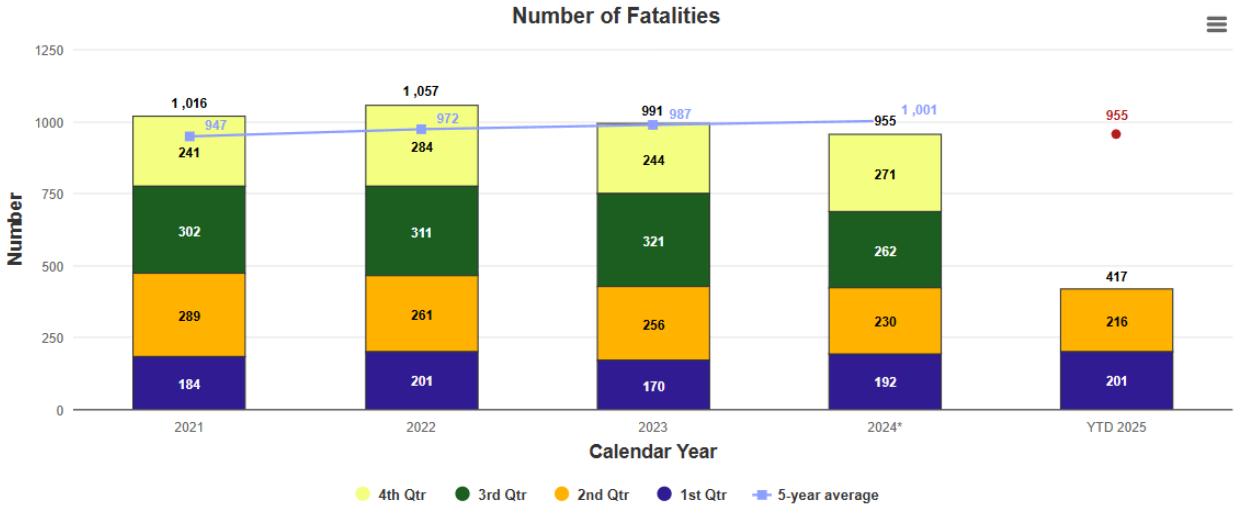
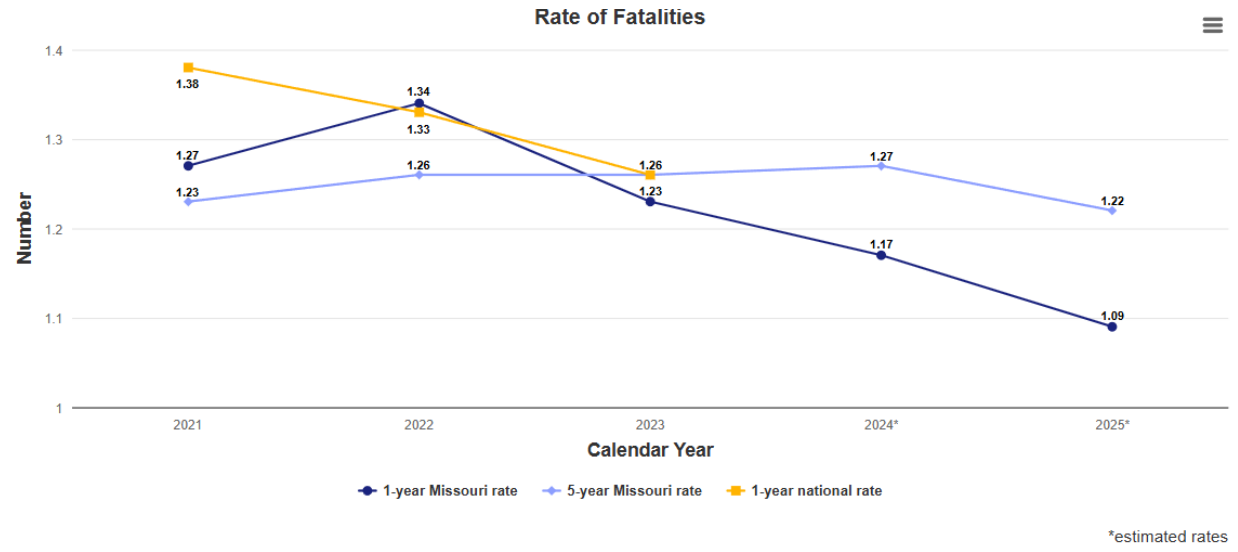
Number and rate of fatalities – 1a

Update Frequency: Quarterly
Color Grade: yellow



Target: 955

***Preliminary numbers are subject to change**



*estimated rates

Write up:

Safety is MoDOT's number one priority. Whether resident, visitor to the state or highway worker, the ultimate goal is ensuring everyone returns home safely.

MoDOT supports zero fatalities by 2030 as part of the strategic highway safety plan called Show-Me Zero. This plan is designed to reduce the number and severity of traffic crashes using the four key disciplines of traffic safety: engineering, enforcement, education and emergency response.

There were 201 fatalities in the first quarter of 2025, which is an increase of nine fatalities for the same reporting period in 2024. There were 216 fatalities in the second quarter of 2025, which is a decrease of 14 fatalities for the same reporting period in

2024. The preliminary total for 2024 fatalities is 955 which is a decrease from 2023 totals by 36 fatalities. Preliminary data indicates Missouri has seen a 3.63% decrease in traffic fatalities from 2023. The target for 2025 is 955 fatalities or fewer.

Focusing on Show-Me Zero, there are currently 24 counties where zero fatalities have occurred in the first six months of 2025 and 25 days with zero fatalities, including three instances when two sequential days occurred without a fatal crash.

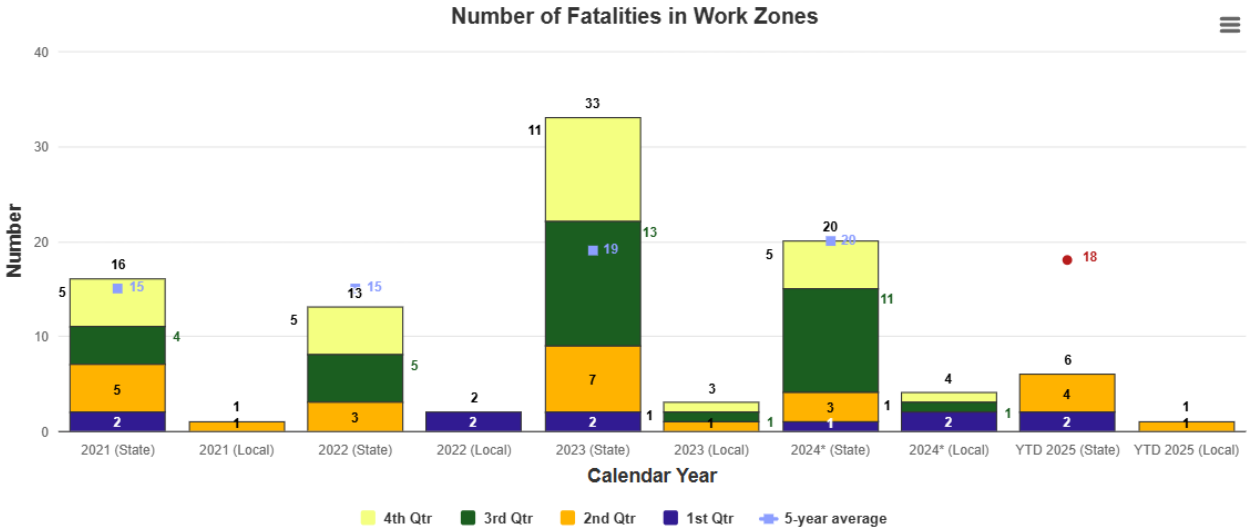
Purpose:
This measure tracks the number of fatalities quarterly, annually and 5-year average trends resulting from traffic crashes on all Missouri roadways.

Measurement and Data Collection:
Missouri law enforcement agencies submit a vehicle accident report form to the Missouri State Highway Patrol to be entered into a statewide traffic crash database. The database automatically updates MoDOT's crash database system, which is part of the Transportation Management System (TMS). The rate of fatal crashes charts display annual and 5-year average fatality and injury rates per 100 million vehicle miles traveled for these same crashes. In addition, the fatality rate chart includes the national average.

Targets are based on Zero by 2030 fatality reduction, 1% Vehicle Miles Traveled (VMT) increase and non-motorized reduction based on overall fatality and reductions. An exception is made for instances where the baseline 5-year rolling average is less than the calculated target using the parameters previously described. When this occurs, the baseline will be used as the target.

Number of fatalities in work zones – 1b

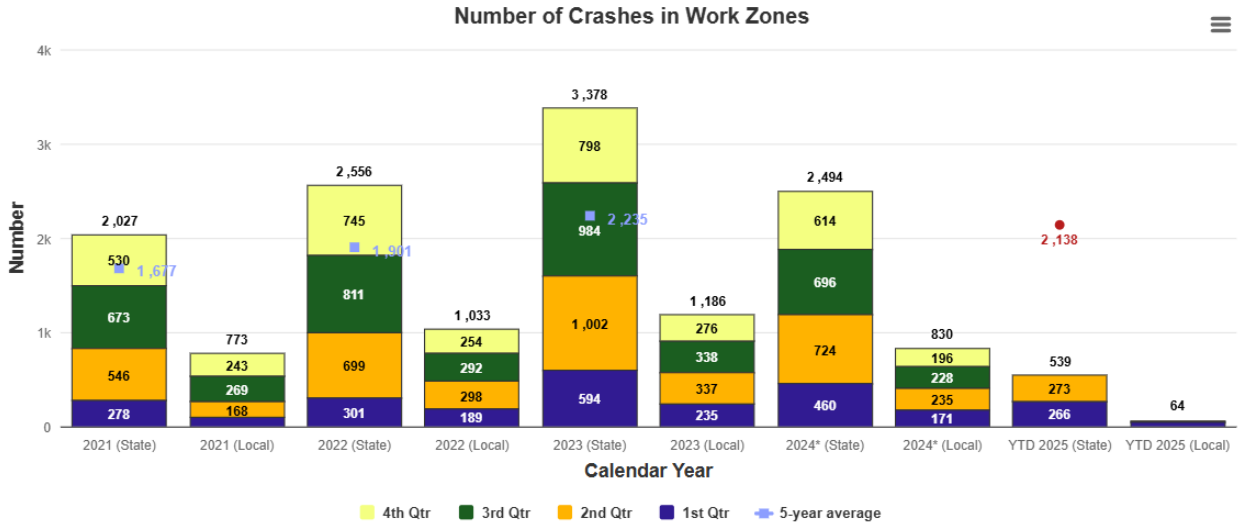
Update Frequency: Quarterly
Color Grade: red



Target: Below 18

Internal Review - 2025	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
State	0	0		
Local	0	0		

Internal Review is MoDOT's examination of each crash to determine if that crash qualifies as a true work zone fatality. These numbers represent fatalities where a work zone was determined to not be a potential factor.



Target: Below 2,138

Write up:

Providing safe and efficient travel in work zones is crucial to the safety of travelers which is why MoDOT crews are committed to conducting work zone operations as safely as possible. MoDOT diligently works to inform the public to pay attention while driving, slow down, move over, buckle up and drive without distractions. MoDOT's goal of zero fatalities in work zones can only be achieved by continually educating the public and the highway construction industry.

For the second quarter of 2025, there were four on-system work zone fatality crashes that resulted in four fatalities. In that same reporting period, there was one work zone fatality crash on the local system that resulted in one fatality. For the five total crashes this quarter, three drivers were distracted/inattentive, three were traveling too fast for conditions, and three were not buckled. Sadly, another pedestrian was also killed in one of MoDOT's work zones.

Poor driver behavior is the primary factor in fatal crashes and is the largest challenge MoDOT faces to reduce fatalities in work zones. Community outreach and public awareness campaigns, such as Buckle Up Phone Down, are helpful, but ultimately MoDOT is dependent upon the driving public to make good choices when driving in work zones.

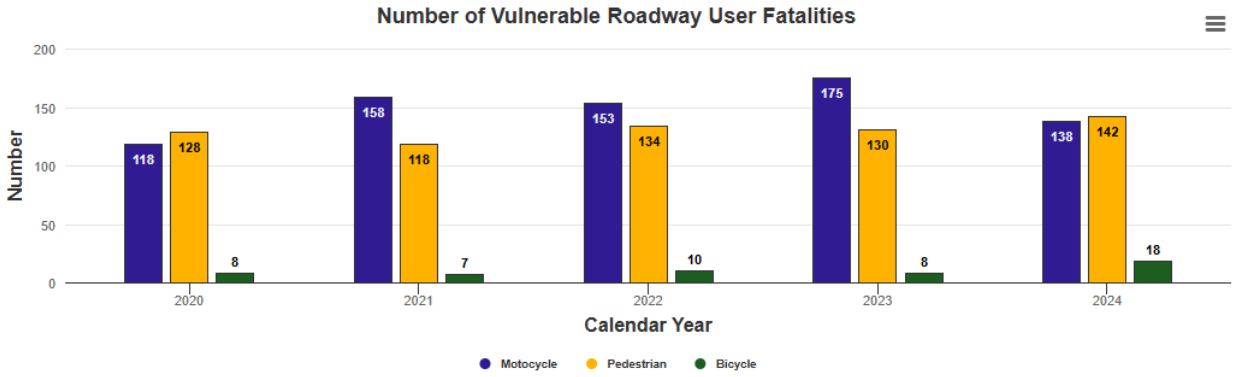
Purpose:
This measure tracks the number of traffic-related and non-traffic-related fatalities, injuries and overall crashes occurring in work zones on state-owned and off-system roadways.

Measurement and Data Collection:
Missouri law enforcement agencies submit a vehicle accident report form to the Missouri State Highway Patrol to be entered into a statewide traffic crash database. The database automatically updates MoDOT's crash database system, which is part of the Transportation Management System (TMS). MoDOT staff query and analyze this data to identify work zone-related crash statistics. Missouri State Highway Patrol prioritizes entry of the crash reports by fatality, serious injury and property damage only.

The target for this measure is updated quarterly. This target is established by projecting a 10% improvement over a 5-year average.

Number of vulnerable roadway user fatalities – 1c

Update Frequency: April
Color Grade: red



Desired Trend: Decrease

Write up:

In 2024, the overall number of fatalities for vulnerable roadway users increased. Pedestrian and bicycle fatalities increased by 10% and 125%, respectively, however, motorcycle fatalities decreased by 21%.

All age groups were equally represented, ranging from ages 17 to 79. All districts were represented, with Kansas City, St. Louis and Southwest accounting for about 70% of the fatalities. Of the 138 motorcycle fatalities, 58 were not wearing a helmet or a non-DOT helmet.

Pedestrian fatalities occurred in every month and on every type of roadway. Among the 21 fatalities on interstate highways, four occurred in August and November, while the remaining were spread throughout the year. In 2024, all districts experienced pedestrian fatalities. Pedestrians in their 30s, 40s and 50s represented the highest numbers of

fatalities. Of the 142 pedestrian fatalities, 70 were in St. Louis.

Of the 18 bicyclists who died on Missouri roadways, five were in the Southwest District and 13 were in the remaining districts statewide. Ten of the 18 cyclists were not wearing helmets, and all were male. Four fatalities occurred in August and there were several months that saw two fatalities.

It appears the primary target is on pedestrian safety in St. Louis and Kansas City by encouraging them to walk safely. There is also an emphasis on encouraging drivers to remain in their vehicles after crashes or breakdowns on the interstate. An additional focus area is on motorcyclists and urging them to wear DOT-compliant helmets when riding. The final target is urging cyclists to wear helmets and follow road-user rules when biking.

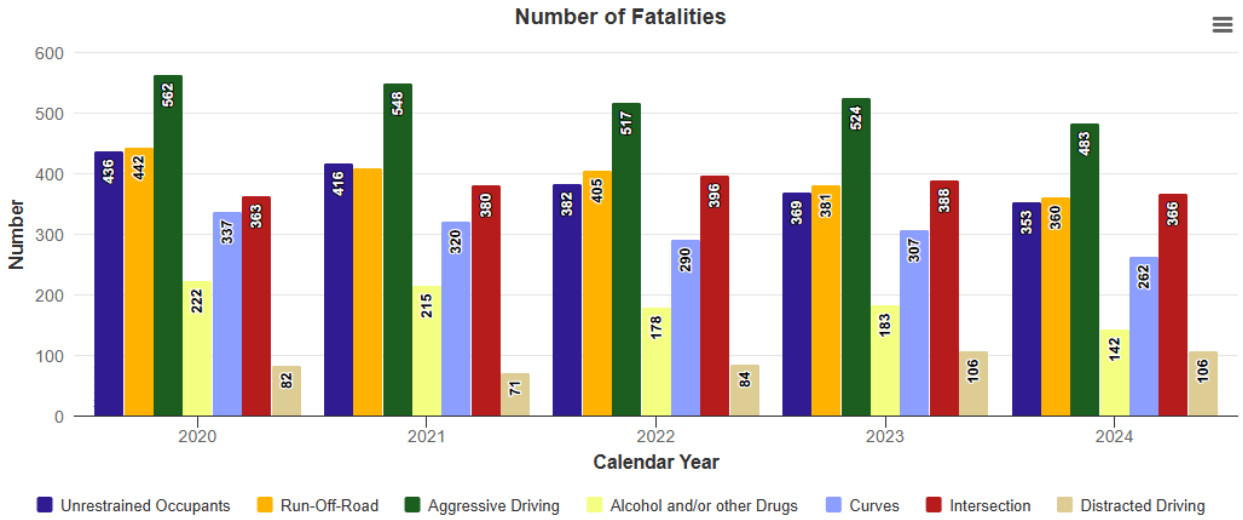
Purpose:
The vulnerable roadway user measure tracks annual trends in fatalities of motorcyclists, pedestrians and bicyclists. These roadway users are at risk for death when involved in a motor-vehicle-related crash.

Measurement and Data Collection:

Missouri law enforcement agencies submit a vehicle accident report form to the Missouri State Highway Patrol. The report is then entered into a statewide traffic crash database. The database automatically updates MoDOT's crash database system, which is part of the Transportation Management System.

Most common characteristics of fatal crashes – 1d

Update Frequency: April
Color Grade: yellow



Write up:
By identifying behaviors and characteristics most associated with severe crashes, MoDOT can make more informed decisions to improve safety. In 2024, there were 955 traffic fatalities in Missouri, a 3.6% decrease from 2023 and the second consecutive

year of decreased fatalities. The most notable decreases occurred in substance-impaired fatalities and curve fatalities when comparing 2024 data to 2023. Over the past five years, unrestrained occupant fatalities and run-off-road fatalities have continued to decrease each consecutive year.

Distracted driving fatalities did not change from 2023 to 2024, it continues to represent an all-time high in Missouri, with the second consecutive year of 106 fatalities. However, the actual number is likely significantly higher as distracted driving is difficult to capture in a crash report. The Missouri legislature passed a new hands-free law for all drivers which went into effect in August 2023. However, full implementation of the law did not take effect until Jan. 1, 2025. Drivers can now receive a citation for violating the law. Independent research from Cambridge Mobile Telematics indicates that distracted driving in Missouri has decreased by 7.8% since the law went into effect. Aggressive driving continues to be the leading cause of fatal crashes and remains higher than pre-pandemic numbers.

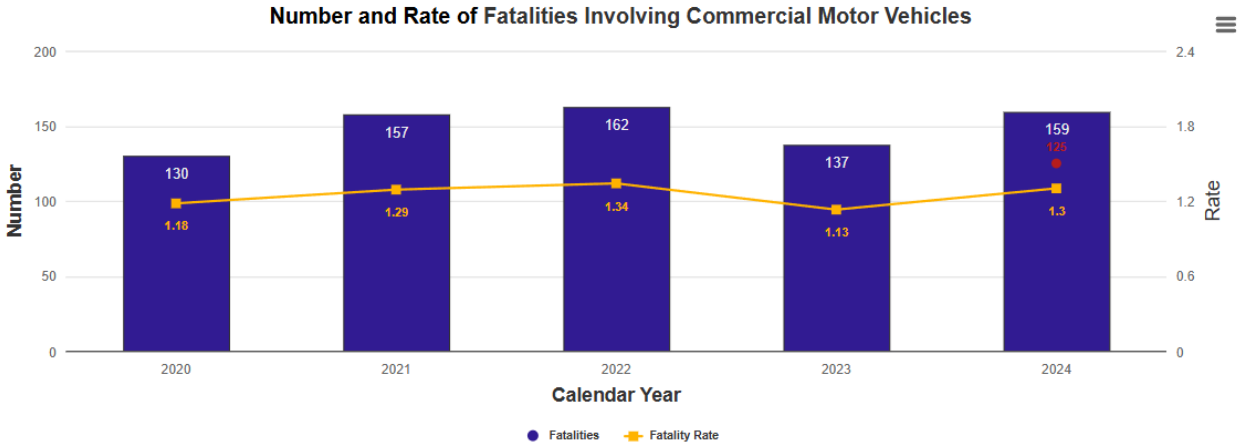
Missouri's strategic highway safety plan, Show-Me Zero, has four emphasis areas: occupant protection, distracted driving, speed and aggressive driving and impaired driving. MoDOT aims to improve safety with every project by utilizing a new Safety Assessment For Every Roadway (SAFER) approach. For the draft 2026-2030 STIP, the department has programmed 805 projects (64%) with safety improvements totaling approximately $646 million. In addition, MoDOT administers approximately $25 million of federal funds designated for educational, enforcement and outreach programs to improve highway safety.

Purpose:
The measure tracks annual trends in motor-vehicle-related fatalities resulting from the most common contributing factors or highway features. This data represents the four focus areas presented in Missouri’s strategic highway safety plan, Show-Me Zero.

Measurement and Data Collection:
Missouri law enforcement agencies submit a vehicle crash report form to the Missouri State Highway Patrol to be entered into a statewide traffic crash database, which feeds into MoDOT's Transportation Management System. MoDOT staff query and analyze this data to determine the number of unrestrained occupants in crashes, how often aggressive driving, distracted driving, alcohol and other drugs contribute to crashes, and whether the vehicles ran off the road, the crash occurred in a curve or the crash occurred at an intersection.

Number and rate of fatalities involving commercial motor vehicles – 1e

Update Frequency: July
Color Grade: red



Target: Below 125

Write up:

Commercial Motor Vehicles play a vital role in the nation's economy by transporting the products that are needed. By tracking the number of CMV-involved fatalities, MoDOT can target educational and enforcement efforts, as well as improve safety features along Missouri roadways. MoDOT partners with the Missouri State Highway Patrol, St. Louis Metropolitan Police Department, St. Louis County Police Department and the Kansas City Police Department to keep people safe while traveling in and around CMVs.

While efforts from MoDOT and the partner agencies are effective in improving safety on roadways, Missouri experienced an increase in the number and rate of fatalities involving CMVs in 2024. Between 2020 and 2024, fatalities involving a CMV have increased from 1.18 to 1.30 per 100 million CMV vehicle miles traveled. In 2024, Missouri experienced an increase of 22 fatalities involving a CMV as compared to 2023. This resulted in a 2024 fatality rate of 1.30 compared to 1.13 for 2023. The target for 2024 was 125 or fewer fatalities and unfortunately this goal was not met.

Purpose:

This measure tracks annual trends in fatalities involving Commercial Motor Vehicles. This data guides the development and focus of the Commercial Vehicle Safety Plan, which is the plan required to receive Motor Carrier Safety Assistance Program funds.

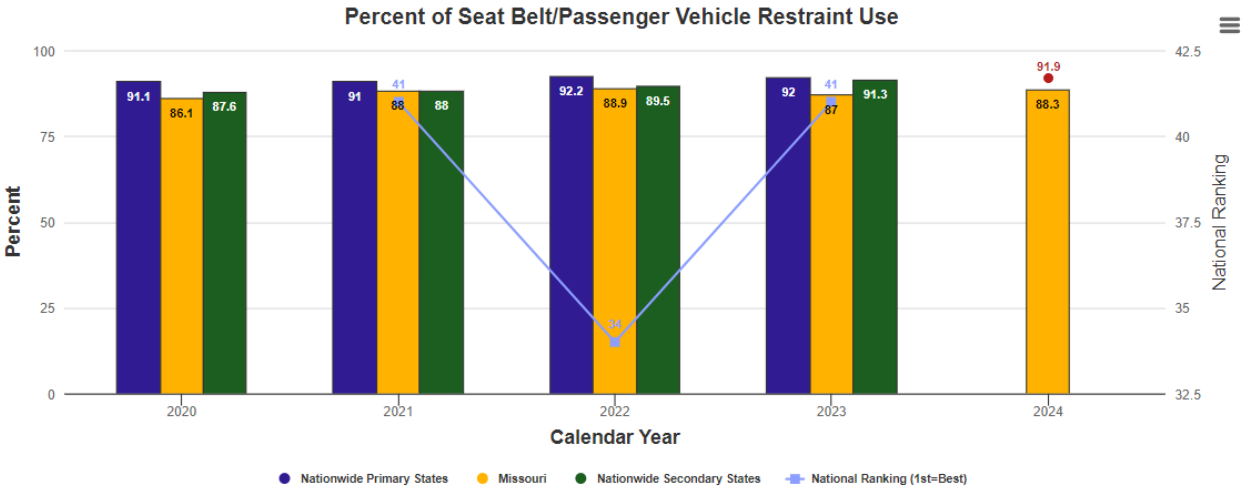
Measurement and Data Collection:

Missouri law enforcement agencies submit a vehicle crash report form to the Missouri State Highway Patrol to be entered into a statewide traffic crash database. The database automatically updates MoDOT's crash database system, which is a part of the Transportation Management System. The fatal rates on the charts display the annual fatality and injury rates per 100 million vehicle miles traveled for commercial motor vehicles for these same crashes. The 2024 target was based on a 8.8% improvement

rate from the Missouri Commercial Vehicle Safety Plan for 2024 as part of a long-term goal to achieve zero fatalities by the end of 2030.

Percent of seat belt/passenger vehicle restraint use – 1f

Update Frequency: October
Color Grade: yellow



Write up:

Wearing a seat belt is one of the easiest ways vehicle occupants can protect themselves in the event of a crash, but it is a challenge to ensure everyone is buckled up every trip, every time, day or night. Public education and legislation are two ways to keep the issue in front of motorists. MoDOT supports each approach, attacking the problem with focused marketing campaigns and reinforcing it with hard facts to back legislative efforts and media campaigns. Several municipalities across the state have enacted primary ordinances within city or county limits. Missouri currently has one county and 68 municipalities that have adopted primary seat belt ordinances, representing over 28.1% of the state's population.

Based on 108,627 driver and front seat passenger observations, seat belt use in Missouri for 2024 was 88.3%, a 1.3% increase from 2023. Washington County was the lowest at 58.5%, and Callaway County was the highest at 97.9% based on weighted data. Nationwide numbers always lag one year behind state numbers - the national average for seat belt use in 2023 was 91.9% (2024 data is not yet available). In 2023, Missouri ranked 41st (highest to lowest) among the 56 surveyed states and territories (ranging from 68.2% to 98.4%) and 8th among secondary law states (ranging from 73.2% to 93.5%).

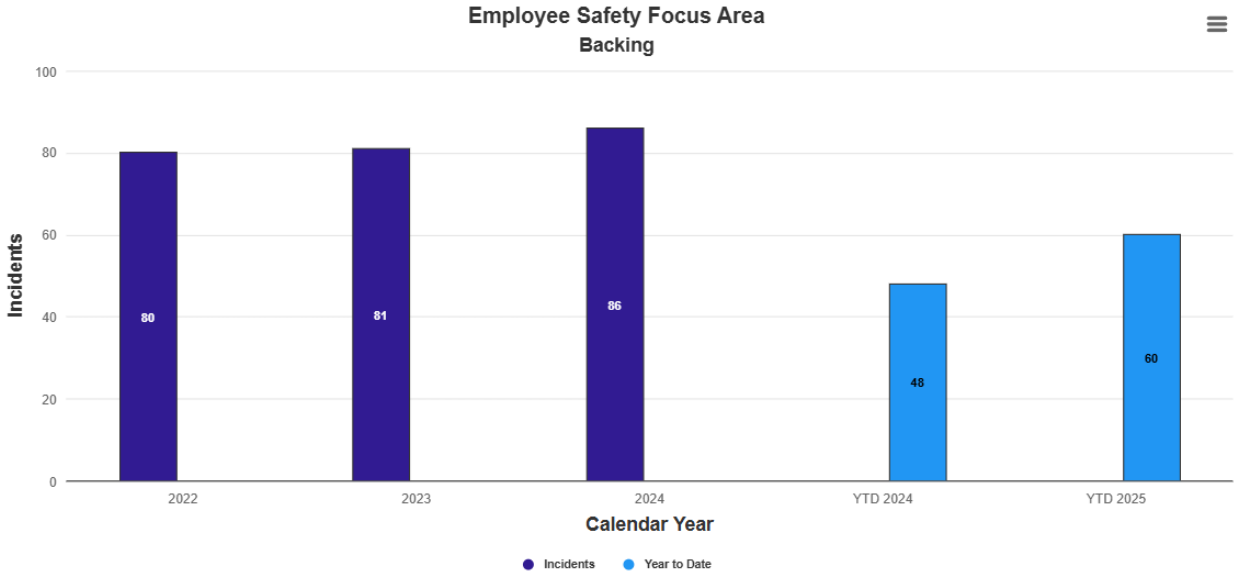
MoDOT continues to work with external partners to improve Missouri's safety culture through statewide strategic initiatives such as Buckle Up Phone Down and by coordinating NHTSA-funded occupant protection enforcement campaigns and providing educational programs among law enforcement, schools, universities, driving schools and others.

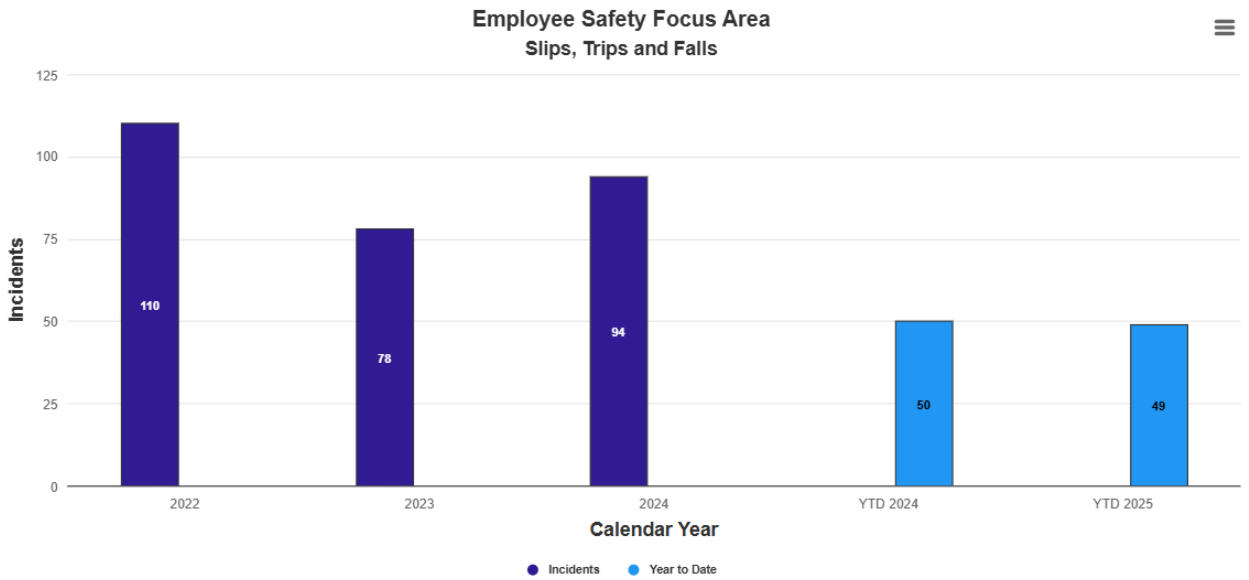
Purpose:
This measure tracks annual trends in seat belt use in passenger vehicles. This data drives the development and focus of the Missouri Triennial Highway Safety Plan and supports Missouri's Show Me Zero Plan and provides data for highway safety grant project selection.

Measurement and Data Collection:
Each June, a statewide survey is conducted at 560 preselected locations in 28 counties. The data collected is calculated into a seat belt usage rate using a formula approved by the National Highway Traffic Safety Administration. Data collection locations are selected from counties that represent 85% of the state's vehicle occupant fatalities. While the data collection plan is the same each year for consistency, NHTSA guidelines require survey sites to be re-selected every five years based on updated fatality data. The 2023 survey was the first survey using updated survey sites and, while 1.9% lower than 2022, does not necessarily mean that fewer people are buckling up; rather, all new sites have been surveyed and data pertaining to those sites for 2023 - 2027 can be compared similar to how 2018 - 2022 data was comparable. The target for this measure is updated annually in October for the next calendar year and is established as the current national average.

Employee safety focus areas – 1g

Update Frequency: Quarterly
Color Grade: green





Write up:

Safety is MoDOT's number one priority. Tracking this measure ensures all employees safely arrive to work, safely perform their job and return home safe the same day. Preparations necessary to accomplish these goals include preplanning jobs, reviewing Risk-Based Assessments, conducting morning safety briefings and performing active stretching before beginning the workday. This measure focuses on improving three high-risk areas: backing a motorized vehicle, employee slips, trips and falls and employee sprains and strains.

MoDOT had 60 backing incidents in the first half of 2025 resulting in an 25% increase as compared to the first half of 2024. Vehicle backing incidents can potentially lead to property damage and employee injuries or death. Improvement strategies include proper planning, parking vehicles to avoid future backing, using an employee spotter and conducting a thorough circle check of the area before entering the vehicle. Incorporating Geotab devices in all snow vehicles to assist with data collection is an improvement strategy as well.

There were 49 incidents of slips, trips and falls reported in the first half of 2025, which is a 2% decrease as compared to the same time in 2024. Improvement strategies include being aware of surroundings, keeping work areas organized, identifying unforeseen job hazards and wearing proper personal protective equipment.

During the first half of 2025, there were 81 reported incidents of employee sprains and strains. This number represents an 11% decrease as compared to first half of 2024. A new, more accurate reporting system is now used to gather data. The newer system gathers improvement strategies included in the implementation of a statewide stretch and flex program. The strategies include, asking an employee for assistance when lifting heavy objects and using proper lifting techniques taught during employee Gear Up training.

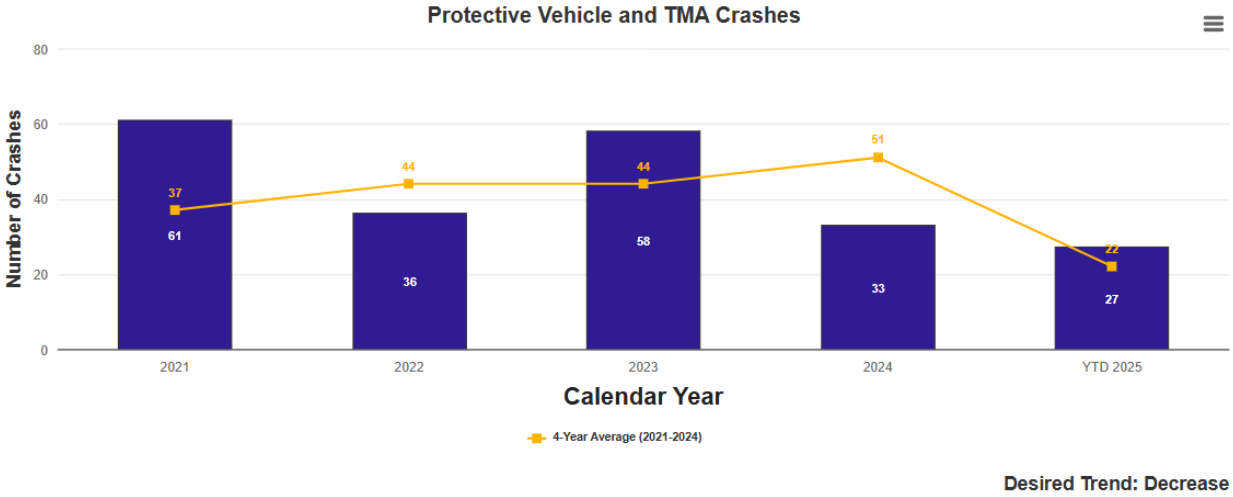
At MoDOT, safety is everyone's responsibility. It is imperative that employees look out for themselves and each other. Employees are encouraged to routinely submit observations, good catches and near misses to help all employees better understand the risks and where more effort is needed.

Purpose:
This measure tracks the department's most frequent incident types and highlights areas to focus on for improvement.

Measurement and Data Collection:
Data is collected through MoDOT Management System BI- Report for each district and Central Office for the prior four years on the number of backing incidents; slips, trips and falls; and strains and pulls. These are the three most common types of injuries at MoDOT.

TMA crashes and associated employee injuries – 1h

Update Frequency: Quarterly
Color Grade: yellow



Desired Trend: Decrease

Write up:

While the ultimate goal is to eliminate work zone crashes, the goal for this measure is to reduce the number of protective vehicle/truck or trailer-mounted attenuator crashes below the previous 4-year average.

In the second quarter of 2025, MoDOT reported 15 protective vehicle crashes in work zones. The number of crashes through the second quarter is 23% higher than the year-to-date average of the previous four years. The reported crashes can be very minor resulting in minimal or no repair to protective units. They can also be more significant resulting in total loss of equipment or injury to involved parties. New protective units can range from $50,000-$80,000 which does not include staff time, truck damage, lost wages, or medical expenses. The most significant cost from this type of incident is potential lifelong injuries that can affect an employee's quality of life or loss of life which no cost can be quantified.

This quarter, three employees involved in TMA/TrMA/PV crashes sought medical attention for their injuries. The 15 protective vehicle crashes in the second quarter occurred predominantly in urban areas on major routes during daytime operations. Those operations included nine pothole patching, four sweeping, one spraying herbicide and one while landscaping (weed eating guardrail).

Purpose:

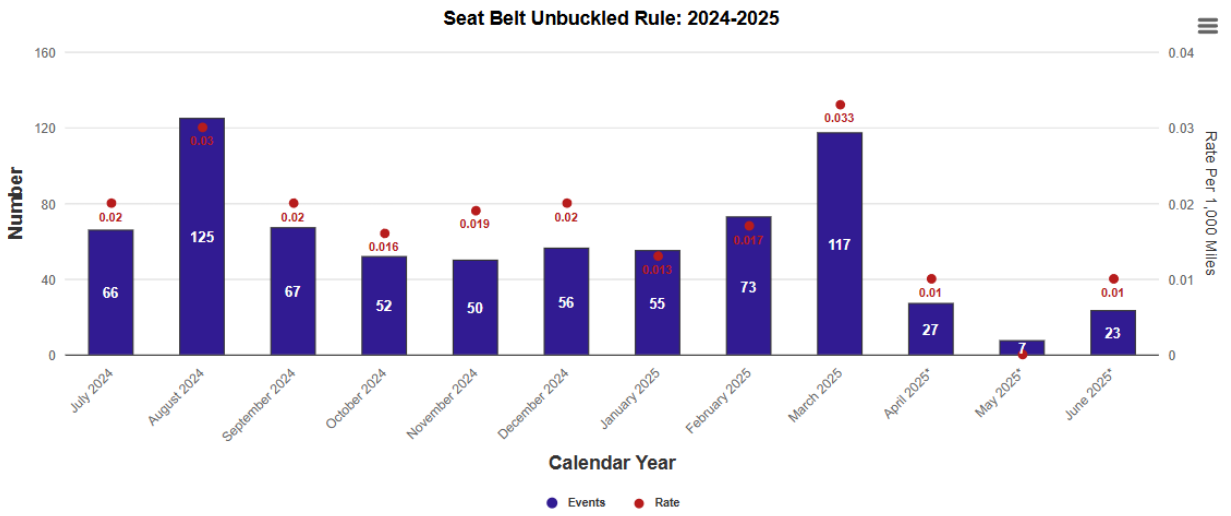
MoDOT owns more than 500 truck- or trailer-mounted attenuators used to help save lives by absorbing the impact of a crash in a work zone. By measuring the number of TMA/protective vehicle hits, MoDOT can identify and share information about higher-risk activities that could result in a crash and develop strategies to eliminate work zone crashes.

Measurement and Data Collection:

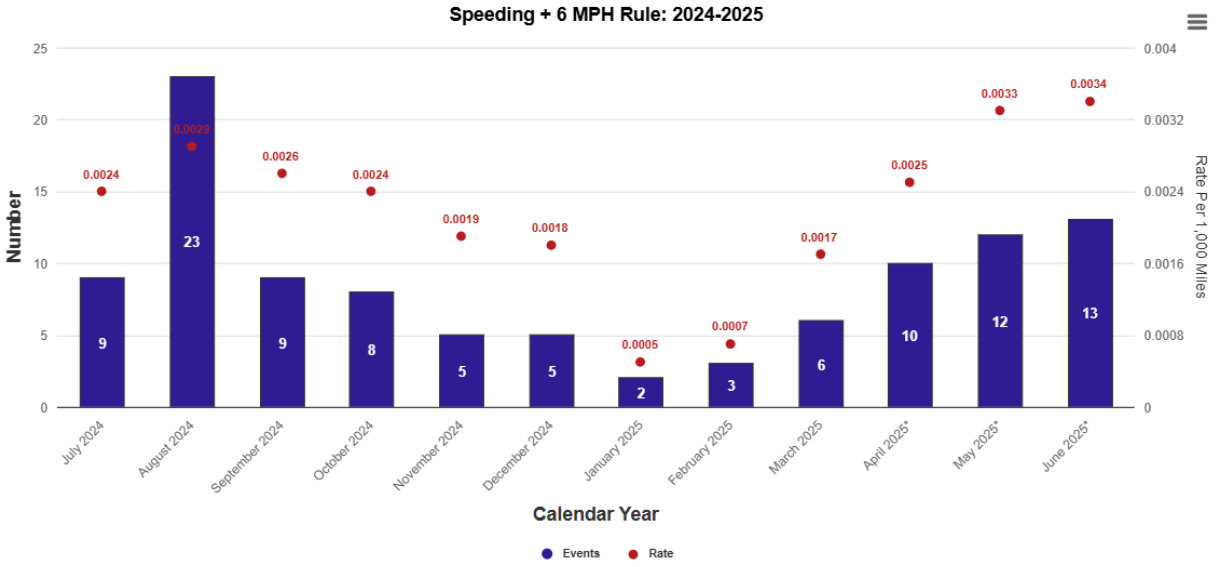
When a TMA incident occurs, a claim report is completed. The claim report and any associated police reports are reviewed by Risk Management Technicians for interpretation. A statewide work zone incident team reviews TMA incidents and seeks strategies for operations improvement to reduce or eliminate the incidents. Only incidents where the TMA was in an active work zone protecting workers are included in this data. This measure is reported based on quarters of a calendar year.

