one)
☐ Yes ☐ No
If no, briefly explain:

*Attach a line and box organizational chart for applying organization.*

2. Highest-Ranking Official

Name: Mr. Pete K. Rahn
Title: Director, Department of Transportation
Organization: Applicant Name: MoDOT
Address: 105 W. Capitol Avenue, Jefferson City, MO 65102
Telephone #: 573-751-4622
Fax #: E-mail: Pete.Rahn@modot.mo.gov

3. For-Profit Designation

Is the applicant a for-profit business? (Check One)
☐ Yes ☒ No

4. Size of Applicant

a. Total number of employees: 6350
b. Percent employees in Missouri: 100 percent
c. Percent physical assets in Missouri: 100 percent
d. Total number of sites: 415 throughout Missouri: 8 Jefferson City locations, 10 district offices, 378 local or regional facilities.
e. Preceding fiscal year: (Check one and indicate amount)
☐ Sales ☐ Revenues ☒ Budgets
☐ $0-1M ☐ $1 – 10M ☐ $10-100M
☐ $100-500M ☒ Over $500M ☐ N/A

5. Award Category

(Check one in each section)
☐ Manufacturing ☐ Service ☐ Education
☒ Public Sector ☐ Health Care
☐ Small ☐ Medium ☒ Large

6. Percent Customer Base

Is over 50% of the sales of the applicant to customers outside the applicant’s, its parent company, and other companies with financial or organizational control of the applicant or parent company? (Check one)
☐ Yes ☐ No ☒ Not applicable
If no, briefly explain:
7. Site Listings and Descriptors

<table>
<thead>
<tr>
<th>A. Address of Site</th>
<th>B. Relative Size</th>
<th>C. Description of Products and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>See attached sheet</td>
<td>Employees (Check one)</td>
<td>Sales Revenues Budgets</td>
</tr>
</tbody>
</table>

Provide all the information for each site except where multiple sites produce similar products or services.

8. Key Business/Organization Factors

List, briefly describe or identify the following key organization factors. Be as specific as possible to help us avoid real or perceived conflicts of interest when assigning Examiners to evaluate your application. “Key” means those organizations that constitute five percent of greater of the applicant’s competitors, customers/users, or suppliers.

a. List of key competitors

As an agency of state government, we are charged by Missouri’s state constitution to develop and maintain Missouri’s transportation infrastructure. We are solely responsible for design, construction, and maintenance of the state's highway and bridge system, and we work with our local and regional partners in providing other modal services to the citizens of Missouri. In providing these services, MoDOT has no direct competition with others in our industry. We indirectly compete against other state departments of transportation for Congressional budget dollars at the federal level. At the state level, we compete with other state agencies to receive appropriations from the General Assembly. At the local level, tax ballot issues that affect MoDOT sometimes compete with local tax ballot initiatives.

b. List of key customers/users

The traveling public makes up MoDOT's largest customer group. This includes not only nearly all of Missouri's 4,000,000 licensed drivers, but also licensed drivers from across the country who travel on our transportation system.

Other customer groups, or stakeholders, include motor carriers, motorist assist customers, city and county governments, the Missouri General Assembly, mass media organizations, and contractors.
c. List of key suppliers
Federal and state regulations require that MoDOT abide by competitive bidding practices to ensure fair and open competition among suppliers. This applies to nearly all of MoDOT's operations. There are a few exceptions where MoDOT must use the services of certain suppliers. These suppliers include: Missouri Vocational Enterprises (for office furnishings), Office of Administration's State Printing Center (for agency printings), and World Wide Technology, Inc. (for computer-related equipment). Missouri Vocational Enterprises and State Printing Center are located in Jefferson City, while World Wide Technology, Inc., is located in St. Louis.

d. Description of the applicant’s major markets (local, regional, national, and international)
The market for MoDOT's services includes all citizens of the state of Missouri. In 2004, Missouri's population was estimated to be 5,754,618, ranking us 17th in the nation. Ranking 7th in the nation, Missouri's transportation system contains more than 32,448 miles of state highways and more than 10,138 bridges. Because of Missouri's location in the center of the United States, a significant amount of interstate and international commerce utilizes our transportation system. This includes ferry traffic on the Missouri and Mississippi Rivers, interstate highway corridors, international airports, passenger and freight rail lines, intercity transit systems, and trails.

e. The name of the organization’s financial auditor
BKD, LLP
3230 Hammons Boulevard
P. O. Box 1824
Joplin, MO 64802-1824
417-624-1065
9. Subunit Designation

Is the applicant a component of a larger organization? (Check one)
☐ Yes (Continue) ☒ No (Go to Item 10)

a. Parent Organization
   Name:
   Address:
   Highest Official:
   Title:
   Number of worldwide employees of the parent organization:

b. Does the applicant comprise more than 25 percent of the parent company? (Check one)
   ☐ Yes ☐ No

c. Does the applicant consist of more than 50 percent of the total sales of the parent company? (Check one)
   ☐ Yes ☐ No

d. Briefly describe the organizational structure and management links to the parent. Attach line and box organization chart(s) showing the relationship to the highest management level.

e. Do other units within the parent organization provide similar programs or services? (Check one)
   ☐ Yes ☐ No
   If yes, briefly explain.

f. Briefly describe the major business support functions provided to the applicant by the parent organization or by other units of the parent organization, if applicable.
10. Supplemental Sections

Does the applicant have: (a) single performance system that supports all of its product and/or service lines, and (b) programs or services essentially similar in terms of customers, technology, types of employees, planning, and quality? (Check one)

☑ Yes (Go to Item 11)
☐ No (Briefly describe the differences in the products and/or services covered in terms of differences in customers, technology, types of employees, planning and quality. You will be contacted.)

11. Official Inquiry Point

Name: Mr. Greg Clarkston
Title: Senior Organizational Performance Analyst
Organization: Organizational Results
Applicant Name: MoDOT
Address: 2217 St. Mary's Blvd.
Telephone #: 573-522-9298
Fax #: 573-526-4337
E-mail: Greg.Clarkston@modot.mo.gov

12. Signature, Authorizing Official

Date:

☑ X

Name: Ms. Mara Campbell
Title: Organizational Results Director
Applicant Name: MoDOT
Address: 2217 St. Mary's Blvd., Jefferson City, MO 65102
Telephone #: 573-526-4335
Fax #: 573-526-4337
E-mail: Mara.Campbell@modot.mo.gov

Submit this form, along with the $150.00 Eligibility Determination Fee postmarked by March 15, 2006 to the Missouri Quality Award Office at:

Excellence in Missouri Foundation
205 Jefferson Street—14th Floor
PO Box 1085
Jefferson City, MO 65101

DO NOT WRITE BELOW THIS LINE

2006 Eligibility Determination
☐ Small
☐ Medium
☐ Large

☐ Manufacturing
☐ Education
☐ Health Care
☐ Service
☐ Public Sector
☐ Ineligible

Award Administration

For Official Use Only
<table>
<thead>
<tr>
<th>Site</th>
<th>Percent of Employees</th>
<th>Percent of budget</th>
<th>Description of Products and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Office Facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 105 West Capitol Avenue Jefferson City, MO 65102 | 18.8% (for all facilities in Jefferson City and statewide-deployed individuals) | 21.6% (includes program costs for statewide programs) | Commission activities, executive offices, department management and coordination, and district support  
Offices for: Commission Secretary’s Office, MoDOT Director’s Office, System Delivery Team (Bridge, Design, and Right of Way), System Facilitation Team (Controller’s, Employee Benefits, Resource Management, and Risk Management) and Organizational Support Team (Chief Counsel’s Office, Audits and Investigations, Governmental Relations, Community Relations) |
| 2217 St. Mary’s Boulevard Jefferson City, MO 65102 |                      |                   | Department management and coordination, and district support  
Offices for: System Delivery Team (Multimodal Operations and Transportation Planning) and Organizational Support Team (Organizational Results)                                                                                                                                              |
| 2211 St. Mary’s Boulevard Jefferson City, MO 65102 |                      |                   | Department management and coordination, and district support  
Offices for: System Delivery Team (Highway Safety, Maintenance, and Traffic)                                                                                                                                                                |
| 1320 Creek Trail Drive Jefferson City, MO 65102 |                      |                   | Motor carrier registration, permits, and compliance; department management and coordination; and district support  
Offices for: System Delivery Team (Motor Carrier Services) and System Facilitation Team (Equal Opportunity, General Services, and Human Resources)                                                                                                             |
| 601 West Main Street Jefferson City, MO 65102 |                      |                   | Information systems activities and training facilities for central office and districts  
Offices for: System Delivery Team (Design) and System Facilitation Team (Human Resources and Information Systems)                                                                                                                      |
| 1617 Missouri Boulevard Jefferson City, MO 65102 |                      |                   | Physical and chemical laboratories, department management, coordination, and district support  
Offices for: System Delivery Team (Construction and Materials)                                                                                                                                                                       |
| 1913 William Street Jefferson City, MO 65102 |                      |                   | Management and administration of the retirement system for central office and districts  
Offices for: MoDOT Retirement System                                                                                                                                                                                                  |
<table>
<thead>
<tr>
<th>Site</th>
<th>Percent of Employees</th>
<th>Percent of budget</th>
<th>Description of Products and Services</th>
</tr>
</thead>
</table>
| MoDOT Drive Jefferson City, MO 65102 | | | Facilities for general service activities for central office and sign production for central office and districts  
Offices for: System Delivery Team (Traffic) and System Facilitation Team (General Services) |
| **District Facilities** | | | |
| Northwest District (District 1)  
3602 North Belt Highway  
St. Joseph, MO 64502 | 6.4% | 6.1% | District leadership, management, and coordination for system delivery and system facilitation activities, along with district organizational support activities. District division offices mirror those at Central Office (Design, Right of Way, Human Resources, Community Relations, etc.). Each site includes an office building, garages, storage facilities, and other buildings. |
| North Central District (District 2)  
902 North Missouri Street  
Macon, MO 63552 | 6.5% | 3.1% | |
| Northeast District (District 3)  
1711 South Hwy. 61  
Hannibal, MO 63401 | 6.4% | 6.7% | |
| Kansas City Area District (District 4)  
Kansas City Scout Traffic Operations Center  
600 Northeast Colbern Road  
Lee’s Summit, MO 64086 | 11.6% | 11.5% | |
| Central District (District 5)  
1511 Missouri Blvd.  
Jefferson City, MO 65102 | 7.7% | 8.2% | |
| St. Louis Area District (District 6)  
1590 Woodlake Drive  
Chesterfield, MO 63017 | 13.3% | 17.9% | |
| Southwest District (District 7)  
3901 East 32nd Street  
Joplin, MO 64804 | 7.1% | 5.7% | |
<table>
<thead>
<tr>
<th>Site</th>
<th>Percent of Employees</th>
<th>Percent of budget</th>
<th>Description of Products and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Springfield Area District (District 8)</td>
<td>7.6%</td>
<td>8.9%</td>
<td></td>
</tr>
<tr>
<td>3025 East Kearney Springfield, MO 65801</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Central District (District 9)</td>
<td>6.6%</td>
<td>5.4%</td>
<td></td>
</tr>
<tr>
<td>910 Springfield Road Willow Springs, MO 65793</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southeast District (District 10)</td>
<td>8.0%</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>2675 North Main Street Sikeston, MO 63801</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Other Sites and Facilities operated by districts**

- **Transportation Management Center**
  14301 South Outer 40 Road Chesterfield, MO 63017
  - Included in district numbers
  - Included in district numbers
  - Operations of the Gateway Guide, the St. Louis Metro area intelligent transportation program. The program provides real-time traffic information to motorists and emergency services, thereby allowing motorists to make an informed decision on the best route to travel and helping emergency services (including Motorist Assist and the towing industry) to remove roadway incidents in a quicker fashion.

- **Maintenance Facilities (345 total located throughout the state)**
  - Included in district numbers
  - Included in district numbers
  - Each facility is responsible for local or regional operations necessary for maintenance of the highway system. Activities may include snow removal, roadside management, pavement maintenance, debris removal, emergency preparedness, etc.

- **Project Offices (46 total located throughout the state)**
  - Included in district numbers
  - Included in district numbers
  - Each facility is responsible for administration of construction program contracts and materials and construction inspection for quality assurance and specification compliances.

- **Rest areas (19 total located along interstate routes)**
  - No employees assigned
  - Included in district numbers
  - These unmanned facilities are provided for the traveling public with daily, routine maintenance activities provided by contractors.
Missouri Department of Transportation

Highways and Transportation Commission

Chairman
Bill McDanna
Crystal City

Vice Chairman
Mane Schrump
Kirkwood

Commissioner
James B. Anderson
Springfield

Commissioner
Duane S. Michie
Hayti

 Commissioner
David A. Gach
St. Joseph

Commissioner
Mike Kehoe
Jefferson City

Director of Transportation

Secretary to the Commission

Chief Engineer

Chief Financial Officer

Organizational Support Team

System Delivery Team

Team MoDOT

Legend:
- Red: Reports to the Director of Program Delivery
- Blue: Reports to the Director of System Management
- Gray: Also reports to the Commission as needed
[Application form on file with the Excellence in Missouri Foundation.]
Glossary of Terms and Abbreviations
AASHTO (American Association of State Highway and Transportation Officials)
The primary goal of this organization is to foster the development, operation, and maintenance of an integrated national transportation system.

Accountability report
A report prepared for the Missouri General Assembly’s Joint Committee on Transportation Oversight. The report is a comprehensive account of MoDOT’s projects and finances for a fiscal year.

Amendment 3
A 2004 amendment to the Missouri State Constitution that enabled MoDOT to receive additional funds from state revenues previously diverted to other agencies.

Compa ratio
A measure that expresses current pay rates as a percentage of range midpoints and is used to track progress towards moving employees to the market rate for their positions.

Core-team
A team composed of members from various units in the System Delivery Team responsible for project development.

Design-build
A project delivery method that combines both the design and construction phases into one contract allowing MoDOT to save time and resources while encouraging innovation.

DOT
An acronym used to designate federal and state departments of transportation.

Earmarked projects
Projects impacted by federal legislation on the state highway system that are included in the STIP or projects ready to be added as soon as funding becomes available.

EAC (Employee Advisory Council)
A 25-member committee established to foster and enhance a positive and supportive work environment among the department employees by assisting management with cultural diversity, policy review, and communication issues.

Executive management team
A team composed of the managers who report directly to the director and other high-level managers with subject matter expertise.

FHWA (Federal Highway Administration)
A federal agency charged with the broad responsibility of ensuring that America’s roads and highways by providing financial and technical support to state, local, and tribal governments for constructing, improving, and preserving America’s highway system.

FHWA cost index
A price index, using a base year of 1987, that indicates the average price and index for major items of highway construction.

Federal fiscal year
An accounting period used by the federal government. Federal fiscal years run from October 1 to September 30.

Finalized contract
The final agreement with a contractor that includes all payouts, incentives or disincentives and changes from the original contract award.

Fiscal year
An accounting period used by Missouri state government. A fiscal year period runs from July 1 to June 30.

Funding allocation process
A method for determining where and on what to spend limited transportation dollars based on objective, transportation-related factors that are representative of physical system needs.

HMVM (100 million vehicle miles)
The national standard used for expressing crash rates.

HVMT (100 million vehicle miles traveled)
A standard used for expressing rates for fatalities and disabling injuries resulting from motor vehicle crashes.

Innovative financing
Financing options for a variety of transportation projects that serve a public purpose through public/public and public/private partnerships.

LOW (Letter of warning)
A letter from the U.S. Corps of Engineers, the Environmental Protection Agency or the Missouri Department of Natural Resources warning that an NOV will be issued if the described action is not stopped or rectified.

Listening tours
Interactive events where the senior management and employees discuss concerns and issues facing MoDOT employees.

