

Missouri's Performance Tracker: Flexibility and Accountability

The Need for a *Tracker*

In the late 1990s and early 2000s, the Missouri Department of Transportation (MoDOT) began to consider performance management and data driven decision making, but struggled with how to start. In 2004, Pete Rahn, the new director of MoDOT, set the department on a path to start collecting data and publishing measurements on which they could continuously build. After establishing the agency's fundamental values and collecting the necessary data to develop performance measures, MoDOT published the first *Tracker* in January 2005. This publically available report documents how MoDOT is meeting its goals and fulfilling its mission to "provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri." Using public feedback gathered through customer surveys and taking focus groups out on the roads, MoDOT is able to continuously update and enhance the *Tracker* to achieve its goals and better serve the public.

Tangible Results

MoDOT built the *Tracker* around seven Tangible Results. These are outcomes the public expects, and they guide the department in everyday decision making. To increase accountability, each of the seven Tangible Results is assigned to a specific senior leader who is in charge of meeting the department's goals and obtaining the various associated metrics.

KEY ACCOMPLISHMENTS

- Full accountability and transparency with *Tracker* report and quarterly review meetings
- Continuous organizational learning
- Outcome-based performance management
- Alignment of performance measures to Departmental strategic goals
- Benchmarking with past performance, peer State DOTs, and industry leaders beyond transportation
- Flexible tool can adapt to changing agency priorities and refined measures

The seven Tangible Results are 1) Keep Customers and Ourselves Safe, 2) Keep Roads and Bridges in Good Condition, 3) Provide Outstanding Customer Service 4) Deliver Transportation Solutions of Great Value, 5) Operate a Reliable and Convenient Transportation System, 6) Use Resources Wisely, and 7) Advance Economic Development

The Measurement Driver

MoDOT uses a range of performance measures to focus and encourage progress in achieving the Tangible Results; with each of the Tangible Results in the *Tracker* corresponding to several performance measures. Just as each Tangible Result is assigned to one senior leader, every underlying performance measure is assigned to a single staff member. The "Measurement Driver" is the lead staff person responsible for collecting data and meeting the specific measurement's objective.



This model ensures accountability both internally and with the public. Each staff member must report on his/her performance measure to the MoDOT director, senior leadership and various statewide staff at quarterly *Tracker* meetings. The quarterly *Tracker* allows MoDOT to continually monitor progress and provides transparent information to the public.

Measurement and Data Collection

There are multiple performance metrics associated with each Tangible Result, in order to address it comprehensively. For example, the "Keep Customers and Ourselves Safe" Tangible Result, metrics include fatality and injury reports as well as lost work days and general liability claims and costs. All metrics are collected either quarterly, semi-annually, or annually through various data systems and other reporting means (law enforcement, surveys, etc.) The *Tracker* details how measurements are calculated and analyzed. The *Tracker* report is highly graphical, using charts to present each metric in a simple format. The charts frequently include benchmarks to show how MoDOT compares to other states or private corporations measuring similar elements.

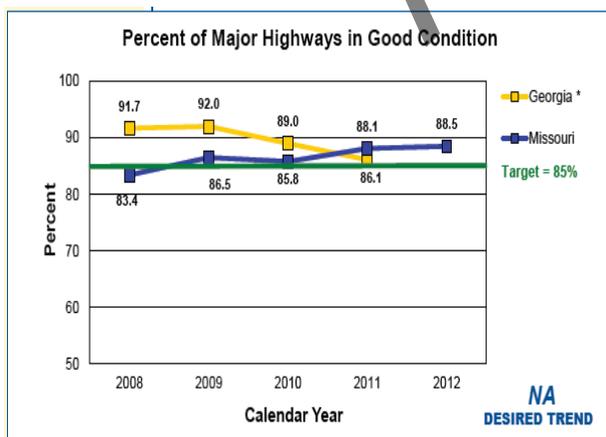


Figure 1 MoDOT's Tracker Performance Metric 2a

Results

Using the *Tracker* model has been very positive for MoDOT. Since implementing the *Tracker*, the number of fatalities dropped 34 percent, from 1,257 in 2005 to 826 in 2012. The percentage of major highways in good condition increased 122 percent, from 40 percent in 2001 to 89 percent in 2012. With data driving decisions and public input shaping performance metrics, MoDOT increased customer satisfaction from 68 percent in 2003 to 85 percent in 2012. The *Tracker* tool's flexible nature has allowed it to establish a performance-based culture and evolve with changes in leadership and policy. Over the years the list of tangible results has evolved; the initial list of 17 has been refined to now focus on seven key results. Through flexibility and accountability, the *Tracker* ensures efficient and effective decision-making.

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