Safety Dashboard – 1i

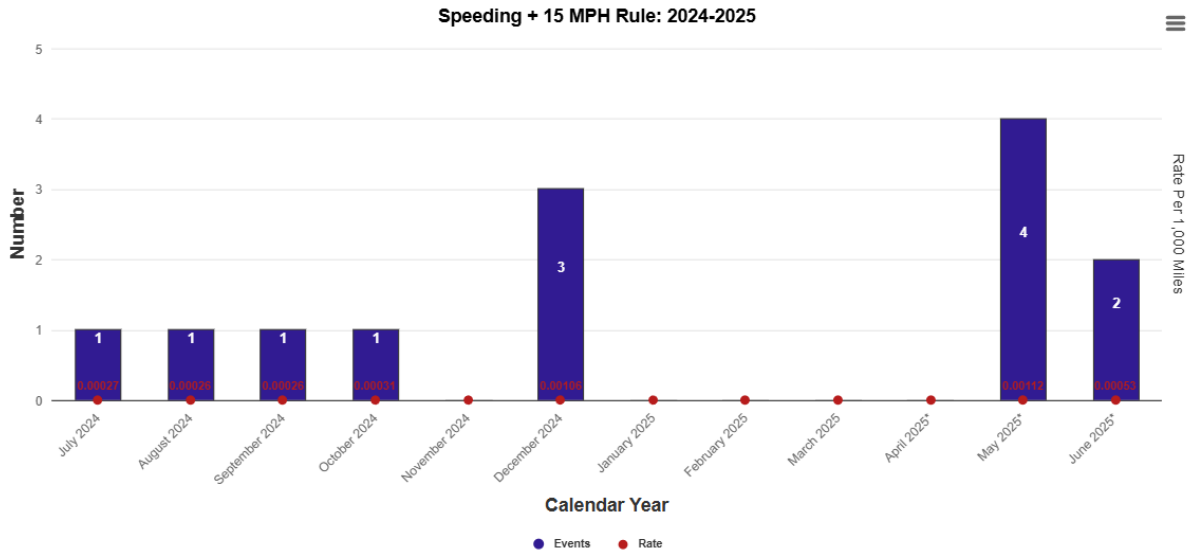
Update Frequency: Quarterly
Color Grade: yellow



*Preliminary numbers are subject to change



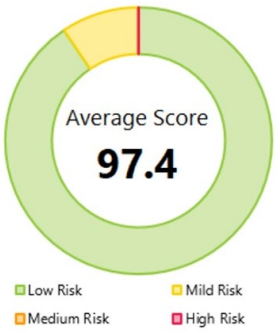
*Preliminary numbers are subject to change



*Preliminary numbers are subject to change

Rate Goal: less than 10

*Preliminary numbers are subject to change



Write up:
In the second quarter of 2025, MODOT's Seatbelt Unbuckled Rule events decreased. The average rate of events went from .021 in the first quarter down to .006 in the second quarter.

The violations for speeding over 6 mph this quarter increased slightly, with the average rate of events going from .0009 in the first quarter to .003 in the second quarter. The second quarter violations for speeding over 15 mph also increased with the average rate of events going from 0 in the first quarter to .0005 in the second quarter.

The rate goal for the Backing When Leaving Rule is less than 10 rate events per 1,000 miles. The rate average stayed the same in the second quarter as it did in the first quarter at 14.

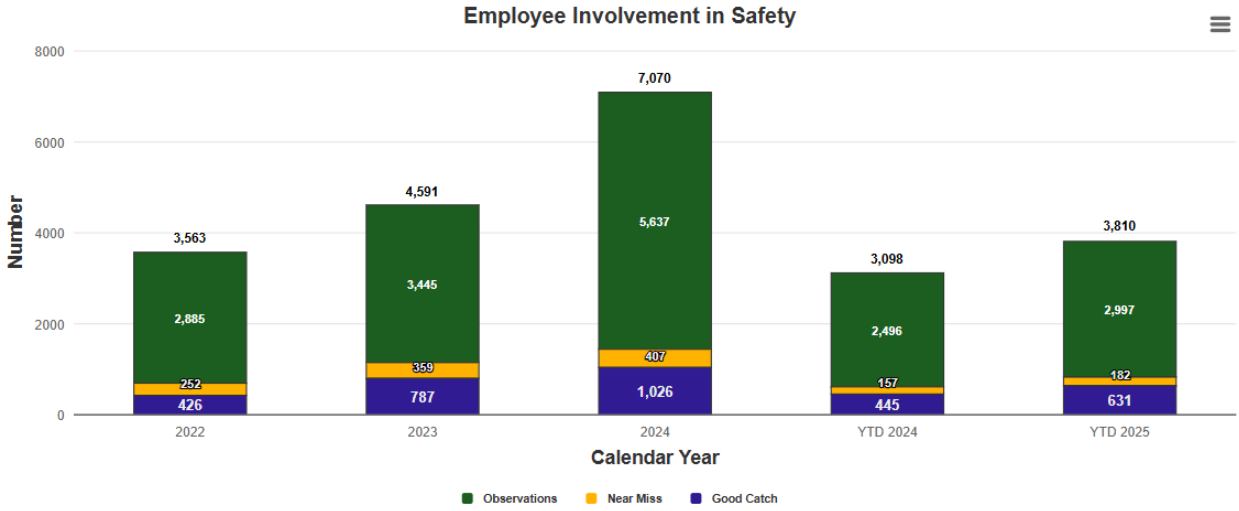
In the past, safety scorecards were used to show individual scores by vehicle. Since the inception of employee key fobs, the safety scorecards are now specific to each driver. Rates above 95% on the Driver Safety Scorecard indicate the driver is at low risk for an accident. MoDOT's overall driver safety average is 97.4% for the second quarter.

Purpose:
Wearing seat belts, adhering to posted speed limits, and limiting backing, are the very basics of a safe workplace. Seat belt use and following the posted speed limits are also Missouri state law. This measure will track how MoDOT is performing on the very basics of a safe workplace. This is just one small piece of a much larger effort to ensure every team member goes home safe each and every day.

Measurement and Data Collection:
Using telematics and GPS technology, MoDOT monitors and collects data about seat belt usage and speeding, among other metrics, in MoDOT's fleet ensuring vehicles are being operated in a safe manner. This data is used extensively to answer customer questions regarding snow removal and investigate allegations of damage caused by MoDOT fleet. This measure will compare aggregate number of events along with rate events. Rate events may show a more accurate representation of events, while number of events may be skewed based on actual miles driven. The rate is broken down by exceptions that happen every 1,000 miles driven, which gives a fair comparison from month to month.

Employee involvement in safety - 1j

Update Frequency: Quarterly
Color Grade: green



Write up:

To be effective, safety and health programs need meaningful participation of its employees. There is much to gain from a successful program and much to lose if the program fails.

Employees are usually the most knowledgeable about potential hazards associated with their jobs. Additionally, involvement generates acceptance because employees support what they help to create. Proactive measures such as peer-to-peer safety observations and Good Catches are positive ways employees can help mitigate negative outcomes they should avoid.

Safety is an option before an incident, and this measure gives employees the goal of elimination before mitigation. Conversely, learning from mistakes is vital to a safety program. Near-miss reporting is another practice that allows the department to continue its vision of zero injuries.

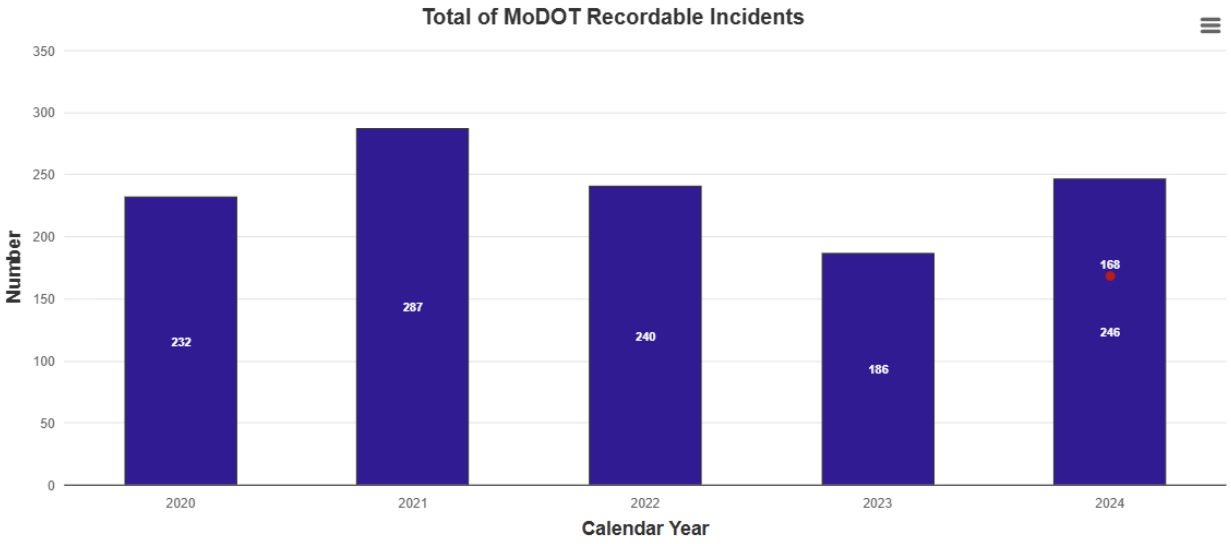
The department experienced a 23% increase in employee participation in observations, Near Misses and Good Catch reporting for the first half of 2025 compared to 2024.

Purpose:
This measure shows MoDOT employees' involvement in the department's safety program by tracking observations, near misses and Good Catches. This leading indicator shows trends in employees' good-hazard recognition.

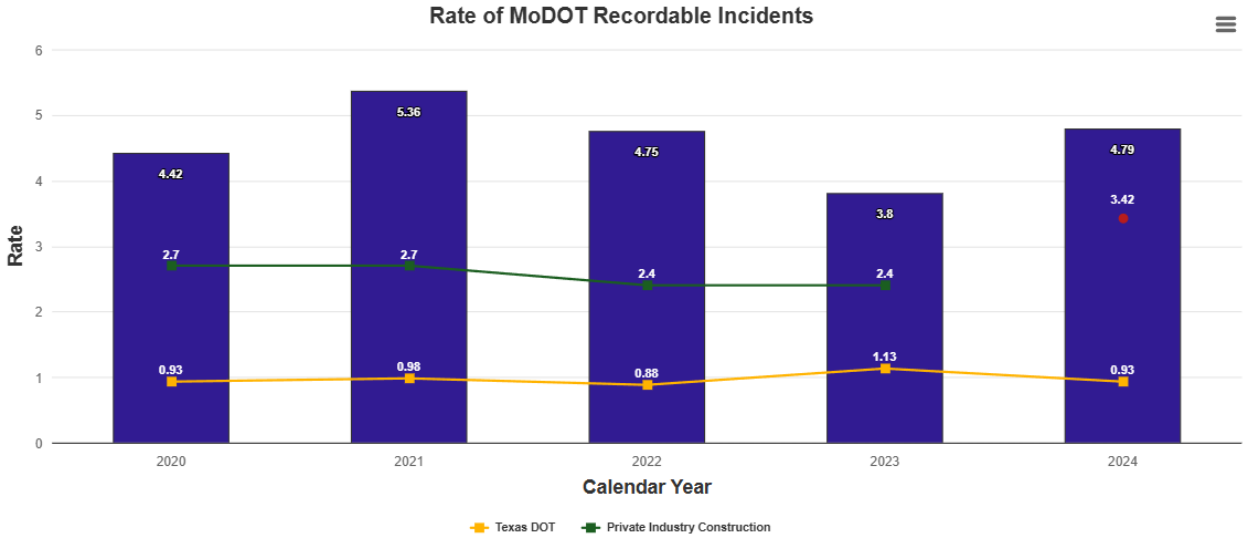
Measurement and Data Collection:
This employee-involvement measure tracks observations, near misses and Good-Catch data that is submitted by MoDOT employees.

Total and rate of MoDOT recordable incidents – 1k

Update Frequency: January
Color Grade: red



Target: 168



Target: 3.42

***OSHA private industry data is not yet available for 2024**

****Texas DOT data is for fiscal year rather than calendar year**

Write up:

The total number and rate of recordable incidents are tracked to measure the department's goal of fewer injuries. MoDOT's goal is for every employee to go home every night to their families unharmed. Reporting injuries allows the department to arrange for prompt treatment and to learn from mistakes or remediate hazards. The total number of recordables for 2024 has increased to 246 from 186 in 2023. However, it should be noted that 2023 reported the lowest number of recordable incidents in over

10 years. MoDOT continues to see decreases from historical rates due to the increased emphasis of safety in the organization.

The top three causes of employee injury in 2024 were slips, trips and falls at 21.65%, employees being struck or injured by an object at 15.52 % and cuts, punctures, and scrapes at 13.79%.

Purpose:
This measure tracks the number of recordable injuries in total and as a rate of injuries per 100 workers.

Measurement and Data Collection:
The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time workers (working 40 hours per week, 50 weeks per year). MoDOT defines a recordable incident as a work-related injury or illness that results in death, days away from work or medical treatment resulting in cost to the department. It should be noted this is a more rigorous method than is used by OSHA and the Texas DOT, both of which only count medical treatment if it is beyond first aid or loss of consciousness. The injury data is collected from Riskmaster, the department's risk management claims administration software. The number of hours worked is taken from MoDOT's payroll data.

The targets for total recordable incidents and rate of recordable incidents are updated annually. The target is calculated by subtracting 10% from the year-to-date comparison period.

General liability claims and costs -1l

Update Frequency: Quarterly
Color Grade: reduced

Target: Below 1,916

Write up:

Keeping employees and the public safe is the department's highest value. Controlling damage to vehicles and reducing personal injury in work zones, on right-of-way and other areas under the department's control helps MoDOT accomplish this goal.

Compared to 2024, there was a 14% decrease in general liability claims in the first two quarters of 2025 and a 36% increase in the amount paid. Most of the claims filed against the department are attributed to pavement defects and accounted for 73% of all claims filed.

In the second quarter of 2025, payments were made on 630 claims against the department, totaling $2,006,638.58. Five claims accounted for 48% of the payments.

One claim was an intersection accident where the plaintiff was injured due to a guardrail obstructing his vision. This claim settled for $250,000. The second claim which settled for $97,000, caused injury to the plaintiff who tripped over a raised pad under a signal cabinet. The sidewalk area has since been replaced. The third claim involved a flooded low water crossing in which no sign was posted. The plaintiff drove into the low water crossing and was swept away resulting in a fatal drowning. The claim settled for $175,000. The fourth claim involved a motorcycle operator who missed a curve due to a highway curve sign being down and not visible to the operator. The motorcyclist was injured, and the claim settled for $275,000. On the last claim, a motorcycle encountered loose material on the roadway following a surface friction treatment. The plaintiff was injured, and the claim was settled for $175,000.

To improve results, the department's focus should be concentrated on the most common general liability. Historically, the top five most frequent claim types are pavement defects, debris on the roadway, chip seal, mowing and striping operations.

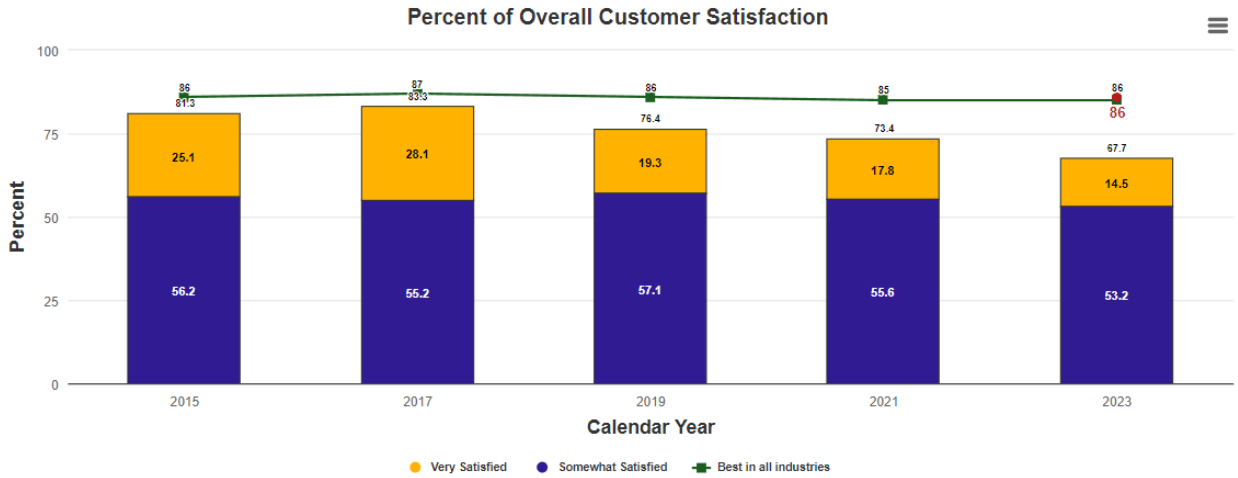
Purpose:
This measure tracks the number of general liability claims and amount paid.

Measurement and Data Collection:
General liability claims arise from allegations of injuries or damages caused by dangerous conditions on MoDOT property and claims that directly resulted from the condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive notice of the dangerous condition in sufficient time before the injury or damage to have taken measures to protect the public. Claims data is collected from Riskmaster, the department's risk management claims administration software.

The target for this measure is updated annually and is calculated by determining a 5-year average and subtracting 10%. Exceptionally high or low years are excluded from the 5-year average calculation to determine a practical target.

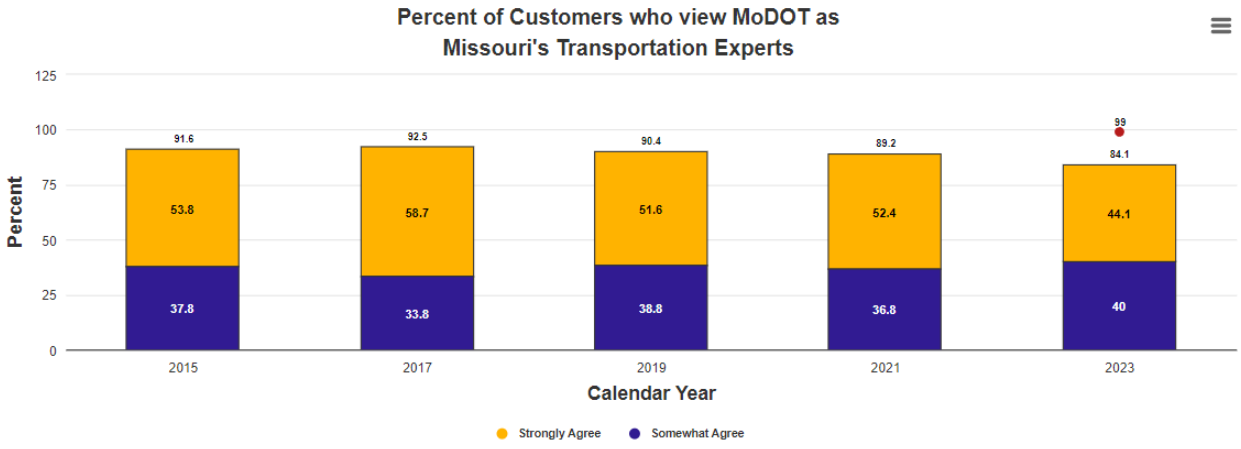
Combined Customer Satisfaction Survey – 2a

Update Frequency: October (biannual)
Color Grade: red

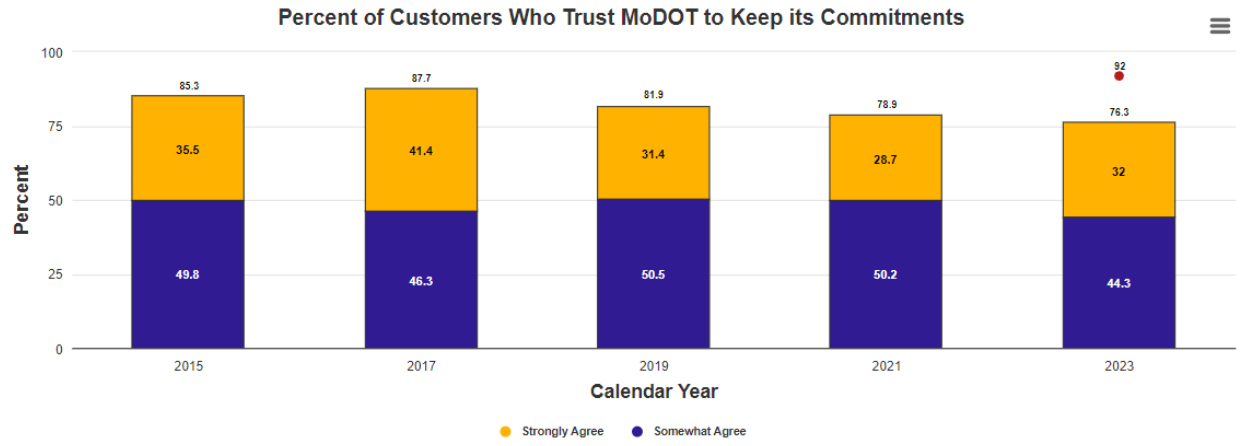


Target: 86%

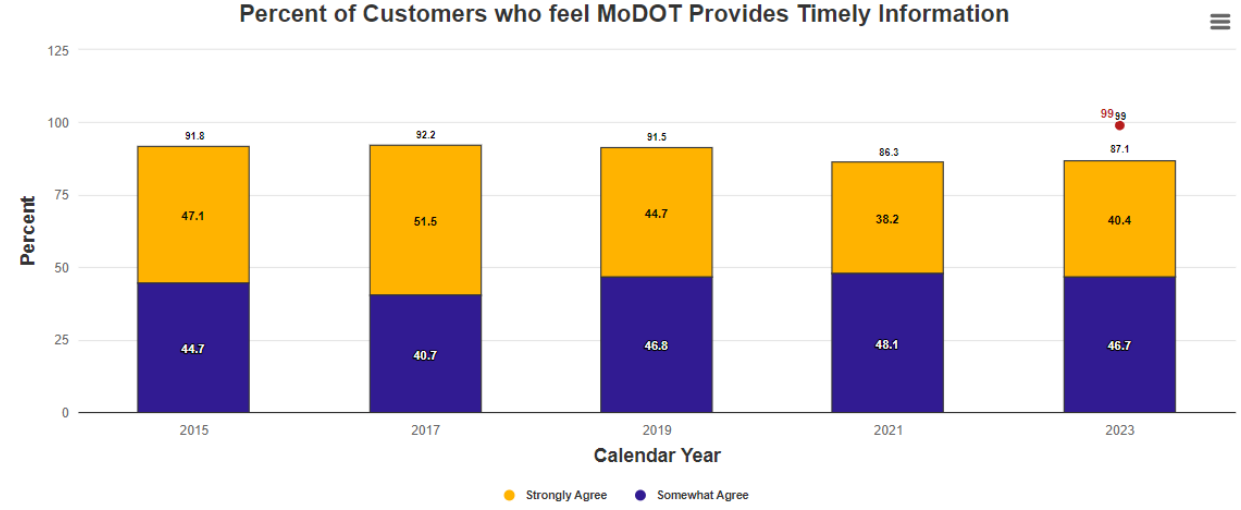
2013 – Mercedes Benz, 2015 – Chick-fil-A, 2017 – Chick-fil-A, 2019 - Chick-fil-A, 2021 - Trader Joe's, 2023 - Chewy



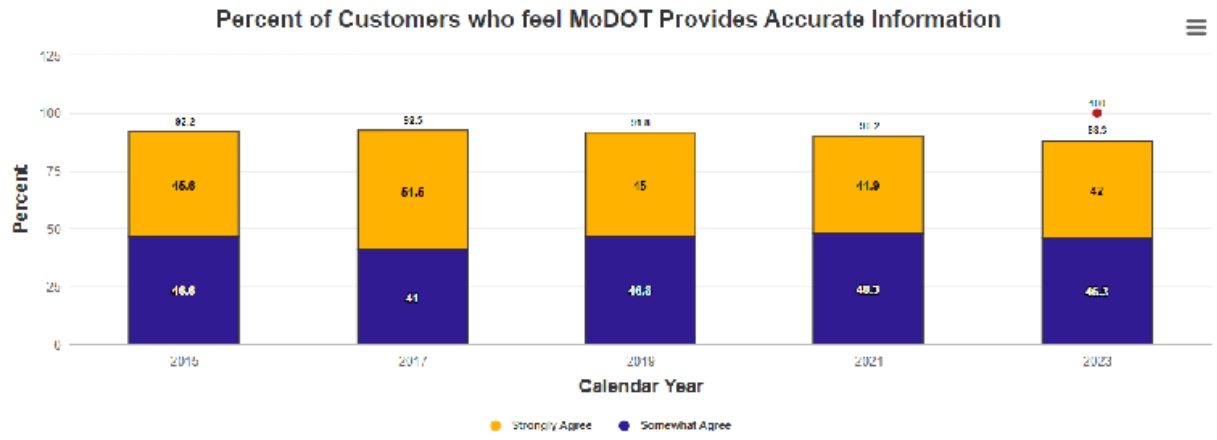
Target: 99%



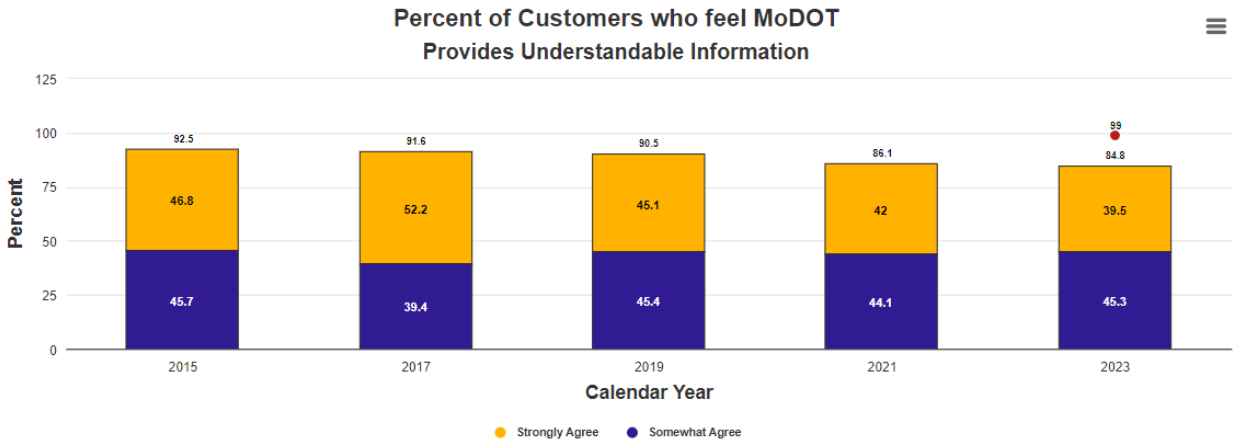
Target: 92%



Target: 99%



Target: 100%



Target: 99%

Write up:

Just like well-maintained roads and bridges, the citizens of Missouri expect timely, accurate and understandable information from their department of transportation. Whether it's a news release, social media post, text alert or a notice of a public meeting, MoDOT makes every effort to get information to the public as quickly and as clearly as possible. The results of this effort are trust and respect. This measure shows just how well the department continues to meet customers' high expectations.

Results have decreased in nearly every metric. Possible reasons for the decreases seen in these specific measures could be related to increased response times from staffing and equipment shortages, specific project desires, system conditions or an increased fuel tax.

Overall customer satisfaction with MoDOT has decreased, with the percent of Missourians surveyed saying they are satisfied with the job MoDOT is doing dropping from 73.4% in 2021 to 67.7% in 2023. In addition, those customers who reported they are very satisfied with MoDOT decreased from 17.8% to 14.5%.

As the agency responsible for transportation in Missouri, MoDOT must hold its lead as an expert in the field. The department continues to work on improving partnerships with

all Missourians, including local government, elected officials and transportation-related groups and organizations in order to deliver the very best possible transportation system with the resources available. Gaining and keeping the public's trust is critical to MoDOT's overall success. The best way MoDOT can accomplish this is to deliver on the commitments it makes.

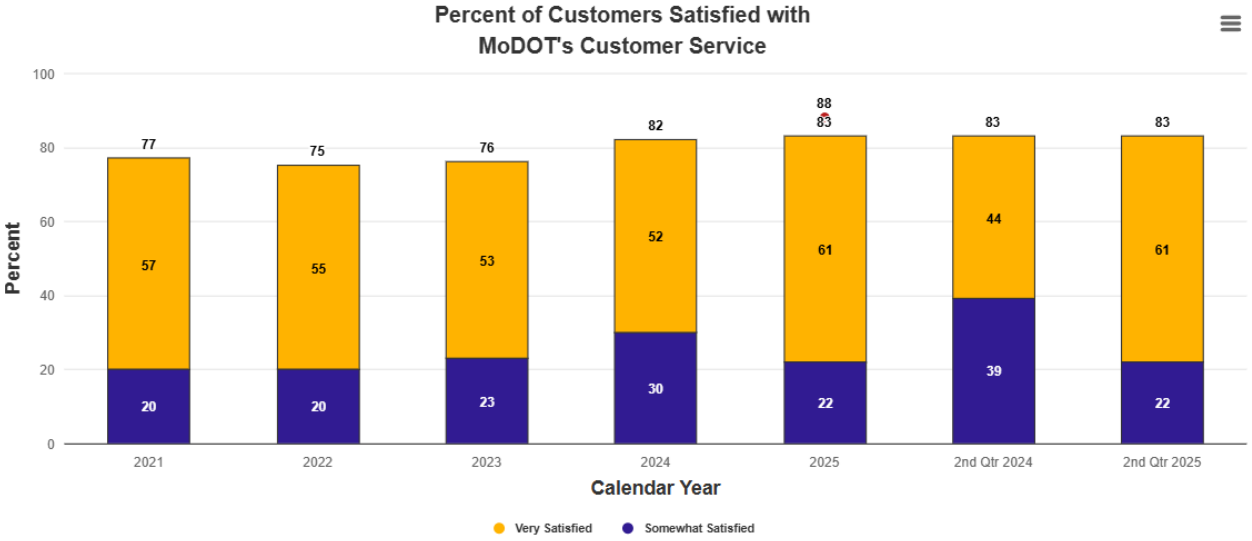
Purpose:
This measure tracks the percent of customers who are satisfied with MoDOT as a leader and expert in transportation issues, how effectively MoDOT conveys its expertise to the traveling public and keeps its commitments, and also tracks whether customers feel MoDOT provides timely, accurate and understandable information about road projects, highway conditions and work zones.

Measurement and Data Collection:
Data is collected through a biennial survey, in odd-numbered years. This has historically been done via a telephone survey of approximately 3,500 randomly selected Missourians. However, new for 2023, the survey was conducted using various methods: text, social media (Facebook and Instagram), and postcard. A total of 5,047 responses were received, with a minimum of 504 responses per District. The 2023 survey was also offered in Spanish for the first time, and 64 respondents completed the survey in Spanish.

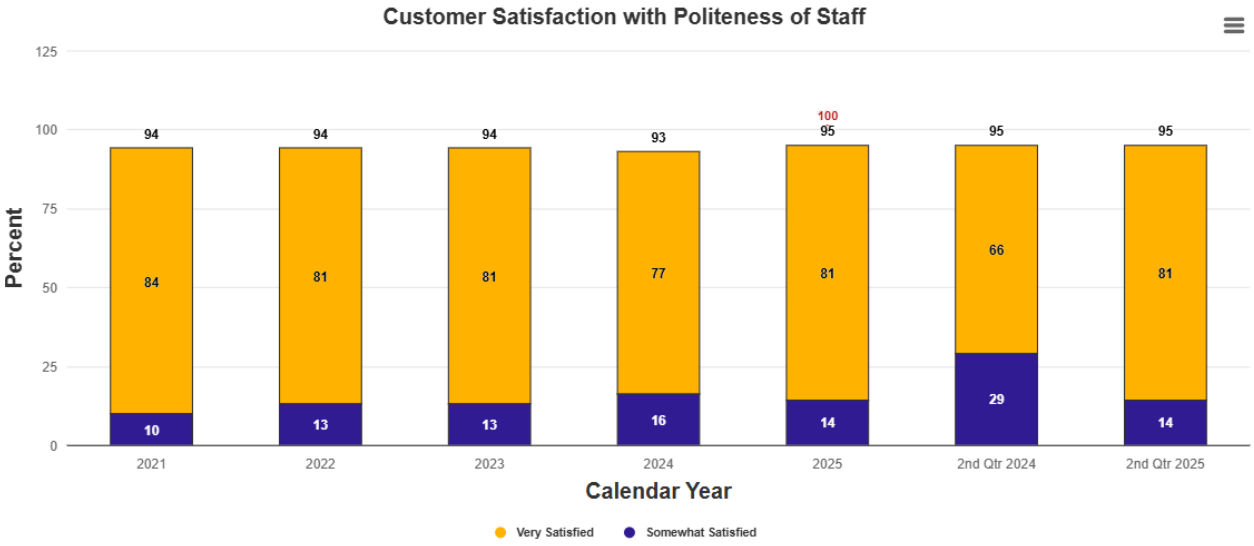
The target for this measure is normally updated bi-annually in October. MoDOT strives to reach and maintain 100% satisfaction across all aspects of customer satisfaction, based on standards in major global industries.

Percent of customers satisfied with MoDOT's customer service – 2b

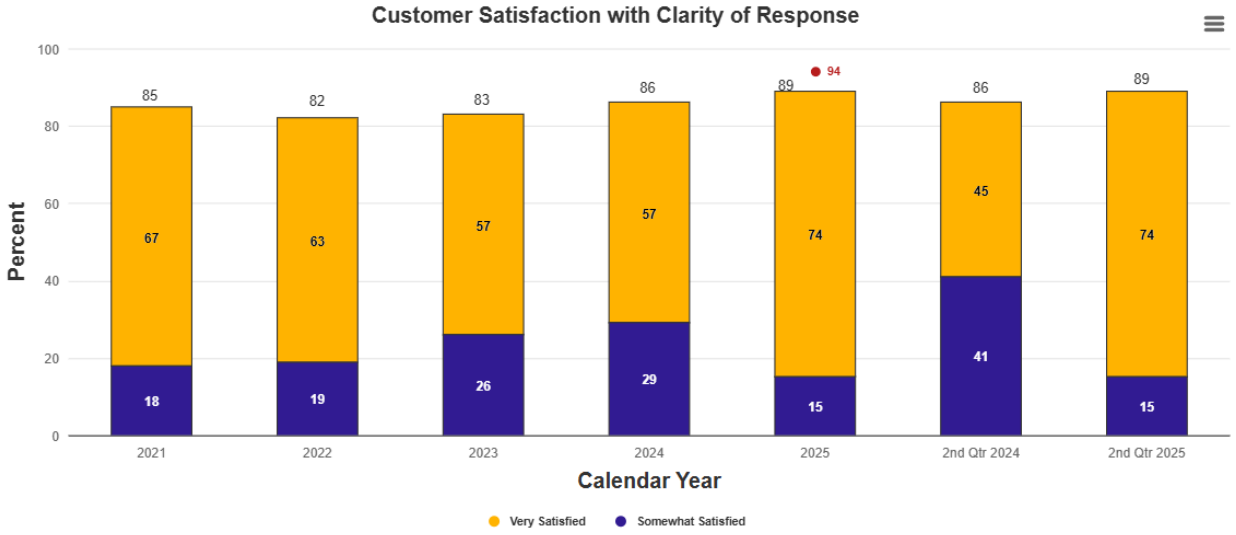
Update Frequency: Quarterly
Color Grade: yellow



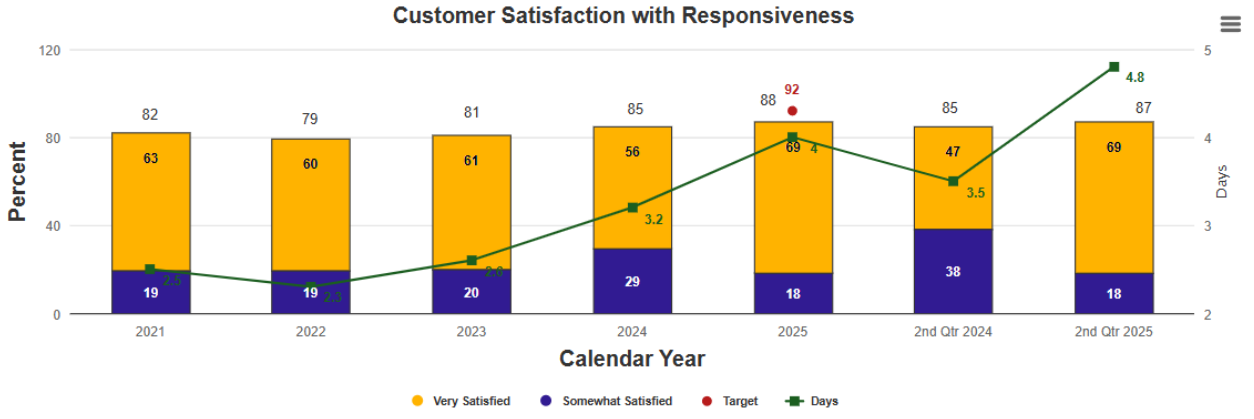
Target: 88%



Target: 100%



Target: 94%



Target: 92%

Write up:

Providing outstanding customer service is one of MoDOT's core values and is the responsibility of every employee in the organization. To actively seek feedback from customers, MoDOT uses a statewide call system and an enhanced online call report system that enables customer service representatives to work across seven district boundaries in a one-team approach. The data provided in the graphs reflects how those surveyed customers rated their interaction with MoDOT.

During the second quarter of 2025, overall customer satisfaction remained at 83% compared to the second quarter of 2024. Politeness of staff remained at 95% compared the second quarter of 2024. Customers who were satisfied with the clarity of the response increased to 89% compared to 86% in 2024. Responsiveness was also up to 87% compared to 85% in 2024.

The average time to complete customer requests was 4.8 days.

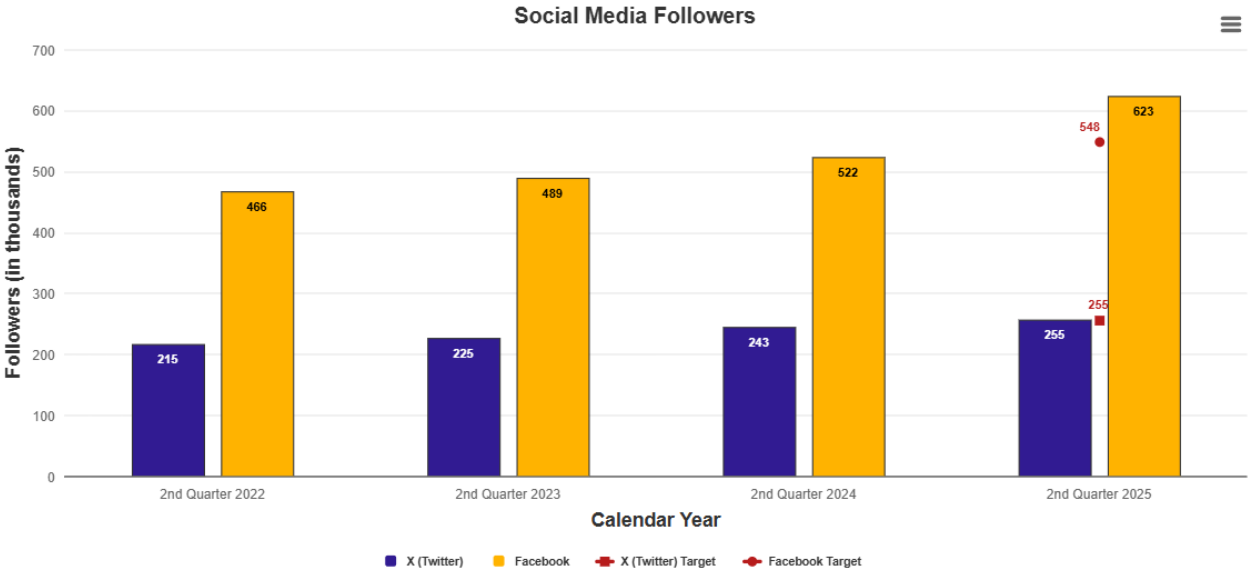
Purpose:
This measure shows how satisfied customers who contacted MoDOT were with the politeness, clarity and responsiveness they received, as well as their overall level of satisfaction.