MAPS (MoDOT Accountability and Performance System)
A process where employees receive continuous, prompt communication and feedback on their performance, and supervisors evaluate and document performance in a fair and consistent manner.

Measurement driver
An individual responsible for monitoring and reporting on a Tangible Result performance measure.
Metropolitan planning organizations (MPOs)
Organizations formed through federal requirements to coordinate transportation planning activities in urban areas.

Mitigate
Reduce or minimize the loss or damage caused by a MoDOT project to the environment, historical resources, or cultural resources.

NOV (Notice of violation)
A letter or report issued by the U.S. Corps of Engineers, the Environmental Protection Agency or the Missouri Department of Natural Resources that describes an unlawful action taken by MoDOT or its contractor. An NOV can result in fines or stoppage of the project.

One team agreement
A document outlining a set of standards that reflect MoDOT leadership’s commitment to the Mission, Values and Tangible Results.

Planning Framework
A series of decisions with each one narrowing the list of projects considered for construction through local officials’ and the general public’s involvement.

Planning partners
Other state and federal agencies, metropolitan planning organizations, regional planning commissions, local organizations, businesses and communities that work with MoDOT to address issues and identify unforeseen circumstances and opportunities that might affect the transportation decision-making process.

Practical design
A project delivery method that allows for projects to be customized to fit specific needs rather than apply generic standards across the board.

Program delivery
A sub team within the System Delivery Team that is responsible for completing highway and bridge projects.

Programmed amount
MoDOT’s cost estimate at the time the project was placed on the STIP.

Project letting
MoDOT’s formal, public process of opening confidential estimates of what a contractor is bidding to build a transportation project. The proposed cost, or bid, is in response to a request sent from MoDOT to all contractors asking for the information. A bid opening is held each month, except for December, at the Jefferson City Central Office.

Regional planning commissions (RPC’s)
Consortiums of local governments that coordinate local issues related to regional planning and development.

Senior management team
A team composed of all heads of divisions and districts in the System Delivery Team as well as the heads of divisions and units in the System Facilitation and Organizational Support Teams.

Smother, Safer, Sooner
Launched by MoDOT following the passage of Amendment 3, it includes three components: 1) Smooth Roads Initiative; 2) accelerated projects; and 3) adding new, high-priority projects.

SIB (State Infrastructure Bank)
A program created by federal law in 1995 to finance both highway and non-highway projects.

STAR (State Transportation Assistance Revolving)
A program that finances non-highway projects such as air, water, rail, or mass transit facility construction, mass transit vehicles, and vehicles for elderly or handicapped persons.

STIP (Statewide Transportation Improvement Program)
Identifies the specific construction projects MoDOT will undertake in the next five years. It covers highways and bridges, transit, aviation, rail, waterways, enhancements and other projects.

System management
A sub team within the System Delivery Team that is responsible for maintenance of the state transportation system after projects have been completed.

Tangible Result driver
A senior management team member who is responsible for developing, monitoring and reporting on measures that track MoDOT’s performance on a Tangible Result.

Tangible Results
Results that MoDOT’s customers expect the department to accomplish as the department fulfills its mission.

Tracker
MoDOT’s performance management system used to assess how well the organization is achieving the Tangible Results for its customers.
Organizational Profile
organizational profile

p.1 organizational description

p.1(a) the missouri department of transportation (modot) is committed to providing the public with a safe and modern transportation system. missouri’s state highway system is ranked seventh largest in the united states, and the state’s 55 major river bridges places missouri first among all other states. missouri’s 32,448 miles of state highways is more than the state highway miles in iowa, nebraska, and kansas combined. the state highway system, along with the 10,183 bridges located throughout the state, is valued at more than $65 billion.

in addition to designing, building, and maintaining roads and bridges, modot works to improve airports, river ports, railroads, public transit systems and pedestrian and bicycle travel. modot also administers motor carrier services and highway safety programs.

modot delivers its programs and services statewide through its central office in jefferson city and 10 district offices. figure p1.3 provides detail about modot’s programs and services.

p.1(a) the department’s mission statement provides the basis for the general direction and business of modot, the products and services provided to customers, and the focus needed by its employees. modot’s values establish the boundaries within which all department activities are conducted and represent the fundamental principles and philosophy that guide manager and employee behaviors. tangible results are the results that will delight modot’s customers and promote a prosperous missouri as the department provides a world-class transportation experience for them.

modot’s mission, values, and tangible results are illustrated in figure p2.1.

p.1(a) modot employees 6,350 people throughout the state. an average modot employee:

- is 41.4 years of age,
- stays for 10.5 years,
- works 78 overtime hours annually, and
- earns $36,889 annually.

figure p1-1, shows the breakdown of employees by ethnicity and gender.

<table>
<thead>
<tr>
<th>ethnicity</th>
<th>females %</th>
<th>males %</th>
<th>total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>white</td>
<td>19.46</td>
<td>72.92</td>
<td>92.38</td>
</tr>
<tr>
<td>total non-white</td>
<td>2.16</td>
<td>5.46</td>
<td>7.62</td>
</tr>
<tr>
<td>black</td>
<td>1.31</td>
<td>3.73</td>
<td>5.04</td>
</tr>
<tr>
<td>hispanic</td>
<td>0.22</td>
<td>0.50</td>
<td>0.72</td>
</tr>
<tr>
<td>asian</td>
<td>0.35</td>
<td>0.22</td>
<td>0.57</td>
</tr>
<tr>
<td>american indi</td>
<td>0.28</td>
<td>1.01</td>
<td>1.29</td>
</tr>
<tr>
<td>total</td>
<td>21.62</td>
<td>78.38</td>
<td>100.00</td>
</tr>
</tbody>
</table>

figure p.1-2

modot has ten broad employee categories. figure p.1-2 illustrates these categories and the percentage breakdown in each category. the minimal educational requirement for the first three categories is high school. the next two categories require some post-high school education, but short of a four-year degree. the remaining categories require a bachelor’s degree or higher. there is representation for each of these categories found in all ten districts and central office.

<table>
<thead>
<tr>
<th>employee category</th>
<th>percent of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>high school diploma or ged required</td>
<td>31.14%</td>
</tr>
<tr>
<td>service and maintenance</td>
<td>11.30%</td>
</tr>
<tr>
<td>skilled craft</td>
<td>4.53%</td>
</tr>
<tr>
<td>office and clerical</td>
<td>4.35%</td>
</tr>
<tr>
<td>some post-high school education required</td>
<td>9.72%</td>
</tr>
<tr>
<td>professional-technical</td>
<td>2.28%</td>
</tr>
<tr>
<td>civil engineers</td>
<td>10.33%</td>
</tr>
<tr>
<td>professional-administrative</td>
<td>5.59%</td>
</tr>
<tr>
<td>managers</td>
<td>20.22%</td>
</tr>
<tr>
<td>upper management</td>
<td>5.4%</td>
</tr>
</tbody>
</table>

figure p.1-2

the missouri highways and transportation commission negotiates a memorandum of understanding with the missouri branch of the international union of operating engineers representing approximately 2,200 employees within the service and maintenance and the skilled craft categories. modot is required to meet and confer with the union, but it is not under any collective bargaining requirements.

modot uses contract employees in a limited capacity, and usually in situations where an incumbent employee is on extended leave or while in the process of filling a position permanently.
Many jobs in MoDOT require physically demanding work that is sometimes performed under adverse weather conditions. A significant hazard faced by employees is working outdoors on highways and bridges that often have high traffic volumes. The work requires the use of department-provided personal protective equipment, provided to employees by MoDOT, such as blaze orange safety vests and hats, hard hats in construction zones, eye and face protection, and steel-toed boots. Employees who work in safety-sensitive jobs are also required to complete safety training. Nearly 60 percent of MoDOT’s workforce receives this training.

MoDOT relies heavily on technology and equipment to deliver its products and services throughout the entire state of Missouri.

Department computer systems support over 450 applications. Nearly 5,000 of the 6,350 employees are set up as e-mail and calendar users. Computers are available in every facility for employees’ use in accessing MoDOT’s intranet. Laptop computers are available to employees for work in the field. Videoconferencing services are available in central office facilities and in all 10 district offices.

There are 415 locations maintained throughout the state. MoDOT has at least one facility located in all 114 counties.

<table>
<thead>
<tr>
<th>Product or Service</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statewide Transportation Improvement Program</td>
<td>• Five-year highway and bridge construction schedule</td>
</tr>
<tr>
<td>Design and construction programs</td>
<td>• Compliance with all applicable federal and state laws</td>
</tr>
<tr>
<td></td>
<td>• Project design</td>
</tr>
<tr>
<td></td>
<td>• Right of way purchases</td>
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<tr>
<td></td>
<td>• Construction contract administration and quality assurance</td>
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<tr>
<td>Public meetings with customers and stakeholders</td>
<td>• Evaluate needs</td>
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<td></td>
<td>• Select projects</td>
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<tr>
<td></td>
<td>• Define work to be done</td>
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<tr>
<td>Maintenance</td>
<td>• Snow removal</td>
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<tr>
<td></td>
<td>• Litter control and roadside maintenance</td>
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<td></td>
<td>• Rest area and commuter lot maintenance</td>
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<td></td>
<td>• Road and bridge repairs</td>
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<tr>
<td>Traffic management</td>
<td>• Monitor traffic trends</td>
</tr>
<tr>
<td></td>
<td>• Manage signals</td>
</tr>
<tr>
<td></td>
<td>• Manage signs</td>
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<tr>
<td>Bridge inspection (both state and non-state)</td>
<td>• Inspect state bridges at least every two years, some more often</td>
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<tr>
<td></td>
<td>• Assist with inspection of bridges on county and city systems</td>
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<tr>
<td>Public airport improvements</td>
<td>• Airport maintenance</td>
</tr>
<tr>
<td></td>
<td>• Capital improvement projects</td>
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<tr>
<td>Port authority assistance</td>
<td>• Technical assistance in development and operations</td>
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<td></td>
<td>• Promote the use of Missouri’s navigable waterways</td>
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<tr>
<td>Railroad support</td>
<td>• Support Amtrak rail passenger service</td>
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<tr>
<td></td>
<td>• Inspection of railroad infrastructure</td>
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<tr>
<td>Transit funds administration</td>
<td>• Transit capital grants to purchase equipment</td>
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<td></td>
<td>• Assistance to rural and urban transportation agencies</td>
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<tr>
<td>Bicycle and pedestrian program administration</td>
<td>• Integration of bicycle and pedestrian friendly policies and standards into transportation projects</td>
</tr>
<tr>
<td>Motor carrier services</td>
<td>• Commercial vehicle licensing and permits</td>
</tr>
<tr>
<td>Highway safety programs</td>
<td>• Programs that address driver behaviors and reduce the number of crashes and fatalities</td>
</tr>
<tr>
<td>Motorist assistance</td>
<td>• Assist motorists with vehicle problems and keep roadways clear of debris along selected St. Louis and Kansas City interstates</td>
</tr>
<tr>
<td>Adopt-A-Highway</td>
<td>• Public and private partnerships to beautify Missouri’s roadses</td>
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<tr>
<td></td>
<td>• Provide litter education</td>
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<tr>
<td>Work zone safety</td>
<td>• Coordinate safety campaigns</td>
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<td></td>
<td>• Publicize locations of highway projects</td>
</tr>
<tr>
<td>Intelligent Transportation Services</td>
<td>• Congestion management systems that provide real-time traffic information in St. Louis, Kansas City and Springfield</td>
</tr>
<tr>
<td>Innovations</td>
<td>• Research best practices and new technology to find better solutions</td>
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</tbody>
</table>

**Figure P.1-3**
in Missouri. These locations include eight Jefferson City (central office) locations, 10 district offices, and 378 regional and local facilities. Statewide, there are 1,731 buildings situated on 5,040 acres.

The department maintains around 7,360 items in its fleet inventory with a valuation of over $380 million. The fleet contains items such as pickups, heavy-duty trucks, tractors, extra heavy-duty trucks with tandem axles, passenger cars, trailers, backhoes, sweepers, and cranes.

**P.1a(5)** MoDOT is a heavily regulated organization. Environmental regulations from Missouri’s Department of Natural Resources and the federal Environmental Protection Agency impact projects. Statutory requirements require the agency to operate under a competitive bidding process to ensure that the department and the taxpayers are getting the best value for every dollar spent. As many projects are funded with federal dollars, MoDOT must also comply with any requirements attached to the authorizations. The department also maintains standards established by organizations that include American Association of State Highway and Transportation Officials (AASHTO), Federal Motor Carrier Safety Administration (FMCSA), and National Highway Traffic Safety Administration (NHTSA).

**P.1b(1)** The Missouri Highways and Transportation Commission, established by the Missouri Constitution, is a six-member bipartisan board that governs the Missouri Department of Transportation. Commission members are appointed for a six-year term by the Governor and are confirmed by the Missouri Senate. No more than three commission members may be of the same political party. The commission appoints MoDOT’s director and secretary to the commission. The department is responsible for all other employee appointments.

As illustrated in the organizational chart, MoDOT is divided into three teams: System Delivery, System Facilitation, and Organizational Support. The three teams are organized around the Tangible Results, which are at the heart of everything MoDOT does.

System Delivery houses the functions of “Retail MoDOT”. This team has direct public contact and includes the 10 districts and Motor Carrier Services. The ring of functions, represented by central office divisions, surrounding the districts and Motor Carriers supports MoDOT’s customer service efforts. The chief engineer is responsible for the System Delivery team and reports to the department director.

The role of the System Facilitation Team is to help the System Delivery team achieve the department’s Tangible Results. Divisions in this team perform primarily support functions necessary to maintain operations. These units are located at the central office. The chief financial officer leads System Facilitation and reports to the department director.

The Organizational Support Team, also located at the central office, provides services to both the System Delivery and System Facilitation teams. The Organizational Support Team reports to the department director. To assure direct accountability, the Chief Counsel’s Office and the Audits and Investigations units also report to the Commission.

**P.1b(2)** MoDOT considers a customer to be “anyone who is paying taxes and has specific expectations for a service in return.” Partners are those “who come to the table to help us deliver on those expectations.”

The traveling public makes up MoDOT’s largest customer group. This includes all of Missouri's 4,000,000 licensed drivers as well as licensed drivers from across the country that travel on Missouri’s transportation system. MoDOT’s customers also include passengers using Missouri’s multimodal services (rail, air, transit, and waterways).

Other customer or partner groups include motor carriers, motorist assist customers, city and county governments, the Missouri General Assembly, mass media outlets, regional planning commissions, metropolitan planning organizations and contractors.

Customer requirements and expectations are outlined in MoDOT’s Tangible Results and affect the design and delivery of all of MoDOT’s products and services. Customer and partner involvement in the project development processes ensures that specific customer requirements and expectations are built into the final construction plans.

**P.1b(3)** Private contractors complete nearly all of MoDOT’s road and bridge construction projects. These contractors prepare bids on projects and submit them to the Commission for review. The Commission approves the bid awards. Once the contract has been signed, construction projects begin.

MoDOT acquires other products and services through competitive bidding processes. When specific supplies or equipment are needed and are available from a variety of sources, vendors are asked to submit bids. Bids allow for equal comparisons among the vendors, and the award is based upon the lowest bid meeting the minimum specifications. MoDOT also uses a request for proposal (RFP) process that builds into the solicitation specific, desired outcomes for a product or a service. In an RFP, lowest cost is not the only factor that determines an award. This process ensures that MoDOT receives a product that
best meets its needs and provides the best procurement value for the taxpayer.

While MoDOT uses competitive processes to procure most of its supply needs, there are exceptions. These exceptions apply in situations where another state agency provides a support function to other state agencies, such as the Office of Administration for information management services and printing services.

