

# Motor Carrier Services

Division Tracker

*Measures of Divisional Performance*



**February 2010**

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## Safe Transportation System

### *Number of compliance reviews conducted*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Jeff Payne, Transportation Program Manager

**Purpose:**

This measure tracks the number of rated compliance reviews conducted by MoDOT Motor Carrier Services investigators. MCS uses the information to verify motor carriers' compliance with the Federal Motor Carrier Safety Regulations. The results of the CR may result in the initiation of an enforcement action. It is intended that through education, heightened safety regulation awareness, and enforcement effects of the CR, motor carriers will improve the safety of their commercial vehicle operations and ultimately reduce crashes.

**Description:**

A CR is an on site examination of motor carrier operations, such as driver's hours of service, vehicle maintenance and inspection, driver qualification, controlled substance and alcohol testing, commercial driver's license requirements, financial responsibility, accidents, hazardous materials and other safety and transportation records to determine a motor carrier's safety fitness. A security contact review focuses on hazardous materials compliance. A CR is conducted to investigate potential safety violations, complaints or to respond to a carrier's request for a change in safety rating.

The chart shows the number of CRs conducted per quarter and safety ratings issued to motor carriers. The Federal Motor Carrier Administration established a safety fitness standard that a motor carrier must meet to obtain a satisfactory safety rating. The rating process evaluates safety fitness and assigns one of three ratings to motor carriers operating in interstate or intrastate commerce: satisfactory, conditional or unsatisfactory. An unsatisfactory or conditional rating identifies motor carriers that need to improve their compliance with the FMCSRs and applicable Hazardous Material Regulations. To obtain a satisfactory safety rating, a motor carrier must demonstrate that it has adequate safety management controls in place to ensure acceptable compliance with safety requirements.

The federal commitment is what MCS contracts with FMCSA to complete during the federal fiscal year. State CRs conducted in conjunction with federal safety audits and FMCSA Comprehensive Safety Analysis 2010 investigations are not issued safety ratings. The objective of CSA 2010 initiative is to develop and implement more effective and efficient ways to reduce commercial motor vehicle crashes, fatalities, and injuries. CSA 2010 provides opportunities to contact more carriers and drivers, use improved data to better identify high-risk carriers and drivers, and apply a wider range of interventions to correct high-risk behavior.