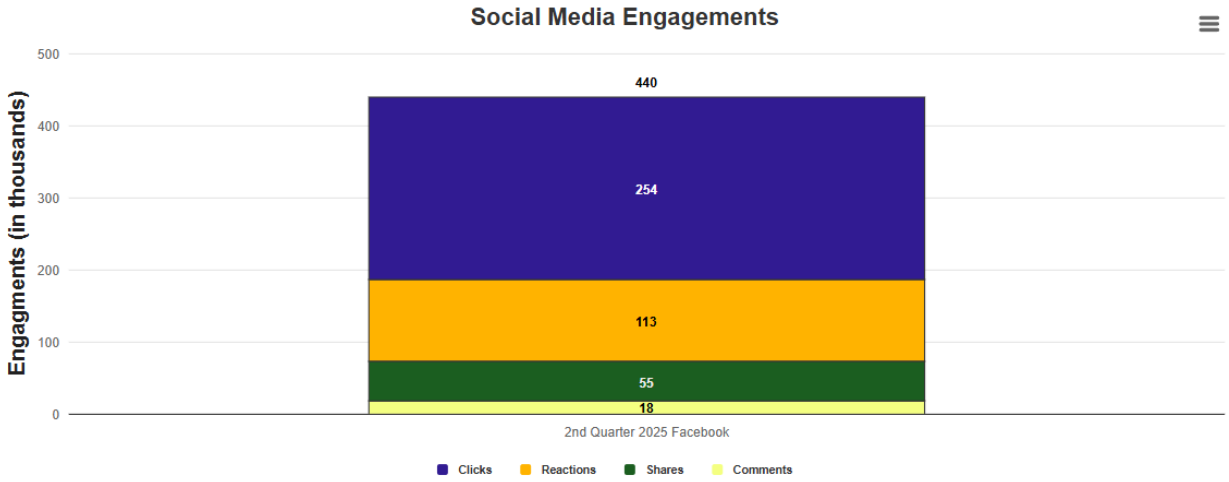
Measurement and Data Collection:
Data for this measure comes from a monthly telephone, email and texting survey of 200 customers who contacted a MoDOT customer service center in the previous month. The customer contacts come from call reports logged into the customer service database. Survey participants are asked to respond on an agreement scale regarding three qualities of their experiences. A fourth question is asked regarding their overall satisfaction. This measure also includes the time to complete requests logged into the customer service database. Requests requiring more than 30 days to complete are removed to prevent skewing the overall results.

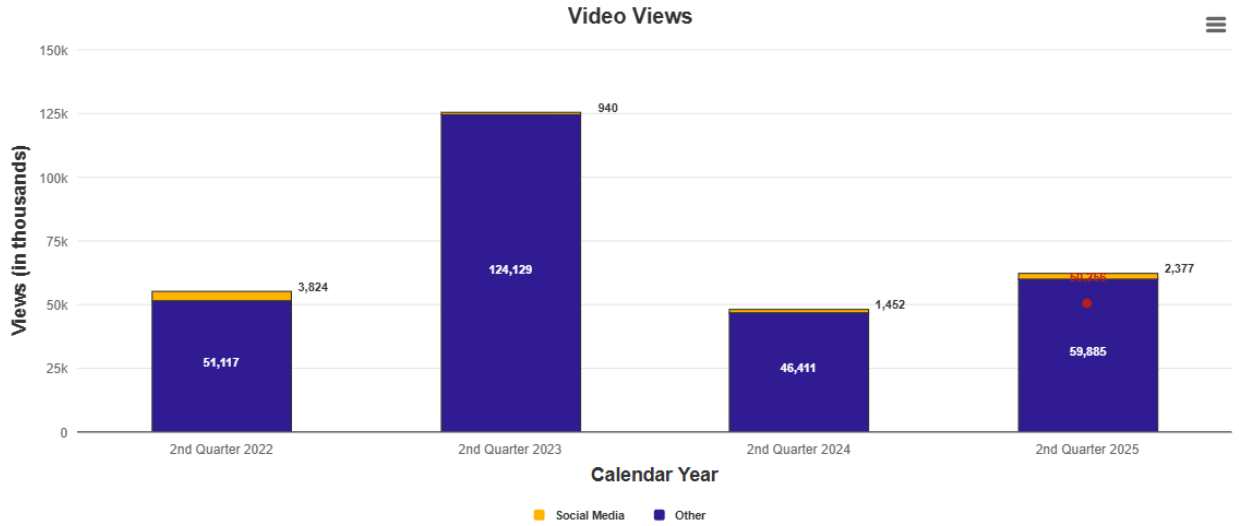
The target for this measure is updated quarterly and is established by projecting a 10% improvement over a 5-year average.

Customer communication engagement – 2c

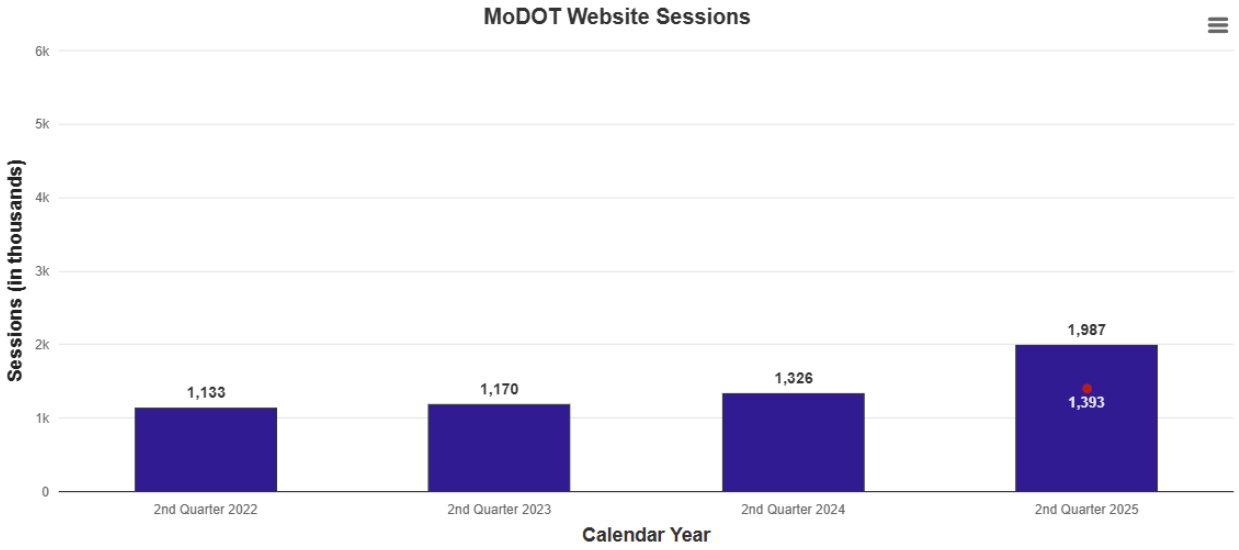
Update Frequency: Quarterly
Color Grade: green



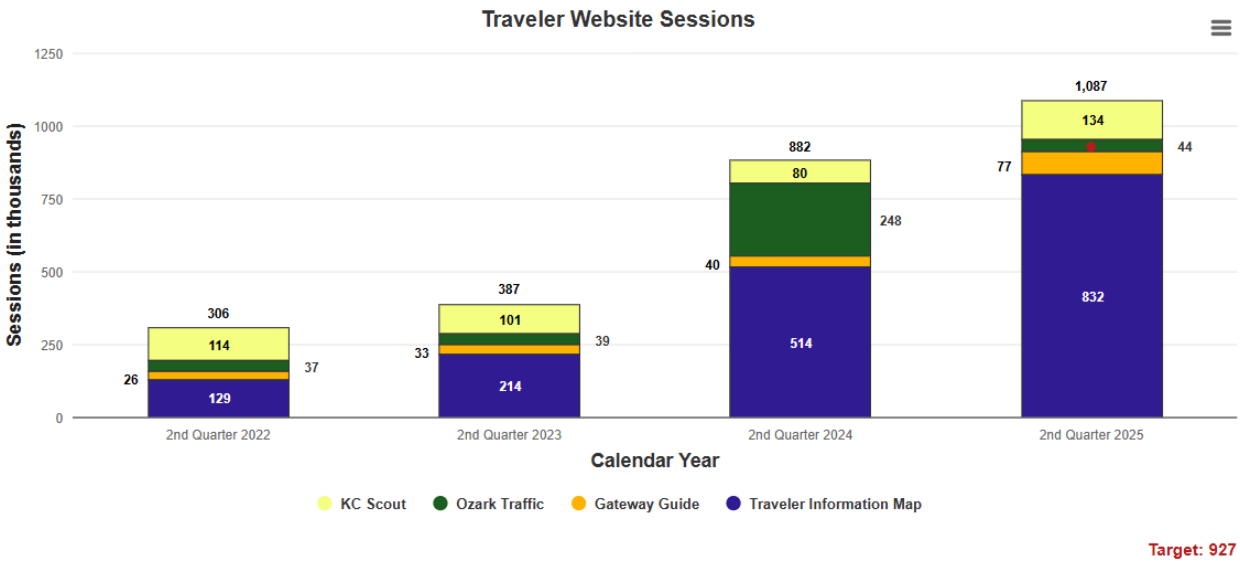




Target: 50,256



Target: 1,393



Write up:

SOCIAL MEDIA

Effective organizations share information with the people they serve. The best and most trusted organizations engage their customers. MoDOT interacts with its customers through social media networking, websites and applications. MoDOT's social media accounts continue to attract followers. In the second quarter of 2025, MoDOT gained 100,742 new Facebook followers statewide and 12,287 on X, when compared to the second quarter of 2024.

During the second quarter of 2025, the most popular Facebook post was a one that shared information on the text scams claiming to be from MoDOT soliciting money. The post reached 296,841 users and had the highest engagements with 4,481 post clicks, shares, comments and reactions.

MoDOT is now measuring customer interactions on these social media sites to better track engagements. Engagements are customer interactions with MoDOT's posted content and include likes, shares, retweets, comments and replies. This quarter, MoDOT's Facebook pages across the state had 439,276 total engagements. Engagement on X pages are not available, as they have been placed behind a paywall.

MoDOT websites had 1,986,747 sessions during the second quarter of 2025, which is an increase of 660,476 sessions compared to the same period last year. We are on track to have our highest traffic-year on record for the web. The traveler map website sessions increased this quarter by 317,551 sessions when compared to the same time last year.

MoDOT videos on YouTube and social media had over 2 million organic views in the second quarter of 2025. Additional advertisement video placements were viewed nearly 60 million times this past quarter.

WEBPAGE VIEWS	
MoDOT Homepage	197,155
Projects	67,464
Current Flood Information	38,032
Search Results	37,251
Work Zones	35,253

YOUTUBE VIDEO VIEWS	
MoDOT Speeding 2025 :30	115,408
MoDOT 2025 Spring Impaired	52,820
MoDOT Heads Up! Spring 2025	44,338
MoDOT 2025 Farm Safety :15	42,605
MoDOT 2025 BUPD 2024 :30 EC	24,270

Purpose:

This measure tracks the number of MoDOT customers hitting the department's social media and website information.

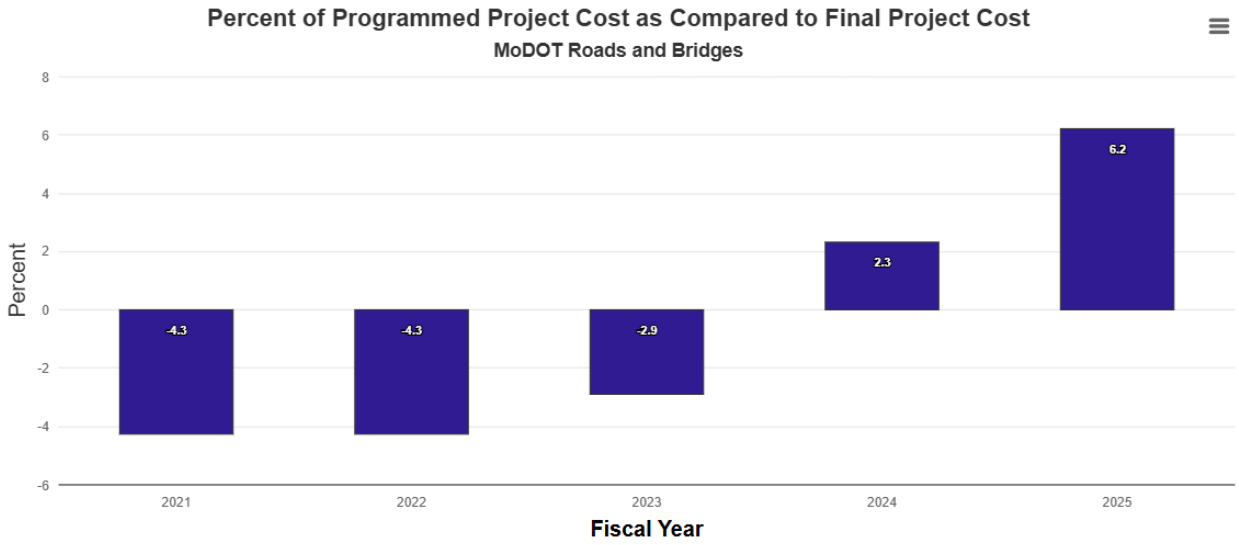
Measurement and Data Collection:

MoDOT gathers information for this measure from a variety of sources, including Google Analytics. Cumulative totals of website traffic and YouTube views are based on the number of visits. Facebook and Twitter data are based on the number of account followers. The target for this measure is updated quarterly and is established by projecting a 5% improvement over the same quarter in the previous year.

This measure is linked to the Improve Communications strategy included in the Sharpening Our Strategic Vision initiative. To improve performance, MoDOT has identified several strategies, including the Citizen's Guide to Transportation Funding, the new department website and an enhanced Traveler Information Map.

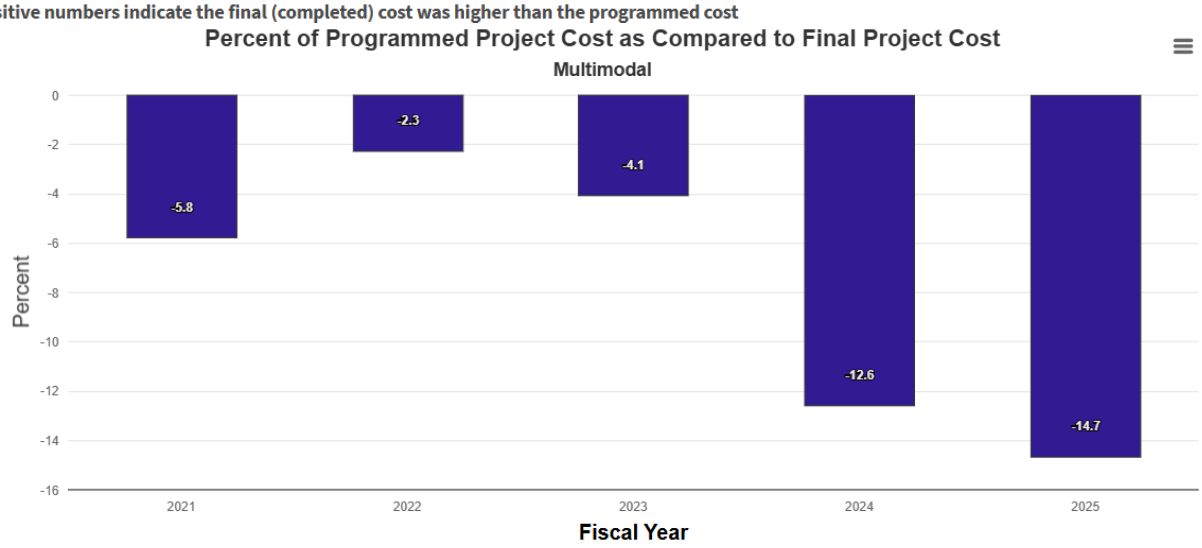
Percent of programmed project cost vs award and final – 3a

Update Frequency: Quarterly
Color Grade: red



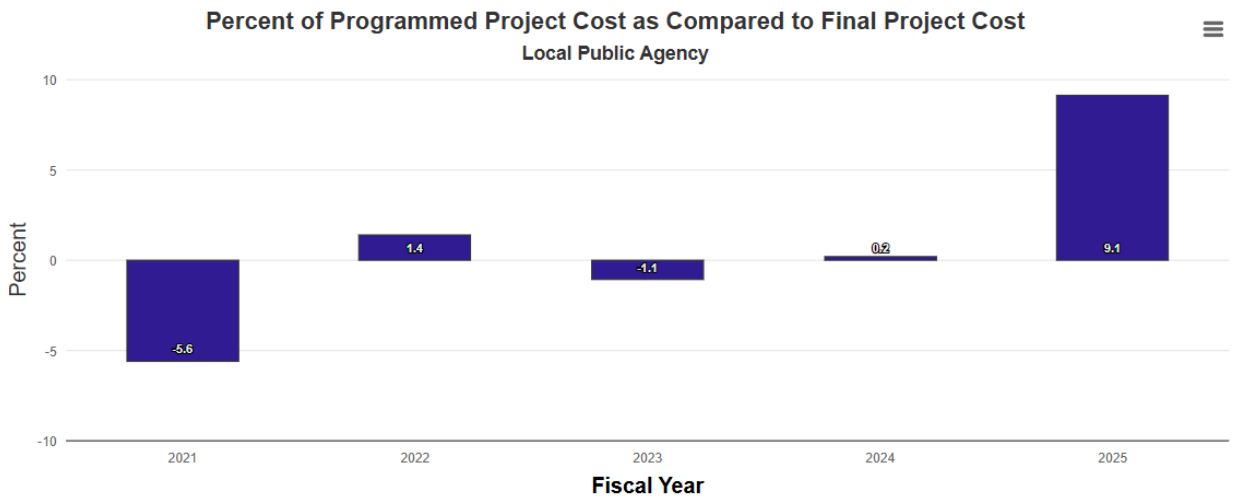
Target: 0%

***Positive numbers indicate the final (completed) cost was higher than the programmed cost**



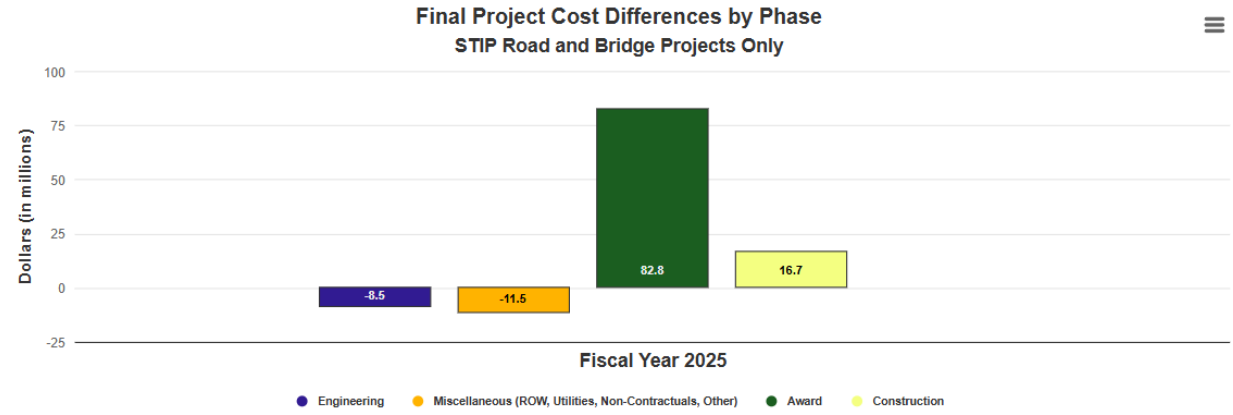
Target: 0%

***Positive numbers indicate the final (completed) cost was higher than the programmed cost**

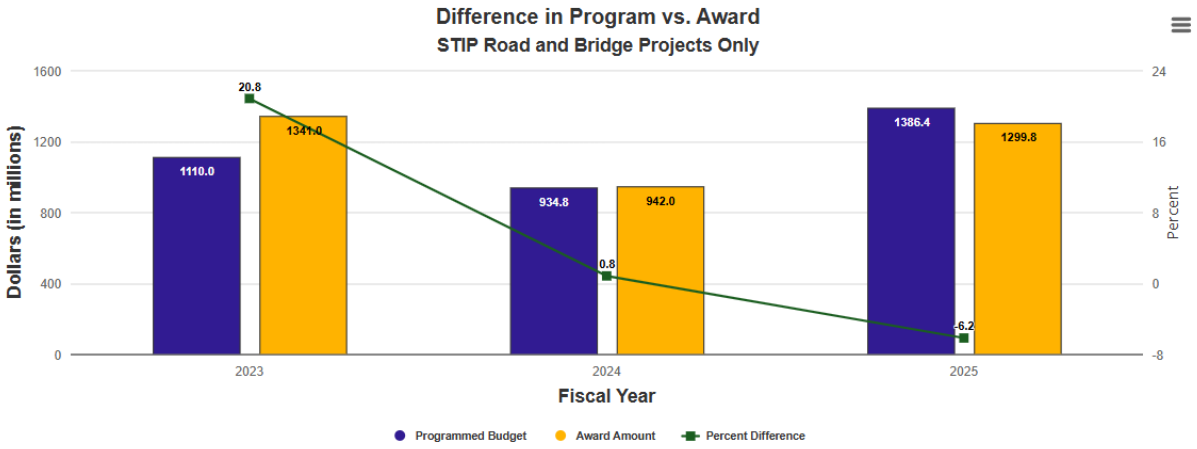


Target: 0%

***Positive numbers indicate the final (completed) cost was higher than the programmed cost**



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



Target 0%

***Amounts include STIP road and bridge projects without 2% construction contingency applied**

Write up:
Accurate program cost estimates help MoDOT deliver more timely improvements for taxpayers. At the end of June, 461 road and bridge projects were completed in fiscal year 2025 for $1.361 billion. This represents an increase of 6.2% or $79.6 million more than the programmed cost of $1.281 billion. Of the 461 road and bridge projects completed, 42% were finished within or below budget. In comparison, 46% were completed within or below budget as of the same date a year ago. Possible projects with adjustments pending could cause a slight change in the final values, however these values include final contract adjustments such as asphalt index adjustment, liquidated damages and bonuses/incentives/disincentives.

In addition, 25 multimodal projects were completed for $12.3 million, which is a decrease of 14.7% or $2.1 million less than the planned cost of $14.5 million. A total of 101 projects by local public agencies were completed for $142 million, which is 9.1% or $11.9 million more than the projected cost of $130.1 million. The target is a 0% difference, indicating MoDOT is making timely use of available funds. Year to date in FY 2025, road and bridge, multimodal and local public agency projects were within 6.3% of the target. The program estimate for FY 2025 was lower than the actual award amount by 6.2% or $86.6 million. MoDOT continues to monitor the situation throughout the year.

Purpose:

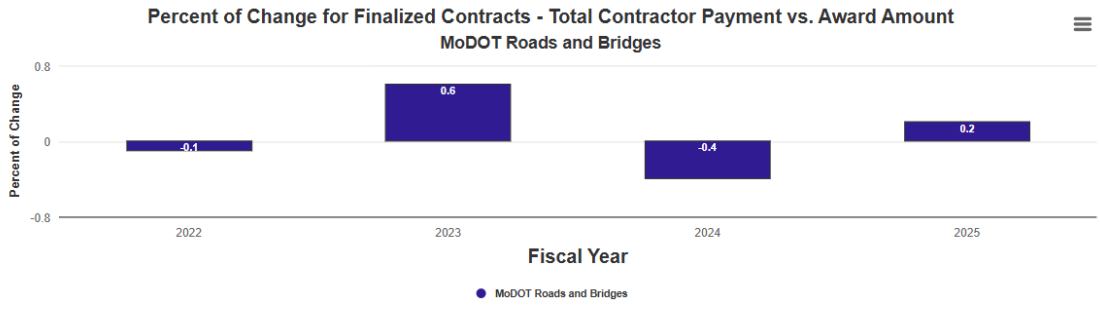
The measure compares total project costs to the programmed cost/project budget and final costs.

Measurement and Data Collection:
Completed project costs are reported during the fiscal year in which a project is completed. Road and bridge project costs include design, right-of-way purchases, utilities, construction, inspection and other miscellaneous costs. The programmed cost is based on the amount in the most recently approved Statewide Transportation Improvement Plan (STIP). Completed costs include actual expenditures. Multimodal and local public agency project costs usually reflect state and/or federal funds, but not the funds contributed locally for such projects.

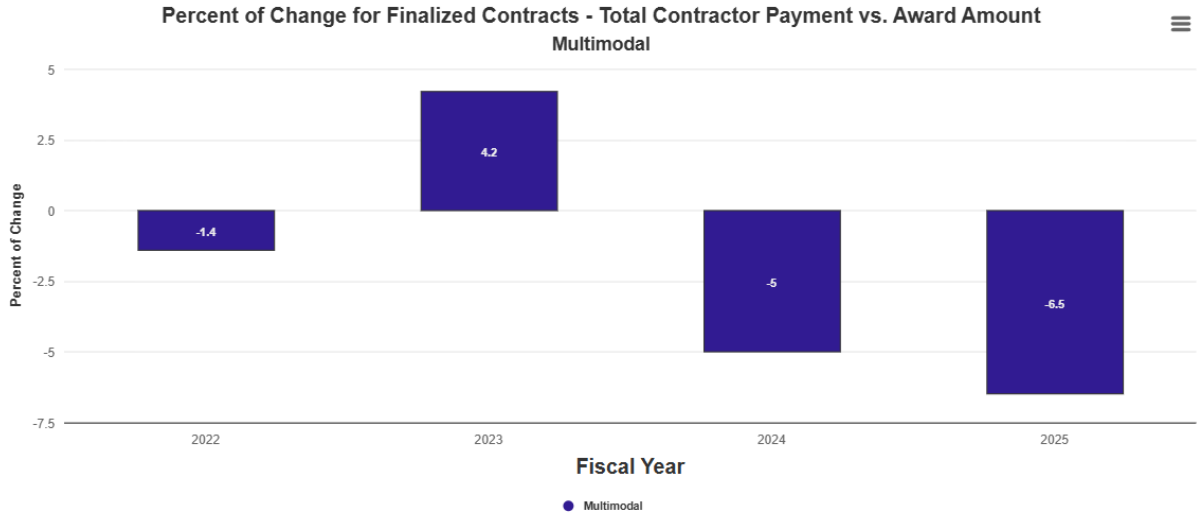
The target for this measure is set by internal policy and will remain unchanged unless there is a policy change.

Change order report – 3b

Update Frequency: Quarterly
Color Grade: yellow

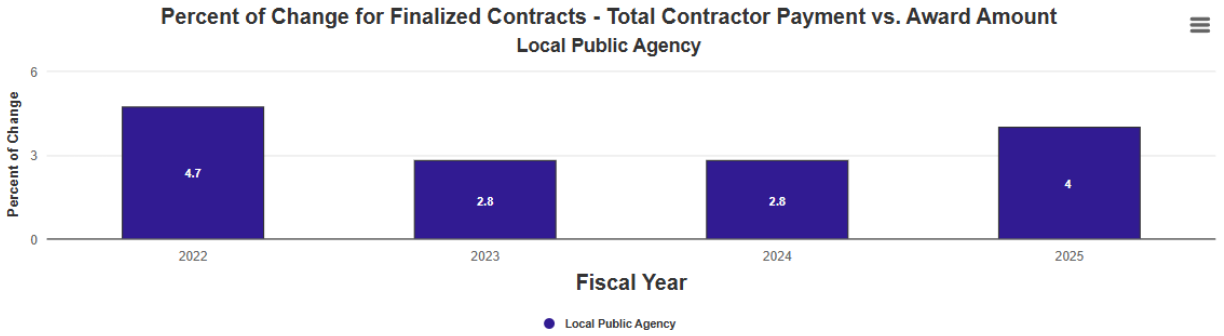


Target: 2% Change

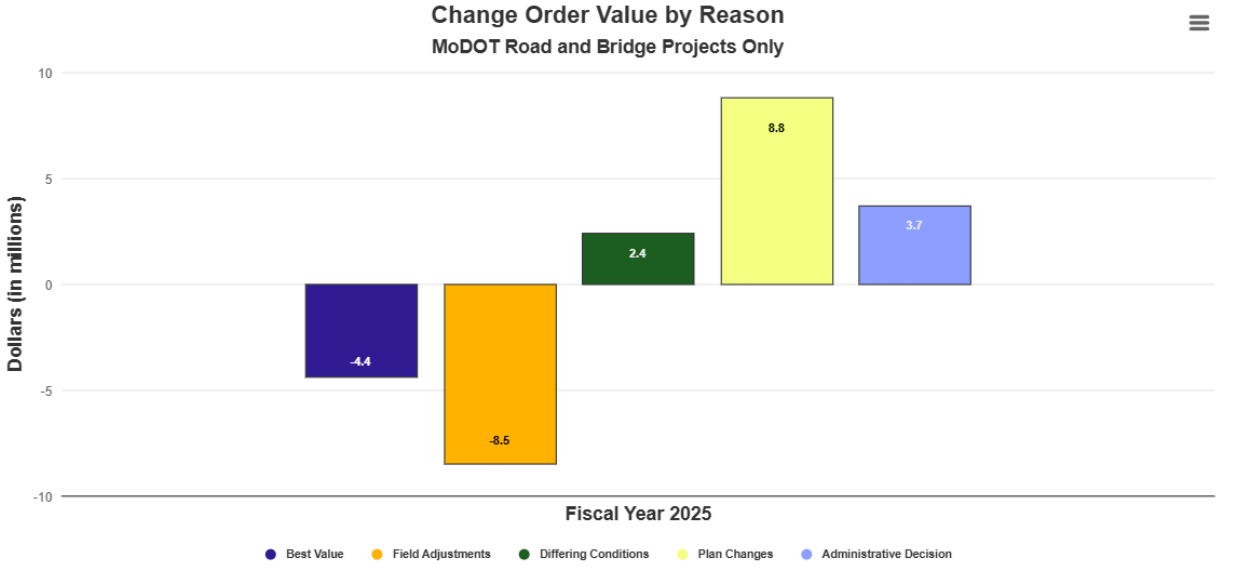


Target: 2% Change

*** This chart for Multimodal only includes rail and aviation**



Target: 2% Change



Write up:
By limiting overruns on contracts, MoDOT can continue to keep its maintenance and construction commitments. This emphasis, combined with the use of practical design and value engineering, has contributed to limiting overruns on contracts. MoDOT's performance in fiscal year 2025 is 0.7% over the award amount ($7.75 million over the award amount of $1.32 billion worth of projects completed), with 58% of the projects being completed below the original award amount.

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

For FY 2025, MoDOT road and bridge projects were completed 0.2% over budget, multimodal projects were completed 6.5% under budget, and local public agency projects were completed 4.0% over budget.

Purpose:

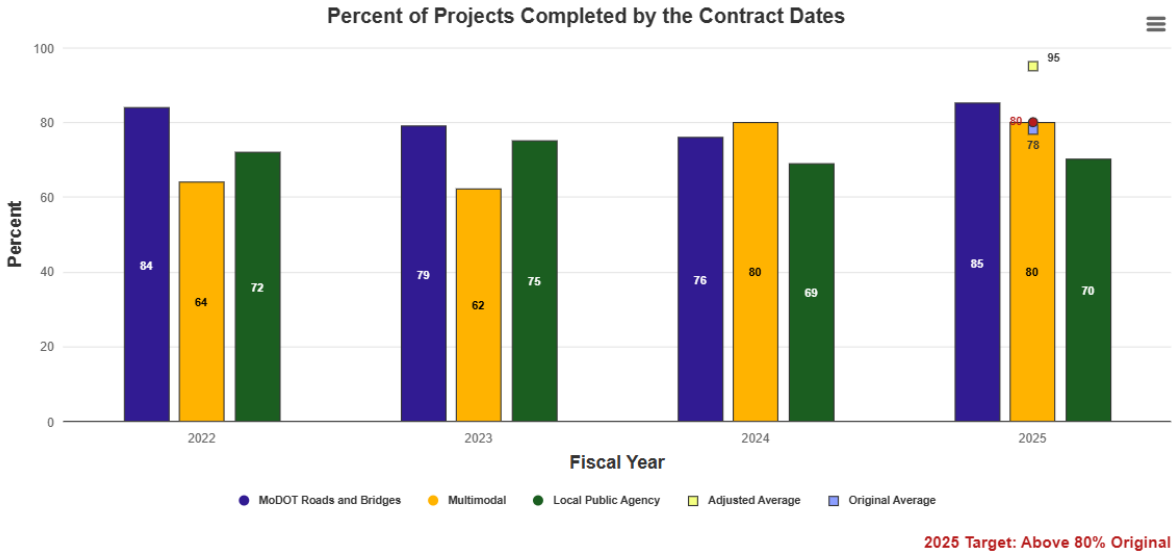
This measure tracks the percentage difference of total construction payouts to the original contract award amounts. This indicates how many changes are made on projects after they are awarded to the contractor for road, bridge, local public agency and multimodal projects – aviation and rail.

Measurement and Data Collection:
For road and bridge projects, contractor payments are generated through MoDOT's AASHTOWare database and processed in the financial management system for payment. Change orders document the underrun/overrun of the original contract cost. Local public agencies and multimodal agencies use staff or consultant resources to set contract completion dates and track performance.

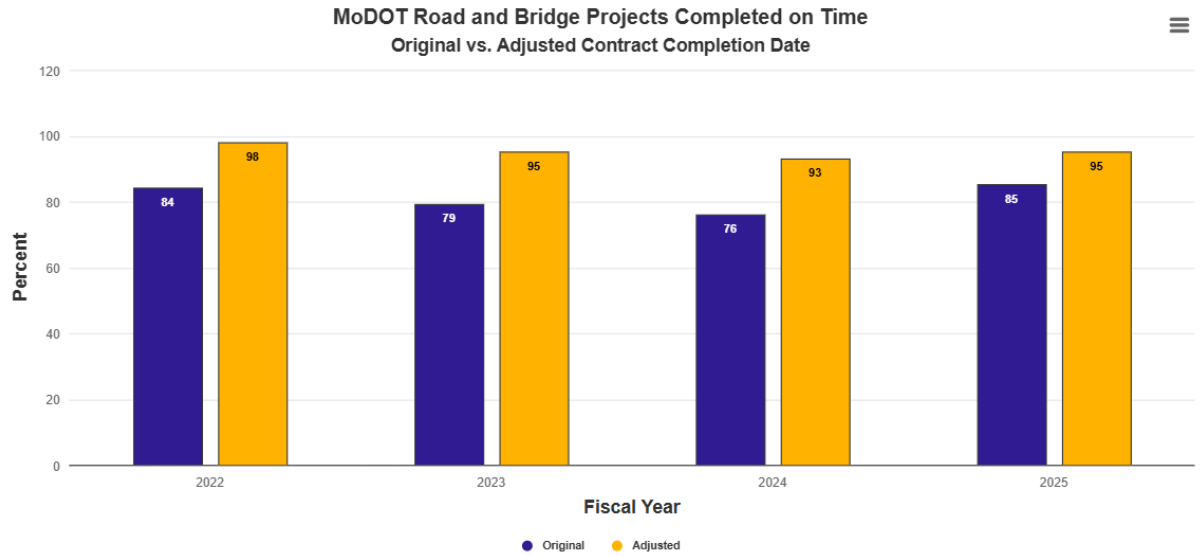
The target for this measure is set by internal policy and will not change unless policy changes.

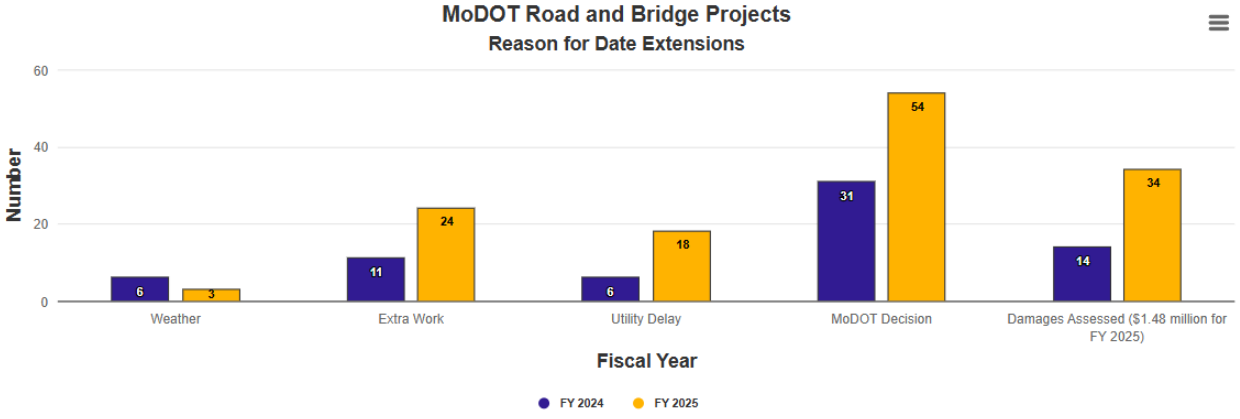
Projects schedule report – 3c

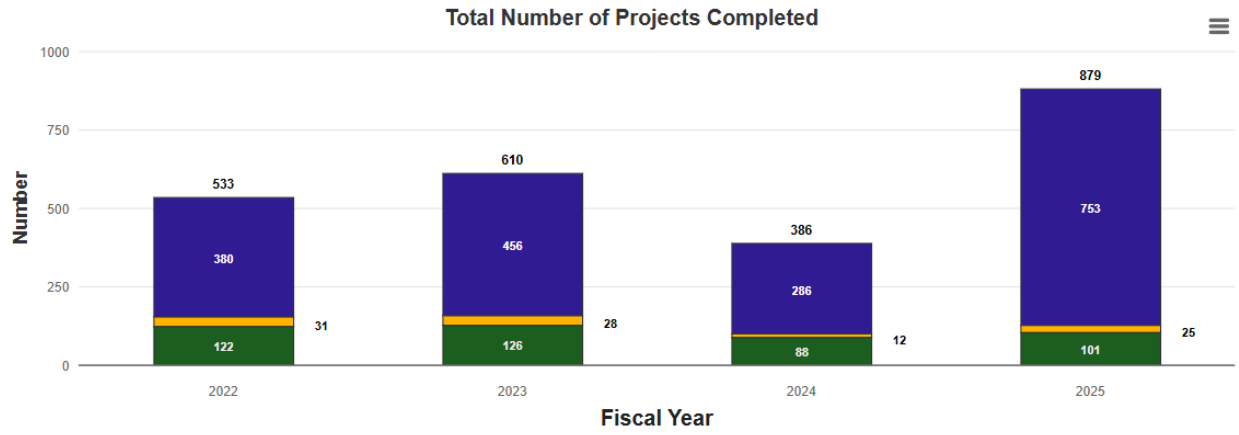
Update Frequency: Quarterly
Color Grade: yellow

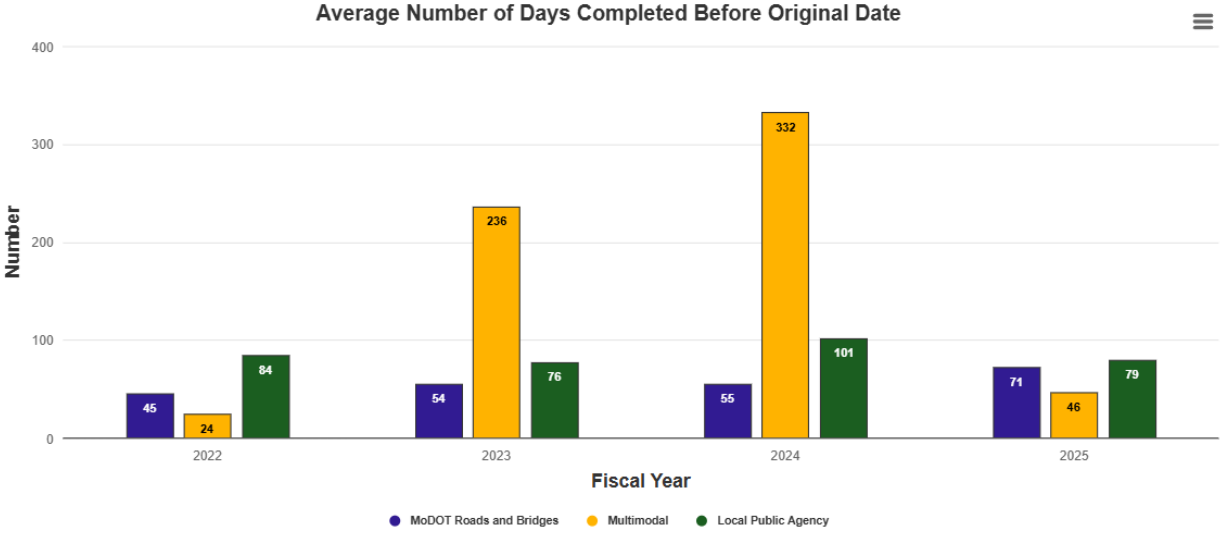


2025 Target: Above 80% Original

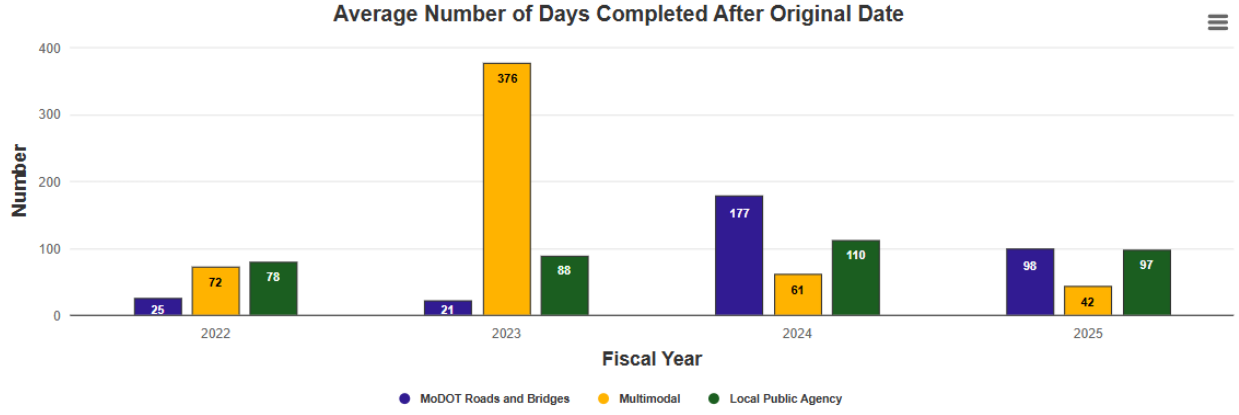








Desired Trend: Increase



Desired Trend: Decrease

Write up:
MoDOT's customers expect transportation improvements to be completed, and roadways opened quickly with minimal impact on their lives. Delivering projects by the contract completion date is the target for all projects and is considered a commitment to all roadway users. Completing projects on time helps maintain credibility with Missourians, minimizes drivers' exposure to work zones and provides facilities in good condition that improve safety and reduce vehicle maintenance costs.