**P.1b(4)** Partnering for Innovative Efficiencies is one of many ways that MoDOT seeks input, from its partners, to improve transportation in Missouri. At these partnering meetings, MoDOT brings together contractors, engineers, vendors, citizens and public agency leaders. Discussion is open to every aspect of the design and construction process, including project planning, construction techniques, specifications, schedules and contracts. With limited resources, the intent of these meetings is to look for ideas that can help improve performance, reduce costs and satisfy more customers. Partnering teams implement ideas in a six- to nine-month timeframe.

**P.2 Organizational Challenges**

**P.2a(1)** As an agency of state government, MoDOT is charged by the Missouri State Constitution to develop and maintain Missouri's transportation infrastructure. MoDOT is responsible for design, construction, and maintenance of the state's highway and bridge system, and works with local and regional partners in providing other modal services to the citizens of Missouri. MoDOT indirectly competes with other state departments of transportation (DOTs) for budget dollars at the federal level. At the state level, MoDOT competes with other Missouri state agencies to receive appropriations from the General Assembly. At the local level, tax ballot issues that affect MoDOT sometimes compete with local tax ballot initiatives.

**P.2a(2)** MoDOT’s current emphasis is on completing the Smooth Roads Initiative (SRI) by the end of 2006. SRI was an outcome of Amendment 3’s passage by Missouri’s voters in November, 2004. This ballot initiative provides an additional $180 million to $190 million in transportation dollars that were previously diverted to other Missouri agencies and programs. When added to existing funding commitments for roads and bridges, the 2005 construction program year was the largest ever undertaken by MoDOT.

Missouri’s Congressional delegation successfully secured 3.11 percent of total discretionary funds available to states for highway and bridge projects over the past five years. This ranks Missouri 11th in the nation in the share of funds allocated nationwide. Over the past five years, 82 percent of these dollars were allocated for MoDOT’s high priority projects.

MoDOT collaborates with cities, counties, transportation corporations and transportation development districts to fund projects through cost sharing and partnering programs. Through this collaboration, these entities invest funds to complete local projects that benefit both the local communities and the state highway system.

**P.2a(3)** MoDOT strives to avoid using national averages as benchmarks, choosing rather to measure itself against applicable best in class organizations.

MoDOT obtains comparative information from other state DOTs on many of its measures, especially those related to the state highway and bridge system. Additional sources include the Federal Highway Administration (FHWA) and the American Association of State Highway and Transportation Officials (AASHTO).

MoDOT seeks comparative information from best-in-class organizations in the areas of customer satisfaction, financial performance, human resources and innovation. Locating suitable benchmarks in outside industries sometimes poses a challenge because of MoDOT’s size, products, agency status, etc.

**P.2b** In 2006, MoDOT is expected to complete the SRI one year ahead of schedule. This challenge requires the biggest construction program in MoDOT’s history. SRI was one element of the Smoother, Safer, Sooner program that was initiated as a result of Amendment 3’s passage. The other two elements involved accelerating projects already planned in MoDOT’s five-year construction program and adding new, high-priority projects.

Challenges that MoDOT is facing include:

- MoDOT will have $1.4 billion available annually to complete the 2006-2010 construction schedule. However, by 2011, that amount will decrease to between $600 million and $800 million without new funding sources.
- MoDOT has identified $20.18 billion worth of transportation needs, a variety of which include preserving rail infrastructure, port assistance and improvements to roads and bridges.
- Improvements to I-70 and I-44 alone are estimated at $7.1 billion. I-70 was designed for a 20-year life; it recently reached a 50-year milestone.

**P.2c** MoDOT uses the Tracker to monitor and improve its products and services. The current Tracker has over 100
measures that indicate how well MoDOT is achieving its Tangible Results. MoDOT conducts quarterly reviews of these measures with all members of senior management and the measurement drivers present. Each measure is expected to have an improvement status that explains the current results and the strategies that are currently underway to improve the measurement’s status.

<table>
<thead>
<tr>
<th>Mission</th>
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<tbody>
<tr>
<td>Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri</td>
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<table>
<thead>
<tr>
<th>Values</th>
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<tbody>
<tr>
<td>• MoDOT will support and develop employees because we believe they are the key to our success.</td>
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<tr>
<td>• MoDOT will be flexible because we believe one size does not fit all.</td>
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<tr>
<td>• MoDOT will honor our commitments because we believe in integrity.</td>
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<tr>
<td>• MoDOT will encourage risk and accept failure because we believe in getting better.</td>
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<tr>
<td>• MoDOT will be responsive and courteous because we believe in delighting our customers.</td>
</tr>
<tr>
<td>• MoDOT will empower employees because we trust them to make timely and innovative decisions.</td>
</tr>
<tr>
<td>• MoDOT will not compromise safety because we believe in the well-being of employees and customers.</td>
</tr>
<tr>
<td>• MoDOT will provide the best value for every dollar spent because we’re taxpayers too.</td>
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<tr>
<td>• MoDOT will value diversity because we believe in the power of our differences.</td>
</tr>
<tr>
<td>• MoDOT will be one team because we all share the same mission.</td>
</tr>
<tr>
<td>• MoDOT will use teamwork because it produces the best results.</td>
</tr>
<tr>
<td>• MoDOT will foster an enjoyable workplace because we care about each other and our mission.</td>
</tr>
<tr>
<td>• MoDOT will be open and honest because we must be trustworthy.</td>
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<tr>
<td>• MoDOT will listen and seek to understand because we value everyone’s opinion.</td>
</tr>
<tr>
<td>• MoDOT will treat everyone with respect because we value their dignity.</td>
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<tr>
<td>• MoDOT will seek out and welcome any idea that increases our options because we don’t have all the answers.</td>
</tr>
<tr>
<td>• MoDOT will always strive to do our job better, faster, and cheaper because we want to meet more of Missouri’s needs.</td>
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<table>
<thead>
<tr>
<th>Tangible Results</th>
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</thead>
<tbody>
<tr>
<td>• Uninterrupted Traffic Flow</td>
</tr>
<tr>
<td>• Smooth and Unrestricted Roads and Bridges</td>
</tr>
<tr>
<td>• Safe Transportation System</td>
</tr>
<tr>
<td>• Roadway Visibility</td>
</tr>
<tr>
<td>• Personal, Fast, Courteous and Understandable Response to Customer Requests (Inbound)</td>
</tr>
<tr>
<td>• Partner with Others to Deliver Transportation Services</td>
</tr>
<tr>
<td>• Leverage Transportation to Advance Economic Development</td>
</tr>
<tr>
<td>• Innovative Transportation Solutions</td>
</tr>
<tr>
<td>• Fast Projects that are of Great Value</td>
</tr>
<tr>
<td>• Environmentally Responsible</td>
</tr>
<tr>
<td>• Efficient Movement of Goods</td>
</tr>
<tr>
<td>• Easily Accessible Modal Choices</td>
</tr>
<tr>
<td>• Customer Involvement in Transportation Decision-Making</td>
</tr>
<tr>
<td>• Convenient, Clean and Safe Roadside Accommodations</td>
</tr>
<tr>
<td>• Best Value for Every Dollar Spent</td>
</tr>
<tr>
<td>• Attractive Roadsides</td>
</tr>
<tr>
<td>• Advocate for Transportation Issues</td>
</tr>
<tr>
<td>• Accurate, Timely, Understandable and Proactive Transportation Information (Outbound)</td>
</tr>
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</table>

Figure P.2-1
Responses
Addressing All Criteria Items
CATEGORY 1 - LEADERSHIP

1.1 Leadership System

1.1a(1) The Senior Management Team (SMT) developed MoDOT’s Mission, Values and Tangible Results during a strategic advance in 2004. The Tangible Results have been affirmed by data obtained from multiple customer satisfaction surveys. Tangible Results are monitored via the Tracker, a system of measurements to ensure that MoDOT is accountable for achieving customer expectations. The Tangible Results are reinforced quarterly during a Tracker Review Meeting. These meetings help leadership understand diverse transportation responsibilities and adjust plans in real-time, based on quarterly updated information.

1.1a(2) MoDOT leadership promotes an environment of ethical behavior based on a set of standards outlined in a document called the One Team Agreement. The language in the One Team Agreement, renewed annually, reflects MoDOT’s Values and outlines the manner in which senior leadership will behave and interact as well as the manner in which they lead their respective business divisions or districts. A copy of the One Team Agreement is found in Figure 1.2-3.

The Audits and Investigations (AI) Unit emphasizes the values of accountability and integrity in department operations. To ensure these values are an integral part of the culture, AI works to instill in all employees a sense of responsibility for their actions and honesty in their dealings with other employees, transportation stakeholders, and the citizens of Missouri. MoDOT also mandates policy and procedure training for all new managers and supervisors. These policies and procedures are written as guidelines for behavior that is expected within MoDOT.

1.1a(3) The graduate orientation program, open to all employees hired within the last calendar year who have a college degree, provides employees the opportunity to meet department leaders, learn how central office divisions support them in their day-to-day activities, and explore career growth opportunities available to them. Participants discuss with senior management MoDOT’s Mission, Values and Tangible Results.

MoDOT leadership prepares managers throughout the organization for increased responsibility through the Management Development Institute (MDI). The curriculum is designed to improve a manager’s ability to manage people, processes and results. MoDOT’s director, chief engineer, and chief financial officer personally participate in the MDI by conducting a question and answer session during each week of the two-week program. They also conduct a similar session at the one-week program for newly hired supervisors.

MoDOT also prepares for sustainability through both informal and formal mentoring relationships. In the formal mentoring program, employees (mentees) are paired with a more experienced co-worker (mentor) from the same geographical area and line of career interest. The mentee benefits by learning how his or her skills help achieve the department’s Mission, Values and Tangible Results and by building the skills necessary to compete for advanced placement opportunities. Ultimately, MoDOT benefits by improving employee skills, creating leadership succession and enhancing its ability to recruit and retain employees.

1.1b(1) Multiple methods of communication are utilized at MoDOT to achieve its Tangible Results. The Tracker is used to reinforce to all employees those functions and activities that are the most important to MoDOT. More personal to the individual employee is MoDOT’s annual performance management tool called MoDOT Accountability and Performance System (MAPS). MAPS is a tool for management and employees to discuss and agree upon goals and outcomes during the performance rating period. Formal meetings are held twice a year, but informal meetings and continuous discussions of performance are encouraged. Alignment between the goals of the Tracker and goals on individual MAPS plans is optimal. MAPS is further described in Category 5.1.

Senior leadership often take “listening tours” to meet with district or division employees in MoDOT. Following a visit by the department director, a transcript of the comments, questions and answers is prepared and is distributed through e-mail to all users. The information obtained from these visits is used to further study identified issues or areas of concern.

Additionally, the SMT is actively involved in regional and state transportation organizations to identify and assess organizational success, competitive performance and industry trends.

1.1b(2) The main tool used by MoDOT leadership to focus actions toward the mission is the Tracker. Each of the Tangible Results, designed to exceed the expectations of customers, is outlined in the Tracker. Senior leaders use consistent language (e.g. better, faster & cheaper, one team, results, etc.) to maintain a focus on how leadership expects MoDOT to work and for whom MoDOT works (the customers). Divisions and districts have the same mission statement as the department: “Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.” Leadership also regularly reviews organizational performance of budget, program delivery and staffing to identify trends. Progress and actions are evaluated for continuous improvement.
1.2 Governance and Social Responsibilities

1.2a(1) MoDOT’s mission directly benefits society by “providing a world-class transportation experience that delights our customers and promotes a prosperous Missouri.” The overall impact to society is significant. As an example, the Tracker depicts a performance measure on the “rate of economic return from transportation investment”. This demonstrates MoDOT’s attention to meeting the needs of society while investing federal and state dollars wisely. Another measure found in the Tracker shows the “Distribution of expenditures” by maintenance, construction, and other appropriations. While construction and maintenance expenditures may fluctuate, MoDOT strives to keep the other expenditures constant from one fiscal year to the next.

The Missouri State Government Review Commission reviewed MoDOT, along with all other state agencies, in 2005. This commission, created by Governor Blunt, was charged to “…identify opportunities to restructure, retool, reduce, consolidate, or eliminate state government functions in accordance with what will result in the best and most cost-effective service for Missouri citizens.” The review commission offered recommendations to improve each agency’s operations. One recommendation was offered to all state agencies: “Encourage objective, performance-based, results-driven service delivery systems in state government similar to the Missouri Department of Transportation’s Tracker system.” The review commission recognized that “focusing on performance rather than methods or established funding streams allows agencies to be more responsive in adapting services to meet the changing needs of Missouri citizens and businesses.” Thus, the Tracker has become a model for all state agencies.

1.2a(2) MoDOT evaluates the performance of its senior leaders, including the department director. These evaluations take different forms such as individual performance evaluations as well as evaluation of performance at Tracker review meetings. The Commission evaluates the department director during an annual performance review meeting. Another example of the dedication the department places on performance reviews of its leaders, is that every member of the senior management team is given the opportunity to evaluate the department director on his behavior compared to those outlined in the One Team Agreement. The outcome of the department director’s evaluation is made available to all management members as well as the Commission. Similarly, staff members reporting to senior management complete a trust and empowerment survey on the senior managers. This commitment sends a message to all staff within the department that leadership is being held accountable for its performance and their adherence to the One Team Agreement.

1.2b(1) MoDOT uses a variety of methods to anticipate public concerns including public meetings and advisory and stakeholder input sessions. These public hearings allow the public and vested stakeholders the opportunity to voice concerns with MoDOT’s products and services, and provides information regarding changing societal needs – perceived or real. An example of this type of transparent approach is evident in the Planning Framework process, discussed further in Item 6.1. This proactive approach helps MoDOT understand public concerns that may exist or be emerging regarding its current or future services or operations.

MoDOT maintains compliance in all regulatory and legal issues. The very structure of MoDOT is designed to maintain ethical and legal standards. A bi-partisan, six member Commission governs MoDOT as a check and balance for MoDOT leadership. As an example of how promotes ethical behavior, MoDOT uses numerous contractors to complete projects and uses a Bid Analysis Management System (BAMS) to ensure that contracts are awarded in an ethical manner. This responsibility is forefront as there are numerous compliance issues required to be able to utilize both federal and state dollars. An example of this type of compliance is environmental efforts. By ensuring environmental compliance, MoDOT reinforces its commitment to being environmentally responsible as well as compliant with law. Specifically, MoDOT uses eight Tracker measures to ensure environmental responsibility including “Number of projects on which MoDOT protects sensitive species or restores habitat” and “Percent of alternative fuel consumed”. Five of MoDOT’s 18 Tangible Results address the impact on society of MoDOT’s products and operations:

- Uninterrupted Traffic Flow
- Safe Transportation System
- Roadway Visibility
- Environmentally Responsible
- Convenient, Clean and Safe Roadside Accommodations
- Tangible Results measures that address the public’s concerns for environmental responsibility, highway and work zone safety, and rest area/commuter lot attributes of convenience, cleanliness and safety are incorporated into MoDOT’s Tracker.

1.2b(2) MoDOT submits annually an Accountability Report to the Joint Committee on Transportation Oversight that highlights financial statements, program information, planned expenditures, and other information for review by the Legislature. (Figure 1.2-1)
Additionally, MoDOT is open to all state and external audits. Internally, MoDOT’s Audits and Investigations Unit is charged with performing internal audits of department operations and external audits of contracts and grant agreements, and is responsible for investigating allegations of fraud, waste and abuse, and making recommendations to management to reduce opportunities for the misuse of department resources. AI also monitors the construction industry for anti-competitive business activities and investigates employee grievances and complaints. To proactively suppress waste, fraud and abuse, AI also provides information briefings to districts and divisions to promote awareness.

Additionally, all new supervisors at MoDOT are provided training on all policies and procedures that are designed to guide employee behavior (further outlined in Category 5.2). Further, the MDI curriculum, an annual policy update program and New Employee Orientation includes ethics training.