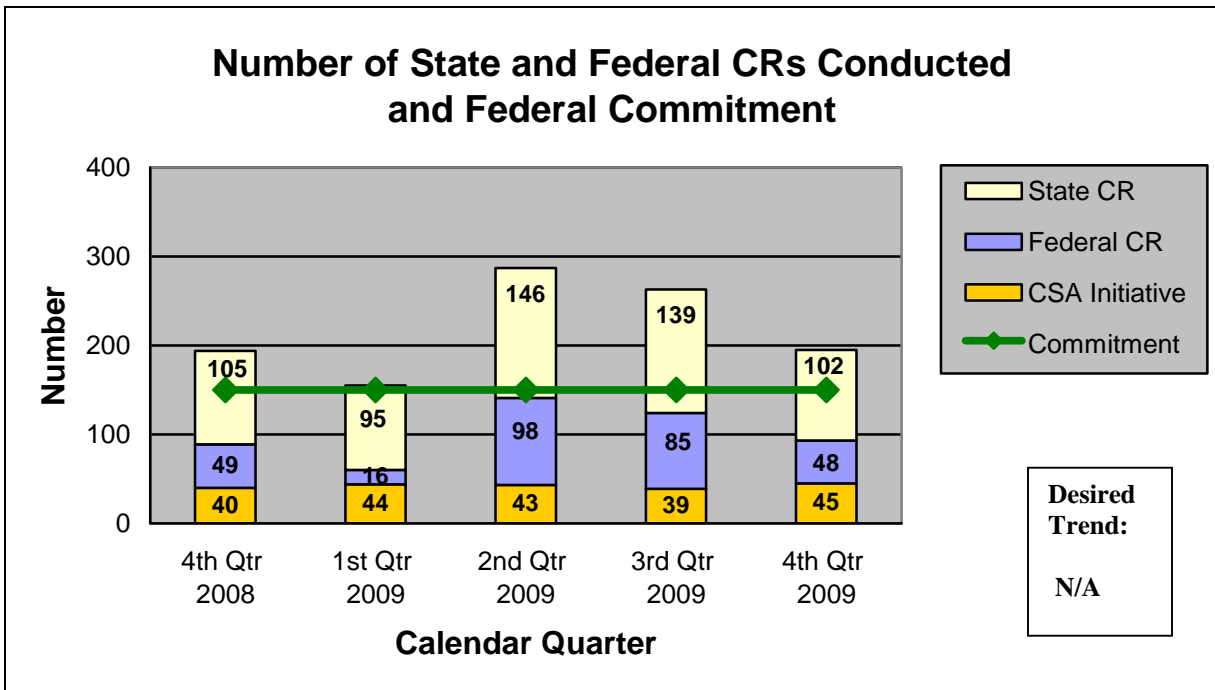
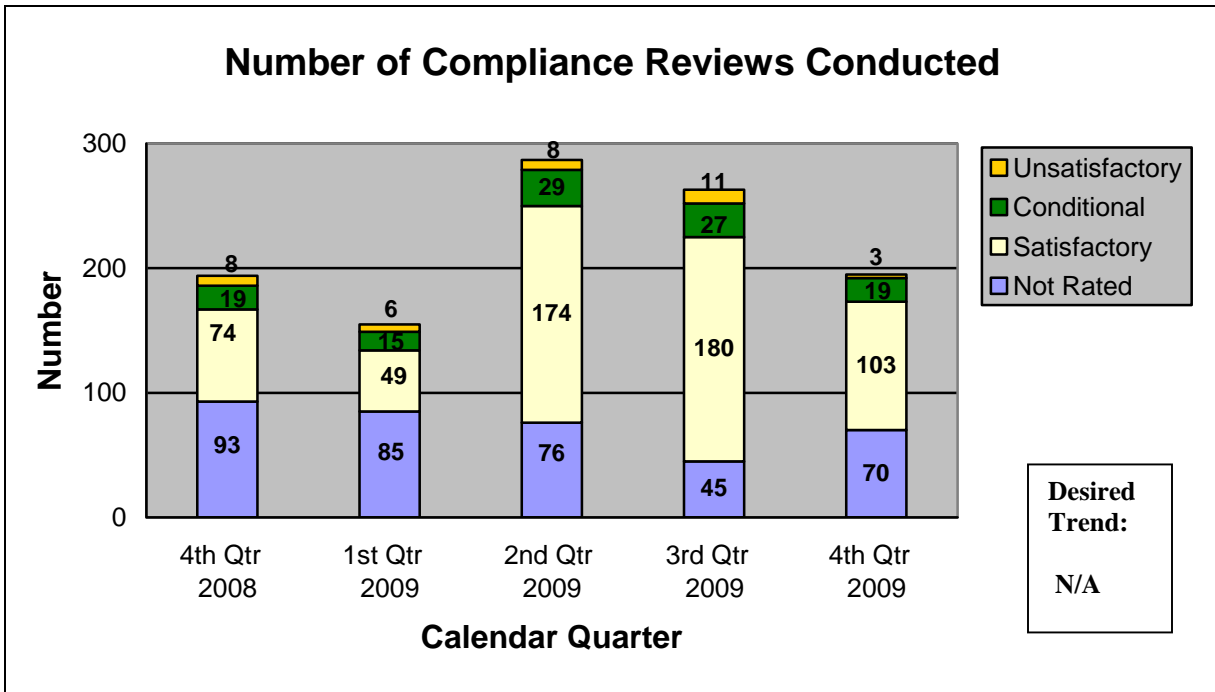
Non-rated CRs are a result of state CRs conducted in conjunction with federal safety audits and participation in the federal CSA 2010 initiative. The non-rated CRs are evaluated for compliance but are not issued safety ratings.