MoDOT works to meet the initial contract completion date by preparing accurate plans and quantities, setting ambitious but achievable completion dates and setting liquidated damages to reinforce completion dates without undue bid risks. In the fourth quarter of fiscal year 2025, 78% of all closed-out projects were completed by their planned completion dates.

Weather, additional work or a MoDOT directive sometimes necessitates an authorized extension of the completion date without any financial assessment to the contractor. In the fourth quarter of FY 2025, 95% of the closed-out projects were completed by the adjusted dates.

Sometimes a contractor misses the contract completion date and is assessed damages. During the fourth quarter of FY 2025, several road and bridge contracts could not be completed within the original contract date. Of these, three were for weather, 18 were due to utility delays, 24 were extended due to extra work, 54 were extended by MoDOT and 34 missed the deadline with assessed damages totaling $1.48 million.

The target for this measure is to have at least 80% of projects completed by the original completion date.

Purpose:

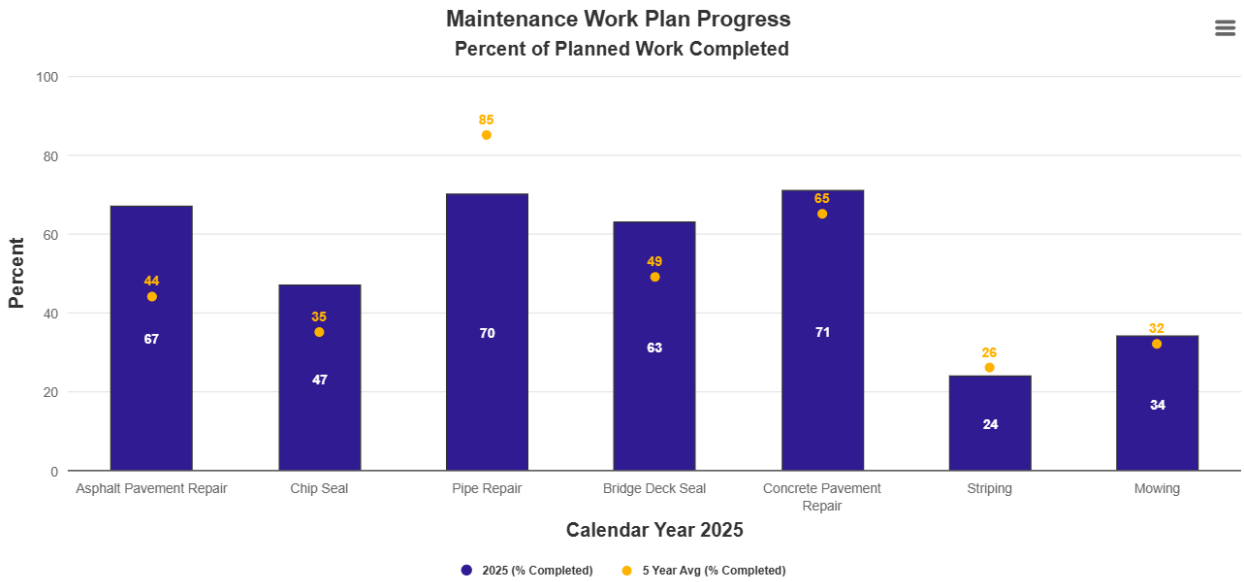
This measure tracks the percent of road and bridge projects opened by the commitment date established in the contract. This commitment also includes local public agency projects and multimodal projects (rail, aviation, waterways and transit).

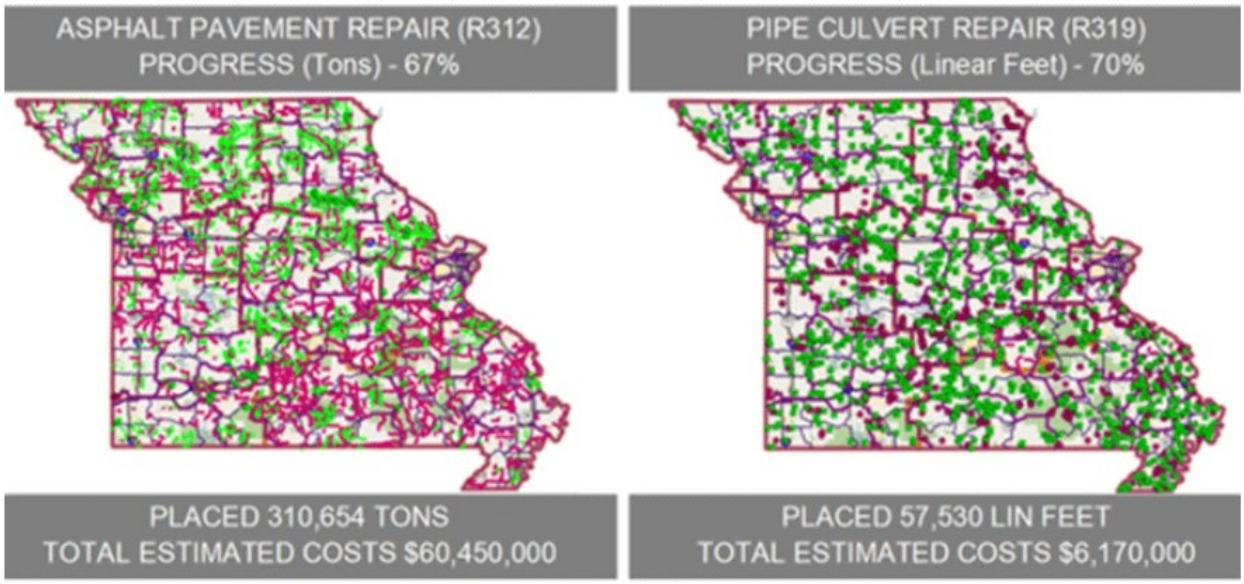
Measurement and Data Collection:
For road and bridge projects, the project manager collaborates with the project team to establish the date when the road or bridge project will be opened to the public to eliminate a financial penalty. The resident engineer uses the AASHTOWare system to track and document the work. Local public agencies and multimodal agencies use staff or consultant resources to set contract completion dates and track performance.

The target for this measure is set by management directive.

Maintenance work plan progress–3d

Update Frequency: July/January
Color Grade: yellow





Write up:
This measure tracks how much of the planned maintenance operation work in the Statewide Transportation Improvement Program, and additional activities, are accomplished each year. The measure includes location-specific work, such as bridge deck seals, and comprehensive statewide work, such as striping. Location-specific work is tracked in the MoDOT Management System and reports updates in year-to-date status compared to 5-year completion average.

Asphalt Pavement Repair, Seal Coating, and Bridge Deck Seals planned activities' accomplishments are 16% ahead of their 5-year completed average. Concrete repair,

striping and mowing are within 5% of the 5-year average. Pipe repair is the only activity running under the 5-year average. All this work has been completed with nearly 200,000 labor hours more than the 3-year average on emergency activities (winter, flooding and tornado). Visual activities this spring are only 10,000 hours less than a 3-year average. These numbers highlight the benefit of staffing numbers remaining positive, with current staffing showing about 9% vacancies.

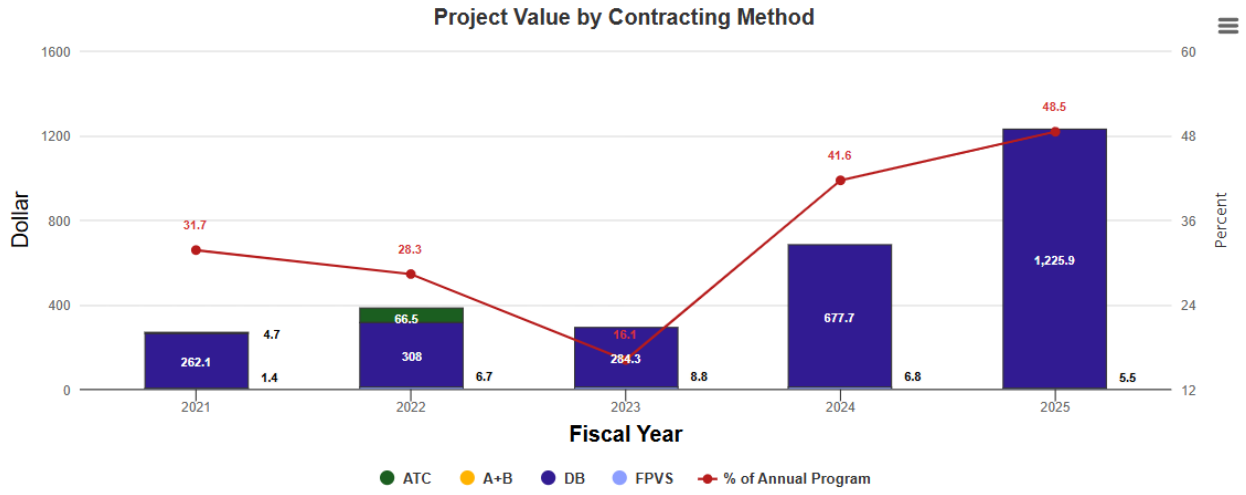
The example visual above from MMS demonstrates work plan progress for asphalt pavement repair and pipe culvert repair for year to date, calendar year 2025.

Purpose:
MoDOT publishes the maintenance and operations work plans every year in the Statewide Transportation Improvement Plan for the first three years. This measure is completed to determine how each district performs compared to the planned levels in the STIP.

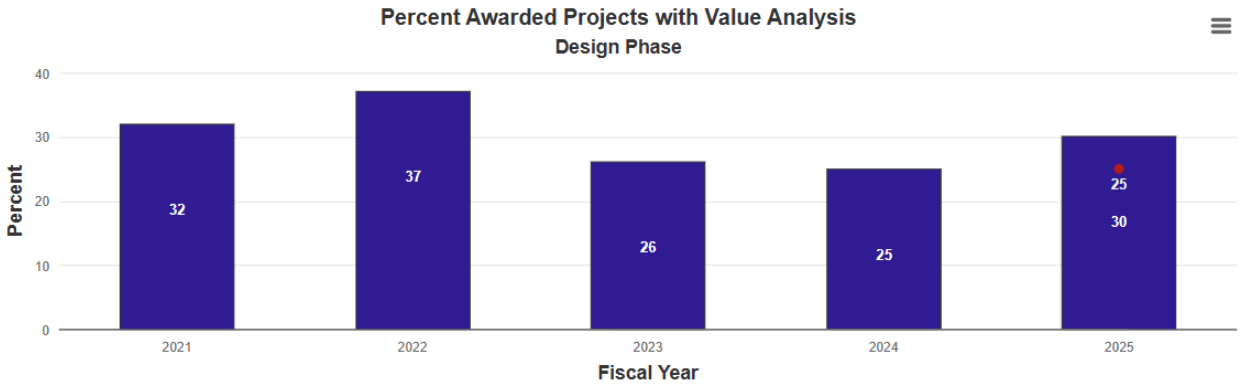
Measurement and Data Collection:
Activities planned in the STIP and other activities such as striping and mowing are tracked in MMS. Planned amounts are also developed in MMS and are used for determining the percent of work plan progress. One exception is mowing - the total shoulder miles are estimated at 90% of the lane miles for this measure.

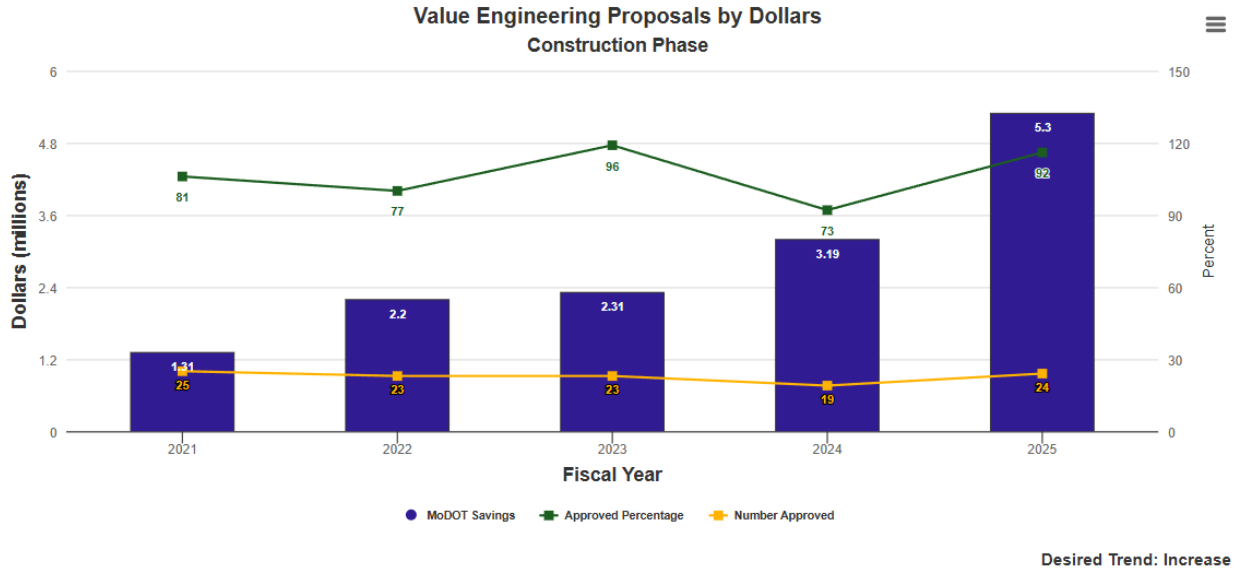
Innovative contracting and value engineering – 3e

Update Frequency: July
Color Grade: green



2025 Target: Above 10%





Write up:

MoDOT has delivered more than $4.2 billion in Design-Build contracts that have saved taxpayers over $448 million and were completed nearly 174 months ahead of schedule. MoDOT leads the nation in partnering with public and private sectors to deliver projects that maximize available resources into collaborative solutions that achieve goals. Leveraging private-sector resources has resulted in the realization of over 800 innovations into projects using the Design-Build program in Missouri. MoDOT's Innovative Contracting Program includes Design-Build, A + B Contracting, Fixed Price Variable Scope and Design-Bid-Build using Alternate Technical Concepts (ATC).

In fiscal year 2025, four Design-Build projects were awarded in the Kansas City, St. Louis, Northeast and Southwest Districts. The Improve I-70 Kansas City Project will modernize the interstate between Paseo Boulevard and U.S. 40. The improvements include realigning curves at Jackson and Benton, improving 12 interchanges, 26 bridges and upgrades to bicycle and pedestrian facilities. The Improve I-70 Wentzville to Warrenton Project is the largest project in MoDOT's history and was awarded in FY 2025. This project will provide much needed improvements at the I-70 and I-64 interchange as well as providing a third lane between Wentzville and Warrenton. Upgrades to interchanges in the corridor were also included in the project.

The Kaysinger Basin Bridge Bundle will replace or rehabilitate 25 bridges in west central Missouri in and around the Kaysinger Basin/Truman Lake area. This project is MoDOT's eight bridge bundle Design-Build project and adds to the over 700 bridges that have been improved using this delivery method. The Improve I-70 Blue Springs to Odessa project will add a third lane to I-70 between Blue Springs and Route H, nearly seven miles past the project requirements. The project also includes replacement of 14 bridges and improvements to interchanges at MO Route D in Bates City and MO Route 131 in Odessa.

MoDOT used innovative contracting to deliver nine of 450 projects in FY 2025 accounting for approximately 48.5% of the $2.5 billion program. The target goal of utilizing innovative contracting on two projects per year and 10% of program value were both achieved.

MoDOT pursues value throughout the life of a project utilizing the Value Engineering Program. MoDOT uses design-phase value analysis to identify opportunities for innovation, reduce project costs and improve project flexibility. MoDOT analyzed 30% of projects during the design phase in FY 2025. In addition, MoDOT works with industry partners to find more cost-effective solutions during the construction phase. The department approved 24 Value Engineering Change Proposals (VECP) at a 92% approval rate, resulting in $5.3 million in taxpayer dollars for MoDOT. The target to review 25% of projects in the design-phase was met this period. The target for increasing VECP savings from the previous year was met this period as well.

Purpose:

This measure tracks the use of innovative contracting methods on MoDOT projects including Design-Build contracts, A+B contracts, Fixed Price Variable Scope contracts, and Alternate Technical Concept contracts. This measure also tracks the use of value engineering during design and construction on traditional MoDOT projects including value analysis during the design phase and construction value engineering proposals.

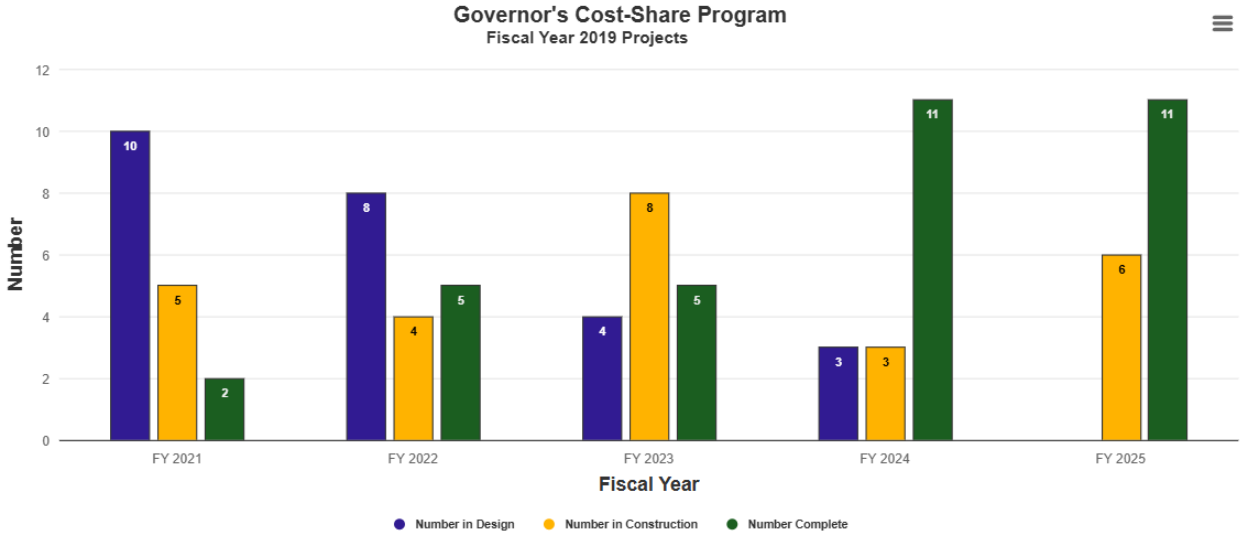
Measurement and Data Collection:

MoDOT projects utilizing innovative contracting methods are reported during the fiscal year in which they are awarded. Contract award values are collected through MoDOT's bid opening summaries and project records. A target of 10% of the programmed Statewide Transportation Improvement Program, or two projects per year, is an appropriate target for utilizing innovative contracting methods in Missouri. Information on value analysis during design is gathered from MoDOT's Statewide Transportation Improvement Program information management system. Construction value engineering change proposal information is gathered from Value Engineering data is collected through MoDOT's Value Engineering Proposal database.

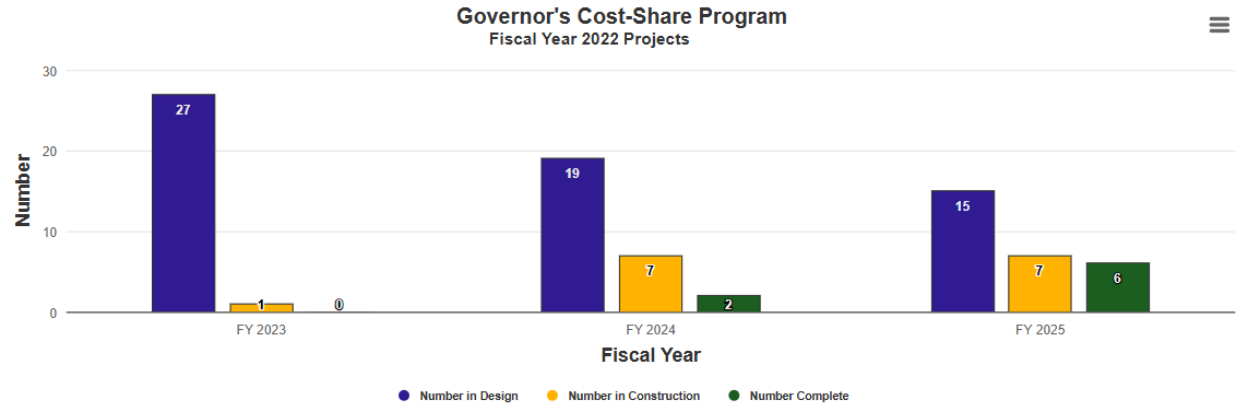
https://www.modot.org/design-build-information

Governor's Cost Share Program – 3f

Update Frequency: Quarterly
Color Grade: yellow



Target: 17 Completed Projects



Target: 28 Completed Projects

Write up:

This measure tracks the progress made on the Governor's Transportation Cost-Share Program. This program was initiated by Gov. Mike Parson to build partnerships with local communities to pool efforts and resources to deliver road and bridge projects. The fiscal year 2019 program will deliver 17 projects, and FY 2022 will deliver 28 projects.

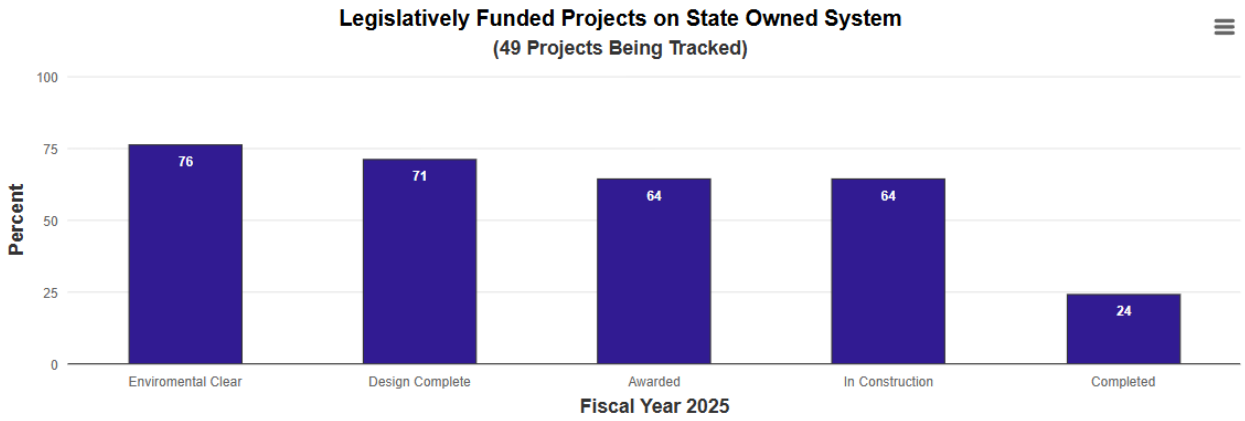
The Governor's Transportation Cost-Share Program started in FY 2019 and will be complete when all projects have been constructed. The number in progress will vary as new projects are started and others are completed. For the FY 2019 program, 11 projects have been completed, and six are in construction. For the FY 2022 program, six projects have been completed, seven are in construction and 15 are in the design phase this reporting period.

Purpose:
The purpose of this measure is to track the progress made on the Governor's Transportation Cost-Share Program. The measure will track the quarterly progress of projects based on their stage of project delivery: design, construction and completion.

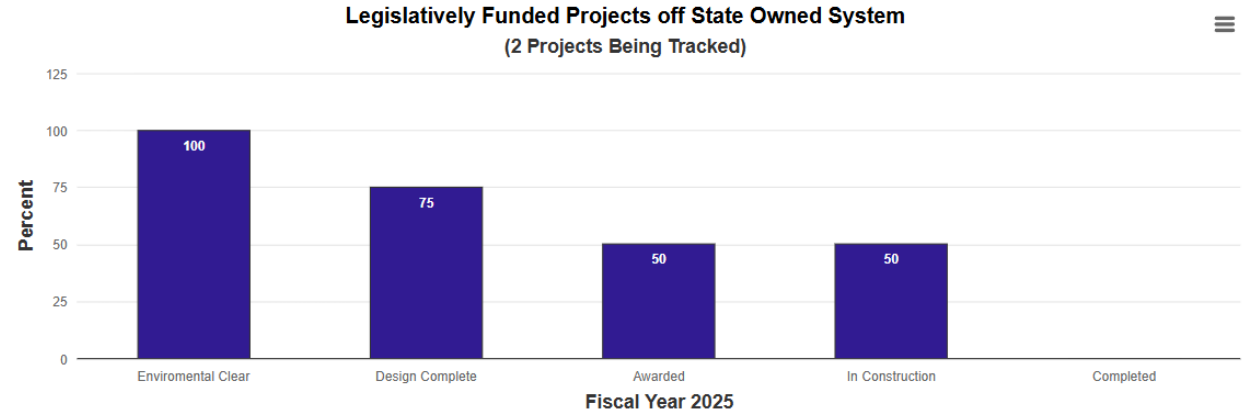
Measurement and Data Collection:
The data for this Tracker measure is collected from district staff responsible for oversight of the projects. Project delivery milestones are entered into a list that tracks the status of all Governor's Transportation Cost-Share projects.

Legislative Designated Projects - 3g

Update Frequency: Quarterly
Color Grade: yellow



Target: 100% Complete



Target: 100% Complete

Write up:
The Missouri General Assembly has provided resources for unfunded transportation needs, highlighted by the investment in Interstate 70 and several locations of Interstate 44. These investments are generational improvements that will serve Missourians for decades to come. Since 2023, the Missouri General Assembly provided MoDOT with over $4.5 billion in General Revenue funds. These funds are resulting in the development of over 365 projects statewide.

MoDOT has a proven history of achieving objectives and constructing projects on time and on budget, demonstrating capabilities that rival many departments of transportation agencies around the country. MoDOT continues to deliver these investments identified as Legislatively Designated Projects in addition to the $1.5 billion annual capital improvement program by using efficient project programming and project delivery strategies.

Progress of MoDOT delivered on-system projects:
• Awarded 100% and Completed 100% of FY 2023 Legislatively Designated Projects
• Awarded 88% and Completed 83% of FY 2024 Legislatively Designated Projects
• Awarded 64% and Completed 24% of FY 2025 Legislatively Designated Projects

Progress of Local Public Agencies delivered off-system projects:
• Awarded 100% and Completed 0% of FY 2024 Legislatively Designated Projects
• Awarded 50% and Completed 0% of FY 2025 Legislatively Designated Projects

Final progress of Multimodal delivered projects:
• Awarded 57% and Completed 29% of FY 2025 Legislatively Designated Projects

Purpose:

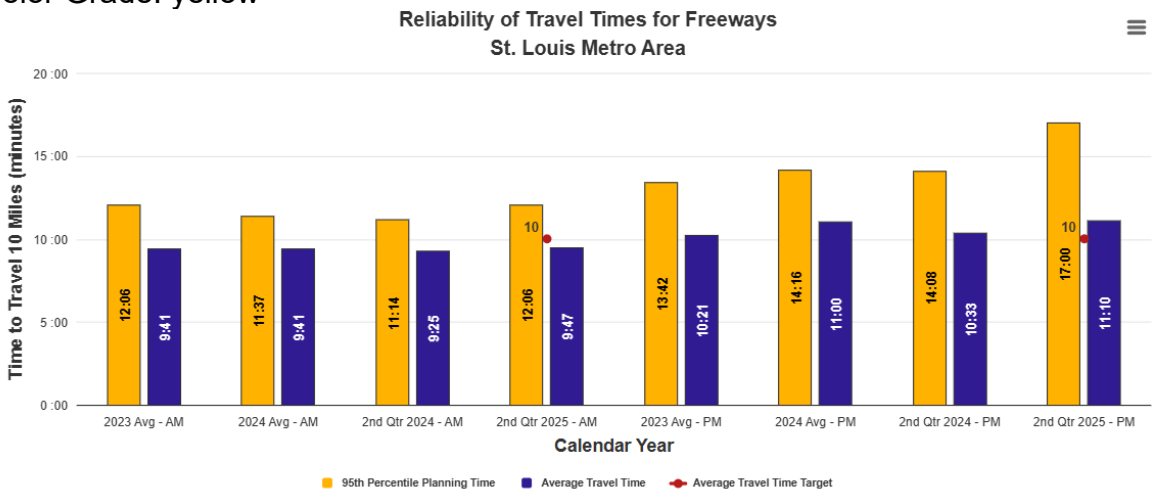
The purpose of this measure is to track the progress made on the Legislative Designated Projects provided by the Missouri General Assembly. The measure will track the quarterly progress of projects based on their stage of project delivery: environmental, design, awarded, construction and completion.

Measurement and Data Collection:

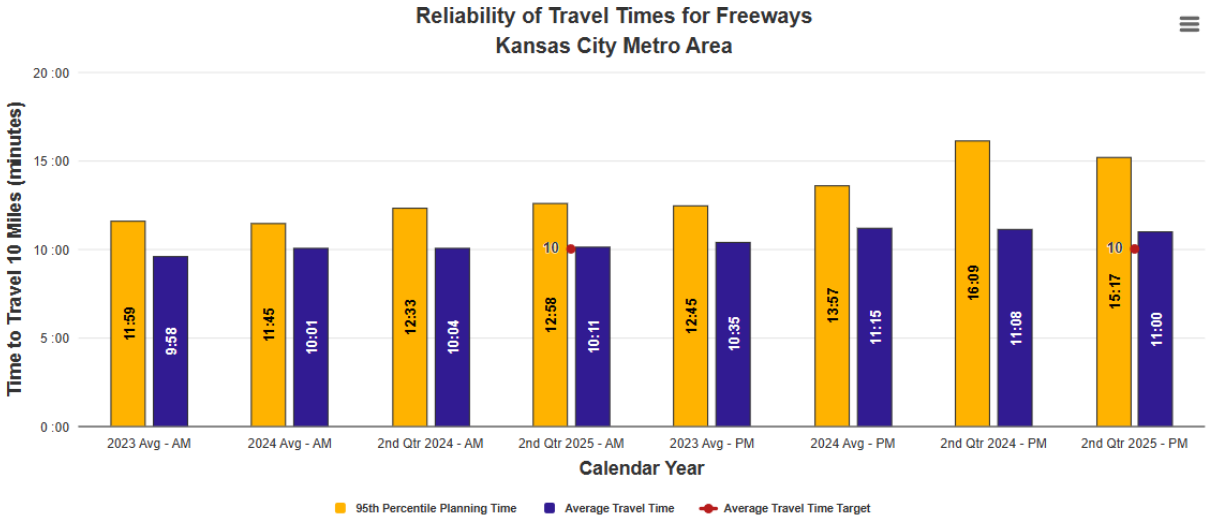
The data for this Tracker measure is collected from district staff responsible for oversight of the projects including. Project delivery milestones are entered into a list that tracks the status of all Legislative Designated Projects.

Travel times and reliability on major routes – 4a

Update Frequency: Quarterly
Color Grade: yellow

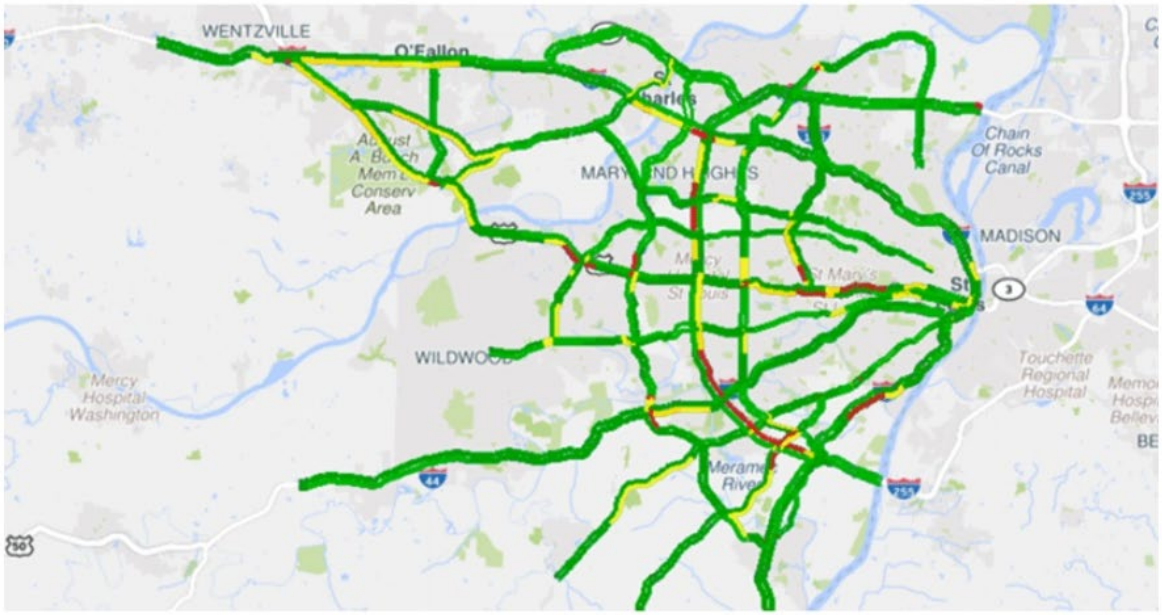


Target: 10 min. a.m. - 10 min. p.m.

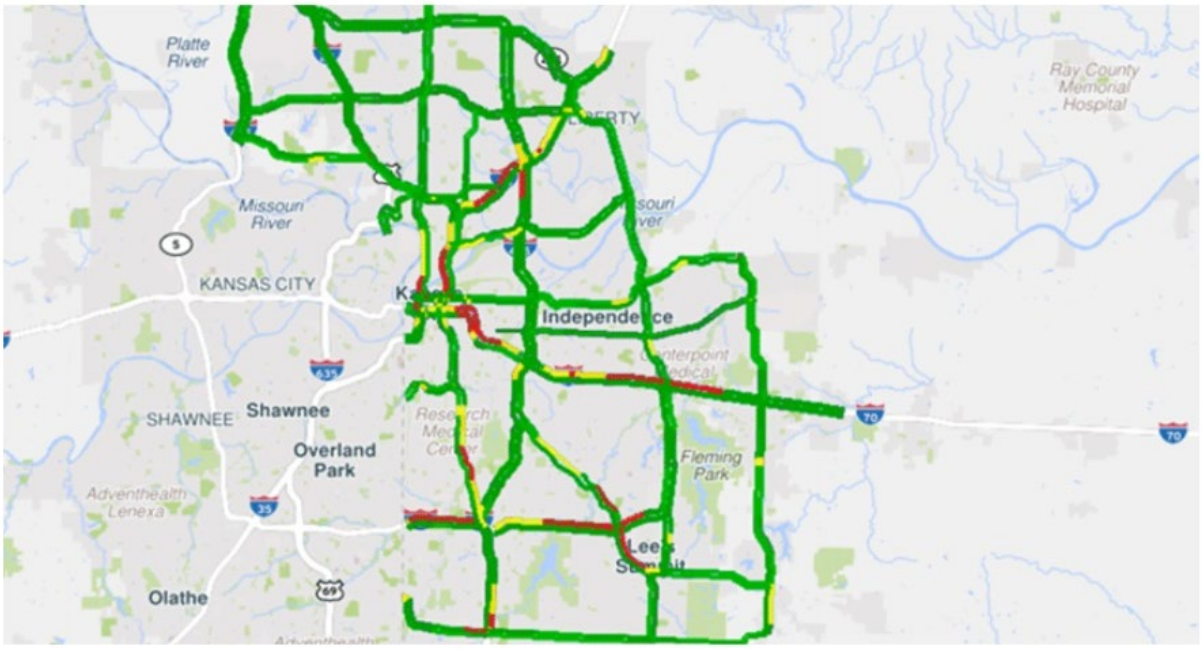


Target: 10 min. a.m. - 10 min. p.m.