1.2c MoDOT’s director, chief engineer and chief financial officer are actively involved in a number of professional organizations that contribute to professionalism and ethical behavior in an organization. These memberships include:

**Director**
- Transportation Research Board’s Task Force on Accelerating Innovation in Highway Industry
- American Association of State Highway and Transportation Officials’ Board of Directors

**Chief Engineer**
- American Association of State Highway and Transportation Officials’ Committees:
  - Standing Committee on Highways
  - Standing Committee on Research
  - Standing Committee on Highway Traffic Safety
  - Special Committee on US Route Numbering
- Missouri Society of Professional Engineers
- Rotary Club

**Chief Financial Officer**
- American Institute of Certified Public Accountants
- Missouri Society of Certified Public Accountants
- Association of Government Accountants
- Institute of Internal Auditors

MoDOT is involved in a number of activities in its local regions, including the Missouri State Employees Charitable Campaign and Rotary, Lions and other civic clubs and organizations. (2005 was the fourth consecutive year that MoDOT employees donated the second largest amount out of 27 agencies toward the Missouri State Employees Charitable Campaign.) MoDOT serves on the Chamber of Commerce, Transportation Boards and Councils, United Way, etc. Blood drives occur in nearly every district. MoDOT employees participate in an annual golf tournament that raises funds for the Missouri 10-33 Benevolent Fund. This public charity assists families of public service personnel, including highway workers, who have died in the line of duty. In addition, recycling and litter pick-up efforts are encouraged in all areas of MoDOT. MoDOT is committed to reducing waste through strong recycling efforts, purchases of recycled products is highly encouraged. In these ways, MoDOT contributes to improving its local communities.
MoDOT’s Motorist Assist program is designed to help individual motorists who may be stranded on the roadside in the Kansas City and St. Louis metro areas. By helping individual motorists the Motorist Assist program helps keep traffic moving in high-volume areas.

MoDOT shows its commitment to the safety of the citizens of Missouri in numerous ways. Examples include Missouri’s Blueprint for Safer Roadways, which emphasizes life-saving activities such as certifying child safety seats, educational videos and teen driver education programs. MoDOT also supports the Click It or Ticket enforcement program and a primary seat belt law designed to prevent unnecessary fatalities. Figure 1.2-2 illustrates a page from the Blueprint for Safer Roadways’ web site.

MoDOT employees also participate in numerous national and international civic activities. MoDOT employees provided volunteer help to hurricane Wilma victims in Broward County, Florida. One employee is involved in medical missions in Europe and Latin American countries. Numerous employees have been called to active military duty in Afghanistan and Iraq. MoDOT supports all of these employees in their endeavors and is an indication of MoDOT’s commitment to the larger world community.
One Team Agreement

October 26, 2005

MoDOT Leadership

We, the undersigned, understand that without a commitment on our part to support and be the champions of all the MoDOT strategic values, and in particular the value stating "MoDOT will be One Team because we all share the same Mission," the organization cannot be successful in the accomplishment of its Mission.

Therefore, we agree to the following:
Since MoDOT is an organization focused on building relationships while achieving desired results, our team relationship must be built on a foundation of mutual trust and respect for each other.

Therefore, as MoDOT leaders, we accept responsibility for:
- Understanding the roles and responsibilities of individual team members and involving them early to get the job done, because we don't have all the answers;
- Openly discussing differing professional viewpoints while maintaining mutual respect and trust;
- Making timely decisions based on MoDOT values and focused on tangible results;
- Empowering those that work for us to make decisions including, going outside the normal chain of command to work as a team;
- Cooperating with and supporting the final decisions and each other;
- Communicating openly and honestly the "who" of our decisions;
- Evaluating results honestly and making needed changes;
- Responding directly, honestly, professionally, and timely to each other; and
- Modeling the way, adhering to MoDOT values, and holding each other accountable.

Since MoDOT is a professional organization that pursues excellence,
As MoDOT leaders, we will:
- Be willing to take risks and encourage risk-taking by our employees to achieve desired results;
- Objectively consider new ideas without questioning a teammate's motives, intelligence, or integrity;
- Focus on developing and delivering quality products and services;
- Openly share frustrations in giving praise and recognition for good work;
- Plan ahead to anticipate surmountable customer needs and concerns and changes in our work; and
- Model a positive personal attitude in the workplace.

Finally, since MoDOT is an organization that desires a positive work environment for its employees,
As MoDOT leaders, we will encourage our employees to:
- Listen to customers and team;
- Openly communicate ideas;
- Serve each other;
- Develop personally and professionally;
- Maintain personal integrity;
- Continuously improve their work by thinking "Better, Faster, Cheaper" and
- Enjoy work.

By my signature below, I pledge my support to all members of the team and will hold each member and myself accountable for abiding the values and principles stated in this agreement.

One Team Members

[Signatures]

Figure 1.2-3
CATEGORIE 2 – STRATEGIC PLANNING

2.1 Strategy Development

2.1a(1) After reviewing the department’s Mission, Values and Tangible Results, MoDOT leadership outlines strategies based on information obtained from regional planning partners, statewide surveys and other customer input. These strategies and plans are captured in a short-term plan, the State Transportation Improvement Program (STIP), and a long-term plan, the Missouri Advanced Plan. The STIP outlines the delivery of projects over a 5-year timeframe that directly impacts MoDOT’s Tangible Results. The Missouri Advance Plan looks 6-20 years into the future and identifies a broad transportation direction and funding initiatives related to any major infrastructure improvements or expansion. The time horizons for both the STIP and the Missouri Advance Plan are based on federal planning guidelines outlined by the U.S. Department of Transportation. Performance measures, reported in the Tracker, indicate when and if any strategy changes are needed in relation to achieving the Tangible Results. Strategies are listed in the Improvement Status section of each Tracker measure.

2.1a(2) Senior MoDOT leadership uses an annual strategic advance in an effort to determine strengths, weaknesses, opportunities and threats. Threats to MoDOT are divided into two categories, a) most likely to happen and b) most devastating to MoDOT if it does happen. Teams are established to deal with both types of threat and their work is used to plan to avoid threats and prepare contingencies. MoDOT attempts to benchmark nearly every measure in the Tracker against the best in class. MoDOT does this not only to continuously improve, but also to strive to provide a world-class transportation experience. Because of this, many positive changes in financing options (innovative financing) and project development (design-build and practical design) have occurred. Technology and innovation are integral to MoDOT success. The Organizational Results unit works with System Delivery and System Facilitation to research and develop new technologies and innovations that keep MoDOT on the leading edge.

MoDOT is sustained by the crucial nature of its work. MoDOT’s current focus is maintaining and improving existing infrastructure including ports, runways, roads and bridges. Emergency response plans have been developed and deployed to respond to natural and man-made disasters. Examples include training programs that deal with infrequent incidents such as earthquake events (post-incident bridge inspection) and security awareness. More frequent events such as snow removal also have response plans in place.

MoDOT’s ability to deliver on the STIP and the Missouri Advance Plan is rooted in continuous measurement and monitoring of Tangible Results in the Tracker. MoDOT

<table>
<thead>
<tr>
<th>Outcome/Result</th>
<th>Contact Person(s)</th>
<th>Actions</th>
<th>Performance Measure</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>An improved process for planning and programming of projects</td>
<td>Chris DeVore, Steve Swafford, Clayton Hanks</td>
<td>• Plan and program for optimal use of facilities capital budget!</td>
<td>• Percent Capital Improvements/CAPP completed vs. identified</td>
<td>• As of 3rd Qtr end, 52% of the CICAPF projects are completed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitor the execution of fiscal year capital plan throughout the year!</td>
<td>• Capital Improvement/CAPP program budget expenses</td>
<td>• As of 3rd Qtr end, the budget is $12,703,300.00 and expenses are $9,221,294.20.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Look for opportunities to reduce project costs</td>
<td>• Building expenditure per square foot</td>
<td>• As of 3rd Qtr end, the building expenditures per sq ft are $0.63. Jobs still in progress.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ensure consistent measurement of all facilities and consistent recording of data</td>
<td>• Associated projects that promote the Tracker Measure</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1-1

Figure 2.1-2
measures what its customers want, thus high performance on these measures is a good indication of achievement of both short-term and long-term plans.

2.1b(1-2) “Unreasonably fast” is the timeframe set out by leadership to achieve the Tangible Results. Some of the most important goals for MoDOT to achieve its Tangible Results are a) completing the Smooth Roads Initiative (SRI) by the end of 2006 with 85–90% of major roads in good or better condition by the end of 2009, b) delivering the STIP as promised, on time and on budget and c) increasing funding for other transportation modes.

Individual measures in the Tracker are the yardstick for achieving the Tangible Results. The Tangible Results stem from MoDOT customers’ expectations. The strategies employed by MoDOT are designed to exceed customer expectations, maintain accountability, continuously improve quality, provide meaningful and rewarding work for MoDOT employees and strive for innovation.

2.2 Strategy Deployment

2.2a(1-5) Action plans are based on a combination of the Missouri Advance Plan, STIP, strategic advance directives and Tracker measures. Planning is done at the district and division level and is filtered throughout units and down to individual performance plans with MAPS. Figure 2.1-2 illustrates an action plan used in the General Services unit at the central office. Changes to these plans are generally determined at the division and district level and are supported by a shift in a Tracker measure. Additionally, districts and divisions use a Tracker Supplement to compare measurement outcomes to one another (Figure 2.2-1). The Tracker drives short-term action planning and allows for agile decision making, while longer-term planning is captured in the Missouri Advance Plan and the STIP. Districts and divisions also use D-Trackers to capture measures that are specific to their area and cascade down from the Tracker.

The Tangible Results’ measures within the Tracker serve as the key indicators for MoDOT’s organizational effectiveness. Completion of projects on the STIP move measures within the Tracker in the direction of each desired trend. Additionally, for each STIP project there are

Figure 2.2-2

2006 - 2010 Highway and Bridge Construction Schedule

<table>
<thead>
<tr>
<th>County</th>
<th>Road</th>
<th>Project Description</th>
<th>Award Date</th>
<th>Federal Cat.</th>
<th>State Cat.</th>
<th>Incidental</th>
<th>Construction</th>
<th>FPOS</th>
<th>Paybacks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrew</td>
<td>1P 29</td>
<td>Mill and resurface 1.34 miles from Rte. 59 to Rte. 169. Amendment 3 smooth roads initiative project.</td>
<td>2006</td>
<td>60000</td>
<td>60001</td>
<td>025</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Andrew</td>
<td>1P 29</td>
<td>Improve intersection, add signals and turn lanes at Long 29 and County Line Road in St. Joseph at Country Club Village. To be let by the City of St. Joseph with reimbursement from MoDOT upon completion of the project.</td>
<td>2006</td>
<td>60000</td>
<td>60001</td>
<td>025</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Andrew</td>
<td>1P 29</td>
<td>Resurface 1/2 mile from Rte. 30 to County Road 441. Job No. R2166084</td>
<td>2008</td>
<td>60000</td>
<td>60001</td>
<td>025</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Andrew</td>
<td>1P 29</td>
<td>Resurface 1/2 mile from Rte. 30 to County Road 441. Job No. R2166084</td>
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<td>60001</td>
<td>025</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

* Subject to the approval of the Transportation Improvement Plan by the governing Metropolitan Planning Organization

6/30/2005

Section 4-1

District 1

7
performance projections in the plan (Figure 2.2-2). The most substantial change MoDOT will face in the short-term is a continued acceleration in the number of projects that are started and completed. These include improvements of interstate highways, several new bridge constructions, completing 4-lane highways on eight major corridors and completing SRI by the end of 2006. All of these key products will necessitate an increasingly flexible planning process.

2.2b Following the passage of Amendment 3 in 2004, MoDOT planned to complete SRI in 3 years. Meeting a challenge issued by the Governor in January 2006, MoDOT now plans to complete SRI in 2 years, by the end of 2006. The strategies developed to achieve this include using innovations such as practical design and innovative financing. These strategies are used to match those that are utilized by the best DOTs in the nation and also meet MoDOT’s mission of exceeding its customers’ expectations. Further discussion of practical design is found in Item 6.1.

Rather than goal setting based on past performance, MoDOT uses benchmarking for creating stretch goals. The thought process is, “there is always an organization that is performing better than MoDOT” and MoDOT strives to achieve and overtake that benchmark. Examples of benchmarks used in MoDOT’s Tracker measures are found in Figure 2.2-3.
**CATEGORY 3 – CUSTOMER AND MARKET FOCUS**

**3.1 Customer and Market Knowledge**

3.1a (1-3) MoDOT broadly defines its customers as the traveling public, in essence anyone who is paying taxes and has specific expectations for a service in return. Customers usually seek information from MoDOT, partake in the department’s services or are impacted by what MoDOT does. MoDOT’s customers range from groups as large as urban metropolitan planning organizations to the citizens who stop by MoDOT’s offices for highway maps.

MoDOT recognizes that it must target its audience to communicate effectively with customers. The customer base is narrowed according to the project, issue, business need or initiative at hand. MoDOT’s common customer groups include legislators, stakeholders, the media and the public.

MoDOT has contact with each of these groups in a multitude of ways, ranging from correspondence to public meetings. In addition, some department units are set up to serve specific customer bases. For example, the Governmental Relations unit is designed to meet the needs of legislative customers, the Community Relations unit is charged with handling media inquiries and developing positive media relations, and Motor Carrier Services must meet all the commercial carrier needs to allow the efficient movement of goods throughout the United States and Canada. The Motor Carrier Services unit is a recent addition to MoDOT in 2002. A gubernatorial executive order created the unit through a merger of agencies scattered throughout Missouri state government. This unit, a one-stop shop, reduces the frustration and confusion of these customers often experienced in the past.

MoDOT meets its customers’ needs by achieving the 18 Tangible Results and implementing the planning process. Category 6.1 contains several examples of how MoDOT involves customers in its system delivery processes. MoDOT listens to its customers in a variety of ways that runs the gamut from informal to formal.

**Planning Framework**

The Planning Framework incorporates customer input into the planning process. This nationally recognized process gives local officials and the general public a greater role in making Missouri’s transportation decisions. The process is highly successful, especially when MoDOT works with its planning partners to select construction projects to be financed with Amendment 3 funds. Examples of customer involvement in the Planning Framework are provided in Item 6.1.

**Customer Service Centers**

Customer service centers are set up in each of the 10 districts and the central office to serve the public by answering their questions, listening to their concerns and providing requested information. MoDOT also offers a toll-free telephone number and an interactive web site to solicit and respond to customer input.

**Public Involvement**

More specifically, MoDOT listens to its customers on specific projects through the public hearing process. At the initial onset of a project, the concept is introduced to the affected community, and the public – MoDOT’s customers – provides feedback and voices concerns, objections and approval about the concept. Figure 3.1-1 is a photograph taken at a MoDOT public meeting.

![Figure 3.1-1](image)

Breaking this down further, when a transportation need is identified, potentially affected interests are identified early in the program delivery process, and a public involvement plan is developed. As the project moves through its initial steps and on into design, the public is engaged as a critical part of the decision-making process. Various tools may be used: public meetings, mailings, drop-in centers, advisory groups, one-on-one meetings, stakeholder group presentations and so on. The process ultimately concludes with official public hearings.

Public comment is encouraged throughout the process, and transcripts of the official public hearing become part of the official record. Substantive issues raised by the public are addressed by the project team and are a key factor in determining just what will be built and where as MoDOT seeks to avoid negative impacts to property owners and environmental resources.
However, as stated above, MoDOT listens to its customers long before a project enters the design stage. MoDOT’s Planning Framework is based on its public participation philosophy:

*The Missouri Department of Transportation will work side-by-side with local officials to make transportation decisions. Public participation opportunities will be offered before these decisions are made.*

**Partnering for Innovative Efficiencies**
These meetings with industry leaders, government officials and interested citizens develop ideas for improving transportation in Missouri. After the group generates ideas during the daylong meeting, they prioritize them and reach consensus about ideas that can be implemented in a relatively short timeframe, usually six to nine months.

**Missouri Advance Planning – Mapping Our Transportation Future**
MoDOT develops a long-range plan called the Missouri Advance Planning initiative. The Missouri Advance Planning initiative defines what Missouri’s transportation system could and should do for its citizens. The effort officially kicked off in August 2005 when a variety of stakeholders around Missouri were interviewed about the future of transportation. MoDOT frequently gathers additional information through a telephone survey asking Missourians about transportation services and challenges.

**Industry Business Needs**
Getting input from international organizations to state organizations to individuals, MoDOT identifies the barriers for allowing the motor carrier industry to safely and efficiently deliver its freight. Because the motor carrier industry operates on a 24/7 basis across the continent, MoDOT works with international and state partners to provide consistent requirements to meet motor carriers’ needs. MoDOT provides many educational opportunities for the carrier industry throughout the year as well as a quarterly newsletter to keep them abreast of changing requirements.

Customers are involved all along the way in the typical highway project as it goes from an idea to a reality. Figure 3.1–2 illustrates this “From Idea To Reality” process.

**Defining Project Scope**
Sometimes the process is not a direct route from idea to reality. Customers give input as MoDOT determines and modifies product, program and service features. Often the project design or the construction plan is altered to accommodate customer requests.

For example, MoDOT had more than 1,000 active work zones in 2005, the largest total in MoDOT history. Customers told MoDOT that they did not want to be detained—that they wanted “uninterrupted traffic flow” (one of MoDOT’s Tangible Results). MoDOT met this requirement by doing some of the major work during off-peak times and at night on about 250 of these work zones. Incentives were provided on another 250 projects to encourage quicker project completion time. By listening to its customers, MoDOT was able to minimize the impact to the traveling public being delayed any longer than necessary by a work zone.

MoDOT also changes a project’s scope, location, construction schedule and other features to accommodate the needs and wants of its customers when it is possible to do so.

**Smoother, Safer, Sooner**
The Smoother, Safer, Sooner initiative is an excellent example of how MoDOT uses customer information to meet expectations. With additional funding from the November 2004 passage of Amendment 3, MoDOT
quickly went to work to give Missourians what they wanted: smooth roads. On November 2, 2004, four out of five Missouri voters said they wanted their roads fixed, and they trusted MoDOT to do it. Since its passage, MoDOT has worked hard to identify needs, make wise use of these additional resources and get projects under way. Successful completion of the Smoother, Safer, Sooner initiative will increase public trust and confidence that MoDOT delivers on its promises.

Access to Meeting Business Needs 24/7
Commercial motor carriers have needs, which may vary considerably with the type of freight and destination of the freight. Their ability to move this freight is impacted by their ability to make changes or receive permits for states and provinces. MoDOT implemented a web-based system, located at www.modot.org/mcs, that allows commercial carriers to meet most of their business needs on a 24/7 basis with online access no matter where they are traveling and will eliminate unnecessary trips to complete transactions in an office.

In the future, contractors will be able to electronically access MoDOT’s project bidding processes after these processes are incorporated into MoDOT’s web site in 2007.

3.2 Customer Relationships and Satisfaction

3.2a(1-3) MoDOT delivers the Tangible Results by meeting the expectations in the products and services it provides to its customers. Achieving the 18 Tangible Results is how MoDOT will “wow” its customers. To ensure MoDOT is meeting expectations, a variety of access mechanisms are available for its customers.

Business offices
MoDOT has facilities in the ten district offices and the central office that are open to the public to address their needs. Staff members dedicated to serving walk-in customers are specially trained to address customer concerns, provide information about department operations and services and find needed information. To implement the one-stop shop concept discussed in Item 3.1, MoDOT located Motor Carrier Services in a central office facility and allows commercial carriers to meet all their business needs in one location—with ample parking available for their trucks.

Customer service centers
MoDOT has 11 customer service centers; one in each district and one in the central office. Professionals trained in customer response and experienced in department operations staff each center. Customer satisfaction with information and responses from the centers is about 99 percent. Item 7.2 contains measures on customer satisfaction with MoDOT’s call centers.

Web site
MoDOT’s web site, www.modot.org, is specifically designed for easy customer access and readability. Among the many items found on the web site are:

- a business section for contractors, suppliers and other vendors, as well as project information geared to the needs of construction contractors,
- general information for the public, such as work zone locations, project maps, an electronic newsletter, annual reports and the current issue of the Tracker,
- e-mail contact information, welcoming customers to send e-mail directly to MoDOT with questions and concerns to be promptly addressed by appropriate department staff, and
- a “newsroom” that supplies a selection of sound bites, logos, digital photographs and other electronic information for use by the media.

Additional public meetings
MoDOT conducts frequent public meetings throughout the state to gather public input before project construction begins. Thousands of comments are received in this way each year, and project plans have been altered and improved many times based on this input. Meetings are always advertised well in advance, facilities are fully accessible, and expert staff is always on hand to respond to questions and provide detailed project information.

Toll-free customer service number
By calling 1-888-ASK MoDOT, customers in Missouri and surrounding states can call directly to one of MoDOT’s customer service centers to get their questions answered. The number is automatically routed to the center nearest the caller to facilitate local response to project questions. These trained customer service professionals answer more than 90 percent of questions within 24 hours.

Customer complaints are regularly received through the customer service centers. All complaints are logged into a database and responded to, usually within 24 hours. When necessary, complaints are directed to technical staff with the expertise to address specific complaints.

The database is capable of producing regular reports that show frequency and types of complaints and how or if they were resolved. This response rate is measured in the Tracker document, so it is a vital part of determining organizational success.

3.2a(4) MoDOT ensures that customer access is kept current with business needs and directions in a variety of ways.
Customer surveys
MoDOT conducts statewide customer surveys to get feedback in many areas – overall satisfaction, investment levels, project quality, etc. MoDOT contracts with outside professionals to conduct random sampling phone surveys to gauge statewide response levels and then tracks progress over time with follow-up surveys.

MoDOT also conducts more narrowly targeted surveys – customer service surveys, media surveys, landowner purchase surveys, etc. – to measure quality of service in specific areas.

Figure 3.2-1 contains a table detailing information on some of MoDOT’s customer service surveys.

Additional public meetings
After MoDOT holds initial project meetings to gather public input, additional meetings are held to provide updated information to customers, including changes as a result of earlier input. At these meetings MoDOT determines whether its improvements meet public expectations, and whether further work is needed.

Business Organizations
MoDOT’s involvement in international and state organizations is critical in determining existing business needs, trends and future needs. Organizations such as the International Fuel Tax Agreement provide an international perspective on transportation issues, while state organizations such as the Missouri Chamber of Commerce and the Association of General Contractors provide a statewide perspective. MoDOT works with organizations to see if expectations are being met and to determine future expectations.

3.2b.(1) Customer satisfaction is an important goal for MoDOT. Two of MoDOT’s Tangible Results directly apply to customer service:

- Personal, fast, courteous and understandable response to customer requests
- Accurate, timely, understandable and proactive transportation information

Meeting these goals is the responsibility of all employees. For customer service representatives and other employees whose focus is mostly on external customers, these requirements are built into their performance expectations. (This process if further explained in Item 5.2).

To gauge overall customer satisfaction, MoDOT conducts scientifically valid customer surveys every year. Respondents indicate their level of satisfaction with the department as a whole and with dozens of specific aspects of the state transportation system.

Several other surveys measure satisfaction with specific aspects of MoDOT’s work. Figure 3.2-2 is an illustration of a customer satisfaction card that rest area users can complete.

<table>
<thead>
<tr>
<th>Product or Service</th>
<th>Survey Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motorist Assist</td>
<td>Metro-area drivers, who are helped when their vehicle stalls or are involved in a crash, rate the service they receive via a postage-paid reply card.</td>
</tr>
<tr>
<td>Motor Carrier Services</td>
<td>Commercial motor carriers licensed in Missouri, international hauling companies, and regulated carriers rate their satisfaction with the services provided by MoDOT’s Motor Carrier Services through a mailed survey administered by the Missouri Transportation Institute (MTI).</td>
</tr>
<tr>
<td>Public involvement</td>
<td>People who offer comments during the stages of project planning report their satisfaction with the feedback they receive from MoDOT through a mailed survey administered by MTI.</td>
</tr>
<tr>
<td>Rest areas</td>
<td>Visitors give their opinion of the convenience, cleanliness and safety of roadside facilities using a postage-paid reply card. (An example of a rest area survey appears in Figure 3.2-1).</td>
</tr>
<tr>
<td>Commuter parking lots</td>
<td>Users rate their satisfaction with the convenience and usefulness of the lots via a postage-paid reply card.</td>
</tr>
<tr>
<td>Employee satisfaction</td>
<td>MoDOT employees receive a printed survey they complete while on the job to rate their overall satisfaction in 11 individual aspects of their work experience. An independent consultant compiles and analyzes the results.</td>
</tr>
<tr>
<td>Inbound customer</td>
<td>Customers rate their satisfaction with the timeliness, courtesy and clarity of employees’ responses to their questions. Callers are transferred to a computer-based survey at the end of their phone call to MoDOT.</td>
</tr>
<tr>
<td>communication</td>
<td></td>
</tr>
<tr>
<td>Media information</td>
<td>Television, print and radio reporters rate MoDOT’s performance in providing information that is newsworthy, timely and understandable. The first survey is faxed to media outlets; follow-up surveys are e-mailed.</td>
</tr>
<tr>
<td>Web site</td>
<td>Visitors to <a href="http://www.modot.org">www.modot.org</a> rate their satisfaction with the site and offer suggestions for improvement through a five-question, site-based survey.</td>
</tr>
</tbody>
</table>

**Figure 3.2-1**
MoDOT updates its long-range plan to address the state’s transportation needs. Supported by extensive public outreach efforts, this plan draws on the expertise and experience of Missourians across the state to express a clear vision for what transportation should do for Missouri citizens and businesses.

3.2b(2) MoDOT customers can contact MoDOT by mail, telephone, fax and e-mail. Representatives record questions that require follow-up, complaints and other feedback in a database maintained by the statewide customer service team.

Managers look for trends when analyzing and comparing data between regions and statewide. When the analysis uncovers a problem, corrective plans are implemented. When regional data differ, employees compare experiences and adopt the best practices found.

3.2b(3) MoDOT identifies benchmarks in the public and private sectors against which to compare departmental performance in customer satisfaction and reports this benchmark in the Tracker measure “Percent of overall customer satisfaction”. Verizon Wireless has been identified as the benchmark for overall customer satisfaction because they achieved a 91 percent average composite score for each of the last three calendar years. MoDOT’s rating was at 67 percent in 2005.

3.2b(4) The department consistently seeks new ways to gauge customer satisfaction. In addition to the phone survey customers are asked to take, MoDOT has added the survey to all e-mails from customer service representatives responding to customer inquiries.

Figure 3.2-2
4.1 Measurement, Analysis, and Review of Organizational Performance

4.1a(1) Measuring organizational effectiveness has been in place for a number of years at MoDOT. The appointment of a new department director in 2004 offered MoDOT the opportunity to assess its effectiveness in delivering its products and services. Following the 2004 strategic advance where MoDOT’s leadership confirmed the Mission, Values Tangible Results, the organization turned its attention to determining how to measure its effectiveness. Members of the SMT identified measurements to gauge how well MoDOT would achieve the Tangible Results. The measures were reviewed, documented and updated into MoDOT’s performance management system. This system, the Tracker, was designed to be a tool to assess how well MoDOT delivered the Tangible Results to its customers.

Each Tangible Result has a “driver” assigned to it. Tangible Result drivers are members of the SMT, and are responsible for monitoring the measures that are built into the Tracker. Once a suitable measure has been selected, a measurement driver is assigned to collect the data and prepare the reporting page that is incorporated into the quarterly Tracker. Data collection varies depending upon the measure. In most instances, MoDOT has the information readily available in its system. Some data is collected from outside sources. As soon as new data is available, the information is incorporated into the next quarterly publication of the Tracker.

Tangible Result drivers frequently review information with their measurement drivers and other staff members. Strategies are developed and incorporated into the measure’s reporting page in the Improvement Status section. Measurement drivers are encouraged to find best practices that can be incorporated into MoDOT’s processes all with the intent of moving the measure in the direction of the desired trend.

MoDOT’s management uses information from the Tracker to make daily business decisions and allocate resources in a more manageable and quality-driven way. For example, one of the Tracker measures, “Percent of signals observed”, indicates how well MoDOT is checking signals to make any necessary corrections and achieve uninterrupted traffic flow. Following a Tracker review meeting where supplemental Tracker information was provided, one district office’s leadership shared the information with district staff and action plans were developed. The results for the next quarter’s measure showed significant improvement as a result of actions that were taken.

4.1a(2) MoDOT compares itself to other DOTs and other organizations throughout the country to benchmark its results against organizations that offer comparable products and services or that have similar outcomes. As MoDOT compares its results to best in class organizations, both within and outside of the industry, the department makes strategic decisions that reinforce the Tangible Results based on the comparative or benchmark data. Some of the benchmarks that relate to MoDOT’s effort to improve safety on Missouri’s transportation system have been instrumental in the future planning and development of the organization’s strategy.

4.1a(3) The Tracker, as a performance measurement system, is reviewed at quarterly Tracker review meetings. To continuously improve its effectiveness, the Tracker system’s processes are studied to find ways to make them more efficient and systematic. After changes are incorporated into the processes, workshops are conducted.
with measurement drivers. These workshops provide measurement drivers with information about Tracker process changes and additional education on performance measurement practices.

4.1b(1-2) The Tracker is updated and published quarterly to ensure accountability and to see the progress MoDOT is making towards achieving the Tangible Results for its customers. The Tangible Result drivers and other members of the SMT, along with measurement drivers, meet quarterly to review and discuss the performance measures’ current results. Each measurement driver explains the information found in the measure’s chart, reports on the status of the measure along with an explanation of the trend, and states what is being done or has been done to improve results. The department director and members of the SMT are actively involved in the discussions and regularly asks questions to ensure actions are being taken to improve the results. Any new measures that are introduced into the Tracker are also discussed at the meetings to ensure they are in alignment with the Tangible Results.

If measures are not moving in the desired direction, the department director may indicate that strategies and actions in that area must take priority. An example of how performance results triggered breakthrough is related to the measure “Average time to clear traffic incidents.” Disparity existed between results from Kansas City and St. Louis. The St. Louis numbers were always significantly lower than the numbers for Kansas City. St. Louis’ success was attributed to the cooperation that Motorist Assist has from other emergency responders in getting traffic flowing again. Employees from the Kansas City district met with employees from the St. Louis district to determine ways that they could improve the partnering relationships with emergency responders in their area. The most recent numbers on this measure showed a reduction in the disparity (Figure 4.1-2).

4.2 Information and Knowledge Management

4.2a(1) Through MoDOT’s intranet, employees are able to access links to policy manuals, data systems, the Tracker, and news information. Links to district and division home pages, the MoDOT telephone directory and job announcements are also available for employees. Figure 4.2-1, illustrates MoDOT’s intranet home page.

Employees can retrieve stored data and develop reports through MoDOT’s intranet. Data that is available to applicable users include:

- Financial
- Payroll
- Human resource
- Budget
- Project
- Fleet fuel card
- Risk management

MoDOT also provides its employees with the ability to use any web browser to send and receive e-mail, view their calendar, invite people to a meeting, create a task for a “to do” list, or access their contact list. This tool enables MoDOT employees to continue to conduct business while traveling or working in outlying facilities.