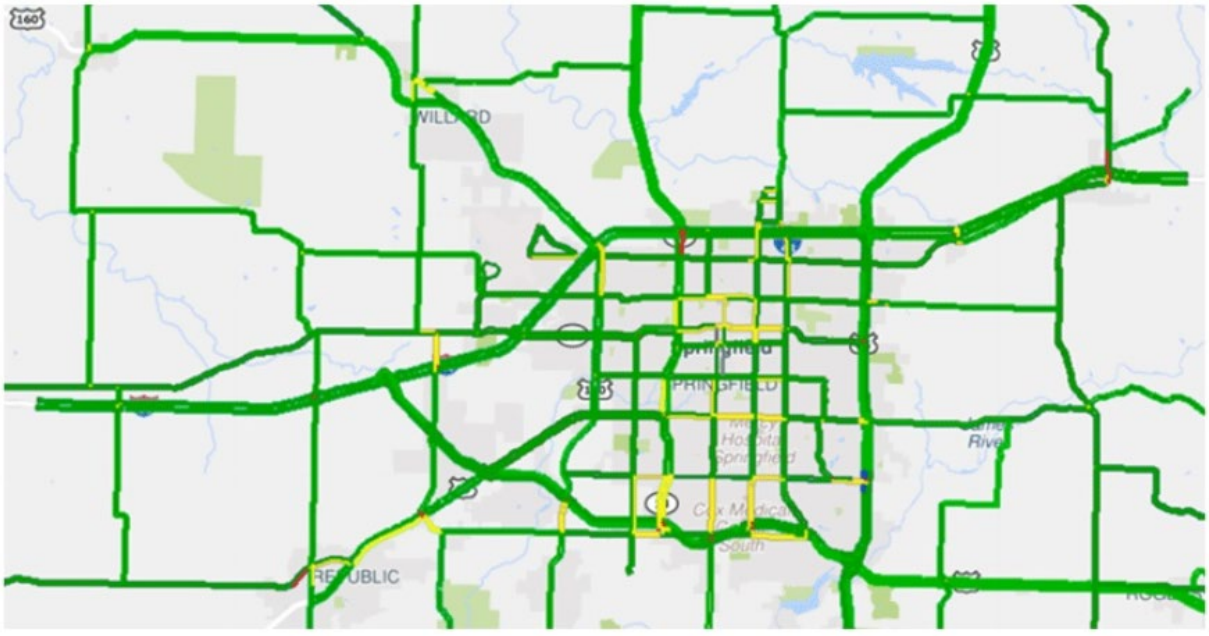
AM St. Louis



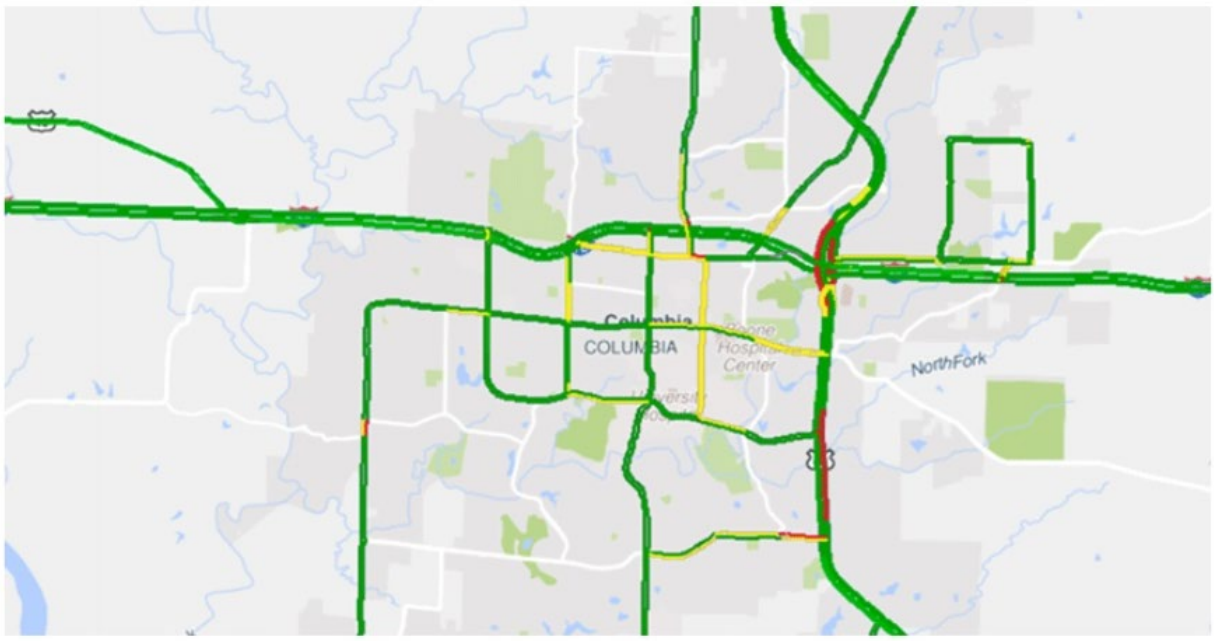
AM Kansas City



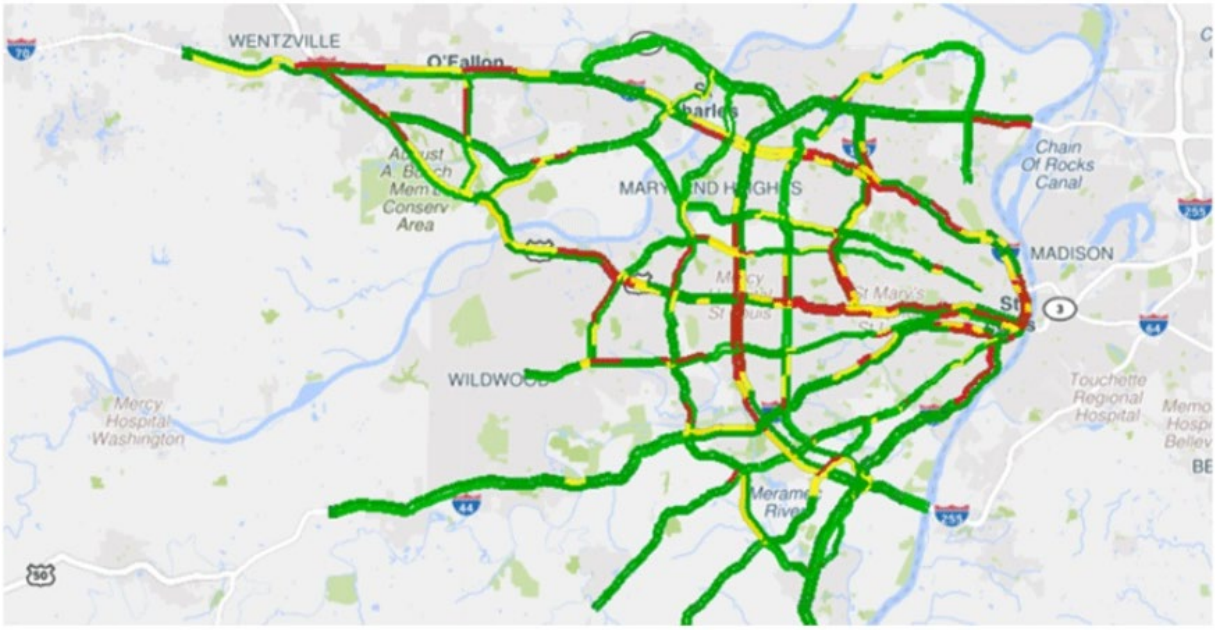
AM Springfield



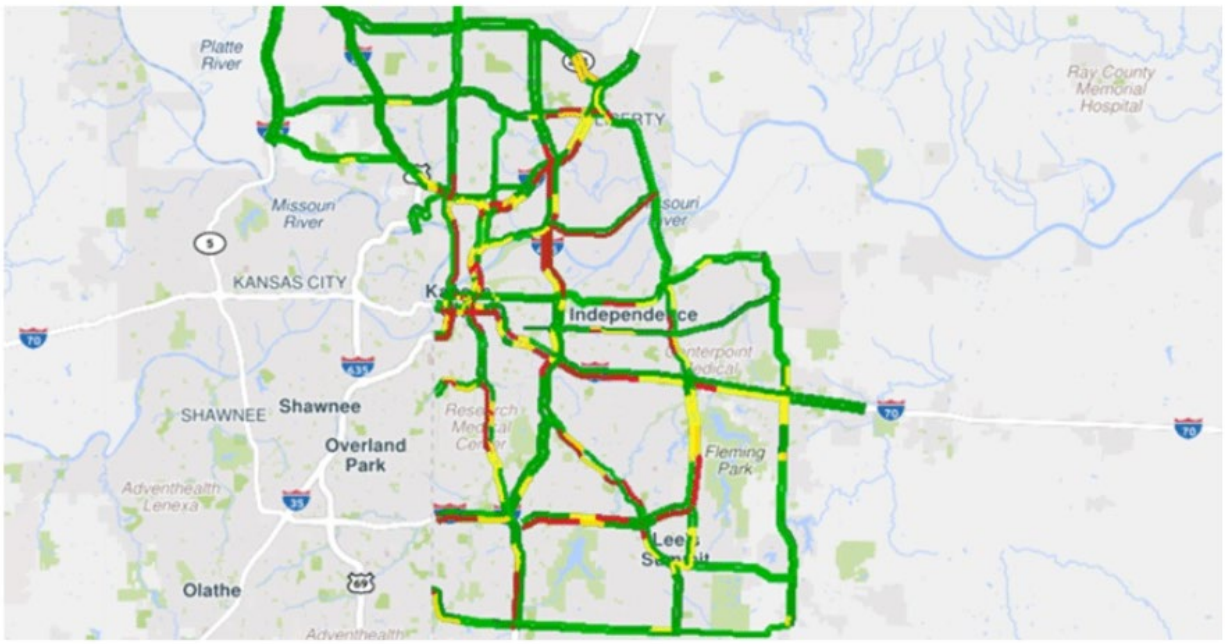
AM Columbia



PM St. Louis

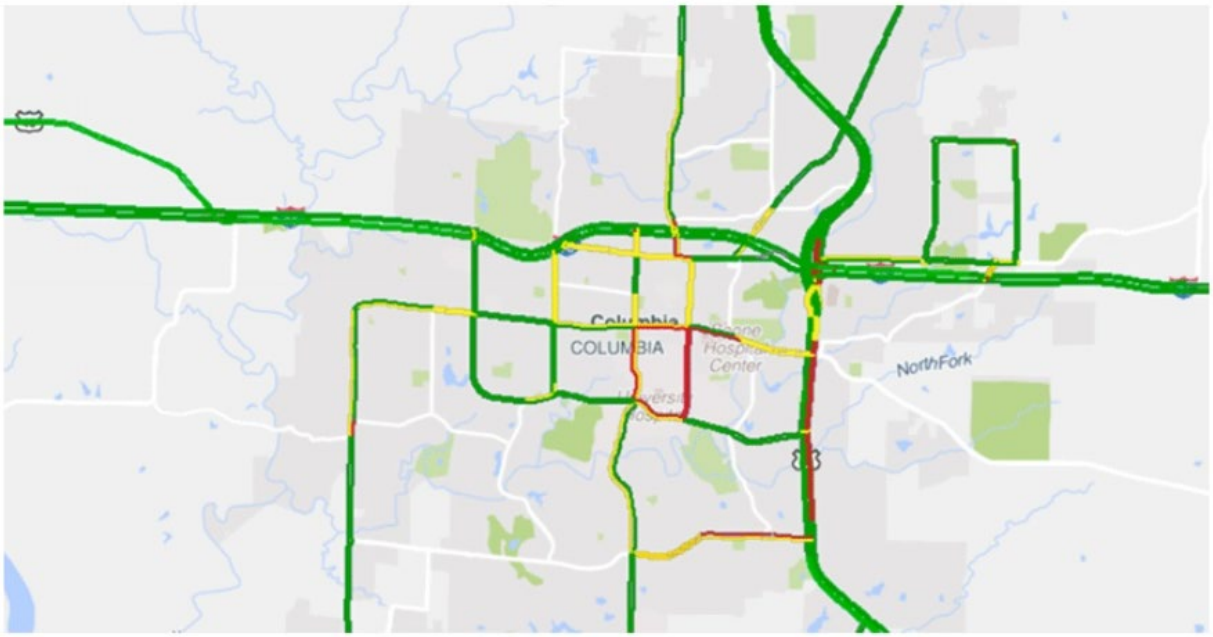


PM Kansas City



PM Springfield

PM Columbia



Write up:

Compared to the second quarter of 2024, average travel times for the second quarter of 2025 increased in three of the four studied peaks. Kansas City evening peak was the only region that decreased in the second quarter. In the St. Louis region, average travel times increased by 22 seconds during the morning peak and increased by 37 seconds during the evening peak period. In the Kansas City region, the average travel time increased by seven seconds during the morning peak and decreased by eight seconds in the evening peak. Average speeds across both regions and rush periods ranged from 54 to 61 mph. Only the morning peak in the St. Louis region was below the average travel time target.

Planning time accounts for unexpected delays and indicates how much time customers should plan for their trip to arrive on time 95% of the time. In St. Louis, motorists traveling during the morning rush needed to plan two minutes and six seconds more for a 10-mile trip than they would otherwise need in free-flow conditions. During the evening rush period, customers needed to plan for an additional seven minutes for a 10-mile trip. Customers traveling during the Kansas City morning rush needed to plan for an additional two minutes and 58 seconds for a 10-mile trip than they would need in free-flow conditions. During the evening rush, customers needed to plan for an additional five minutes and 17 seconds of travel. The planning times for the second quarter of 2025, compared to the second quarter of 2024, increased across three of the four studied peaks. The evening peak in the Kansas City region decreased. Planning times for both regions represent average rush-hour speeds between 35 and 50 mph.

Purpose:
This measure tracks the mobility of significant state routes in St. Louis, Kansas City, Springfield, and Columbia.

Measurement and Data Collection:
Travel time data is collected continuously via wireless technology. To assess mobility, MoDOT compares travel times during rush hour to free-flow conditions where vehicles can travel at the posted speed limit. This measure also assesses reliability, an indicator of how variable those travel times are daily.

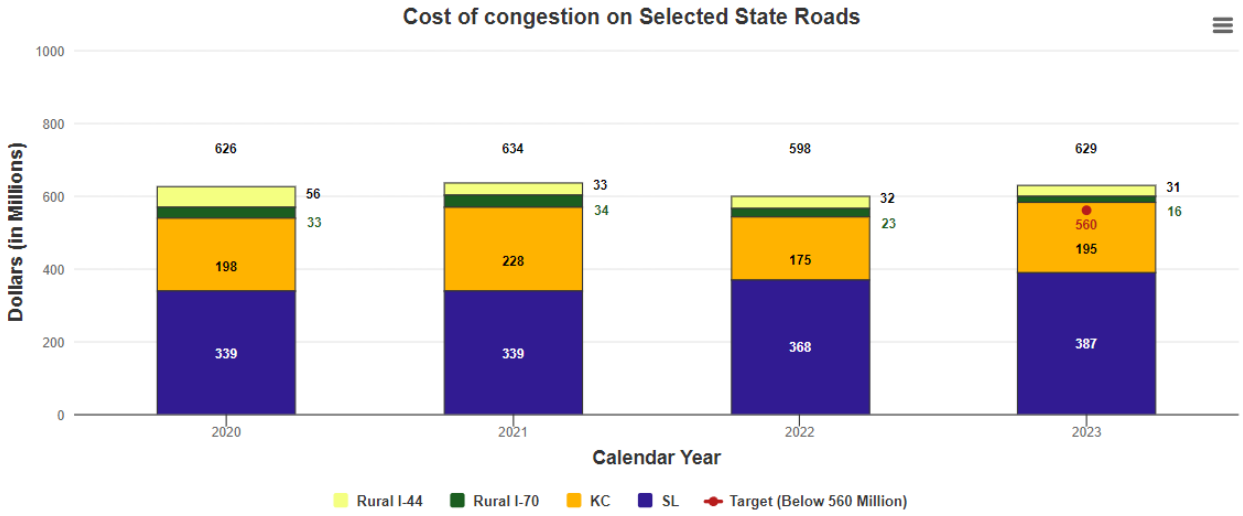
The charts in this measure show the average travel time and the 95th percentile travel time, which is the time motorists should plan to reach their destinations timely 95% of the time.

The maps display the reliability of specific sections of roadways during rush hour.

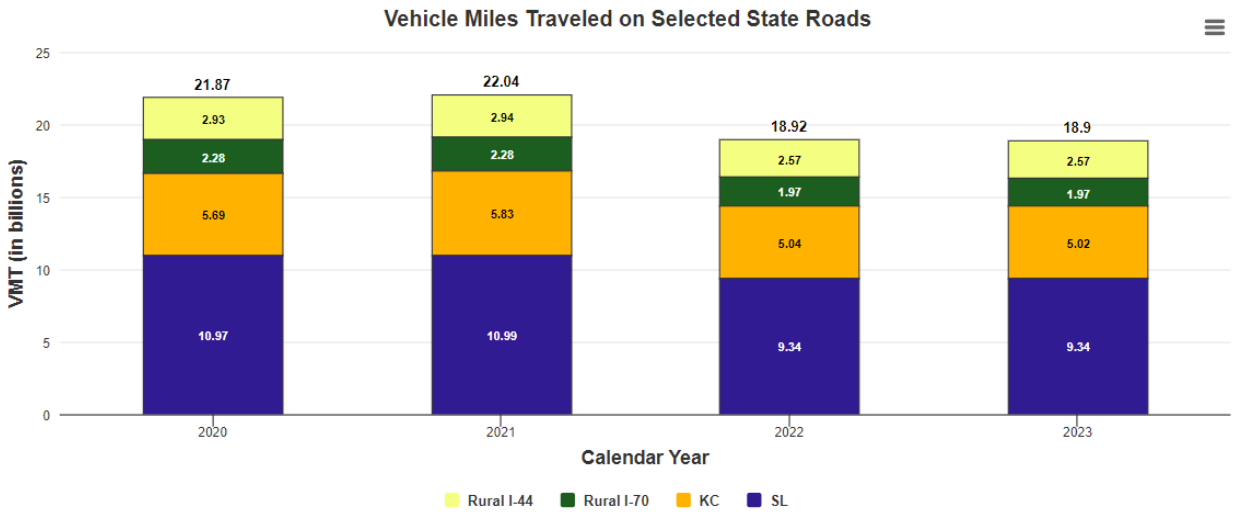
The targets for average travel time are updated quarterly. The targets are established by projecting a 10% improvement over the average travel time of the same quarter over the previous two years. The minimum value for the target time is 10 minutes. This corresponds to the time it takes to travel 10 miles at the posted speed limit of 60 miles per hour.

Cost & impact of traffic congestion – 4b

Update Frequency: July
Color Grade: red



Target: Below 560 Million



Write up:

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

While the desired trend for both costs is downward, challenges exist in Missouri's metropolitan regions and major truck freight corridors that continue to threaten this positive outcome. A comprehensive look at congestion that goes beyond typical solutions of adding capacity is needed. Using smarter technology to help guide motorists is a must. Still, the desired outcome is to lower congestion costs and demonstrate that traffic is moving more efficiently.

This measure tracks the 2020 to 2023 cost of congestion in the urban areas of Kansas City and St. Louis, as well as rural I-44 and I-70 across the state. The 2023 target for statewide congestion cost was $560 million. The actual calculation from the Regional Integrated Transportation Information System data for 2023 was $628 million. Congestion costs increased in both the Kansas City and St. Louis Urban areas, while the cost of congestion on rural I-70 and I-44 decreased slightly. Total congestion costs increased by $29 million when all measured areas are considered when compared to 2022. Motorists continue to utilize hybrid and remote work arrangements, and congestion patterns have not stabilized in the urban centers.

Purpose:

This measure tracks the annual cost and impact of traffic congestion to motorists for user delays and vehicle miles traveled on select routes in the St. Louis and Kansas City regions as well as rural sections of Interstates 44 & 70.

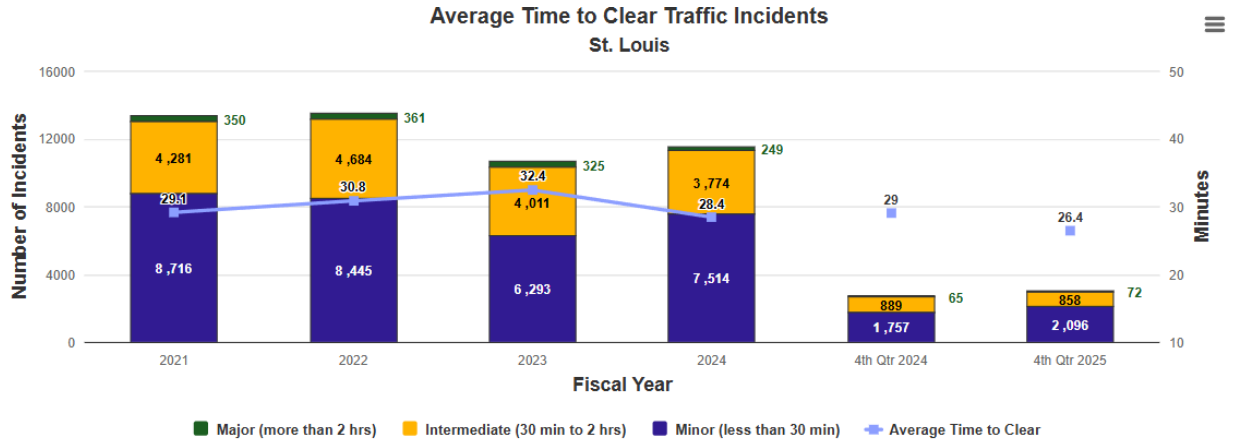
Measurement and Data Collection:

A reporting tool available in the Regional Integrated Transportation Information System looks at user delay costs. This data, in combination with industry standard costs for

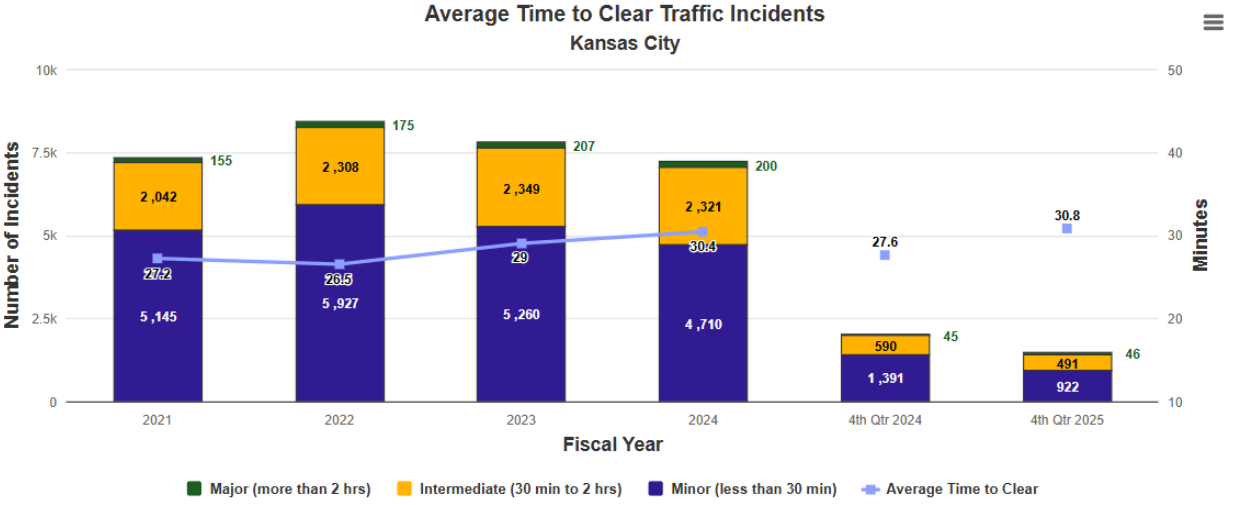
passenger cars and trucks, reflects the overall costs of congestion. RITIS also includes historic data so trend lines can be tracked and evaluated. The unit cost per passenger car is $19.64 per hour and is obtained from the US Bureau of Labor Statistics. The unit cost per truck is $66.87 obtained from the American Transportation Research Institute, which specializes in tracking freight mobility and provides the best source of data related to freight costs. For previous reporting, the department used data provided by the Texas A&M Transportation Institute, which annually produces the Urban Mobility Report. The target for this measure is updated annually in April and is established by projecting a 10% improvement over a 4-year average.

Average time to clear traffic incident – 4c

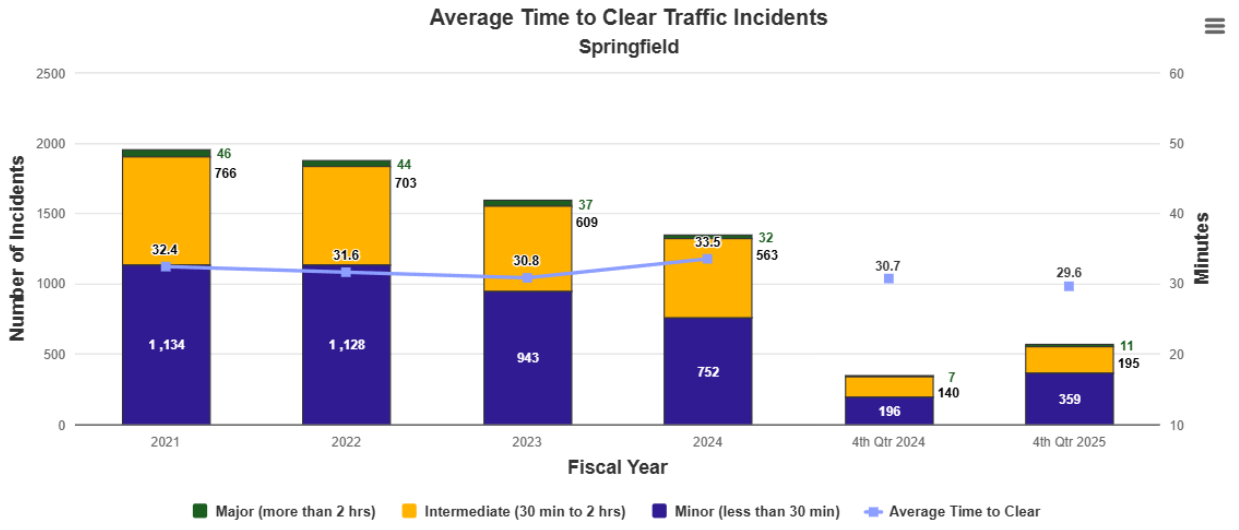
Update Frequency: Quarterly
Color Grade: red



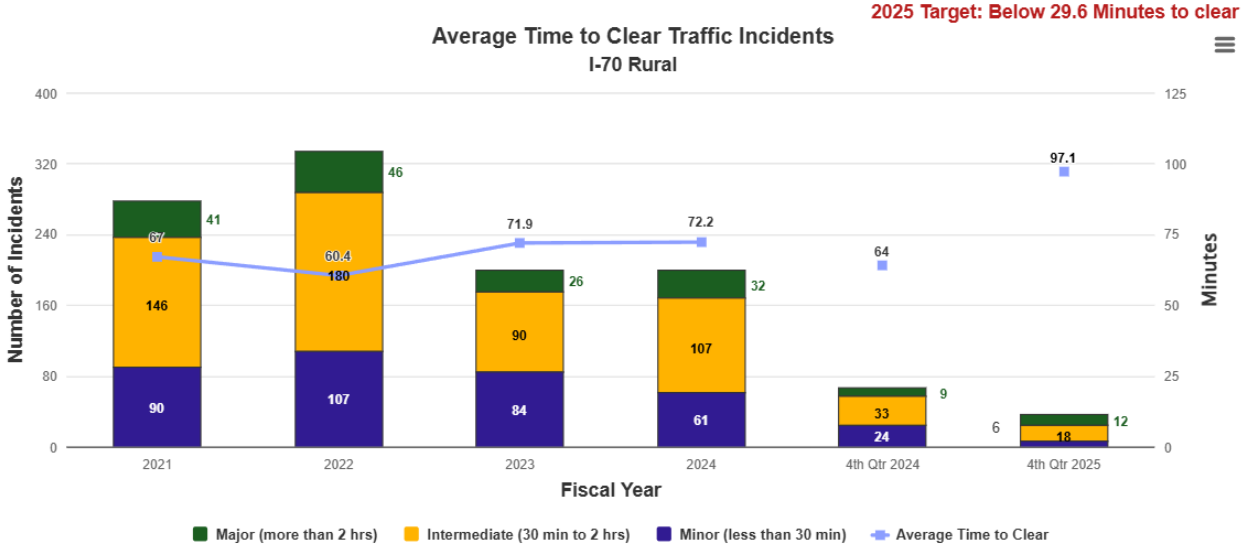
2025 Target: Below 26.4 Minutes to clear



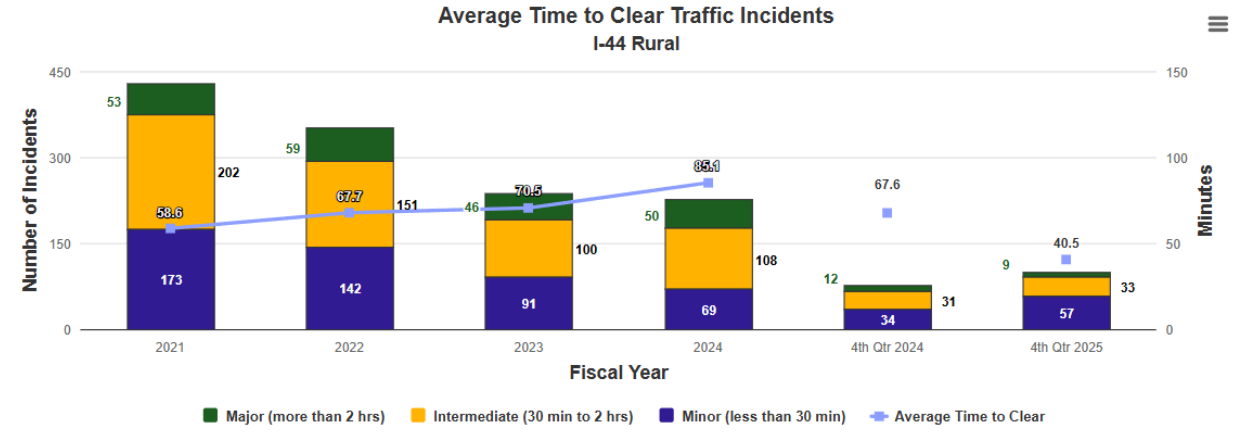
2025 Target: Below 25.0 Minutes to clear



2025 Target: Below 29.6 Minutes to clear



2025 Target: Below 60.0 Minutes to clear



2025 Target: Below 60.6 Minutes to clear

Write up:
A traffic incident is an unplanned event that blocks travel lanes and temporarily reduces the number of vehicles that can travel on the road. The speed of incident clearance is essential to the highway system returning to normal conditions. Responding to and quickly addressing the incident (e.g., crashes, debris and stalled vehicles) improves system performance.

St. Louis recorded 3,026 traffic incidents, with an average time of 26.4 minutes to clear those incidents in the fourth quarter of fiscal year 2025. Compared to the same period in 2024, there was an increase of 11.6% in the number of incidents and a decrease of 9% in clearance times.

Kansas City recorded 1,492 traffic incidents, with an average time of 30.8 minutes to clear those incidents in the fourth quarter of FY 2025. Compared to the same period in 2024, there was a decrease of 26.4% in the number of incidents and an increase of 11.6% in clearance times.

Springfield recorded 565 traffic incidents, with an average time of 29.6 minutes to clear those incidents in the fourth quarter of FY 2025. Compared to the same period in FY 2024, there was an increase of 64.7% in the number of incidents and a decrease of 3.6% in clearance times.

Rural counties of Interstate 70 between MM 28 (Oak Grove) and MM 203 (Foristell) recorded 36 incidents and an average clearance time of 97.1 minutes in the fourth quarter of FY 2025. Looking at the 3-year average for the same period, there was a decrease of 45.5% in the number of incidents and an increase of 51.7% in clearance times.
Rural counties of Interstate 44 between MM 0 (Oklahoma) and MM 69 (Springfield), as well as between MM 91 (Strafford) and MM 224 (Sullivan), recorded 99 incidents and an average clearance time of 40.5 minutes in the fourth quarter of FY 2025. Compared to the same period in FY 2024, there was an increase of 28.6% in the number of incidents and a decrease of 40.1% in clearance times.

This reporting period saw a decrease of 0.1% in traffic-related incidents captured in MoDOT's Advanced Traffic Management Systems in the combined measured areas and an overall increase of 2.5% in clearance times.

For the fourth quarter of FY 2025, St Louis and Springfield efforts resulted in clearance times in line with the target time to clear. Kansas City exceeded the time to clear, but results were due to a drop in the number of minor events, incidents of 30 minutes or less.

Kansas City fourth quarter numbers were compared to the average of the past three years for the same quarter. There was a lack of useable traffic data, resulting from network and storage issues suffered last year at this time.

Purpose:
This measure is used to determine the trends in incident clearance on the state highway system.

Measurement and Data Collection:

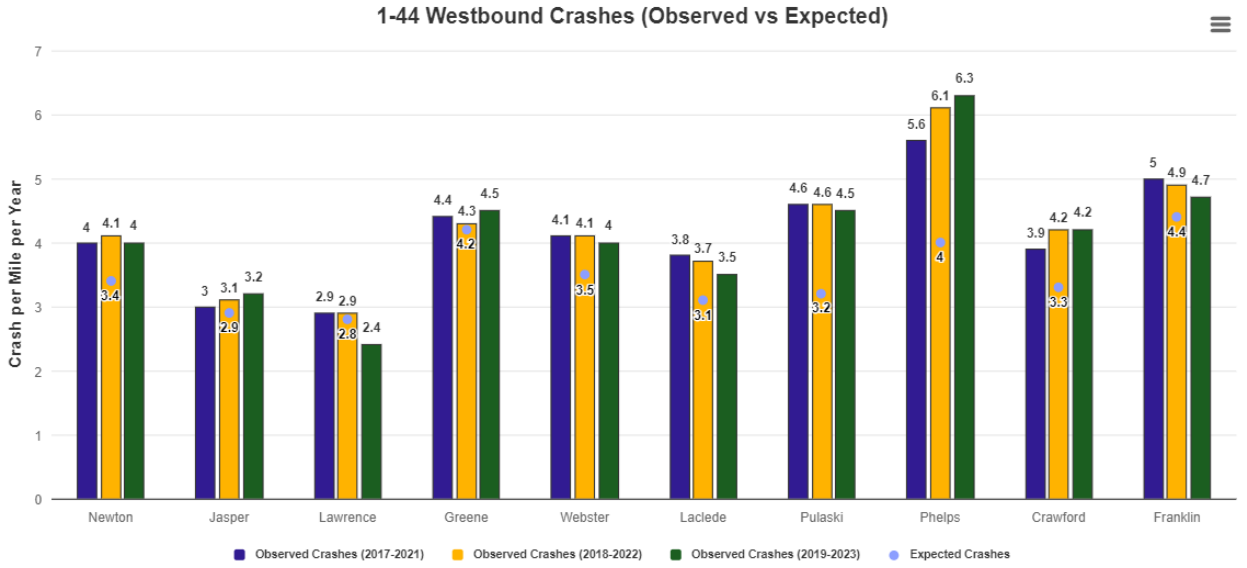
Advanced transportation management systems are used by traffic management centers in St. Louis, Kansas City and Springfield to record the incident start time and the time when all lanes are declared cleared. Traffic incidents can be categorized into three general classes of duration set forth by the Manual on Uniform Traffic Control Devices, which include minor, intermediate and major incidents. Each class has unique traffic-control characteristics and requirements.

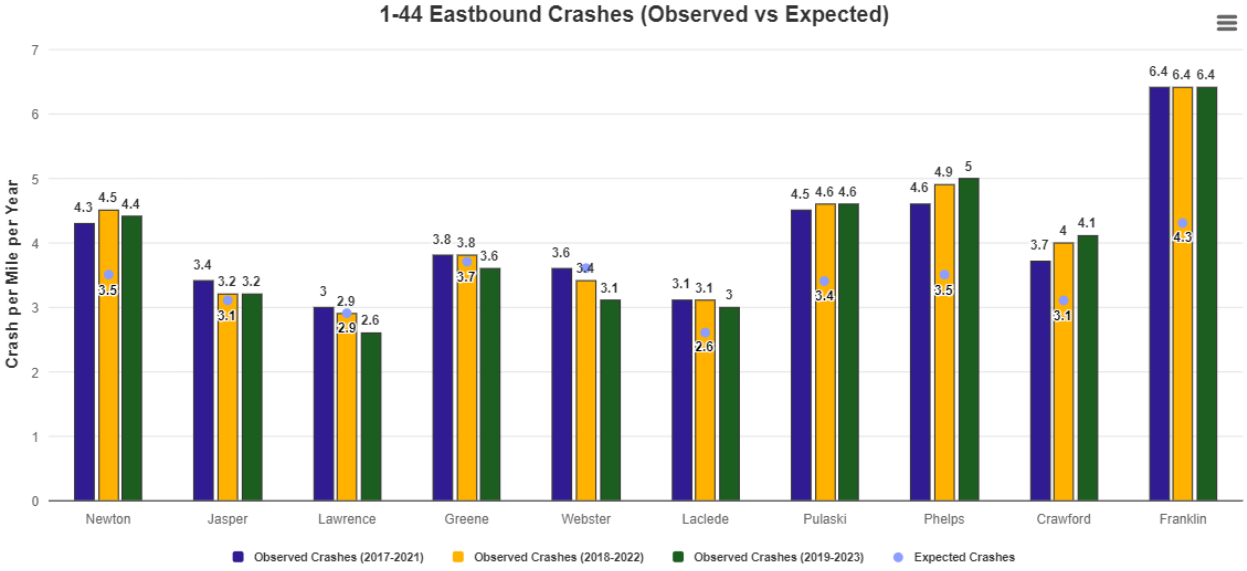
This target is established by projecting a 10% improvement over a 5-year average.

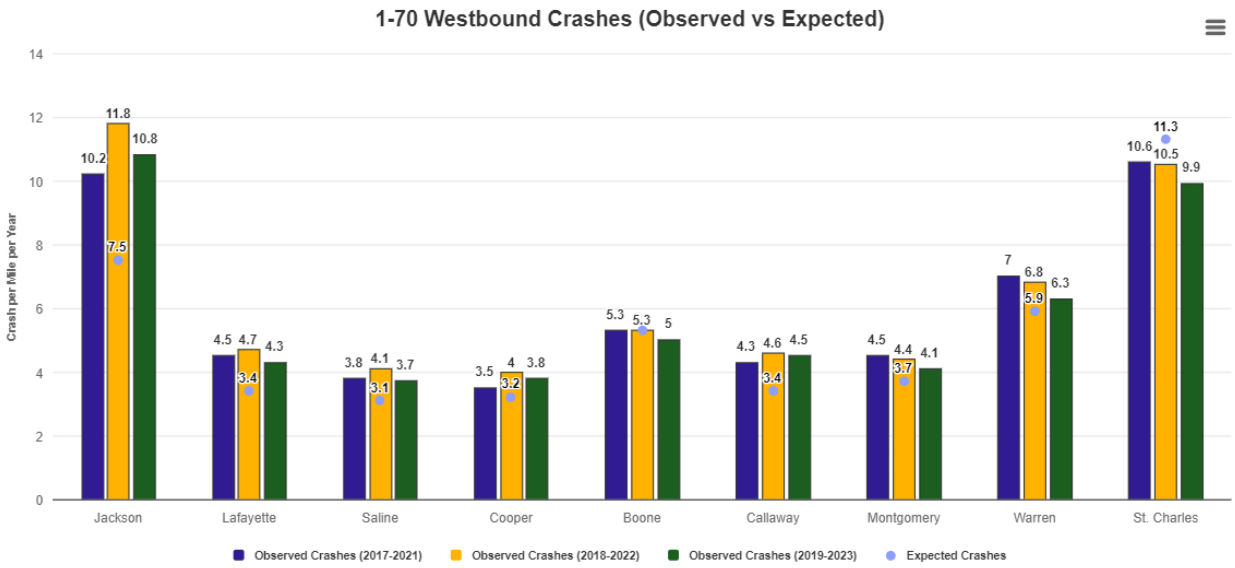
Unplanned incident impacts on major interstate routes - 4d

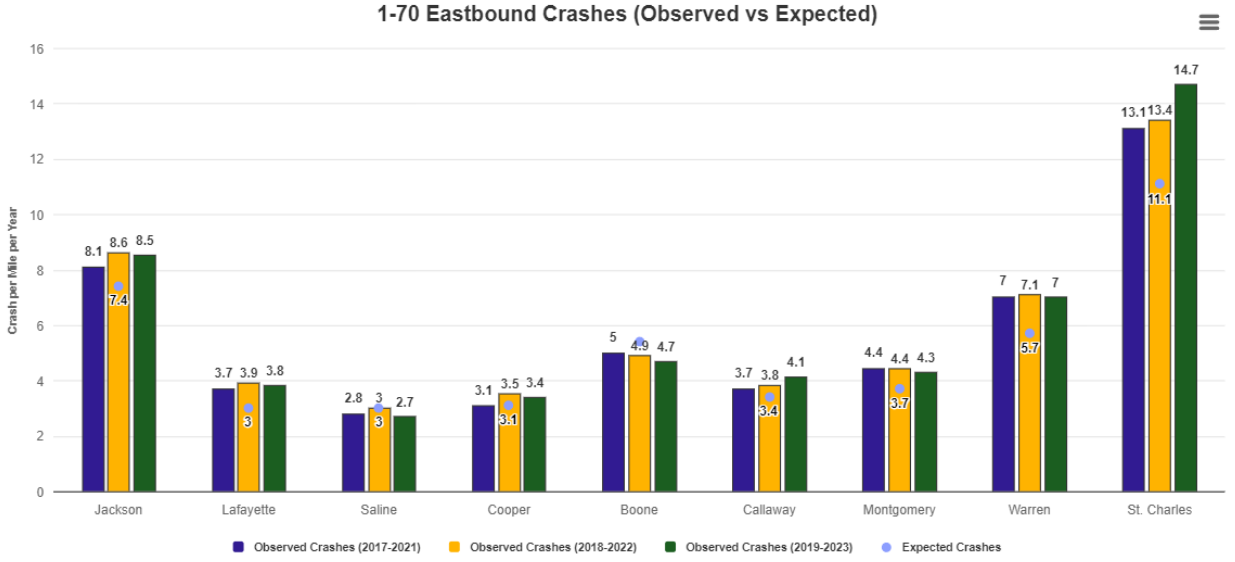
Update Frequency: October

Color Grade: yellow









Write up:

Unplanned incidents affect MoDOT's ability to keep people and freight moving on the interstate system. An unplanned incident can be related to weather, emergency road repairs, traffic crashes or other incidents.

Of the types of unplanned incidents that can occur, traffic crashes create most of the impacts. Using the nationally adopted Highway Safety Manual, an expected crash number is established for each direction of I-70 and I-44 per county. The expected crash number is determined by the traffic volume, roadway characteristics (e.g., number of lanes, lane width, shoulder width, roadway alignment, etc.), calibration factors to local conditions and reported crash data over a five-year period. The expected crash number provides a glimpse into the number of crashes one could expect to occur and help identify opportunities for improvement. When the number of observed, real-world crashes is higher than the expected crash number, this could indicate an opportunity for

enhancements to reduce the frequency of crashes. Identifying these locations can help the department prioritize locations for improvements.

In most counties, the interstates have a safety performance similar to what is expected. However, there are some counties where there may be opportunity to reduce the frequency of crash incidents, such as along I-44 in Pulaski, Phelps, Crawford, and Franklin counties and along I-70 entering the urban areas. There have also been instances of success in reducing crash incidents, such as I-70 in Boone County.

It should be noted that crashes overall in Missouri were lower in 2020 compared to previous years due to reduced travel associated with the pandemic. However, for this measure, the observed crash data is reported in five-year averages, minimizing the influence of this unique event.

The construction associated with the Improve I-70 Project is anticipated to have an impact on the expected crash frequency along these corridors.

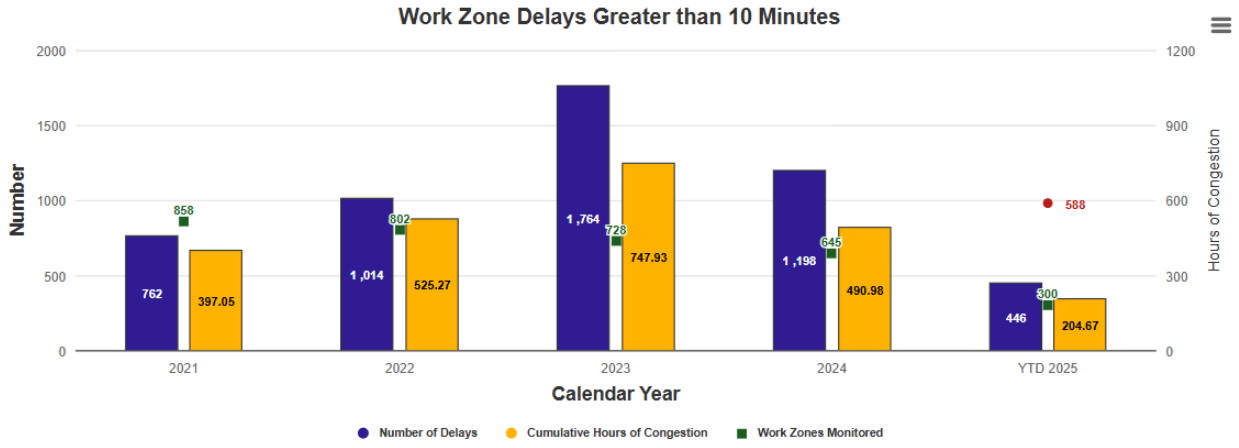
Purpose:
Measure the crash performance of I-44 and I-70 utilizing national analytical standards in order to identify locations which have an opportunity for positive change.

Measurement and Data Collection:
The limits of the interstates analyzed are as follows: I-44: Oklahoma State Line to Route 100 in Gray Summit and I-70: Route 7 in Blue Springs to Route Z in Wentzville

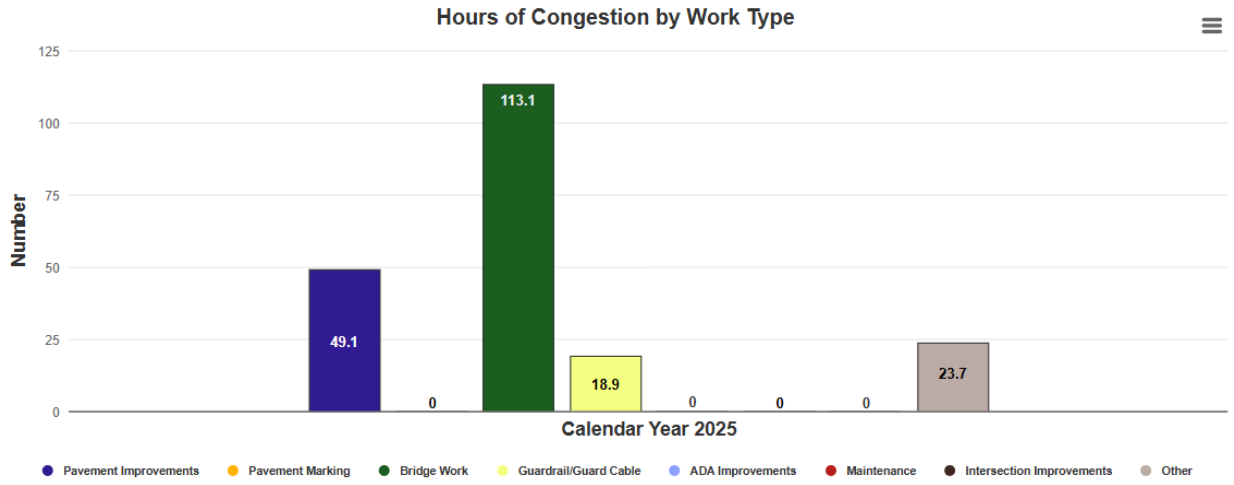
Observed crashes are pulled from MoDOT's Transportation Management System and represent all reported crashes which occurred between the limits on each interstate. The miles used to determine the crash per mile are also pulled from MoDOT's Transportation Management System. Expected crash per year per mile numbers were calculated using the Enhanced Interchange Safety Analysis Tool, ISATe, spreadsheets developed with the American Association State Highway Transportation Officials Highway Safety Manual.

Work zone delays to the traveling public – 4e

Update Frequency: July/October
Color Grade: green



Target: Below 588 Hours of Congestion per Year



Write up:
Motorists want to travel through work zones with as little inconvenience as possible. MoDOT tries to minimize travel impacts by shifting work times to impact fewer travelers, by using technology in work zones that provides valuable information to customers and by using innovative traffic control devices to promote efficient traffic flow. To measure the effectiveness of these strategies, MoDOT monitors the performance of work zones with the greatest potential to impact traffic each quarter. The goal is to minimize the number of times a work zone creates a traffic delay of 10 minutes or more.

Although 2023 showed the highest number of delays and overall congestion as compared to the previous five years, 2025 is trending lower for both number of delays and overall congestion just like in 2024. When comparing year-to-date 2025 with YTD 2024, there is a 44% decrease in the number of delays and an 33% overall congestion decrease. MoDOT has monitored 300 work zones consisting of 446 work zone delays of at least 10 minutes and total congestion of 205 hours.

This quarter, pavement addition on I-70 in Central District (Boonville), and bridge work on I-55 in St. Louis District were the biggest two contributing projects, causing 18 hours and 10 hours of congestion, respectively. These projects have contributed a total of 28 hours of the 205 hours (14%) of congestion this quarter. For the year, bridge improvement projects continue to be the largest contributor of delays at 55%. Pavement reconstruction or widening has increased significantly as compared to the previous year.

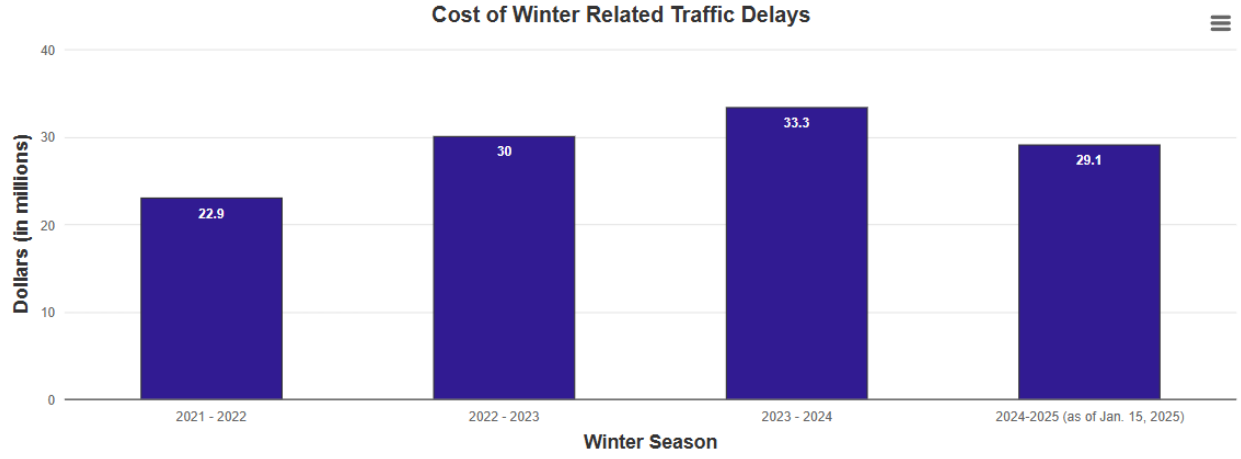
The target for the cumulative work zone congestion statewide was set at 588, an average of the completed previous three years of data. This will remain a rolling 3-year average. The average is based on data from 2022-2024 calendar year.

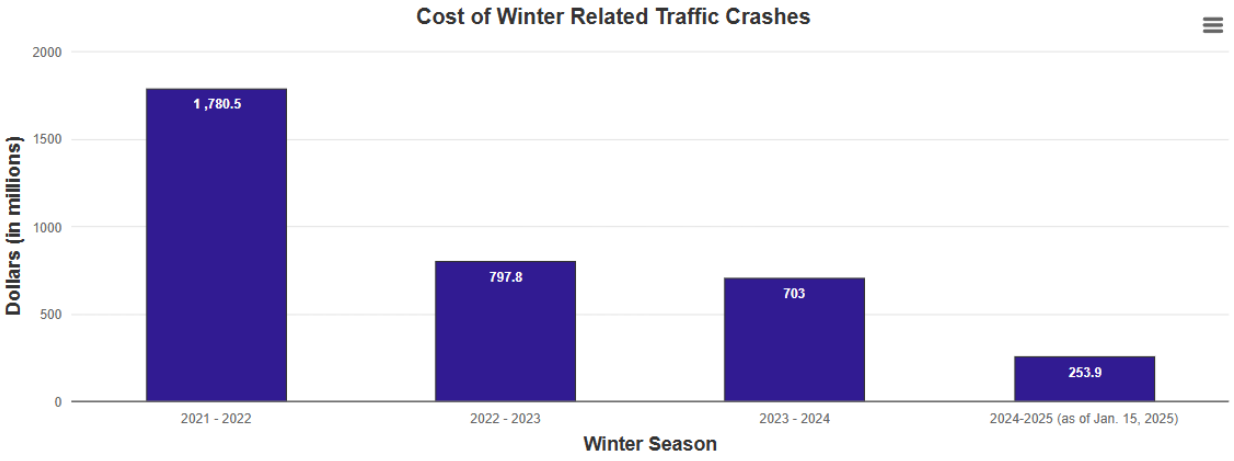
Purpose:
Work zones are designed to allow the public to travel through them safely and with minimal disruptions. This measure tracks the performance of significant work zones.

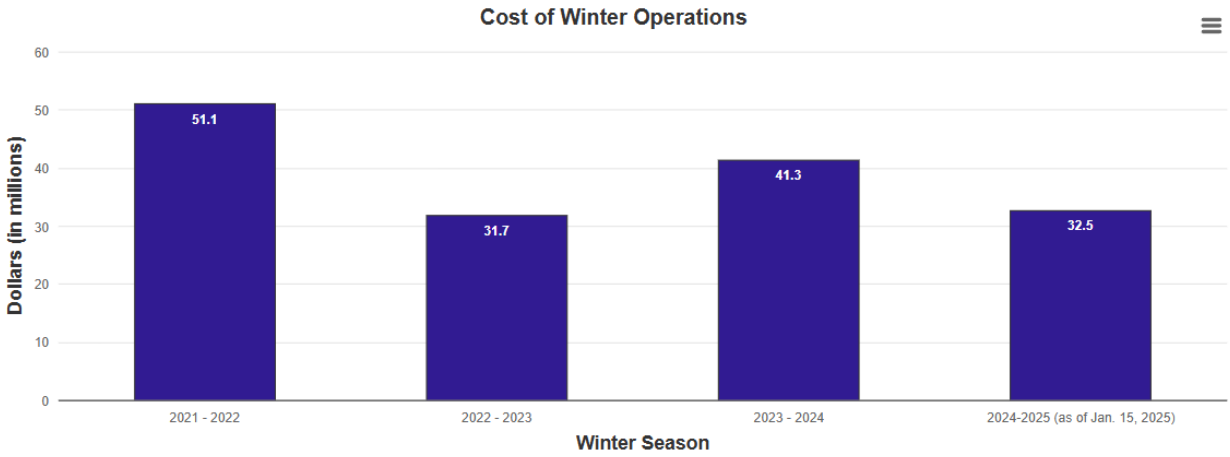
Measurement and Data Collection:
Work zone impacts are identified using automated data collection and visual Work zone impacts are identified using automated data collection and visual observations. An impact is defined as the additional time a work zone adds to normal travel. Impacts resulting in a delay of at least 10 minutes are included in this report. The targeted hours of work zone congestion are based on previous years' data and an acceptable tolerance of 30 total minutes for work zone congestion statewide. The target for this measure is updated quarterly.

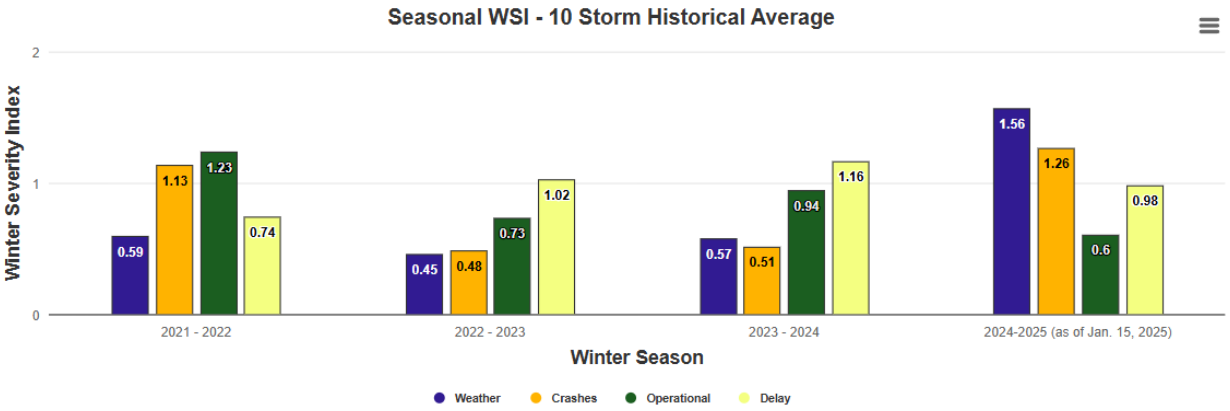
Winter Severity Index – Impacts of Winter Weather on Traffic Safety, Mobility and MoDOT Operations (UNDER TRANSITION)– 4f

Update Frequency: January/April
Color Grade: green

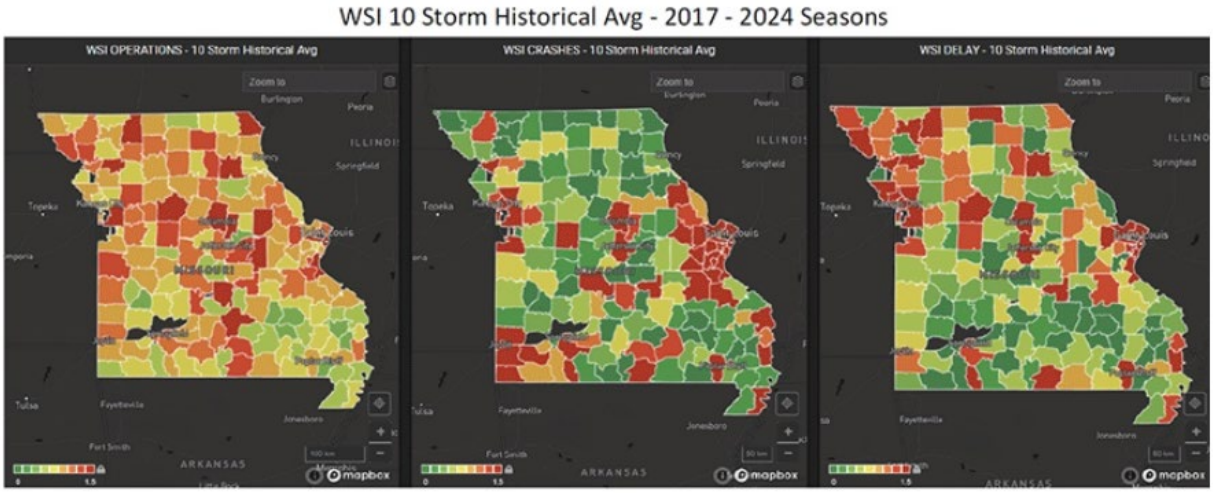


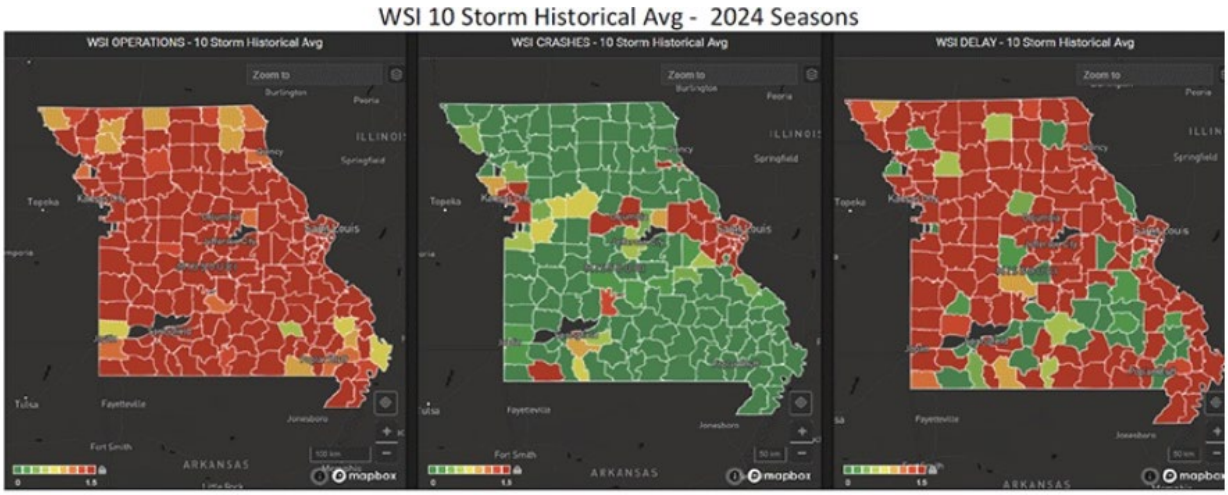






WSI Goal: Less than 1.0





Write up:

MoDOT's winter weather response is a key element in operating a reliable transportation system for the traveling public. The diversity of Missouri, from a winter weather perspective as well as its population densities and vast highway system, makes winter weather management particularly challenging for MoDOT. To assist with these challenges, MoDOT uses a Winter Severity Index (WSI) tool to measure MoDOT's response to winter weather and its impacts on the traveling public. While most WSI systems focus solely on weather variables, the MoDOT WSI tool tells a broader story by providing a more comprehensive view of the weather's impacts on the safety and mobility of the traveling public and the department's operational costs.

The tool collects traffic data, crash data and MoDOT operational data across all maintenance areas and then uses that data to calculate a safety and mobility cost for the traveling public and an operational cost for the department. These costs are then normalized against historical averages to produce a WSI that can be used to accurately compare costs across all maintenance areas and district boundaries. A WSI of one indicates costs are equal to historical averages, whereas a WSI greater than one or less than one indicates costs are greater than or less than average, respectively.
To date, the 2024-2025 winter season is above average in terms of winter weather severity, with a WSI of 1.56, meaning the amount of accumulating precipitation received so far is approximately 60% greater than a yearly average. The cost for winter weather related crashes has also increase for this point in the season with a WSI for crashes of 1.26, indicating a 26% increase in cost. Although this shows an increase in the total cost, most of those costs have occurred over a few select areas, such as along the I-70 corridor. When looking at crash cost per maintenance area the WSI for crashes is at 0.56, meaning crash cost across most maintenance areas has decreased by over 40%.

On average, MoDOT's winter operations have cost about $49 million per year. As of January 31, 2025, MoDOT's cost for the 2024-2025 winter season is about $32 million, resulting in a WSI for operational cost of 0.6 to date. However, Missouri typically

experiences 8-10 winter events per season that impact multiple districts at the same time. To date, Missouri has experienced just four multi-regional events this season. When comparing costs per event and looking at where the season currently is, MoDOT's WSI for operational costs is 2.69, meaning MoDOT is on pace to experience a total seasonal cost of nearly three times the average.

Delay costs to the traveling public have also been impacted at this point in the 2024-2025 winter season. For the four multi-regional winter events that Missouri has experienced this season, the WSI for traffic delay cost is at 4.72, indicating a nearly five times increase in traffic delays. Although this increase is high, those costs have been influenced by peak costs experienced during ice events or extreme weather events. When compared to an entire season the WSI for delays is at 0.98, meaning delay costs would be in line with typical seasonal costs.

Purpose:

This measure tracks the impacts winter weather has on the traveling public and MoDOT operations. Knowing these impacts aids MoDOT in the review and analysis of each storm or a winter season and allows the department to better compare response practices and performance across the diverse regions of Missouri.

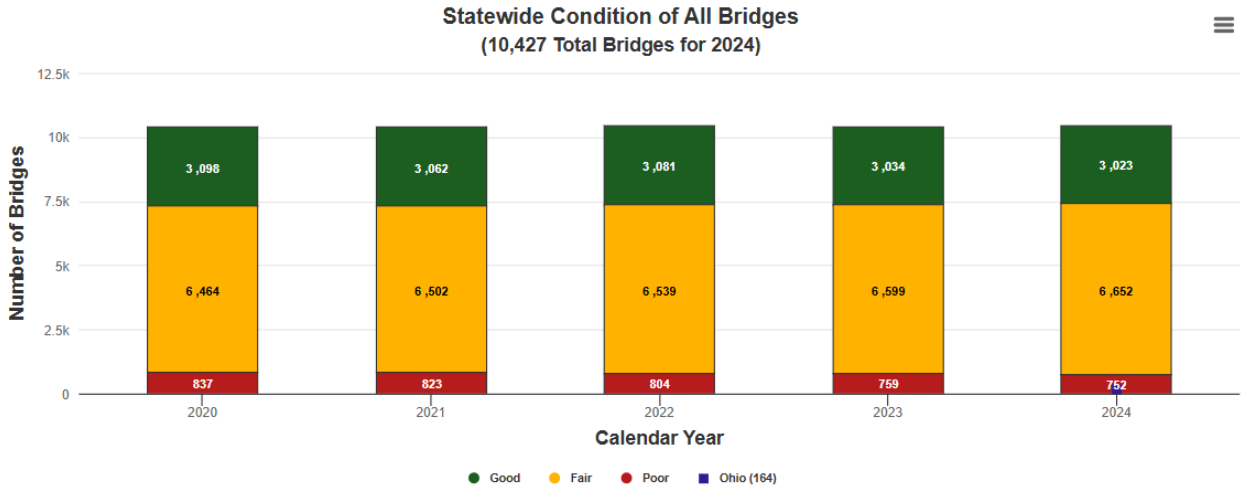
Measurement and Data Collection:

For determining the magnitude of the impacts a winter event has on the traveling public and MODOT, a Winter Severity Index is calculated based on data collected from multiple sources. This data is centralized in a web-based integration and analytics platform that processes the data and provides interactive visualizations that enable users to identify trends.

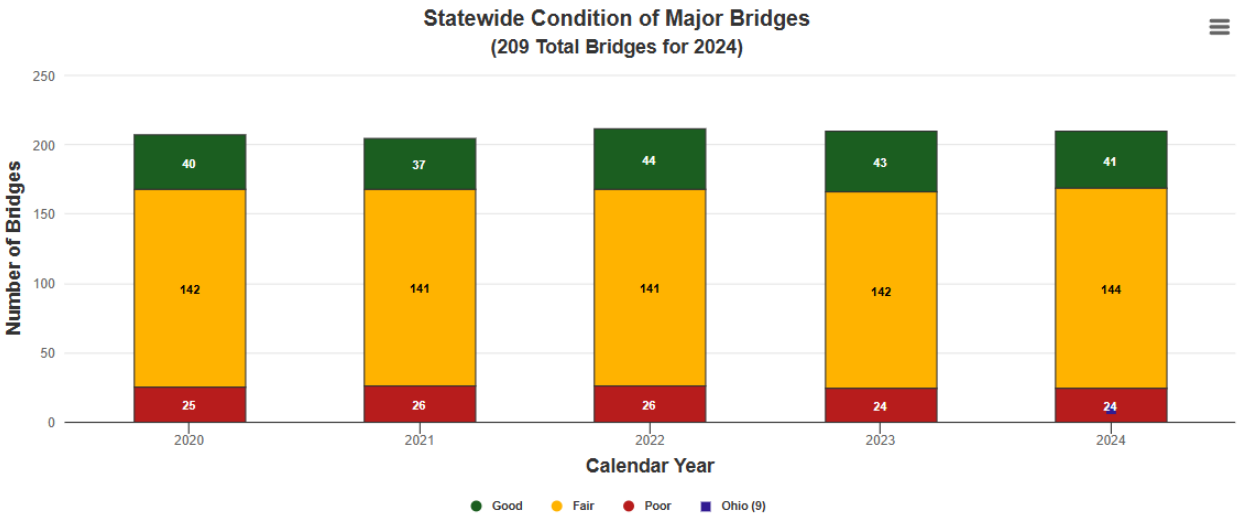
Data sources used for this tool include MoDOT TMS and MMS data, Regional Integrated Transportation Information System (RITIS), Road Weather Information System (RWIS), Missouri Automated Surface Observation System (ASOS), HERE Traffic Analytics, Missouri State Highway Patrol, and the National Weather Service.

Condition of state bridges (all and major) – 5a

Update Frequency: July
Color Grade: yellow



Target: Below 900 Poor



Target: Below 20 Poor

Write up:

The public has indicated the condition of Missouri's existing roadway system should be one of the state's highest priorities. Currently, 752 (24 major) structures are in poor condition, 6,652 (144 major) structures are in fair condition and 3,023 (41 major) structures are in good condition.

The number of structures in poor condition peaked at 922 in 2017 and is trending down, and the number of good condition structures generally has a declining trend as well. However, the number of fair condition structures has been increasing. The decrease in poor condition bridges is reflective of MoDOT's asset management program focus on poor structures through the Governor's Focus on Bridges program as well as design build projects and normal STIP programming in various districts. The declining trend in

good structures, as well as the increase in fair condition structures, is reflective of MoDOT's aging bridge inventory with many structures at the point where they need minor maintenance or rehabilitation.

For major bridges, the number of structures in poor condition peaked in 2018 at 27 and is currently 24. The number of fair structures has generally been level that last four years, fluctuating between 141 and 144. The number of good structures decreased by two and is generally trending downward even with continued significant STIP investments on major bridges. Work on major bridges is expensive with rehabilitations costing $15 to $30 million and replacements ranging from $40 to $300 million. The state of Ohio has similar demographics, geography and weather conditions as Missouri and has been selected for comparison for its total of 10,228 (164 major) state highway bridges.

MoDOT's asset management goal for bridges is to keep the statewide total number of poor bridges at 900 or less and the number of poor major bridges at 20 or less.

Purpose:

This measure tracks progress toward improving the condition of Missouri's bridges.

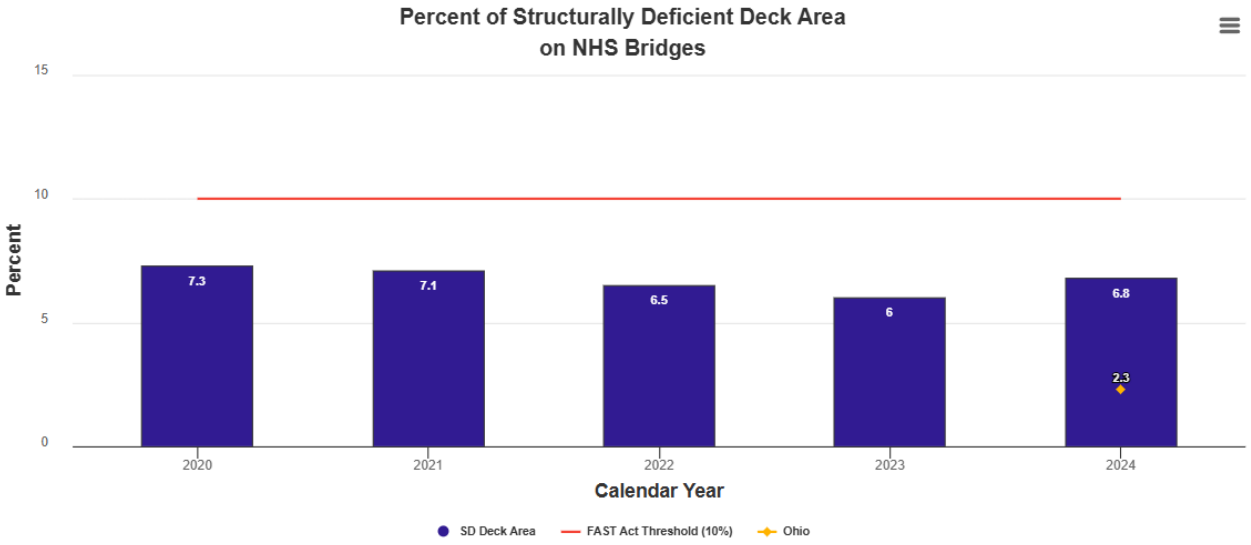
Measurement and Data Collection:

This measure is updated in July based on MoDOT inspections conducted the prior year. Data is presented for all state bridges and major bridges. Major bridges are those that are 1,000 feet long or longer. Of the 10,392 bridges on state highways, 209 are considered major bridges. Bridges are categorized as being in good, fair or poor condition in accordance with criteria established by Federal Highway Administration. Good condition indicates no significant condition-related problems exist, fair indicates moderate problems exist that may require minor rehabilitation or maintenance to return the structure to good condition, and poor indicates more significant problems exist which will require either a major rehabilitation or replacement of the structure.

The target for this measure is set internally and reflects the department's goal of "holding its own" in terms of bridge condition.

Percent of structurally deficient deck area on National Highway System – 5b

Update Frequency: July
Color Grade: green



Target: Below 10%

Write up:

The public has indicated that keeping Missouri's existing roads and bridges in good condition should be one of the state's highest priorities. The Fixing America's Surface Transportation Act established a 10% penalty threshold for states that, when exceeded, requires a state to focus money on bridges until they are back under 10%. The local system has 84 National Highway System (NHS) structures (five structurally deficient), and the MoDOT system has 3,593 NHS structures (174 structurally deficient). Missouri currently falls below the penalty threshold with the statewide structurally deficient deck area at 6.8%. This is due to the continued focus on major bridges when funding is available, as well as the increasing focus on poor condition bridges in the Statewide Transportation Improvement Program.

Statewide, this measure is also heavily influenced by major bridges with one structure having the ability to impact this measure +/- 0.5%. From 2023 to 2024, there was an increase in the statewide percentage of structurally deficient deck area on the NHS. This change was heavily influenced by the addition of five major bridges to this category. The number of bridges on the NHS has stabilized with only minor fluctuations from year to year. Ohio has been selected for comparison because it has similar demographics, geography and weather conditions. There are 10,228 total state highway bridges in Ohio with 4,973 structures on the NHS.

Purpose:

This measure tracks the percent of structurally deficient deck area for bridges on the NHS.

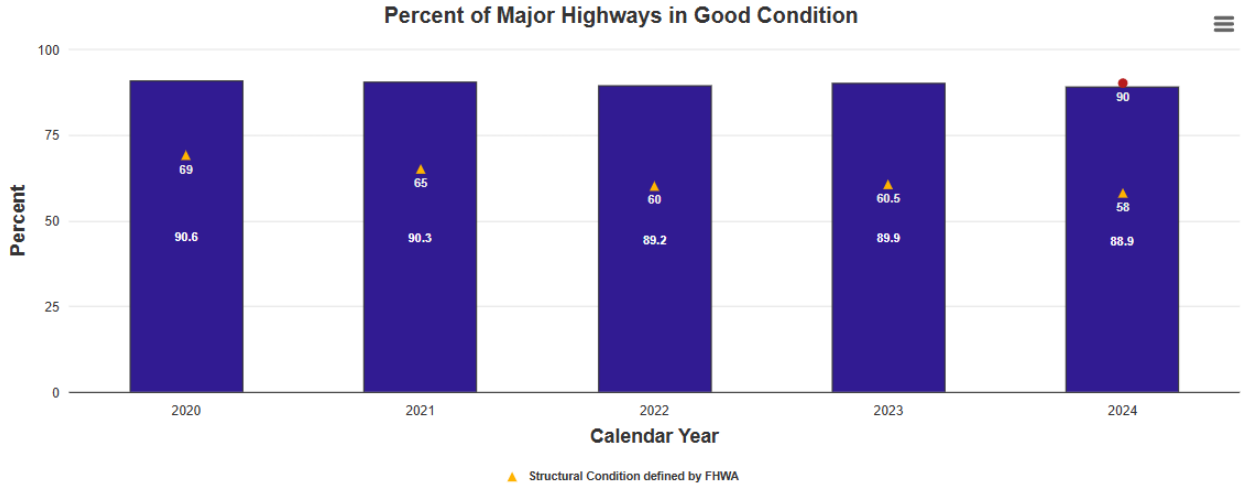
Measurement and Data Collection:

The NHS is defined by federal law and consists of all roadways functionally classified as principal arterials as well as some routes that serve as major connections to multimodal freight-type facilities and some locally owned roadways. The FAST Act requires states to track the structurally deficient deck area on the NHS. Historically, the term structurally deficient defined a group of bridges that were in bad condition or had insufficient load capacity when compared to modern design standards. With the implementation of the FAST Act, this definition was changed, and this measure reflects that change. The FAST Act has a penalty threshold that requires a state to take certain actions whenever the percentage of structurally deficient deck area within a state exceeds 10%. The chart reflects keeping the percentage below 10% as the target.

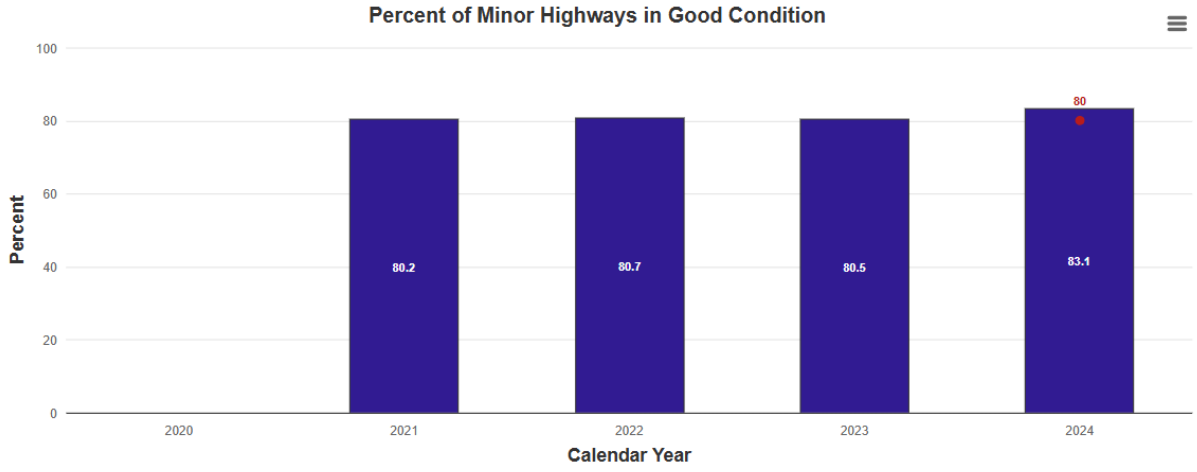
Condition of state highways – 5c

Update Frequency: July

Color Grade: green

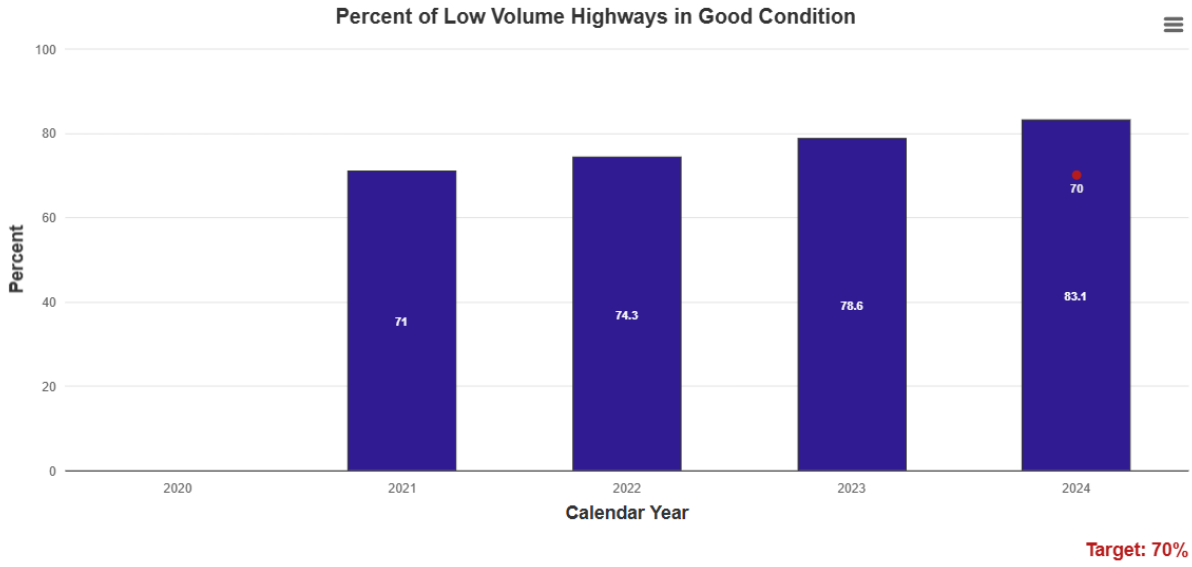


Target: 90%



Target: 80%

*2020 data for Minor Highways is not available



*2020 data for Low Volume Highways is not available

Write up:

Missourians have repeatedly told MoDOT that keeping roads smooth is a top priority. Over the years, MoDOT has been able to fund pavement improvement projects on thousands of miles of state highways.

MoDOT maintains 33,811 miles of highway. For yearend 2024, the percentage of major highways in good condition is 88.9%, just below the target of 90% and a slight decrease from 2023 of 1%. The percentage of minor highways in good condition continues to stay above the target of 80% for 2023 increasing by 2.6% from 2023. The percentage of low-volume highways in good condition also continued to improve in 2024, increasing to 83.1%, well exceeding the 70% target for low-volume highways.

As defined by the Federal Highway Administration (FHWA), the target is based on the statewide asset management plan and represents MoDOT's goal of maintaining the current conditions of Missouri's highways.

MoDOT has implemented asset management practices statewide to invest in transportation projects that will keep good roads in good condition. While the percent of major highways in good condition has decreased in 2024, the recent investments made by the legislature to improve Missouri interstates will likely result in an increase in the coming years. MoDOT continues to look for innovative ways to improve the quality of asphalt and concrete used to pave and maintain Missouri's highways. Low-volume highways in good condition continue to increase thanks to the additional funding from former Gov. Parson's Rural Routes Program. With the continued support from Gov. Kehoe, the low-volume highways in good condition will likely continue to increase. MoDOT will also be chip sealing these minor and low-volumes routes to keep them in good condition for years to come.

Purpose:
This measure tracks the condition of Missouri's highways.

Measurement and Data Collection:
Missouri's major highway system contains the state's busiest highways, including interstates and most U.S. routes. There are 5,555 total miles on the major highway system.

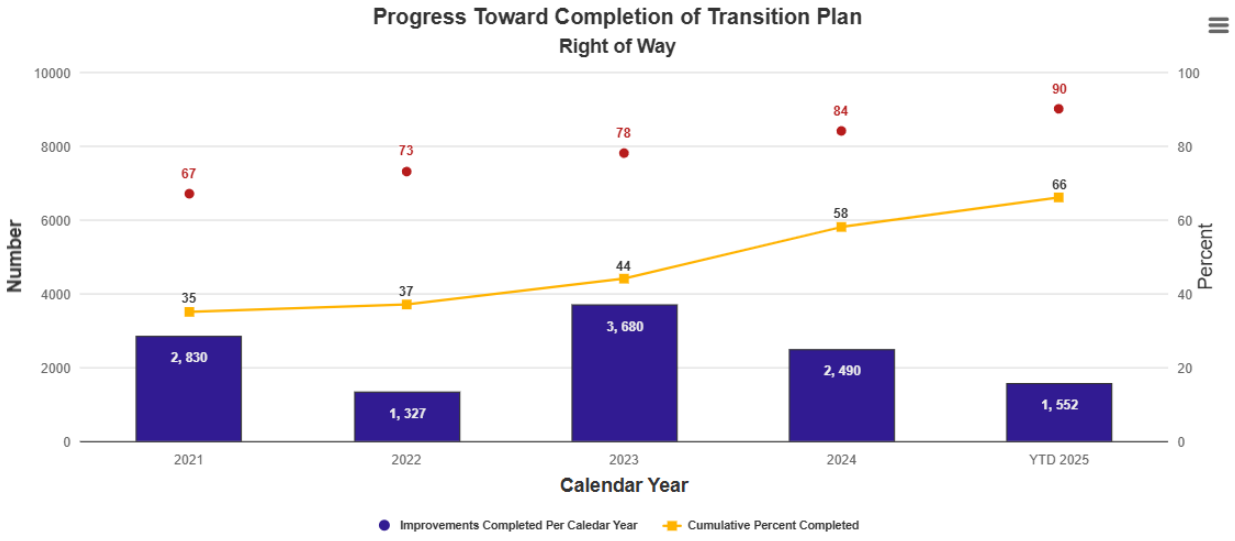
Missouri's minor highway system consists of its less-traveled state highways, including most lettered routes and routes that mainly serve local transportation needs. There are 18,114 miles of minor highways in Missouri.

Missouri's low volume highways are those state-owned roads with less than 400 cars traveling on them per day. There are 10,142 miles of low volume roads in Missouri.

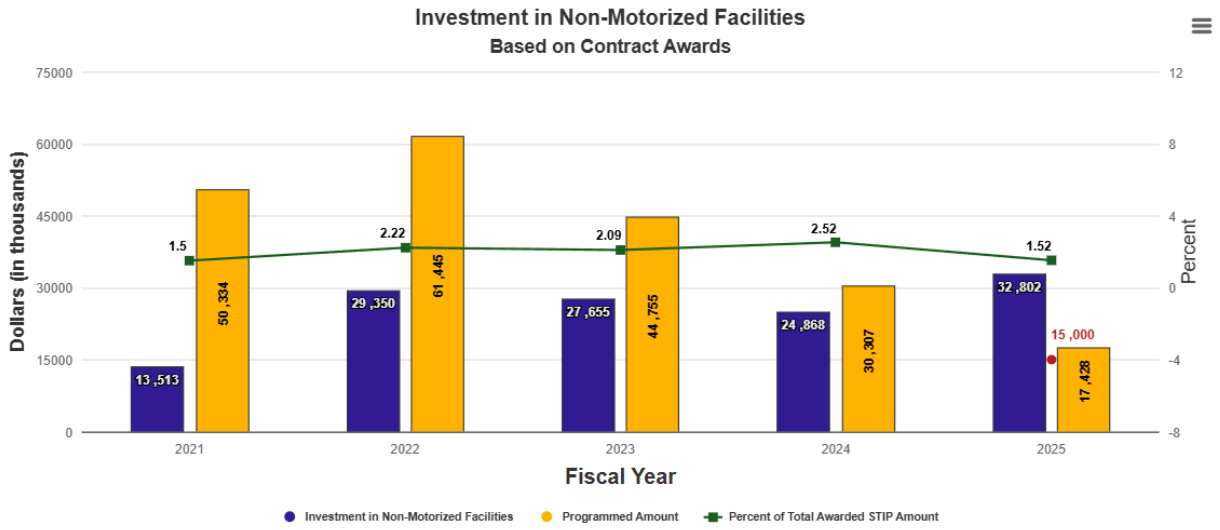
Missouri measures the condition of its roadways using smoothness as one factor but also considers physical distresses, such as cracking. The targets for this measure are set by internal policy and will not change unless policy changes, regardless of performance.

Bike/pedestrian and ADA transition plan improvements – 5d

Update Frequency: Quarterly
Color Grade: yellow



2025 Target: Above 90%



2025 Target: $15 Million

Write up:
MoDOT has identified 37,275 barriers within its right of way needing to be repaired or constructed to meet the requirements of the Americans with Disabilities Act (ADA). A transition plan was established to correct these barriers by August 2027. To meet the transition plan deadline, a target of 84% was established for calendar year 2024. MoDOT is working toward a 2025 end target of 90%. To date, MoDOT has documented the completion of 24,530 or 66% of the identified barriers with even more having been physically completed or currently under contract. Due to the lag between contract award, contract completion and the final documentation and data entry after project closeout, the number of improvements completed may not reflect all planned improvements of invested funds.

During 2008 through 2024, MoDOT has invested nearly $194.3 million toward the completion of the transition plan. Districts have projected to invest over $120 million towards the remainder of the ADA Transition Plan improvements in the Statewide Transportation Improvement Program. That amount is expected to cover transition plan improvements and other ADA needs across the state.

Purpose:
This measure tracks MoDOT's investment in non-motorized facilities and progress toward removing barriers. Accessibility needs occur within the right of way, such as sidewalks and traffic signals. Removal of the barriers listed in MoDOT's 2010 ADA Transition Plan is required as part of the department's compliance with the ADA.