Through business intelligence tools, such as the Cognos suite of products, MoDOT makes available information such as risk management data, construction management data, right of way parcel acquisition data, transportation contract data, and transportation management system data. This information is integral to employees’ daily work and accessibility to it both in the office and in the field is vital. Through MoDOT’s external internet web site, MoDOT makes information available to its customers and partners (described in Item 3.2). Figure 4.2-2 illustrates the home page for MoDOT’s external internet web site.
Community Relations staff proactively supplies information to the public through press releases, e-mail, the internet web site, mailings, presentations and conferences. Members of the SMT often speak before groups or to the media to share information about MoDOT’s projects. Staff responds to citizen inquiries via MoDOT’s 1-800 number and MoDOT website e-mail inquiries. Most responses are given instantly, as indicated in a chart in Item 7.2. In cases where a response cannot be immediately given, the inquirer’s information is recorded in a database and action is usually taken within a 24-hour period.

4.2a(2) MoDOT ensures information system reliability by designing certain systems, such as servers, to have redundancy, by setting up these systems with automatic monitoring software so that incidents are communicated to proper personnel and by proactively monitoring those not set up. MoDOT also strives to do appropriate testing prior to production implementation, sometimes using software “robots.” Finally, MoDOT makes it a priority to stay at the manufacturer’s recommended levels of software and firmware in order to ensure they provide customer support should failures occur.

Systems are secured by employing firewalls, both network and personal, an IT security officer, by participating in the State of Missouri’s IT security committees, by using access authorization systems such as the Shared Technology Access Request Tracking System (STARTS), by monitoring and filtering and authenticating Internet access, and by using other technologies, such as Secure VPN, anti-virus systems, intrusion detection and monitoring systems (IDS), spam filtering systems, and physical building security systems such as Sonitrol.

User input and sign-off on interface requirements, prototypes, graphical user interface (GUI) and screen flow ensure that application systems are designed to be user friendly. By using GUI Standards, MoDOT achieves a consistent look and feel for its applications’ users.

4.2a(3) Redundancy for certain key system components, such as servers, wide-area networks and storage area networks, are designed into systems. Using UPS systems and a backup generator for the central data center ensure backup to utility power. Backup copies of data and applications are made and stored offsite. The State of Missouri’s Data Center provides some critical applications such as financial and human resource data.

4.2a(4) Information Systems’ employees meet regularly with internal customers and partners to gather business direction information that translates to system requirements.

Information about customer business problems and requirements is prepared for senior management and presented to them on a regular basis for achieving success in helping internal customers and partners complete their job responsibilities in an efficient and effective way. Much of this senior management review formally takes place through the Information Technology Improvement Program (ITIP). Regular meetings with a suite of vendors keeps MoDOT current on new technologies that have been developed and to get their recommendations for technology upgrades to MoDOT’s base infrastructure.

4.2b MoDOT ensures that systems such as e-mail, intranet and internet sites, shared server drives, discussion databases, and chat capability are available to employees to aid the collection and transfer of knowledge.

For MoDOT’s customers and partners, systems such as e-mail, the MoDOT internet website, ftp servers, VPN’s and publicly accessible applications are available to enable interaction with MoDOT employees.

MoDOT’s customers, partners and employees have access to a number of materials on best practices. MoDOT publishes the current Tracker on its web site so that the public and employees can see how well MoDOT is achieving its Tangible Results. Internal and external newsletters are published and distributed, and various training events are sponsored to allow for the exchange of information. Best practices on a variety of transportation related issues are available to employees, customers and partners through MoDOT’s Innovation Library (Figure 4.2-3).

MoDOT is in the process of piloting Innovations PORTAL, a new method to identify, measure, document and
communicate best practices within the organization. The process begins with employees or work groups filling out a short six-question online form. The information is routed to Organizational Results staff to work with division and district managers in evaluating and documenting implemented best practices. A searchable online database is being developed to store best practices and share them through the intranet. Regular recognition events will be held to honor successful work groups.

MoDOT enforces data security and confidentiality by defining access rights only to users who need to see such data. Data is segregated both logically and physically, and access to data is only given to employees who are permitted by management to have access. Access permissions are granted and tracked through the use of a STARTS application (Shared Technology Access Request Tracking System). Multi-level signoffs are required prior to granting application and data access. Physical access to servers and data is controlled through the use of Sonitrol badge access systems. Policy provisions are in place to prohibit the sharing of user ids and passwords. Finally, there are acceptable use policies that govern the use of information technology systems, and provisions are in place to aggressively investigate the misuse of such systems.

4.2c MoDOT has policies in place that provide for single-sourcing key MoDOT data, such as financial and human resource data, from the data marts. With only one authoritative source for this type of data, MoDOT ensures that responsibility for accuracy is held by one area. Similar policies exist for mailing external correspondence. In general, functional units own the data they are responsible for and gather feedback from other units that give input as to the accuracy of the data they own.

MoDOT incorporates data integrity and reliability by first designing systems so that data can be altered only by the rules coded into the system. Access to data is strictly controlled, thereby ensuring that persons who should not have access to such data do not change data. MoDOT ensures reliability by backing up and storing offsite its critical enterprise data.

Certain systems, such as MoDOT’s data marts, are designed to be refreshed with new data at a rate commensurate to the needs of the business. Systems have also been implemented that allow access to such data at times when the organization needs it on a 24/7 basis.
5.1a(1) MoDOT’s Mission, Values and Tangible Results set the direction, focus and code of conduct for employees, as well as provides the foundation for the organizational structure and work systems of MoDOT. At quarterly Tracker review meetings, senior managers review progress toward Tangible Results. Organizational priorities and work focus is consistently reinforced by the quarterly publication and distribution of the Tracker for employees.

To effectively develop, deliver, and maintain the state transportation system, MoDOT has established ten districts throughout the state. Each district is responsible for approximately one-tenth of the state highway system. These districts, along with Motor Carrier Services, are considered “Retail MoDOT” and reside within the System Delivery structure and work systems of MoDOT. At quarterly management team meetings, project team meetings, functional team meetings both at the district and statewide level, and through statewide conference calls on special topics as needed.

Completion of daily work is achieved through use of natural work units, core project teams, special cross-functional teams, quality circles, and process improvement teams empowered by senior management to achieve projects identified in district, division or office business plans.

Jobs are designed and reclassified based on employee input and job analysis with all jobs having documented job descriptions. MoDOT implements job reclassifications using a job evaluation methodology that combines both the use of regularly updated salary data and consideration of internal equity to determine job value. The process includes collaboration with management and incorporates an appeals process that involves employee representation on the appeals review committee.

5.1a(2) To gain better insights into the diverse ideas and thinking of its employees, MoDOT supervisors and their work groups are encouraged to participate in a teambuilding course. The course provides the whole team an opportunity to better analyze and respond to given work or team situations. This new knowledge helps improve team skills and working relationships in the areas of problem solving, conflict resolution, communication strategies and work division.

MoDOT’s efforts to further capitalize on diversity include partnering with Lincoln University in a Cooperative Education Program. Through this program, eligible students alternate between full-time work phases and full-time school phases. The alternating work and college schedule gives students a chance to take classes and move into professional positions that build on their class work. Work assignments and classes become more challenging as students progress with their course of study. At MoDOT, students are rotated among divisions in order to give them more experience in the various aspects of the work done at MoDOT.

To participate in the program, students need to have a declared major in business administration, computer science, or civil engineering to participate. During the semesters that students work 40 hours per week for MoDOT, they are paid a competitive salary and receive benefits. Upon graduation, a student’s degree and cooperative education experience can lead to employment with MoDOT. Since the program began in 2000, MoDOT has employed 87.5 percent of the participants. MoDOT also partners with Lincoln University to house students earning civil engineering degrees at other colleges and university.

5.1a(3) All senior managers and measurement drivers participate in the quarterly Tracker review meetings. Measurement drivers present their measure’s progress from the previous report and describe the actions that are being implemented to improve the measure. Senior leaders and other measurement drivers ask each measurement driver questions on their presentation. All participants are expected to attend the duration of the meeting. A supplemental document that provides district comparisons on certain measures is prepared for participants.

District engineers and division directors meet regularly with their management staff to share information they receive at senior management meetings and Tracker review meetings in a timely manner.

All employees have computer access anywhere in MoDOT to its intranet site to gain organizational knowledge. Each district and division hosts a site in the intranet. At each intranet site, employees can access descriptions of programs and services, reference manuals, news and other information pertinent to their jobs. A monthly publication, Connections, provides MoDOT’s employees with information about MoDOT’s products and services. A recent edition, for example, highlighted MoDOT’s progress on SRI. Employees also receive MoDOT’s e-mail newsletter, the “MoDOT Express Lane – Transportation
News to You in 12 Articles or Less.” This twice-monthly newsletter features the latest, most interesting news articles about department activities in a short, easy-to-read format and at a low cost to the department.

5.1b: MoDOT’s employee performance management system allows for the appropriate linkage from Tangible Results to district, division, or office business and work plans to individual performance management plans. Work plans that contain specific projects outlined in the business plans are developed with more specific strategies for achieving the objectives of the business plan and Tangible Results (as illustrated in Figure 2.1-2). Lower level measures are then developed within each district, division or office to track progress.

Achieving the objectives of the business plan and Tangible Plans that contain specific projects outlined in the business plans to individual performance management plans. Work

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### MAPS Step | Tasks
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Pre-step: Supervisor Preparation (completed before Step 1) | • Review MoDOT’s plans and Tangible Results  
• Develop initial employee expectations  
• Schedule the performance planning meeting with employee
Step 1: Performance Planning (conducted in April) | • Review and discuss MoDOT’s plans and Tangible Results  
• Review competencies that are important to the employee’s job  
• Review, negotiate, and finalize employee expectations
Step 2: Performance Progress Review (conducted in November) | • Review and discuss MoDOT’s plans and Tangible Results  
• Review and discuss employee performance  
• Make any necessary changes to employee expectations
Step 3: Final Performance Review (conducted in April) | • Review all performance information and documentation  
• Provide written feedback and determine the final performance rating  
• Review and discuss employee performance  
• Discuss the overall final performance rating

Sample expectations for supervisors to use in the MAPS process. These expectations cover the top 30 job titles (by number of employees). Supervisors may use the examples as they appear or customize them to fit a specific performance plan. Employees and supervisors are also expected to agree on a way to measure the expectation as part of the MAPS process. Figure 5.1-2 illustrates sample expectations for three job titles along with the Tangible Result linked to the expectation.

<table>
<thead>
<tr>
<th>Sample MAPS Expectations</th>
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| **Job Title:** Motorist Assistance Operator | **Tangible Result:** Uninterrupted Traffic Flow  
**Sample Expectation:** Ensure roadways are safe and uncongested by promptly removing debris and reporting accidents.
| **Job Title:** Senior Construction Inspector | **Tangible Result:** Best Value for Every Dollar Spent  
**Sample Expectation:** Make sure that all change orders are accurate and prepared in a timely manner.
| **Job Title:** Customer Service Representative | **Tangible Result:** Personal, Fast, Courteous and Understandable Response to Customer Requests (Inbound)  
**Sample Expectation:** When notifying department personnel about customer concerns, detailed and thorough information is gathered and communicated in a way that allows for complete understanding of the problem.

Figure 5.1-2
In April 2006, MoDOT implemented a pilot program, Performance Plus, designed to provide employees an incentive upon achievement of targets set at the project team, district, and organizational levels. These targets are tied to a specific tangible result and corresponding performance measure in Tracker. Additional performance incentive programs will be implemented for use within MoDOT.

5.1c(1-2) An internship program is in place at MoDOT. This program enables MoDOT to hire college students to perform job duties that meet program needs during critical or peak periods. The program provides students with
progressive job experience during their time at MoDOT and could lead to full-time employment upon graduation.

MoDOT is committed to selecting the best candidate for vacancies. The department has developed guidelines to follow on all vacancies that are posted. Panel interviews are required when both internal and external candidates are being considered for a vacancy. The purpose of the panel is to bring objectivity and differing perspectives into the selection process. Panel members are allowed to challenge each other in selecting the best person for the position. Although a consensus among the panel members is the desired outcome of this process, the final authority for the hiring decision rests with the direct supervisor. Panel interviewing advantages include:

- It is best used for positions that are highly interactive in that a panel is better suited to assess a candidate’s ability to work with a team;
- It is perceived by the applicant to be a more fair and objective process; and
- It provides for multiple perspectives to be considered.

Strong efforts are made to ensure that MoDOT has minority and female representation in jobs. The Equal Opportunity unit is charged with monitoring recruitment, hiring, training, promotion, termination, and transfer practices to ensure that the selection of individuals conforms to federal and state regulations and statutes. Outreach activities to minority groups and active recruitment at college campuses encourage individuals to apply for MoDOT positions. In addition, the Equal Opportunity office sponsors an annual Diversity Conference for managers and supervisors to highlight the value and benefits a diverse workforce provides to MoDOT.

**5.1c(3)** MoDOT’s present compensation administration and job classification structure includes numerous opportunities at levels below supervision for increased pay upon individual employee achievement. Promotions through a “career ladder” job series (entry, intermediate, and senior level in labor, clerical, technical, and professional positions) are granted upon achievement of the necessary level of skills, knowledge, training (and in some cases professional certification), and expected performance level.

For many jobs within a career ladder series, MoDOT’s Learning Management System (LMS), an electronic tool designed to aid employees in their training and career development, links career ladder jobs with the recommended training curriculum such that supervisors are able to draft development plans and obtain training transcripts to assist employees in preparation for their progression through the career ladder. MoDOT’s graduate orientation program, described in Item 1.1, provides employees an opportunity to explore areas of MoDOT where they may further develop their skills.

**5.2 Employee Learning and Motivation**

**5.2a(1-2)** MoDOT has adopted a training policy that sets forth specific requirements for mandatory technical training, supervisory and management training, and the development of individual training plans. MoDOT complies with the State Management Training Rule which requires a new supervisor or manager to complete a minimum of 40 hours of training in his or her first year in the position; and thereafter, take at least 16 hours of continuing competency-based training each year. Through the LMS, managers and supervisors are able to meet this requirement through online courses.

All managers and supervisors are expected to have an awareness and understanding of workplace policies and procedures. Within their first six months new managers or supervisors are expected to complete training in the following compliance-based programs:

- Equal Employment Opportunity
- Drug and Alcohol Awareness
- Performance Management
- Structured Interviewing
- Workplace Aggression
- Annual Policy Review

One of MoDOT’s values is “MoDOT will not compromise safety because we believe in the well-being of employees and customers.” To ensure that this value is upheld, MoDOT requires all employees to receive safety training as a part of the New Employee Orientation program. Additional safety training programs are available for all employees, including office and building staff. Employees who are assigned to work in highway work zones are required to complete the following safety and health training programs:

- Radio operations
- Work Zone
- Flagger Training
- Post-Incident Bridge Inspection Training (PIBIT)
- Basic Safety Training Operations – Field
- System Security Awareness for Transportation Employees

Training in these programs contributes to fewer incidents in the many highway work zones that over 3,700 of MoDOT’s employees work on a regular basis.

MoDOT provides new employee orientation (NEO) to newly-hired employees. The program familiarizes these employees with MoDOT’s human resource policies and
procedures, benefit packages, and an overview of MoDOT’s history, programs and services. Special components are built into the NEO that address diversity, ethical, safety and sexual harassment and discrimination issues.

MoDOT also offers programs that provide employees with opportunities to improve their skills. Workforce development courses are designed to improve skills in:

- teamwork
- time management
- negotiating
- interpersonal communication
- customer relations

5.2a(3) MoDOT’s LMS has expanded the department’s ability to offer computer-based training courses, more easily handle training logistics, provide a repository for each employee’s training record, link training curriculum to specific job titles for use in development of employee training plans, and provide the organization with the tools needed to quickly identify and track training gaps. Training curriculums are designed to meet the various training needs of a particular group of employees. The development of a curriculum occurs after career ladder checklists have been developed for a job series. Figure 5.2-1 illustrates a checklist for a senior structural steel painter job classification. The curriculums are sets of MoDOT courses that employees need to complete as they progress through their job series. Employees are able to manage their training plans through the LMS’ Student Center where they will find the curriculums assigned for their position and their current status in completing the curriculum. Employees are also able to add courses or curriculums to their training plans.