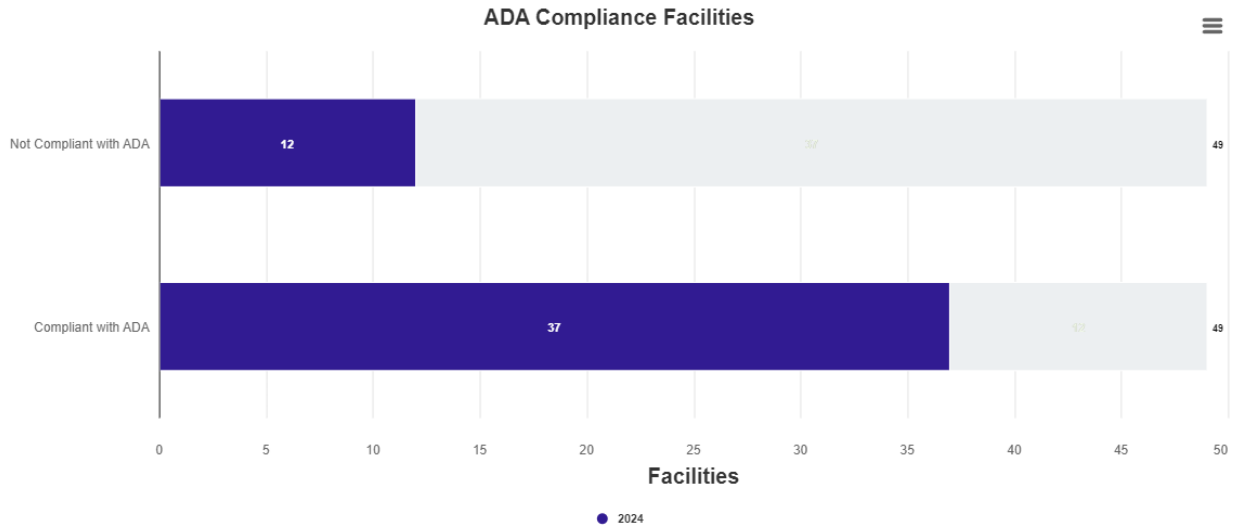
Measurement and Data Collection:
MoDOT's investment in non-motorized facilities is determined from the awarded contract amounts for the 20 most common construction elements used on projects each year.

ADA Transition Plan progress is based upon completed work to correct deficient barriers identified in the ADA Transition Plan inventory.

A progress target line is included indicating MoDOT's progress towards completing the transition plan by 2027. Annual funding levels necessary to complete the transition plan by 2027 determine the target which is set in April of each year.

ADA compliance of facilities – 5e

Update Frequency: October
Color Grade: yellow



Target: 100%

Write up:
MoDOT owns and maintains 49 truck parking, rest area and welcome center facilities, with 19 being rest areas and welcome centers. MoDOT has identified 12 rest areas in need of improvements to comply with the Americans with Disabilities Act (ADA). Sidewalk improvements are required for these 12 rest areas to be ADA compliant.

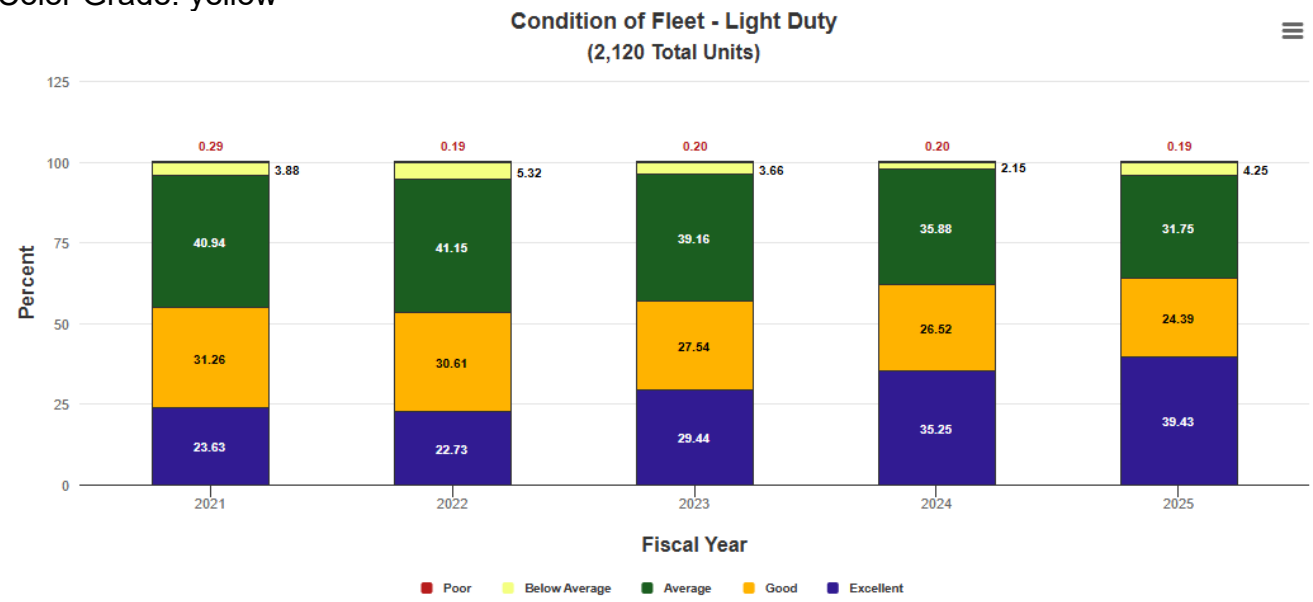
MoDOT's maintenance and office facilities are ADA compliant. All new facilities are designed and constructed to be ADA compliant. This year, construction on six Rest Area Renovations will begin that will include ADA upgrades. I-55 Bloomsdale Rest Area Northbound, and I-29 Dearborn Rest Area Northbound and I-55 Fruitland Rest Area Southbound are scheduled to be completed by the end of fiscal year 2025.

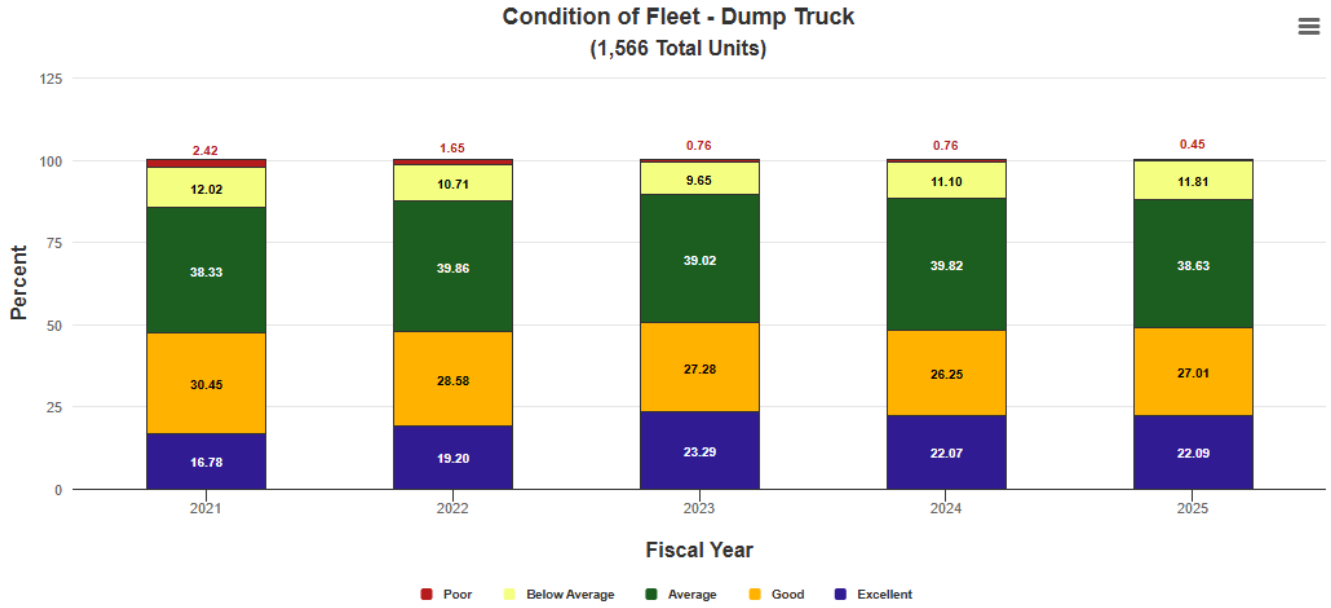
Purpose:
This measure tracks and identifies how many MoDOT facilities need improvements to be in compliance with the Americans with Disabilities Act.

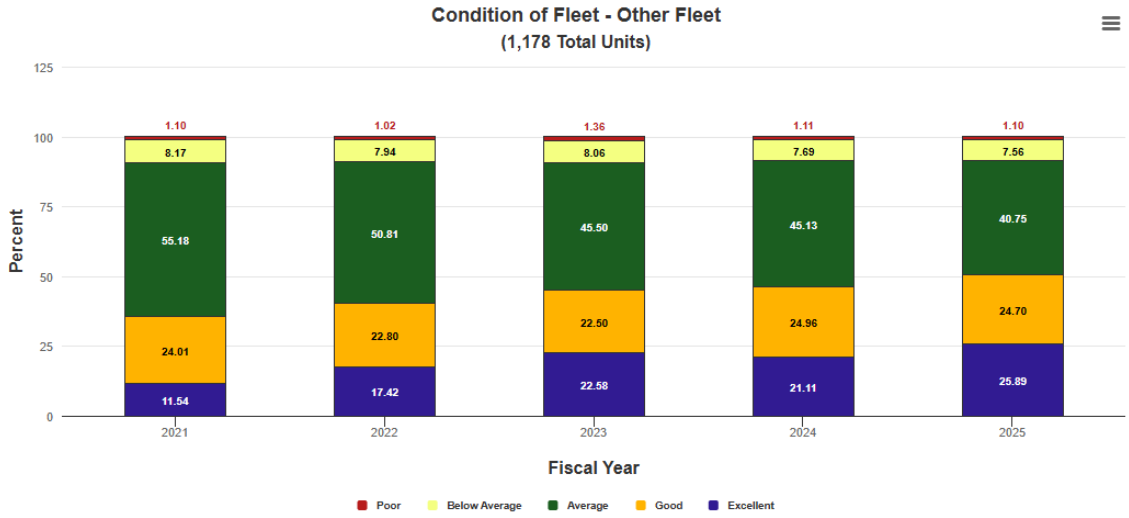
Measurement and Data Collection:
Truck parking, rest area and welcome center inspections are performed by MoDOT staff on a quarterly basis at a minimum. Inspections of these facilities provide the compliance data. The target for this measure is for all facilities to be in compliance with ADA.

Condition of fleet – 5f

Update Frequency: April
Color Grade: yellow







Write up:

MoDOT has a fleet of equipment that is essential for maintaining the state's roads and bridges to meet customers' needs. The replacement value of this fleet is $591 million. However, as the department's fleet ages due to limited funds for fleet investment, monitoring the condition helps assess resources and make informed purchasing decisions. Per the recommendation of the statewide Comprehensive Fleet and Equipment Team, MoDOT began compiling this information in 2018 and statewide data was first available in 2019. The majority of the fleet is rated at or above average, but 12.26% of MoDOT dump trucks are rated below average or poor, equating to 192 trucks.

Purpose:

This measure tracks the condition of MoDOT's diverse fleet. This includes all classes of fleet broken down by Light Duty, Dump Trucks and Other Fleet. Light Duty fleet contains cars, pickups, utility trucks, vans and 1-ton trucks. Other Fleet contains heavy equipment such as tractors, loaders, distributors and aerial trucks.

Measurement and Data Collection:

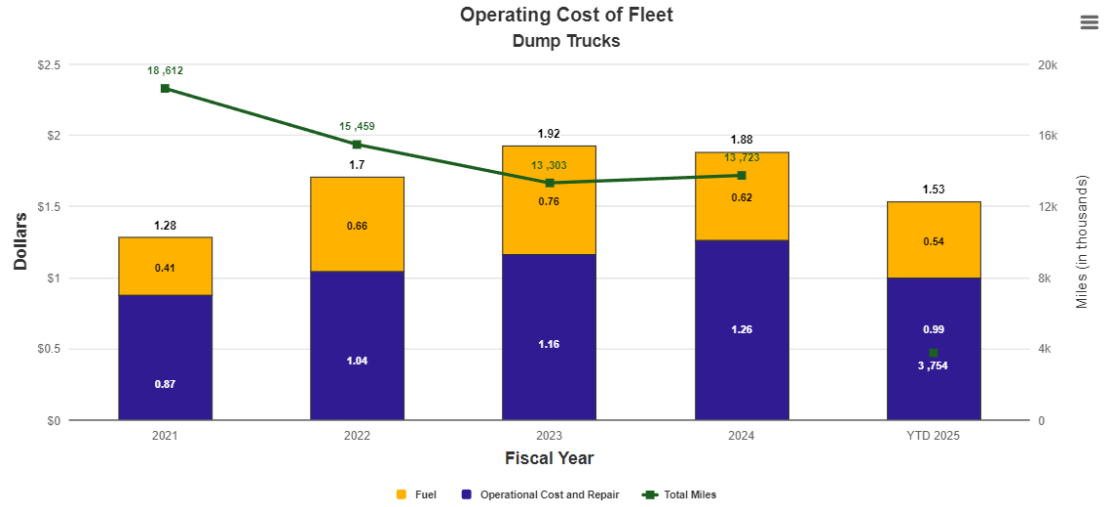
Data is obtained from MoDOT's fleet management system, FASTER, and is updated by fleet personnel involved in the inspection process. Central Office Equipment Technician Support Specialists perform onsite quality assurance reviews on fleet ratings throughout the year. The general guidelines for establishing overall condition are based on the criteria of safety, functionality, reparability and appearance.

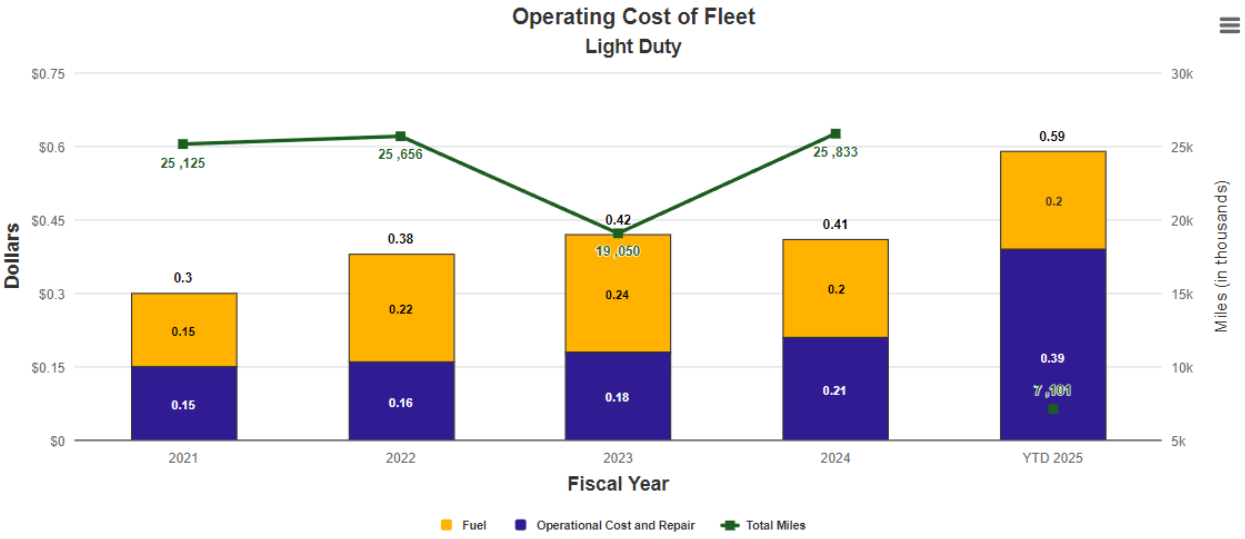
In summary, the ratings are: Excellent – unit is fully operable and capable of full performance functionality; Good – unit is operable and safe with signs of normal use; Average – unit is generally operable but may have minor component failure or damage needing repair; Below average – unit has major component failure or damage preventing performing all functions; Poor – unit is not safe or inoperable with component failure or damage beyond repair.

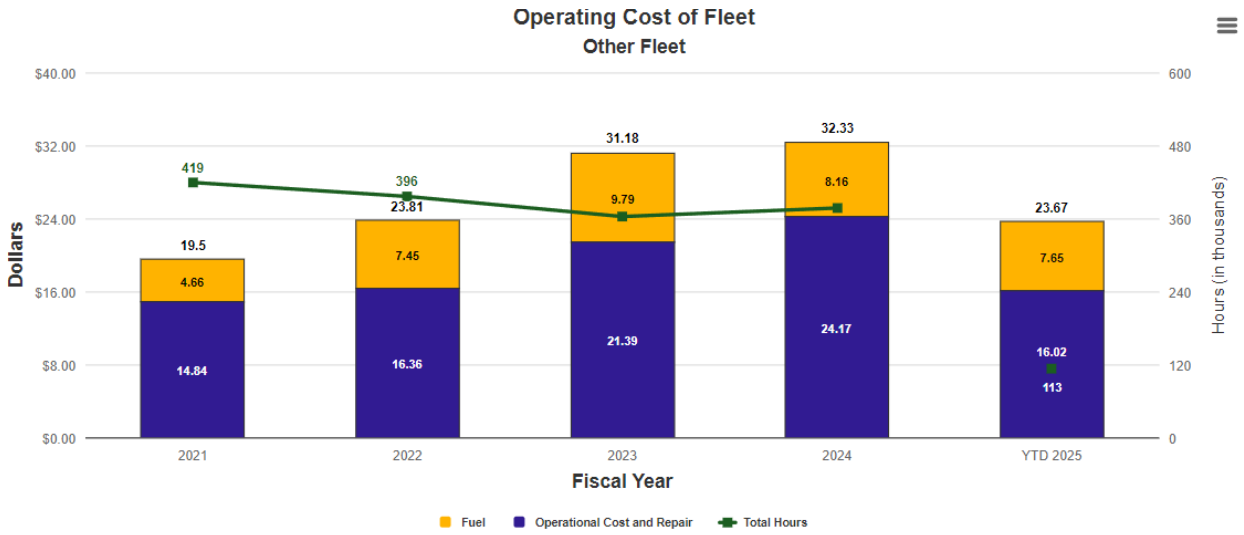
Data is as of Oct. 31st, 2024 and what has been incorporated in the fleet asset management model.

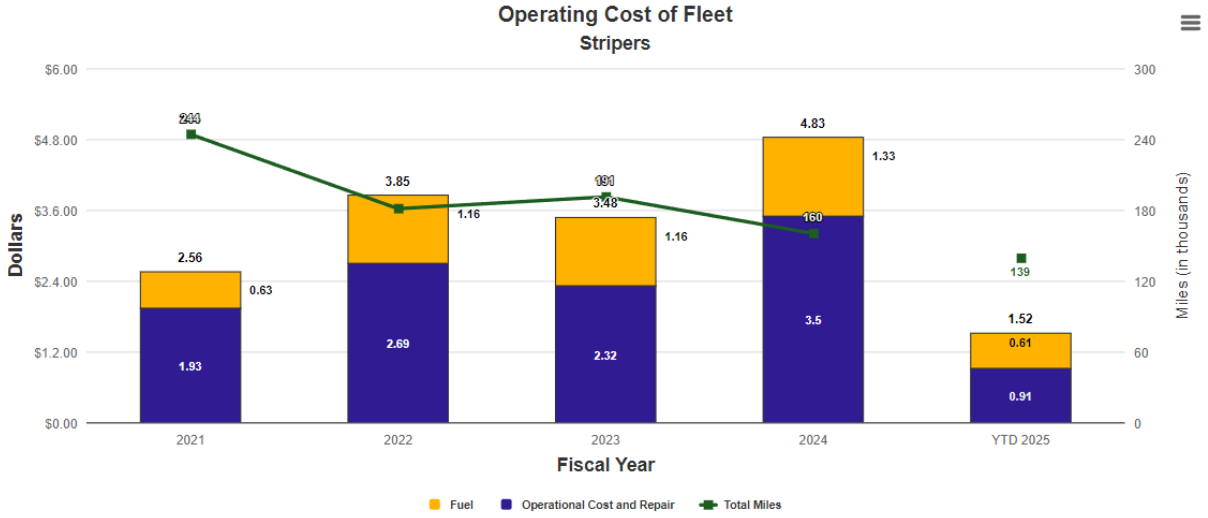
Operating cost of fleet – 5g (UNDER CONSTRUCTION)

Update Frequency: Quarterly
Color Grade: yellow









Write up:

MoDOT ‘s fleet equipment is necessary for maintaining roads and bridges to meet customers' needs. The department's fleet, with a replacement value of over $578 million, is aging due to limited funds for fleet investment. The total miles/hours covered by the fleet was 40.1 million in 2024, which is an increase of 7.2% from the previous year. To ensure the department makes good repair decisions, it's necessary to monitor operational costs.

From fiscal year 2021 to FY 2024, the department's total cost per mile/hour has gradually increased. For the first quarter of FY 2025, fuel costs have decreased from their previous highs or remained steady in all categories. Operational costs have also decreased across all categories except for pickups as the department saw an influx of new deliveries and upfitting costs.

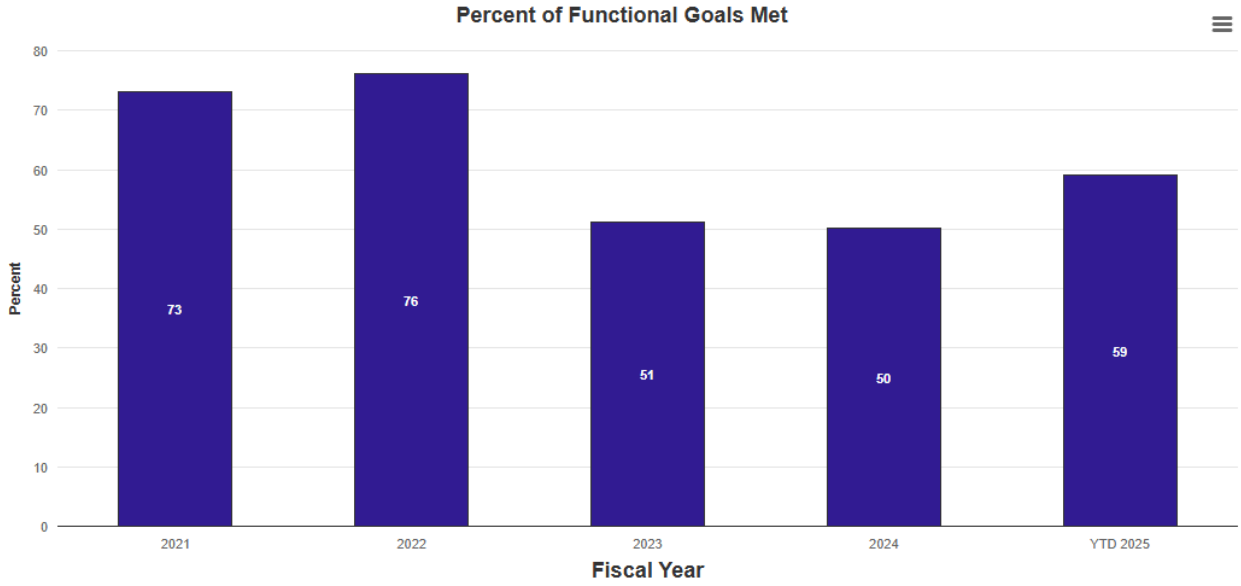
MoDOT continues to focus on fleet replacements using an asset management approach based on equipment age and miles/hours, which began in 2019.

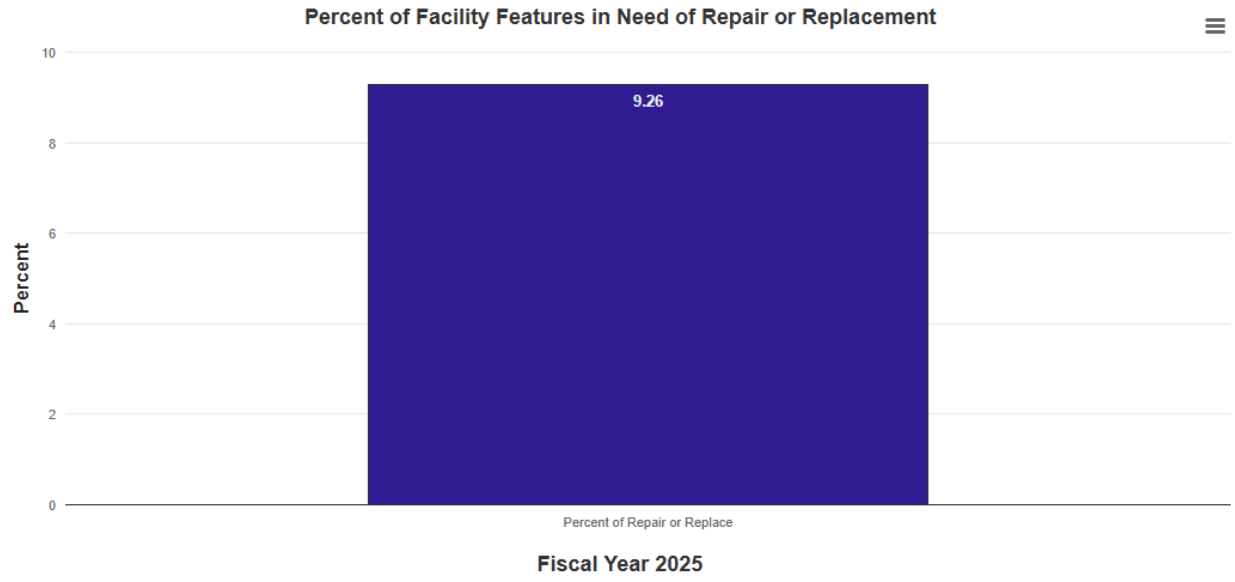
Purpose:
This measure tracks the operating cost of MoDOT's diverse fleet. This includes all classes of fleet broken down by Dump Trucks, Light Duty, Other Fleet and Stripers. Light Duty fleet contains cars, pickups, utility trucks, vans and 1-ton trucks. Other Fleet contains heavy equipment such as tractors, loaders, distributors and excavators.

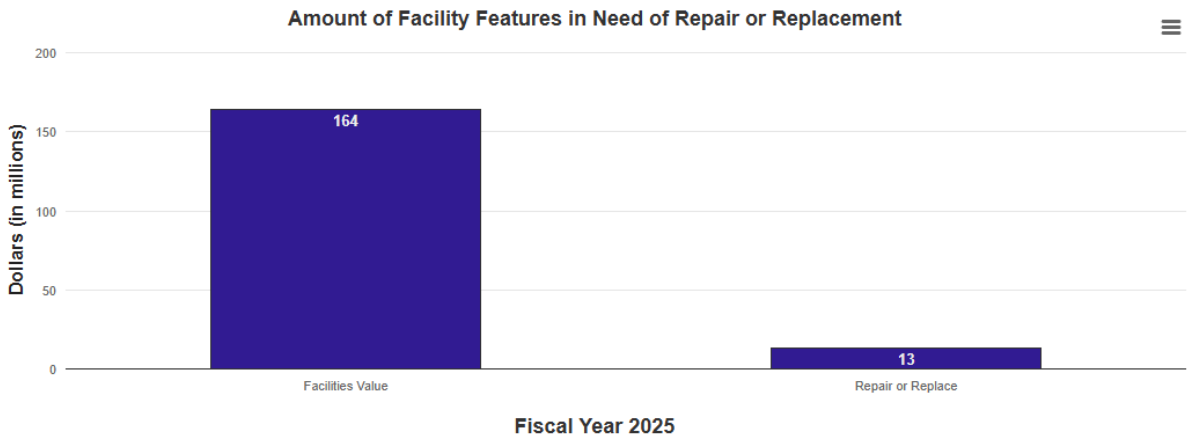
Measurement and Data Collection:
Data reflects the operating cost of MoDOT units in fuel, repairs, labor, benefits and miscellaneous costs. The cost data is collected in the statewide financial system. Fleet data is collected from MoDOT's fleet management system, FASTER.

Condition of facilities – 5h

Update Frequency: April
Color Grade: yellow







Write up:
To carry out its duty to Missouri citizens, MoDOT utilizes facilities systems valued at over $163 million, which is up 14% over the past three years. These facility systems include office buildings, maintenance buildings, cold storage, gasoline/petroleum storage, chemical storage and wash bays. However, many of these buildings lack sufficient storage space, breakrooms, bathrooms or work bays which was specific to the space needing repaired/replaced. In 2023 an unfunded needs list was created to give a more comprehensive building need based on the over 9,400 (increasing to 9,500 currently) building features that are inspected to evaluate their physical condition. This change created a larger percentage of unmet needs which shows the jump from 2022 to 2023. It's important to note that the total value of the facilities' systems does not necessarily equate to the total replacement cost of all the facilities.

For fiscal year 2025, the department has a budget of $12 million for the financial provision of addressing the functional and physical needs of these facilities.

MoDOT uses Capital Improvement and Capital Asset Preservation strategies to meet the functional and physical requirements of its facilities. These strategies help maintain a balance between asset management and functionality by systematically evaluating planning and allocating resources to maximize the use and lifespan of its facilities.

Efforts are being made to ensure that all facilities are fully functional by evaluating current and projected physical conditions and combining them with budget planning to extend the life of these facilities. These efforts have allowed MoDOT to repair beyond what needs repairing/replacing over the past year.

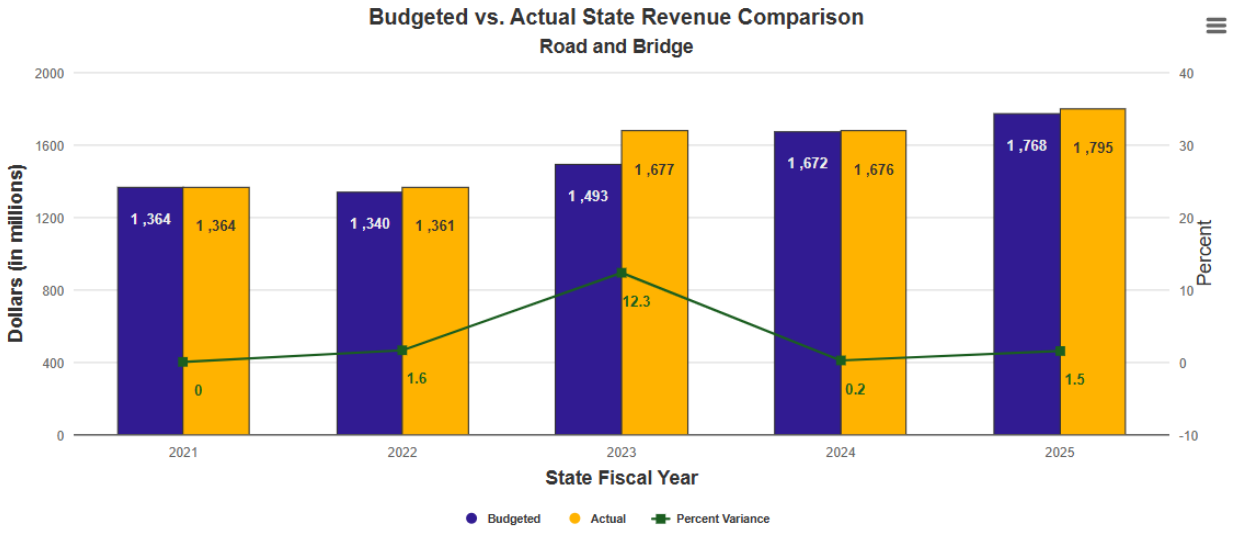
Purpose:
This measure tracks the functional and physical condition status and trend of MoDOT's facilities. Functional Condition measures the percent of maintenance facilities meeting functional goals including sufficiency of breakrooms, bathrooms, garage bays and cold storage. Physical Condition measures the number and costs of facilities systems due for renewal based on annual facilities inspections.

Measurement and Data Collection:
Data is collected annually through a review of the Department's long-term Capital Improvements Program and annual facilities inspections. Functional needs are tracked

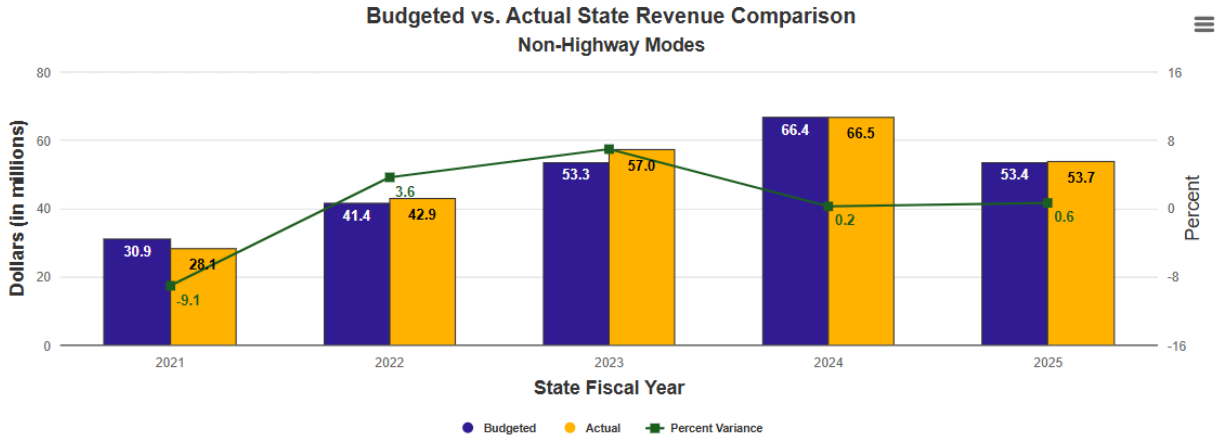
by General Services each year. The goal for Functional Needs is to bring all facilities to sufficiency. Physical needs are tracked through VFA software. Functional Requirement pertains to needs such as sufficient space for breakrooms, bathrooms, open bays and cold storage. Facilities Value is the total estimated cost to replace MoDOT facility features. Repair or Replace is the number of facility features that are listed due in FY 2025 or earlier. Repair or Replace Costs are the estimated costs that are due for renewal in FY 2025 or earlier.

State and federal revenue budgets – 6a

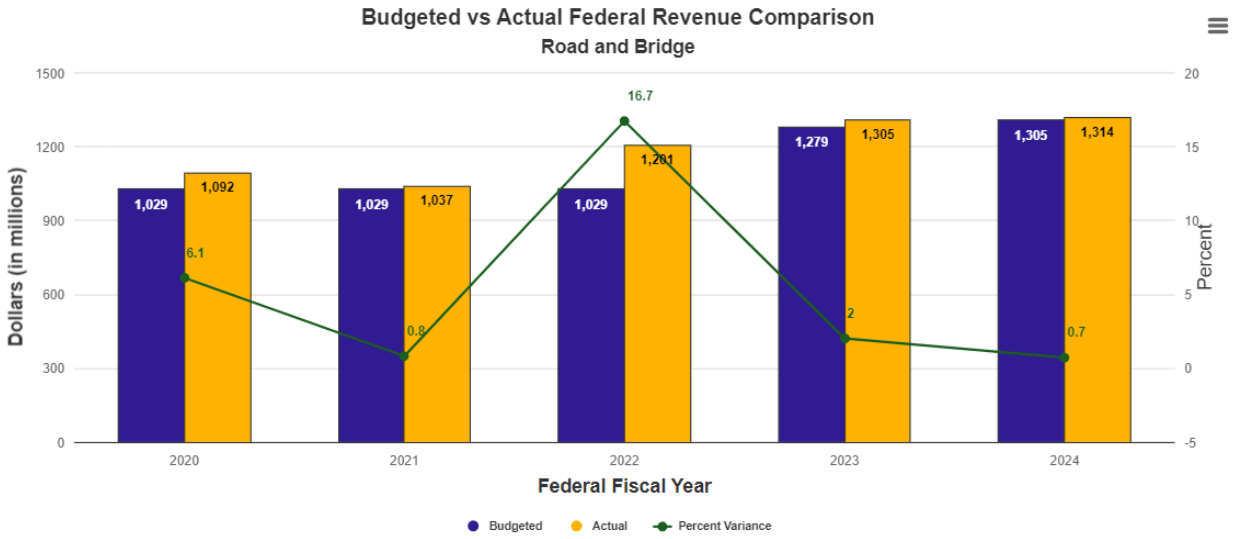
Update Frequency: Quarterly
Color Grade: green



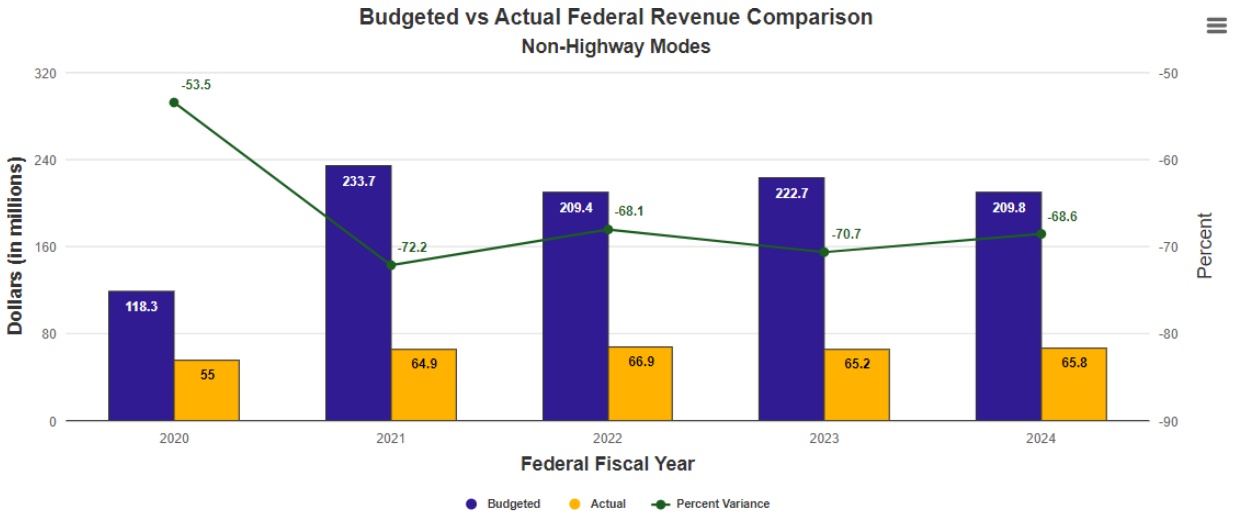
Target: 0%



Target: 0%



Target: 0%



Target: 0%

Write up:

For fiscal year 2025, the actual state revenue for roads and bridges from motor fuel taxes, motor vehicle sales taxes, motor vehicle driver's licensing fees and miscellaneous fees was 1.5% more than the budgeted amount. This was due to interest income being higher than projected. The positive variance of 0.6% for non-highway modes is attributed to the increase in railroad assessments in the railroad expense fund.

The actual federal revenue for roads and bridges was 0.7% more than the budgeted amount for federal fiscal year 2024. The negative variance of 68.6% for non-highway modes is attributable to the budget containing spending authority for projects that take multiple years to complete.

The largest source of transportation revenue is from the federal government. Funding is received through various federal transportation agencies, including Federal Highway, Transit, Aviation and Railroad Administrations. The previous transportation funding act,

Fixing America's Surface Transportation Act, authorized federal programs for the five years from 2016 to 2020. It expired Sept. 30, 2020, but was extended for another year by continuing resolution. In November 2021, the federal transportation bill, the Infrastructure Investment and Jobs Act, was reauthorized. The new bill is estimated to increase federal funding to Missouri by approximately 25% from 2022 to 2026. Federal revenue for other modes is reliant on the timing of project expenditures.

The primary source of federal and state revenues is the motor fuel tax. Before the passage of Senate Bill 262, the motor fuel tax rates had not changed in over 20 years. During the same time, the cost of materials and labor doubled or even tripled in some areas. The passage of Senate Bill 262 increases the state's previous rate of 17 cents per gallon by 2.5 cents per gallon annually over five years. The increases began Oct. 1, 2021.

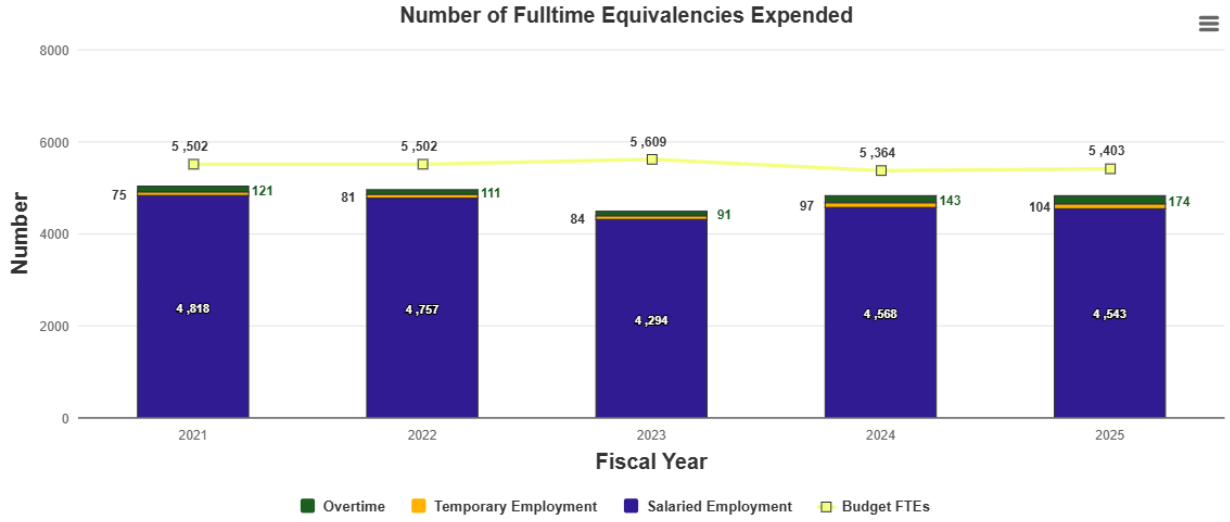
Purpose:
This measure shows the precision of state and federal revenue budgets.