5.3 Employee Well-Being and Satisfaction

5.3a(1-2) MoDOT has an established safety awards program that has long recognized and rewarded good individual and team safety practices and acts of heroism. Additional enhancements will be recommended following a team’s evaluation of the present program.

Several employee support and safety programs that help ensure the protection of employees and the traveling public are in place. Some such programs even extend beyond federal requirements. For example, the drug-testing program in existence since the mid-1990s extends beyond federal DOT requirements. Other programs such as the pre-employment physical process (which now includes work simulation testing for some jobs); adult and child cardio pulmonary resuscitation (CPR), standard first aid, and workplace aggression training; background checks for new employees; threat assessment process; security awareness; and disaster preparedness contribute to ensuring safety and security for the department and its customers. An electronic newsletter that emphasizes a safety topic is delivered to all employees each month.

Employee safety is also emphasized at the local level through use of district specific programs such as district safety days, safety committee activities, safety talks by supervisors and managers and quality assurance activities for functions such as work zone set up, seat belt usage, and equipment and building inspections. Safety and health managers are located in the districts to coordinate safety, health, environmental and risk management programs.

5.3b(1-4) In 2003, MoDOT initiated an employee satisfaction survey to all employees that yielded a response rate of over 51 percent. Over 75 organizational improvements were made which can be linked to issues identified in the survey. A subsequent survey issued in 2005 (with a response rate of over 71 percent) shows employee satisfaction levels have increased in all areas. MoDOT formally recognizes its employees’ length of service in five-year increments. Each employee that reaches these milestones receives a framed certificate that acknowledges their years of service. These employees also are eligible to select an item from the Service Awards Program brochure. These items are presented to the employee, along with their certificate at division or district meetings. Both the overall program and the individual activities at the district or division level have gone through several improvement cycles over the past five years. Figure 5.3-1 illustrates the number of service award recipients over the past five years.
MoDOT allows use of district, division or office operating funds for employee recognition events as long as funds are used within the established guidelines. At the local level, managers and supervisors are granted flexibility to administer recognition events that suit the needs of the individual districts, divisions or offices and at the time, place, and manner consistent with the diverse employee population.

Opportunities to achieve employee and team awards granted at the national, state, and local level (both in the public and private sector) are proactively sought and such awards are tracked as an organizational performance measure.

MoDOT offers a wide array of employee support services that contribute to employee wellness and satisfaction. Numerous examples exist of benefits and services provided that are valued by employees as evidenced by employee satisfaction surveys and exit interviews. These include:
- lucrative annual leave and sick leave accrual;
- 12 paid holidays;
- no cost medical and life insurance coverage for employees;
- noncontributory retirement plan;
- tuition assistance;
- professional certification and dues reimbursements;
- flexible work hours (including compressed work weeks, job sharing, and work at home schedules);
- employee assistance program;
- free long-term disability benefits;
- cooperative education program;
- mentoring program;
- training and development opportunities;
- service awards recognition;
- Family Medical Leave Act and overtime programs that exceed federal requirements;
- extended leave and disaster leave programs;
- credit union services;
- clothing and boot allowance;
- dry-cleaning drop off and, in some areas, dry cleaning discounts.

MoDOT has staff experts at the district level whose responsibility is exclusive to employee support functions such as employee health and safety, employee benefits, and all human resources functions including hiring and promotions, employee counseling, training, conflict resolution, grievance investigations, and supervisor and management support. Dedication of these staff resources has provided a high level of employee support and has contributed to high success rates with respect to determinations of appropriate management or supervisor action on internal grievances, findings of no probable cause on internal and external civil rights claims, and limited employment litigation.

MoDOT has in place processes that offer avenues for sharing information with employees as well as collecting their input and feedback through:
- greater use of the internet, the intranet, and e-mail communications;
- formation of the Employee Advisory Council;
- employee satisfaction surveys;
- employee focus groups; and
- mediation services (in addition to internal grievance and EEO complaint procedures).

MoDOT’s 25-member Employee Advisory Council (EAC) was established in January 2005 to assist management with cultural diversity, policy review, and communication issues. The EAC is comprised of employees elected by their peers from every district and several divisions or offices within MoDOT’s Central Office. Since its inception, the EAC has collaborated with management on employee issues and concerns, reviewed policy issues and provided input to management, and assisted with job studies appeals. The EAC maintains a web page and employee concerns tracking database used to share information with employees.

MoDOT promotes employees through a competitive process. After process changes were implemented in January 2005, anecdotal evidence indicated that process deployment gaps existed. A quality assurance audit was conducted and found that issues concerning employees’ perceptions of fairness and a lack of significant success of improving MoDOT’s workforce diversity validated the gap in deployment. As a result of the audit, recommended improvements are being studied for implementation.

In the spring of 2006, MoDOT’s central office won the distinction of being the “most sought after” employer in the Jefferson City area based on a study completed by the Department of Economic Development’s Division of Workforce Development (an agency that works with job seekers to gain employment.)
6.1 Value Creation Processes

6.1a (1) MoDOT, like most DOTs, has a fairly consistent system process to manage the 7th largest state highway system in the nation with annual expenditures of approximately $1.8 billion. To accomplish this challenge, the department uses a myriad of processes to deliver the state’s transportation programs. MoDOT has established a planning process that sets the overall direction of the agency and includes both long-range goals and a short-term (5-year) plan for improving road conditions. Figure 6.1-1 illustrates the Missouri Advance Planning initiative’s milestones.

MoDOT begins the system delivery process (Figure 6.1-2) through its long-range planning process that looks at the challenges and opportunities that face the transportation system over the next twenty years. MoDOT’s long range planning initiative pairs technical facts and data regarding the transportation system with a strong public involvement effort to accomplish two goals: identify the guiding principles, policies and necessary trade-offs to make improvements in Missouri’s transportation system; and to familiarize the public with the issues facing transportation in Missouri and educate them in the trade-offs that must be made in addressing those issues at current funding levels.

6.1a(2) In coordination with the long-range plan, MoDOT reviews and updates its funding allocation process to ensure alignment of program funding with the Tangible Results and policies for Missouri’s transportation system. For instance, one of the Tangible Results for MoDOT is smooth and unrestricted roads and bridges. As a result, the funding allocation process has changed significantly over the last eight years due to the increase in MoDOT’s funding from $160 million annually in 1997 to $430 million annually in 2005. Through this effort, MoDOT has targeted to bring all of Missouri’s major highways up to good or better condition and significantly reduce the number of deficient bridges on these roadways by 2011.

MoDOT and its planning partners (which includes 19 regional planning commissions and five metropolitan planning organizations) use the Planning Framework process to identify transportation needs, prioritize those needs, develop projects to address those needs and prioritize projects statewide. The Planning Framework process brings MoDOT staff and the planning partners’ staff to the same table to tackle this difficult task. The process gives local officials the opportunity to identify and prioritize needs and projects within their region. In addition, it brings all these partners together annually to help prioritize the statewide major project needs of Missouri.

Once needs have been identified and prioritized, locations are identified for any necessary environmental, cultural, etc.,
studies. Some of these studies and their associated public involvement can take years to complete, so MoDOT works quickly to get them underway once the need for them is determined. Once any necessary studies are performed, projects are scoped to determine the exact improvements necessary and the costs associated with the improvement. Before inclusion into Missouri’s five-year Statewide Transportation Improvement Program (STIP), projects are prioritized by region. Since MoDOT works collaboratively with its planning partners to develop the STIP through the Planning Framework process, the result is a STIP that is supported statewide.

Working with its planning partners enables MoDOT to achieve the Tangible Result, “Customer involvement in transportation decision-making.”

6.1a(3) MoDOT uses a decentralized core-team project development process to design transportation projects. A project manager leads the project core-team. This individual is responsible for delivering the project on time and on budget, as outlined in the STIP. The team is made up of a variety of individuals with expertise in many areas, including employees from the design, environmental, maintenance, right of way, construction, and other units found in the System Delivery Team. Team members work together throughout the project development process to ensure a quality project. This process helps limit problems such as constructability issues and long-term maintenance problems. It also helps accelerate the design process.

MoDOT develops an annual value engineering work plan to identify projects which would likely benefit from a value engineering study. Value engineering (VE) refers to the review of a project currently in the design or construction process by an experienced and objective team to identify areas for potential cost and time savings in the project. In general, MoDOT performs a VE study on major projects that have the greatest potential cost and time savings. All projects over $25 million are studied. Projects between $10 million and $25 million are considered for study. Those that pose an opportunity for savings are pursued. MoDOT saved nearly $60 million in federal fiscal year 2005 through its VE program.

While MoDOT’s design process is decentralized, all projects are reviewed by a project review section at the central office. The purpose for this review is to certify that project requirements have been met. Projects are reviewed for any significant errors or unclear expectations in the bidding documents. In addition to preparing projects for awards, this same project review section provides expertise and advice to project managers throughout the design process to develop the project in a way that encourages competitive bidding. Considerations such as the letting date, whether the project is let in combination with another project, working days allowed for the construction, etc. all have an effect on both the number of bids received for a project and the amount of the bids on the project. This group serves as a resource to project managers to ensure MoDOT is developing projects that maximize bidding competition. Further the engineer’s estimate is prepared by this section and used to evaluate the final bids on a project. Projects that receive bids deemed excessive are further evaluated, reformulated and re-let with the goal of increasing bidder competition. This process of evaluating project bids, reformulating projects and re-letting for more competitive bids saves MoDOT millions of dollars.

6.1a(4) Following Commission award of a construction project, it is assigned to a resident engineer in the affected district. The resident engineer performs the engineering and ensures compliance with the contract. Resident engineers are responsible for delivering the project on time and managing the project within the budget allocated for it. Recently, resident engineers have been challenged to deliver projects within two percent of the award amount, compared to the three percent used in previous years. In addition, these same resident engineers provide suggestions for improvement in future projects or processes directly back into the core team process. This helps ensure projects are continually improving based on field experience.

6.1a(5) Central office employees input construction project information into a database called SiteManager; and they perform several checks to verify the accuracy of the data. The resident engineer is notified of its availability and additional project office employees are granted access to enter information on the project. Every day a MoDOT construction inspector visits the project site to gather information to populate into SiteManager. This information includes, but is not limited to, daily work reports, change orders, pay estimates, subcontractors, material samples and key dates such as project completion. This information is used to monitor construction progress and performance measures, compensate contractors, and adjudicate any contractor discrepancies. These processes enable MoDOT to achieve the Tangible Result, “Fast projects that are of great value”.

6.1a(6) Once construction projects are completed they become part of the existing transportation system. This system is continuously monitored to ensure it performs at an acceptable level. MoDOT uses traffic studies, system condition analysis, capacity reviews, and other means to monitor the performance of Missouri’s transportation system. Together these tools help MoDOT pinpoint problem areas to address and help identify future needs of the system. This information is circled back into the Planning Framework process so that those needs compete with other identified needs in the prioritization process.
In an effort to continuously improve the system delivery process, MoDOT has targeted several specific areas for improvement in the last year. These improvements include:

- The implementation of a practical design process that better tailors project solutions to address the specific transportation needs of a specific location, while also considering the surroundings of each project. It is a move away from using generic standards that are designed to achieve “great” projects. Instead, MoDOT now produces “good” projects by tailoring solutions to specific needs. This allows MoDOT to maximizing its resources and address more needs, ultimately yielding a “great” transportation system.
- The implementation of a design-build process in MoDOT allows for time and cost savings while also maximizing innovation in the system delivery process. This project delivery method is not appropriate for all projects. However, large or complicated projects can greatly benefit from the use of the process through the collaborative efforts of MoDOT, the designer and builder. These benefits ultimately yield time and cost savings.

These innovations enable MoDOT to achieve the Tangible Result of “Innovative transportation solutions.”

6.2 Support Processes and Operational Planning

6.2a(1) MoDOT is organizationally designed, through its System Facilitation Team, to provide the necessary support and planning to facilitate its system delivery processes. Key support process requirements are determined by identifying customer needs.

Support processes (Figure 6.2-1) found in MoDOT include human resources, employee benefits, budget, finance, accounting; fleet, facility, and information systems management; and risk management.

6.2a(2-4) Several traditional business support processes operate in tandem with system delivery processes. For example, the financial services (i.e., budgeting, revenue forecasting, and accounting), and human resources processes are integrated (through policies or procedures) into the department’s core administrative operations. To ensure other support processes facilitate timely assistance, the System Facilitation Team has incorporated techniques that link the department’s critical system delivery and support processes.

The chief financial officer (CFO) meets weekly with the department director and other members of senior management. Key support requirements are then communicated directly to the System Facilitation Team’s division leaders each week through the CFO meeting. The System Facilitation Team’s leaders have the responsibility of ensuring support requirements are met.

In addition, key support requirements are determined through other structured meetings attended by both System Facilitation and System Delivery Team managers. For example, each month all senior management (division directors, district engineers, and unit directors) are briefed on departmental operation matters. Other forums that communicate support requirements include a quarterly Management and Operations Control Board, Information Technology Improvement Team, Innovative Finance Steering Committee, Cash Flow Team, Budget Contingency Committee, and quarterly Tracker review meetings.

Many other support processes facilitating system delivery processes are often deployed at the discretion of senior management. For example, the director of program delivery meets monthly with the resource management director to assess the department’s cash-flow needs.

MoDOT seeks input from its external stakeholders through Partnering for Innovative Efficiencies meetings. Action teams of MoDOT staff and its partners are formed to implement solutions and recommendations outlined at the partnering meetings. One such team formed after a partnering meeting, Using Best Practices, implemented a process to provide access to MoDOT’s engineering policy on the Web for discussing and sharing best practices over the course of this year. The group also is implementing phases of an electronic bidding system to be completely online by early 2007.

6.2a(5-6) The System Facilitation Team is focused on helping the department minimize overall costs and achieving the Tangible Result, “Best value for every dollar spent”.

Support processes also undergo continuous improvement through a variety of methods. Each support process unit incorporates applicable performance measures, and monitors the adherence to the measures on a periodic basis to ensure departmental business needs are met. Communication among support units occurs through a number of methods:

- All support unit leaders meet weekly to discuss and share pertinent information.
- Each unit leader and the CFO meet bi-weekly to update the status of initiatives.
- Using the previous meetings, the unit leaders meet among themselves as needed to ensure business needs are met, and what, if any, lessons learned may be implemented.
Senior management team members charter process improvement teams to solve problems or increase efficiency in operations. The teams have a defined mission and a set of desired and undesired outcomes. Team members are selected from units involved in the process to allow for multiple perspectives. The teams develop recommendations to present to the team sponsor. Following the approval of recommendations, team members provide oversight, along with the team sponsor, to ensure that the recommendations are implemented.

6.2b(1) MoDOT uses the Tracker to guide operational planning. Tangible Results drivers establish the department’s budget parameters to help ensure resources are available for each Tangible Result. As System Facilitation prepares the department’s revenue forecast and budget, it ensures that financial resources are properly allocated and coordinated with System Delivery’s prioritized needs, such as the Smooth Roads Initiative. Monthly updates of the financial forecasts that identify financial risks and opportunities are provided to the department director, chief engineer and the chief financial officer. During the legislative appropriation process, state budgeting procedures require performance measures to be included on appropriation request and expansion forms. Appropriate MoDOT staff is assigned to develop these performance measures.

6.2b(2) The department has a continuity of operations plan that identifies essential and key processes and personnel, and procedures to follow during an emergency. MoDOT developed this plan in conjunction with the State Emergency Management Agency in accordance with Emergency Management Accreditation Program guidelines. The plan provides guidance to MoDOT staff for maintaining departmental capability to fulfill all of its assigned mission-critical functions during all contingencies, including employee safety and well-being if any MoDOT facility is threatened or inaccessible. Specific objectives of this plan include

- ensure continuous performance of mission-critical functions,
- protect essential facilities, equipment, vital records, and other assets,
- reduce or mitigate disruptions to operations,
- reduce loss of life and minimize damage and losses, and achieve a timely and orderly recovery from an emergency, and resume full service to Missouri citizens.

| MoDOT Support Processes
<table>
<thead>
<tr>
<th>Support Division or Unit</th>
<th>Key Support Processes</th>
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<tbody>
<tr>
<td>Organizational Support Team</td>
<td></td>
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</tbody>
</table>
| Audits and Investigations | • Internal and external audits
• Internal investigations |
| Chief Counsel’s Office | • Internal counsel
• Prepare and evaluate contracts and agreements
• Oversee and perform litigation |
| Community Relations | • Prepare and issue news releases
• Respond to customer inquiries |
| Organizational Results | • Research and innovation
• Strategic planning
• Business planning |
| Governmental Relations | • Develop legislation and recommend policy changes
• Increase public awareness of department initiatives
• Promote positive rapport between public officials and department staff |
| System Facilitation Team |
| Controller | • Pay bills
• Prepare financial statements
• Conduct cost analyses |
| Employee Benefits | • Manage employee health and benefits packages |
| Equal Opportunity | • Develop diversity goals
• Evaluate workforce composition |
| General Services | • Manage fleet inventory
• Maintain facilities
• Oversee department procurement activities |
| Human Resources | • Recruit and hire employees
• Determine job classification and compensation
• Oversee training and career development |
| Information Systems | • Procure and maintain hardware and software
• Manage information systems network |
| Resource Management | • Prepare and monitor budget
• Prepare financial forecasts
• Develop innovative partnerships |
| Risk Management | • Promote workplace safety
• Manage employee safety and health programs
• Maintain self-insurance program for general liability claims |

Figure 6.2-1
CATEGORY 7 – RESULTS

7.1 Product and Service Outcomes

Whether they are passengers or drivers, MoDOT’s customers expect a transportation system to be free of congestion and to offer a high level of mobility for all modes of travel. In their travels on Missouri’s roads and bridges, they expect a smooth, safe ride and clean, attractive roadsides. They expect the movement of products and commodities to grow and sustain Missouri’s economy. And they trust that MoDOT will keep them informed of its plans and projects and to give them answers to their questions.

Product and service outcome measures are built into nine of MoDOT’s Tangible Results.

Tangible Result – Uninterrupted Traffic Flow

Measures for this tangible result indicate the ease of travel on the state’s highway system. These measures (Figures 7.1-1 through 7.1-5) monitor MoDOT’s performance on managing snow removal and work zones in order to keep traffic moving.

Figure 7.1-1

Figure 7.1-2

Figure 7.1-3

Figure 7.1-4

Figure 7.1-5
Tangible Result – Smooth and Unrestricted Roads and Bridges
These measures (Figures 7.1-6 through 7.1-9) indicate how smooth and unrestricted roads and bridges are on the state highway system. For customers, smoother roads mean less wear on vehicles, safer travel and greater opportunity for economic development.

Figure 7.1-6

Figure 7.1-7

Figure 7.1-8

Tangible Result – Roadway Visibility
These measures (Figures 7.1-10 through 7.1-16) indicate how visible signing and striping is on the state highway system. For MoDOT’s customers, good roadway visibility is in all weather and light conditions is critical to safe and efficient travel.

Figure 7.1-9

Figure 7.1-10

Figure 7.1-11
2005 was the first year MoDOT began collecting annual data on the percent of signs that meet customers' expectations.

Figure 7.1-14

2005 was the first year MoDOT began collecting annual data on the percent of stripes that meet customers' expectations.

Figure 7.1-15

Figure 7.1-16

Tangible Result – Personal, Fast, Courteous and Understandable Response to Customer Requests (Inbound)
Because it values everyone’s opinions, MoDOT listens and seeks to understand its customers. These measures (Figures 7.1-17 and 7.1-18) indicate MoDOT’s level of response time to its customers.

Figure 7.1-17
Tangible Result – Efficient Movement of Goods
These measures (Figures 7.1-19 through 7.1-26) indicate how well Missouri’s transportation infrastructure facilitates the efficient movement of goods in and through the state. For businesses and communities, economic benefits are realized as the flow of freight becomes more efficient.

Figure 7.1-19

Average Travel Speeds for Trucks Interstate 70

Figure 7.1-20

Percent of Trucks Using Advanced Technology

Figure 7.1-21

Interstate Motor Carrier Mileage

Figure 7.1-22

Motor Carrier Freight Tonnage

Figure 7.1-23

Port Freight Tonnage
MoDOT has an active role in all modes of transportation, including rail, air, water and transit. All of these modes combine to keep Missouri’s economy robust and vital. These measures (Figures 7.1-27 through 7.1-31) indicate how well MoDOT is meeting the expectations of those who use these modes.
Tangible Result – Convenient, Clean and Safe Roadside Accommodations

These measures (Figures 7.1-32 through 7.1-34) indicate the number of people using MoDOT’s roadside accommodations. When customers have safe, clean and convenient accommodations, they are likely to feel more safe and comfortable in their travels.

Data for the number of users of rest areas by location generally follows seasonal trends.

Tangible Result – Attractive Roadsides

Motorists expect to see roadsides free of litter and debris, well-managed and maintained grass and other vegetation and other attractive enhancements. These measures (Figures 7.1-35 and 7.1-36) indicate how MoDOT is meeting those expectations.
Tangible Result – Accurate, Timely, Understandable and Proactive Transportation Information (Outbound)

MoDOT becomes the first and best source for transportation information in Missouri when it provides accurate, consistent and timely information to its customers. These measures (Figures 7.1-37 through 7.1-39) indicate MoDOT’s success in getting its message out to its customers.

Figure 7.1-38

Tangible Result – Uninterrupted Traffic Flow

This measure (Figure 7.2-1) indicates how satisfied Motorist Assist customers were with the service they received when they experienced an incident on Missouri’s highway system.

Figure 7.2-1

7.2 Customer-Focused Outcomes

MoDOT’s customers use the system over and over again. Repeat business is nearly guaranteed. Keeping customers satisfied with the state’s transportation system leads to positive customer relationships and trust in MoDOT’s actions.

Customer-focused outcome measures are built into six of MoDOT’s Tangible Results.

Tangible Result – Uninterrupted Traffic Flow

This measure (Figure 7.2-1) indicates how satisfied Motorist Assist customers were with the service they received when they experienced an incident on Missouri’s highway system.
Tangible Result – Personal, Fast, Courteous and Understandable Response to Customer Requests (Inbound)

These measures (Figures 7.2-2 through 7.2-4) indicate the customers' level of satisfaction with the response given to them.

Figure 7.2-2

Tangible Result – Efficient Movement of Goods

This measure (Figure 7.2-5) reflects how well MoDOT is meeting the needs of the motor carrier industry and facilitating freight movement in and through MoDOT.

Figure 7.2-5

Tangible Result – Customer Involvement in Decision-Making

MoDOT creates and preserves a transportation decision-making process that is collaborative and transparent, involving its customers in the determination of needs right through to the development, design and delivery of projects. These measures (Figures 7.2-6 through 7.2-8) indicate how satisfied its customers are with their involvement in MoDOT’s decision-making processes.

Figure 7.2-6
The measure on percent of customer satisfaction with transportation decision-making process is associated with MoDOT’s the Missouri Advance Planning initiative currently underway. New data will be added as MoDOT works through this process.

**Figure 7.2-8**

**Tangible Result – Convenient, Clean and Safe Roadside Accommodations**

These measures (Figures 7.2-9 and 7.2-10) indicate the level of satisfaction using MoDOT’s roadside accommodations. Customers are asked to give MoDOT feedback on the convenience, cleanliness and safety of rest areas and commuter lots.

**Figure 7.2-9**

**Figure 7.2-10**

**Tangible Result – Accurate, Timely, Understandable and Proactive Transportation Information (Outbound)**

MoDOT becomes the first and best source for transportation information in Missouri when it provides accurate, consistent and timely information to its customers. These measures (Figures 7.2-11 through 7.2-14) indicate the level of satisfaction of MoDOT’s customers with the information they receive.

**Figure 7.2-11**

2005 was the first year MoDOT began collecting annual data on the percent of MoDOT information that meets the media’s expectations.

**Figure 7.2-12**

2005 was the first year MoDOT began collecting annual data on the percent of customers who feel MoDOT provides timely information.
7.3 Financial and Market Outcomes

MoDOT’s customers are taxpayers. As taxpayers, they expect a government agency to be responsible with its spending. Stretching dollars to get the maximum benefit is a high expectation. Finding new sources of revenues help stretch those dollars. When an agency fails to be good stewards of the taxpayers’ resources, their trust and confidence in the agency erodes.

Financial and service outcome measures are components of three of MoDOT’s Tangible Results.

**Tangible Result – Partner with Others to Deliver Transportation Services**

To deliver its products and services, MoDOT often partners with agencies, counties, municipalities and private industry. These measures (Figures 7.3-1 through 7.3-4) indicate the impact these additional funding sources have upon MoDOT’s projects.
Tangible Result – Fast Projects That Are of Great Value

These measures (Figures 7.3-5 through 7.3-9) indicate MoDOT’s commitment to cost-efficiently and timely completing its projects. The United States average cost computed by FHWA is provided in the measures.

FHWA does not publish an average US cost per square foot for bridges.
**Figure 7.3-9**

*Tangible Result – Best Value For Every Dollar Spent*

These measures (Figures 7.3-10 through 7.3-14) indicate MoDOT’s ability to maintain its transportation system efficiently and effectively by tightly managing its budget.

**Figure 7.3-10**

For the measure on distribution of expenditures, the desired trend is for “Other” expenditures to stay constant.

**Figure 7.3-11**

**Figure 7.3-12**

For the measure on distribution of expenditures, the desired trend is for “Other” expenditures to stay constant.

**Figure 7.3-13**

**Figure 7.3-14**
7.4 Human Resource Outcomes

MoDOT needs a highly skilled and productive workforce to produce the products and services it has committed to deliver to its customers. A highly trained and safe workforce leads to satisfied employees who show up every day ready to perform their duties as public servants.

Human resource outcome measures are found in two of MoDOT’s Tangible Results.

Tangible Result – Best Value For Every Dollar Spent
Human resource measures (7.4-1 through 7.4-10) indicate how effective and efficient MoDOT is able to maintain its transportation system with a highly qualified staff. To keep MoDOT’s Missourians moving on the transportation system, it is essential that our employees are able to meet our customers’ expectations.

Figure 7.4-1

Figure 7.4-2

Figure 7.4-3

Saratoga’s data on their 2005 employee turnover was unavailable at the time of print.

Figure 7.4-4

For the measure on percent of satisfied employees, the desired trend for somewhat satisfied and very satisfied is expected to increase.

Figure 7.4-5
Tangible Result – Advocate for Transportation Issues

By placing the right people in the right place, MoDOT can better serve its customers. These measures (7.4-11 and 7.4-12) indicate MoDOT’s success in promoting a diverse workforce that has the best person in the job.
7.5 Organizational Effectiveness Outcomes

Customers expect MoDOT to deliver the right projects on time and on budget. They expect innovations that lead to cost savings and better use of resources.

Organizational effectiveness outcome measures are found in six of MoDOT’s Tangible Results.

Tangible Result – Smooth and Unrestricted Roads and Bridges

This measure (Figure 7.5-1) indicates the progress of MoDOT’s commitment to deliver the Smooth Roads Initiative by the end of the 2006 calendar year. Customers feeling the smoothness where it most counts – in the seat of their pants – best determine smooth and unrestricted roads.

Figure 7.5-1

Tangible Result – Personal, Fast, Courteous and Understandable Response to Customer Requests (Inbound)

This measure (Figure 7.5-2) indicates MoDOT’s customers’ level of satisfaction in our efforts to “delight our customers.”

Figure 7.5-2

Tangible Result – Innovative Transportation Solutions

Collaboration with staff, academia and industry make unique concepts come to life so MoDOT can serve its customers better, faster and at less expense to the taxpayer. These measures (Figures 7.5-3 through 7.5-6) indicate the benefit innovation provides to MoDOT and to its customers.

Figure 7.5-3

Figure 7.5-4

Figure 7.5-5

Practical Design was launched in late 2004. Data for the measure on annual dollar amount in practical design savings is collected annually.
Figure 7.5-6

Tangible Result – Fast Projects That Are of Great Value
MoDOT’s customers expect that transportation projects be completed quickly and provide major improvements for them. These measures (Figures 7.5-7 through 7.5-12) indicate how MoDOT is honoring its project commitments.

Figure 7.5-7

2005 was the first year MoDOT began collecting annual data on the percent of customers that feels completed projects are the right transportation solution.
Tangible Result – Efficient Movement of Goods
This measure (Figure 7.5-13) indicates how well MoDOT is meeting the needs of customers who are obtaining overdimension/overweight permits to haul loads that are taller, wider, longer or heavier than those regularly permissible on Missouri’s highways with minimal disruption to the public.

Figure 7.5-13

Tangible Result – Best Value For Every Dollar Spent
This measure (Figure 7.5-14) indicates MoDOT’s timeliness in processing vendor invoices. Paying its bills on time reflects positively on MoDOT as a good steward of the public’s trust.

Figure 7.5-14

7.6 Leadership and Social Responsibility Outcomes

Measuring Missouri’s transportation system is not only about the number of miles of highways or number of bridges there are in place. It’s also about the safety of the users of the system, its impact on our natural resources, and its contribution to economic development.

Leadership and social responsibility measures are found in five of MoDOT’s Tangible Results.

Tangible Result – Safe Transportation System
MoDOT will not compromise safety because it believes in the well-being of its employees and customers. These measures (Figures 7.6-1 through 7.6-20) indicate how safe Missouri’s transportation system is for the customers.
Tangible Result – Leverage Transportation to Advance Economic Development
These measures (Figures 7.6-21 through 7.6-25) indicate how well MoDOT is aiding economic development and achieving its mission of promoting a prosperous Missouri.

Figure 7.6-21

2005 was the first year MoDOT began collecting annual data on the annual employment benefit resulting from a transportation investment’s economic return.

Figure 7.6-23

2005 was the first year MoDOT began collecting annual data on the annual personal income benefit resulting from a transportation investment’s economic return.

Figure 7.6-24

2005 was the first year MoDOT began collecting annual data on the cumulative value-added gross state product resulting from a transportation investment’s economic return.

Figure 7.6-25
**Tangible Result – Environmentally Responsible**

These measures (Figures 7.6-26 through 7.6-34) indicate how well MoDOT strives to protect, conserve, restore and enhance the environment while it plans, designs, builds, maintains and operates a complex transportation system.

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**Figure 7.6-26**

![Image 1](image1.png)

**Figure 7.6-27**

![Image 2](image2.png)

**Figure 7.6-28**

![Image 3](image3.png)

**Figure 7.6-29**

![Image 4](image4.png)

**Figure 7.6-30**

![Image 5](image5.png)

**Figure 7.6-31**

![Image 6](image6.png)

**Figure 7.6-32**

![Image 7](image7.png)
Dealing with the complexity of a statewide transportation system requires strong leadership. These measures (Figures 7.6-35 and 7.6-36) indicate how well MoDOT is fulfilling its responsibilities to the taxpayers as a champion to ensure the resources needed to support transportation projects are in place.

2005 was the first year MoDOT began collecting annual data on the percent of customers who view MoDOT as Missouri’s transportation expert.