Measurement and Data Collection:
State revenue for roads and bridges includes motor fuel taxes, motor vehicle and driver licensing fees, motor vehicle sales taxes paid by highway users, interest earnings and miscellaneous revenues. State revenue for other modes includes motor vehicle sales taxes, aviation fuel taxes, jet fuel sales taxes, motor vehicle licensing fees, railroad assessments and appropriations from General Revenue and interest earnings. The measure provides the cumulative, year-to-date percent variance of actual state revenue versus budgeted state revenue by state fiscal year. Federal revenue for roads and bridges is the amount of federal funds available to commit in a federal fiscal year. Federal funds are distributed to states in accordance with federal law. Federal revenue for other modes is the amount reimbursed to MoDOT for expenses incurred in a state fiscal year.

The targets for this measure are set by internal policy and will remain fixed unless the policy changes, regardless of performance.

Number of full-time equivalencies expended – 6b

Update Frequency: Quarterly
Color Grade: yellow



2025 Target: 5,403

Write up:
Having the right number of employees to provide outstanding customer service and respond to the state's transportation needs, especially during emergency situations, is an important part of MoDOT's effort to use resources wisely.

For fiscal year 2025, the total number of full-time equivalencies (FTEs) expended increased by 13, compared to fiscal year 2024. Salaried employment decreased slightly, but temporary employment and overtime increased.

A target of 5,403 FTEs was set for FY 2025 to reflect the average number of hours required to provide outstanding customer service, perform work safely and fully respond to the state's transportation needs.

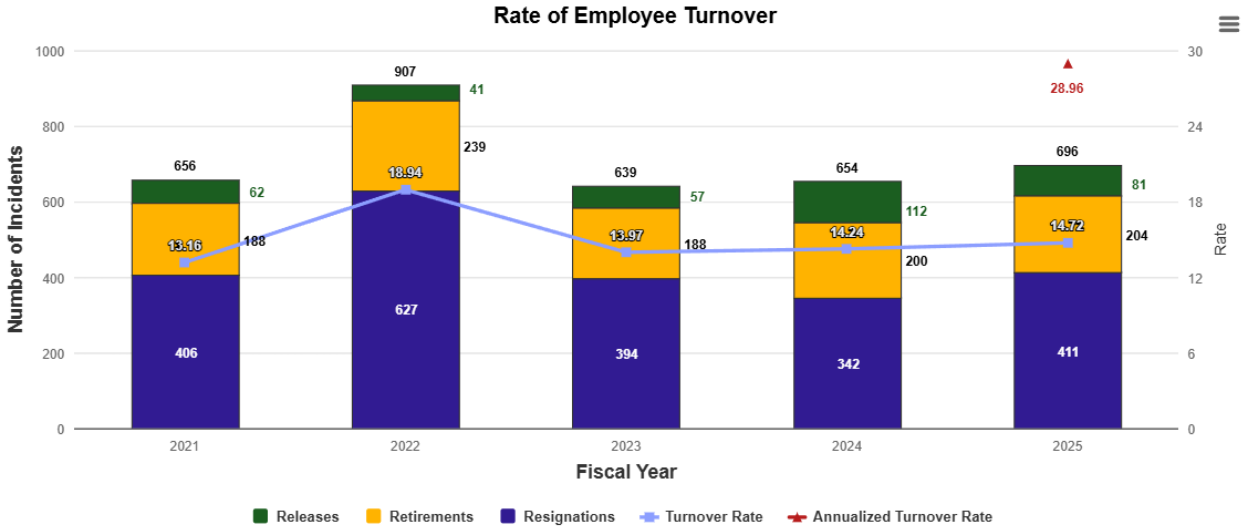
Purpose:
This measure tracks the change in the number of fulltime equivalencies (a calculation of hours) expended within the department and compares it to the number of FTEs in the legislative budget.

Measurement and Data Collection:
This measure is used to convert the regular hours worked or the on-paid-leave hours of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to fulltime equivalencies. To calculate FTEs, the total number of hours worked or on paid leave is divided by 2,080. For comparison purposes, data for salaried employment is annualized, whereas temporary employment and overtime data represent actual year-to-date calculations. It's important to note that this measure doesn't represent salaried headcount.

The target for this measure was set by management directive.

Rate of employee turnover – 6c

Update Frequency: Quarterly
Color Grade: yellow



Desired Trend: Decrease

Write up:

When employees leave MoDOT, the department loses a significant investment in recruiting, hiring and training its workforce. Turnover is costly and impacts the performance of work groups and the organization. While some turnover is certain, MoDOT's goal is to retain an engaged workforce that has the knowledge and specialized skills to deliver the department's commitments and provide outstanding customer service.

During fiscal year 2025, MoDOT's turnover rate was 14.72% which is slightly higher than FY 2024 which saw a turnover rate of 14.24%. This change resulted in an increase of 0.48%. For FY 2025, MoDOT had 696 employee separations from the department compared to 654 separations during FY 2024, which resulted in an increase of 42 separations.

As part of MoDOT's strategic initiatives and pay strategy, the department will continue to seek opportunities to reduce the rate of employee turnover.

Purpose:

This measure tracks the percent of employees who leave MoDOT. Turnover rates as shown in this measure include voluntary and involuntary separations.

Measurement and Data Collection:

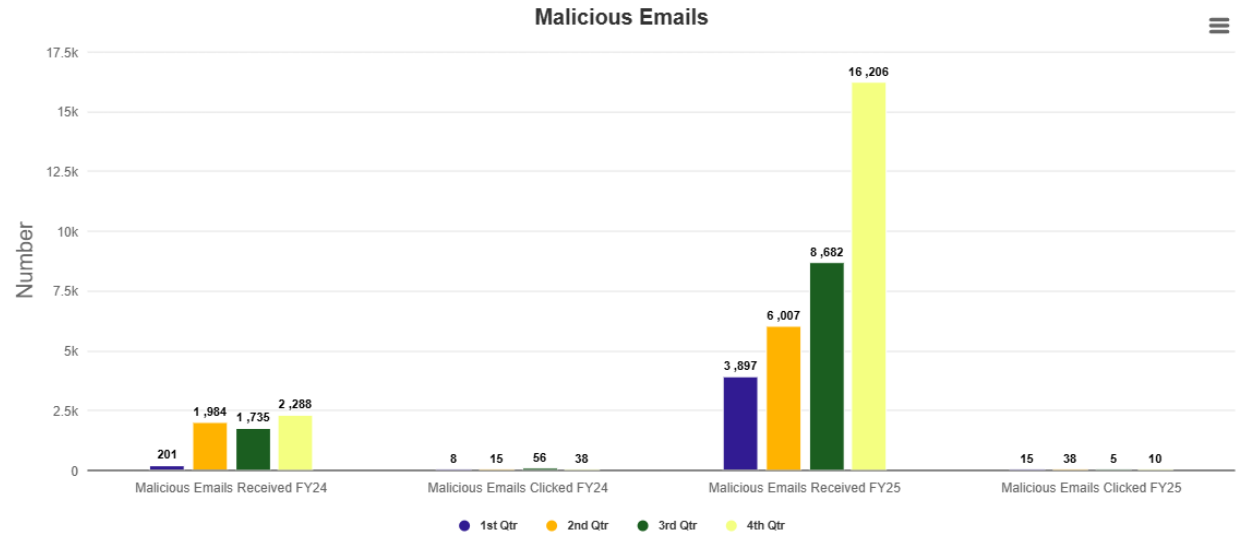
The data is collected statewide from the SAM II Advantage HR system and includes only salaried employees. Turnover for this measure includes voluntary and involuntary separations. Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. Data is reported quarterly, with current year-to-date data included.

Level of job satisfaction (UNDER CONSTRUCTION) – 6d

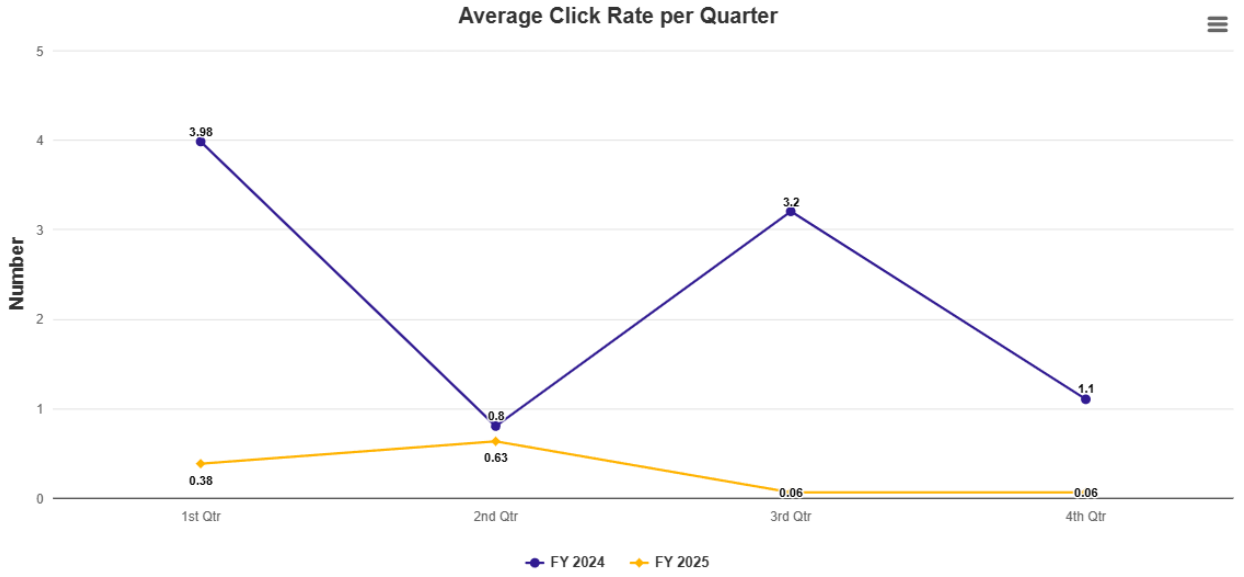
Update Frequency:
Color Grade:

Malicious Email Click Rate – 6e

Update Frequency: Quarterly
Color Grade: green



Desired Trend: Decrease



Write up:

Statewide, MoDOT maintains thousands of computer devices. Keeping those computers safe from outside threats is a 24-hour responsibility using the latest security measures.

For the fourth quarter of fiscal year 2025, MoDOT received a total of 16,206 emails containing malicious content (links and/or attachments) that were delivered to user

inboxes. Of those 16,206 delivered emails, 10 recipients clicked on the links or attachments. Among those 10 clicks, one was blocked at the time of click while the remaining nine were permitted.

This quarter saw the largest number of malicious emails delivered to user inboxes since this measure was first tracked. The previous high was 8,682 malicious emails delivered in the third quarter of FY 2025. Out of the 90 days in this quarter, there were only 17 days when MoDOT did not receive a malicious email directly to the user's inbox. These emails came from 46 small campaigns, just six threat actors were involved.

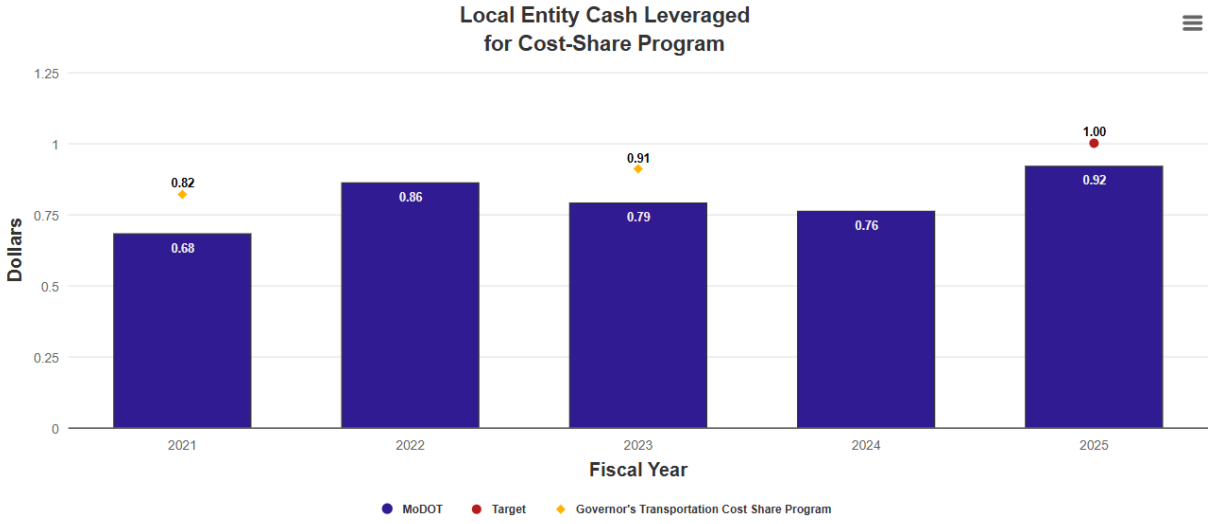
MoDOT continues to emphasize cybersecurity and provide training for all department computer users. The cybersecurity oversight team works to define areas of vulnerability and deploy solutions to address risk. In addition, MoDOT utilizes the Office of Administration's network firewall services, endpoint cybersecurity detection, and remediation services to provide increased cyber protection.

Purpose:
This measure reports MoDOT's average click rate on malicious email links and attachments. Using this measure, MoDOT can compare performance to previous quarters and make adjustments in the security training program to reflect the observed trend.

Measurement and Data Collection:
The incident data for this measure is captured from MoDOT's e-mail security platform. The target for this measure is zero clicks.

Local entity cash leveraged for cost share program – 6f

Update Frequency: Quarterly
Color Grade: green



2025 Target: $1.00

Write up:
The Cost-Share Program builds partnerships with local entities to combine resources and efforts toward delivering state highway and bridge projects. When local entities are willing to partner with MoDOT, the department matches their investment up to 50% of

the project cost. MoDOT works in cooperation with the Missouri Department of Economic Development (DED) and local entities to determine when targeted investments can generate economic development, and in some cases, may provide up to 100% of the project cost.

In fiscal year 2025, the Cost-Share Program funds of $50.3 million were committed to 14 projects. For every $1 of Cost-Share Program funds awarded, $0.92 of local cash was leveraged, which is $0.08 below the target.

In FY 2023, the Missouri General Assembly appropriated an additional $75 million for the Governor's Transportation Cost-Share Program. In FY 2023, funding was awarded to 28 projects. For every $1 awarded through the Governor's Transportation Cost-Share Program, 91 cents of local cash were leveraged.

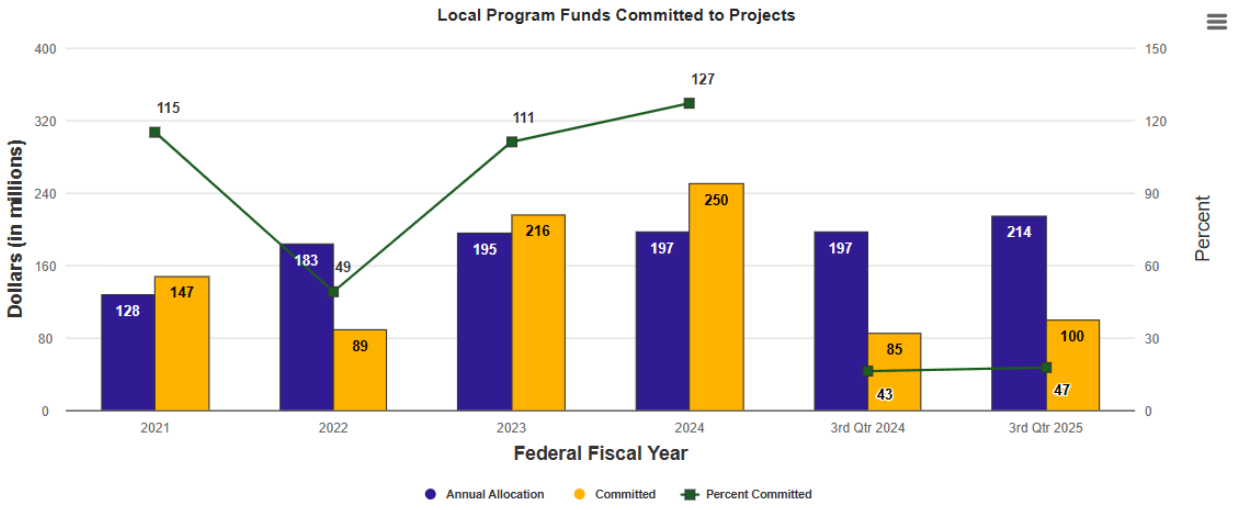
In FY 2021, Missouri's General Assembly appropriated $50 million to MoDOT for collaboration with the DED to create the Governor's Transportation Cost-Share Program and build partnerships with local entities to deliver road and bridge projects. In FY 2021, funding was awarded to 20 projects. For every $1 awarded through the Governor's Transportation Cost-Share Program, 82 cents of local cash were leveraged.

Purpose:
This measure tracks local entity cash leveraged from the Cost Share Program.

Measurement and Data Collection:
Data for this measure is collected from a partnership database. The target for this measure was set by management directive.

Percent of local program funds committed to projects – 6g

Update Frequency: Quarterly
Color Grade: yellow



Target: 120% Committed

Write up:

Local agencies receive federal funds to invest in projects that improve local infrastructure. They share the cost of those projects by providing a 20% local match for most programs. To continue receiving federal funds, all received funds each year must be committed to projects by the end of the federal fiscal year. Failure to fully commit the available funds puts them at risk of being rescinded, which jeopardizes the ability to receive additional federal funds for future projects.

For federal fiscal year 2025, local agencies have an annual allocation of $214 million to invest in local transportation projects. For FFY 2025, 47% ($100 million) of annual allocation funds have been committed to local projects, compared to 43% ($85 million of $197 million available) in FFY 2024. While this measure compares committed funds to annual allocation, the total available funds for local agencies to commit to projects includes both the annual allocation ($214 million) and the carryover balance ($141 million), for a total of $355 million in FFY 2025. Committed funds can include balances left from previous years.

Purpose:

MoDOT is required to share federal funds with local agencies for transportation projects. This measure tracks the percent of available local program funds committed to projects.

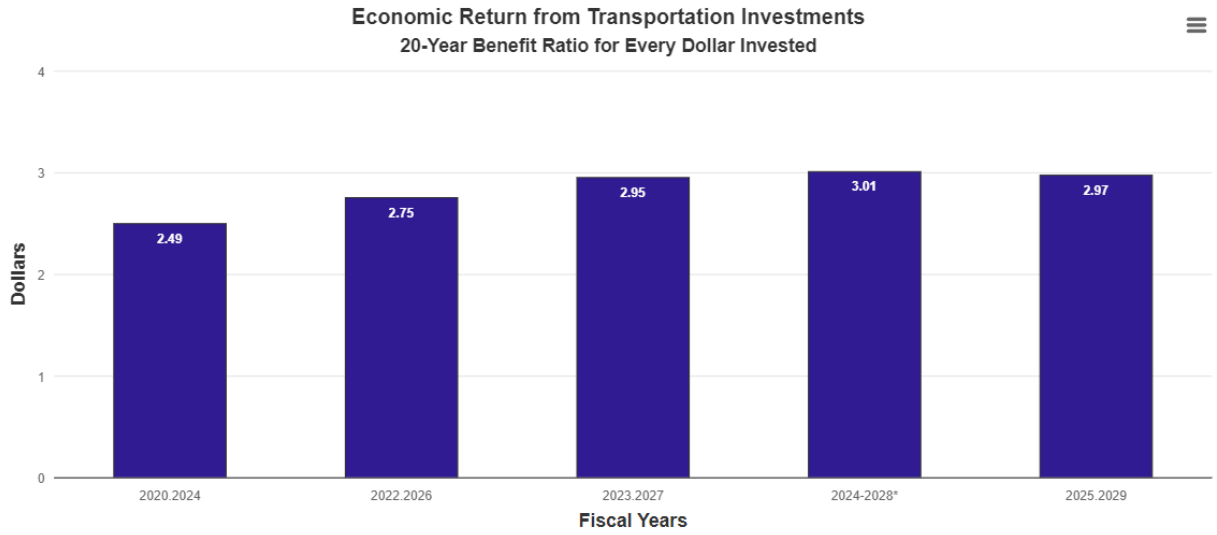
Measurement and Data Collection:

The data is obtained from the Fiscal Management Information System of the Federal Highway Administration. It covers the period from October 1 through September 30 of each Federal Fiscal Year. The committed amounts represent federal funds obligated for projects. The available amounts represent the federal program funds distributed to local sponsors plus any previous year's balance. The goal is to invest all federal funds available to local public projects each year.

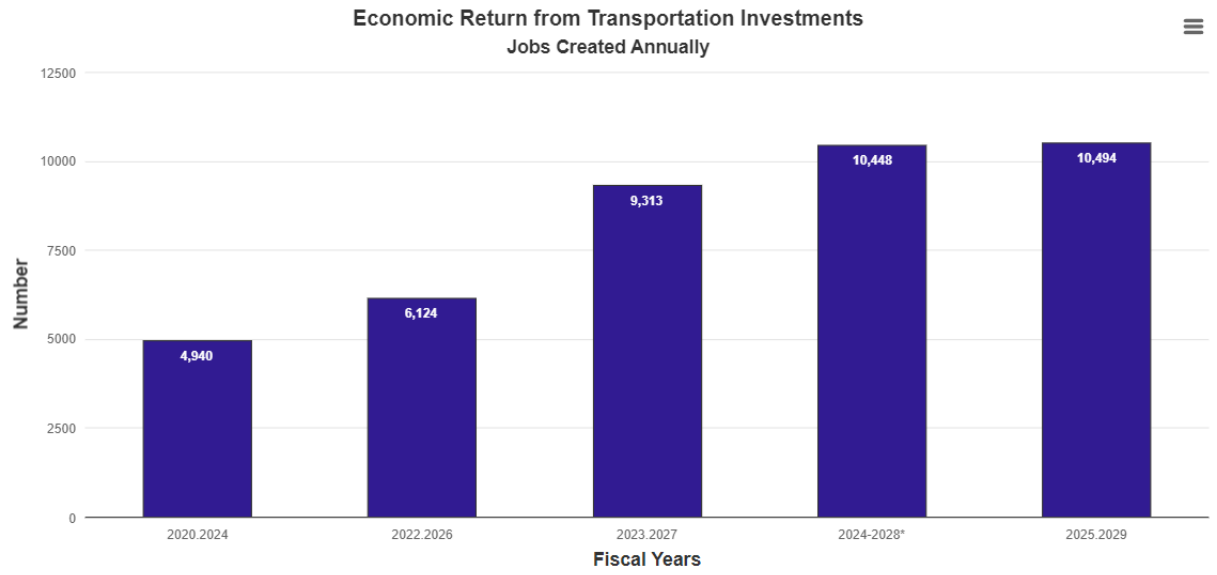
The target for this measure is set by internal policy and will remain unchanged unless policy changes, regardless of performance.

Economic return from transportation investment – 7a

Update Frequency: October
Color Grade: yellow



*The methodology for calculating the cumulative 20-year output per $1 spent changed with the Economic Impact Analysis of the 2024-2028 STIP. This change focuses on committed funds over the 5-year period of the MoDOT STIP.



*The methodology for calculating the Jobs Created Annually (20-year average) changed with the Economic Impact Analysis of the 2024-2028 STIP. This change focuses on committed funds over the 5-year period of the MoDOT STIP.

Write up:

Investment in transportation improvements has long been held as a major economic engine that drives growth in job creation, personal income and new value added to Missouri's economy.

Compared to the 2024-2028 Statewide Transportation Improvement Program investment of $10.646 billion, the 2025-2029 STIP investment increased by 0.92% to $10.744 billion. The current STIP is estimated to create 10,494 jobs annually which is an increase of 46 jobs or 0.44% from the previous STIP. The average number of jobs created increased in line with the investment growth.

Transportation investments are expected to contribute approximately $31.7 billion of economic output during the next 20 years, resulting in a $2.97 return on every $1 invested in transportation. This decrease of 1.53% is attributed to award of the Improve I-70 connector project last fiscal year, which removes it from the scope of this analysis for the 2025-2029 STIP. Missourians have consistently said they want MoDOT to take care of the existing system first, a $60 billion value that carries a $171 billion replacement cost.

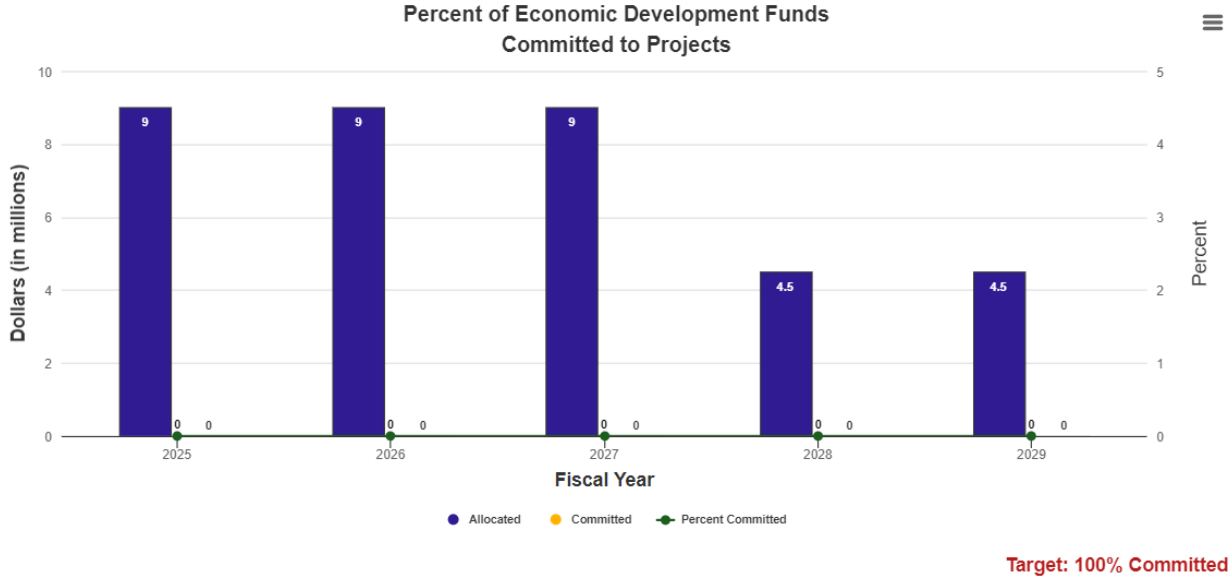
Purpose:
This measure tracks the economic impact resulting from the state's transportation investments.

Measurement and Data Collection:
MoDOT works with HDR, Inc. to perform economic impact analyses for the state's transportation investments. The analyses are performed using a model called the Impact Analysis for Planning. The IMPLAN model results demonstrate a strong link between transportation investment and economic development.

MoDOT would like to reach the performance level of $3.62 which is consistent with what was achieved in the 2014-2018 Statewide Transportation Improvement Program cycle.

Percent of economic development funds committed to projects – 7b

Update Frequency: Quarterly
Color Grade: red



Target: 100% Committed

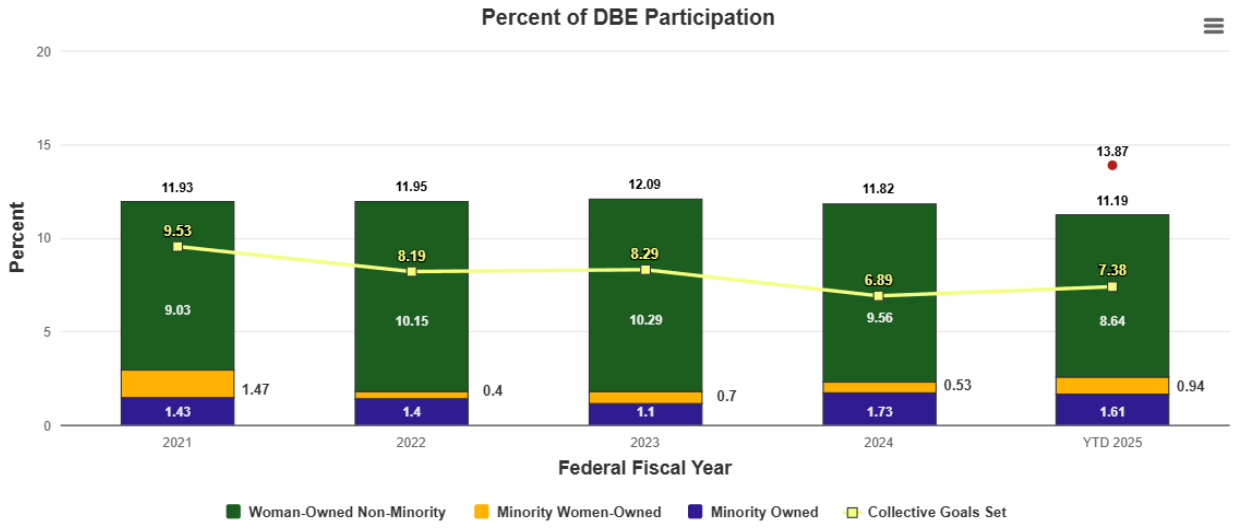
Write up:
The Cost-Share Program is a collaborative effort between MoDOT, the Department of Economic Development (DED) and local entities to pool efforts and resources to deliver state highway and bridge projects. Funds are set aside for projects that demonstrate economic development. MoDOT works closely with these partners to identify when targeted investments can produce the most economic impact for Missouri. Projects selected for the set-aside funds may be funded up to 100% of the project cost. Set-aside funds are $9 million. Tracking this data ensures economic development funds are being utilized.

At the end of fourth quarter of fiscal year 2025, $36 million of economic development funds are available for eligible projects. For FY 2028 and FY 2029, only 50% of funding allocations will be available. During the fourth quarter of FY 2025, no funds were committed to projects. The overall target is to commit all the available funds to projects. MoDOT continues to work with districts, local partners and DED to promote the program and identify projects that demonstrate an economic impact for Missouri.

Purpose:
This measure tracks the percent of economic development funds committed to projects.

Measurement and Data Collection:
Data for this measure is collected from a partnership database.

Percent of disadvantaged business enterprise participation on construction and engineering projects – 7c
Update Frequency: Quarterly
Color Grade: yellow



Target: Above 13.87%

Project DBE Goal Attainments

Federal Fiscal Year - 2025	Oct-Dec (1st Qtr)	Jan-March (2nd Qtr)	April-June (3rd Qtr)	July-Sept (4th Qtr)
Project DBE Goals Met	73	111		
Project DBE Goals Not Met	10	10		
Total Projects	83	121		

Write up:
MoDOT supports diversity among its contractors, subcontractors and suppliers. Construction projects that receive federal aid or federal financial participation must take reasonable steps to ensure that disadvantaged business enterprises (DBE) have an opportunity to compete and participate in project contracts and subcontracts.

The overall DBE target is 13.87%. For federal fiscal year 2025, the DBE participation rate is 11.19%, which represents a 0.63% decrease from FFY 2024. Of the 11.19% utilization, 8.64% comes from women-owned, non-minority DBE firms, 0.94% from minority women-owned DBE firms and 1.61% from minority-owned DBE firms. The collective goals set for projects closed during this period amounted to 7.38%, while the DBE goals set for projects awarded during this period had committed DBE participation of 8.36%. To narrow the gap between the target and actual performance, MoDOT is conducting outreach meetings to encourage new firms to apply for DBE certification and using DBE supportive services funding to expand the capacity of certified DBE firms.

The table above provides a detailed overview of the number of projects closed during the reporting period, indicating the number of projects that have met the DBE goal and those that have not. For the second quarter of FFY 2025, 121 projects were closed of which 91.7% met or exceeded the DBE goal. Ten projects did not meet the goal. Eight were due to underruns, one was assessed liquidated damages, and one was approved through the Good Faith Effort process.

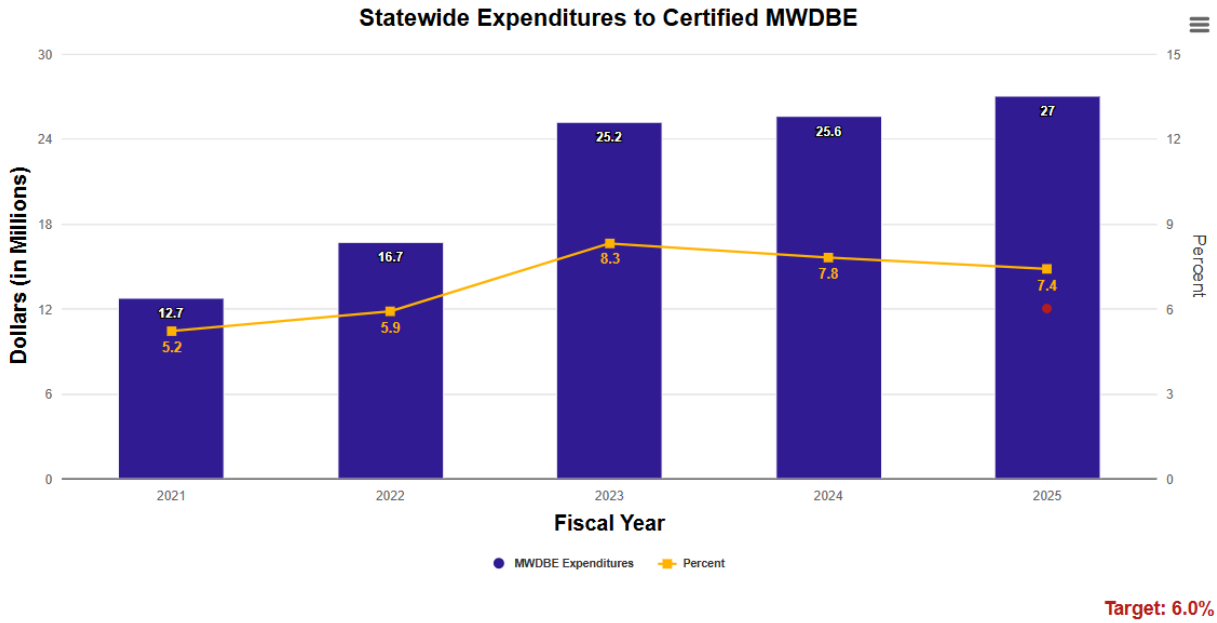
Purpose:
This measure tracks the percent of DBE used on construction and engineering projects.

Measurement and Data Collection:
Data is collected through AASHTOWare Projects for each construction and consultant project. The overall DBE goal is an annual target established by MoDOT and the Federal Highway Administration (FHWA) outlining the expected total DBE participation on all federally funded construction and consultant projects. Individual DBE project goals are determined by subcontract opportunity, project location and available DBE firms that can perform the scope of work. DBE utilization is tracked for each project identifying the prime contractor, contract amount, established goal and how the prime contractor fulfilled the goal. This measure is based on the federal fiscal year. The collection of all data in this system began in April 2014.

The target for this measure is set by FHWA policy and is updated every three years.

Expenditures made to certified minority, women and disadvantaged business enterprises – 7d

Update Frequency: Quarterly
Color Grade: green



Write up:
Ensuring that MoDOT spending is equitable across all Missouri communities helps advance economic development for all business enterprises. By reviewing historical data, opportunities for improvement are identified. These improvement efforts include training staff who have procurement authority and extending support to minority, women and disadvantaged business enterprises (MWDBE) and encouraging them to become certified, along with prioritizing inclusion efforts.

The results from fiscal year 2025 show an increase of $1.4 million in disbursements to minority, women and disadvantaged business enterprises, when compared to FY 2024. Additionally, the percentage of MWDBE expenditures to total expenditures decreased by 0.4% from 7.8% to 7.4%.

This measure tracks the department's efforts to ensure the vendor pool is representative of the business community, including MWDBE firms.

Purpose:
This measure tracks the department's non-program spending with certified minority, women and disadvantaged business enterprises.

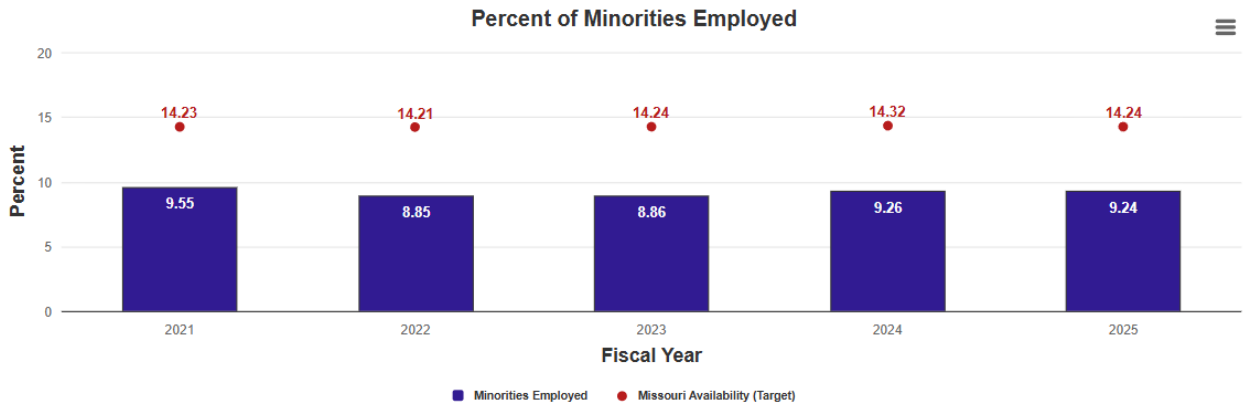
Measurement and Data Collection:
Data is obtained from the statewide financial accounting system expenditure reports and United Missouri Bank purchasing card reports. Certified vendors are maintained in a statewide procurement vendor database. Vendors may be certified through the Office of Administration or the Missouri Regional Certification Committee. Included in these

expenditures are items such as materials, equipment, tools and supplies. Program spending, including construction, design consultants, local agencies, highway safety and multimodal programs and exempted activities such as utilities, postage, organizational memberships, conferences and travel are excluded from total dollars spent.

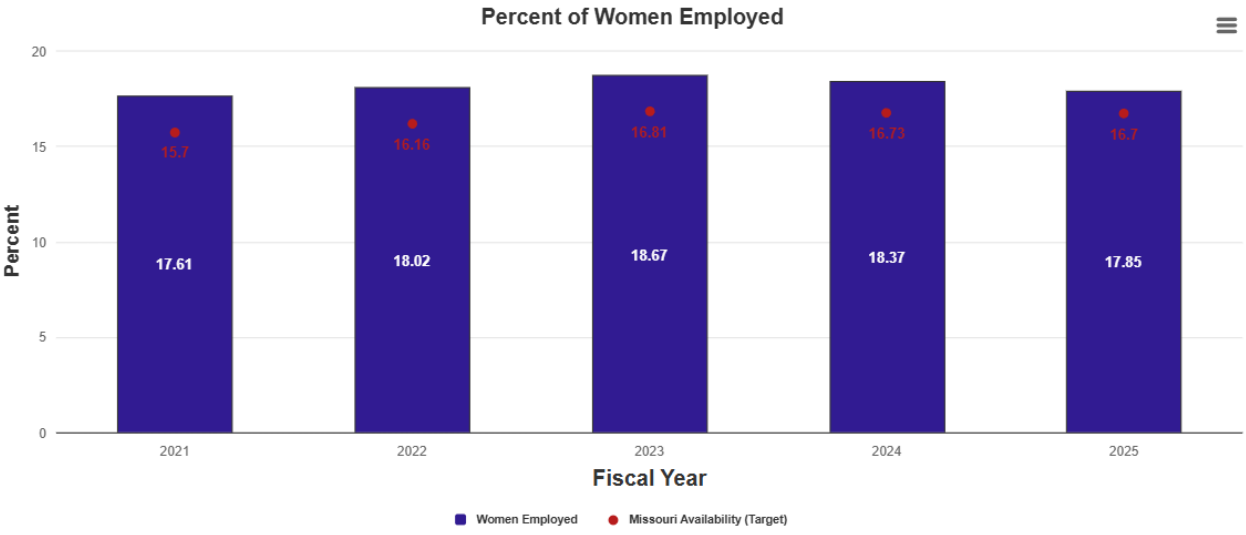
The target for this measure is to achieve an average of the availability percentage of minority-owned and women-owned businesses and MoDOT's most recent 5-year average utilization. This target will be updated annually in October.

Percent of minorities and women employed – 7e

Update Frequency: Quarterly
Color Grade: yellow



2025 Target: Increase



2025 Target: No Change

Write up:
MoDOT can better serve its customers and fulfill its responsibilities to taxpayers by placing the right people in the right positions.

The number of minority employees increased by 1.38%, from 435 employees in the fourth quarter of fiscal year 2024 to 441 in the fourth quarter of FY 2025. The number of female employees decreased by 1.73%, from 867 employees in the fourth quarter of FY 2024 to 852 in the fourth quarter of FY 2025. The total full-time employment increased by 1.12% between the fourth quarter of FY 2024 and the fourth quarter of FY 2025, increasing from 4,719 to 4,772 employees.

New efforts have been implemented to improve employee retention. These efforts include new employee resource groups, education trainings, the CET Program and new mentoring training initiatives. These good-faith efforts aim to increase the applicant pool of qualified minorities and women from within the department, which may ultimately help narrow the gap between actual employment and the target employment of minorities and women.

The Missouri availability target for both demographics, determined by the 2020 Census, has been exceeded for women in FY 2025, and MoDOT's performance for minorities continues slightly on an upward trend in FY 2025.

Purpose:

This measure tracks minority and women employment in MoDOT’s workforce and compares it with availability data from the Missouri 2020 Census report.

Measurement and Data Collection:

The SAM II database is used to collect data. The Missouri 2020 Census data is used as the benchmark for this measurement. The availability number is derived from two different sets of data; the 2020 census and the current pool of MoDOT employees who are trainable, transferable or promotable. The two statistics are factored together and weighted based on the hiring practices from the previous three years. The weighted number gives a more accurate picture of the hiring process. Ultimately, this number conveys the number of minorities and women who currently possess the skills necessary to work for the department.

The target for this measure is based on Missouri’s availability and is set each October.