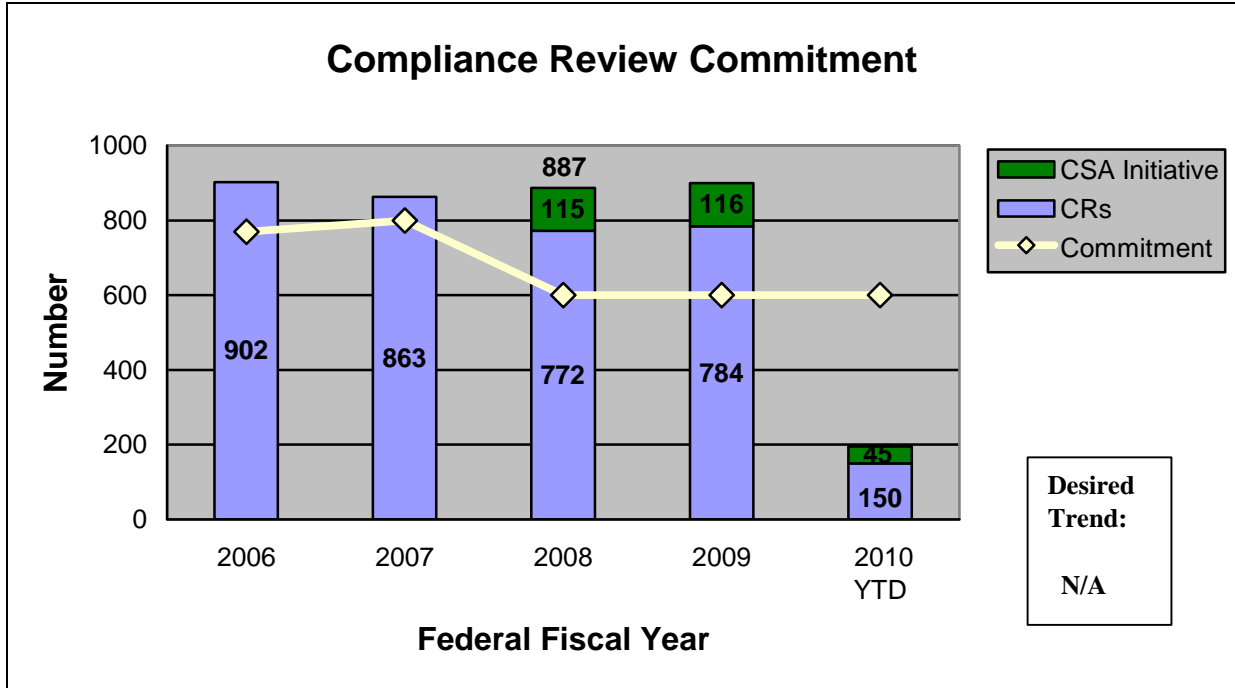
Efforts to improve motor carrier safety include coordinated safety activities of MoDOT, the Missouri State Highway Patrol, the FMCSA and the Kansas City and St. Louis police departments. MCS efforts include carrier safety and hazardous materials training, interactive Internet-based compliance tools and pamphlets designed to inform and educate the motor carrier industry about motor carrier safety regulations.

**Improvement Status:**

During October, November and December of 2009, 195 CRs were completed. This is a decrease of 68 in comparison to the third quarter of 2009. This drop can be attributed the continuation of New Entrant outreach programs, annual fall motor coach inspections in Branson, as well as staff use of annual leave.

The federal CR commitment for federal fiscal year 2009 was 600. Between the calendar years of 2005 and 2008, the number of motor carriers receiving satisfactory ratings through the CR processes decreased from 77 percent to 72 percent. The drop occurred in 2008 as focus was placed on poor performing carriers. In year, 2009, data indicates satisfactory ratings have increased to 81 percent.





## Safe Transportation System

### *Number of safety audits conducted*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Jeff Payne, Transportation Program Manager

**Purpose:**

This measure tracks the number of rated safety audits conducted by MoDOT Motor Carrier Services investigators. MCS uses the information to verify new entrant motor carriers' compliance and knowledge of the Federal Motor Carrier Safety Regulations. During an SA, an investigator provides educational and technical safety assistance.

**Description:**

A safety audit is an examination of a new motor carrier's operations. MCS investigators review the operational requirements of the FMCSRs and applicable Hazardous Material Regulations and gather critical safety data needed to make an assessment of the carrier's safety performance and basic safety management controls. Safety audits do not result in safety ratings. An SA is primarily conducted at a location determined by the investigator and consists of specialized questions that determine if the motor carrier has established or exercises basic safety management controls. Performance-based information, when available, is used to evaluate the carrier's compliance with vehicle regulations. Recordable accident information is also collected. The SA is a non-enforcement educational opportunity for the new carrier.

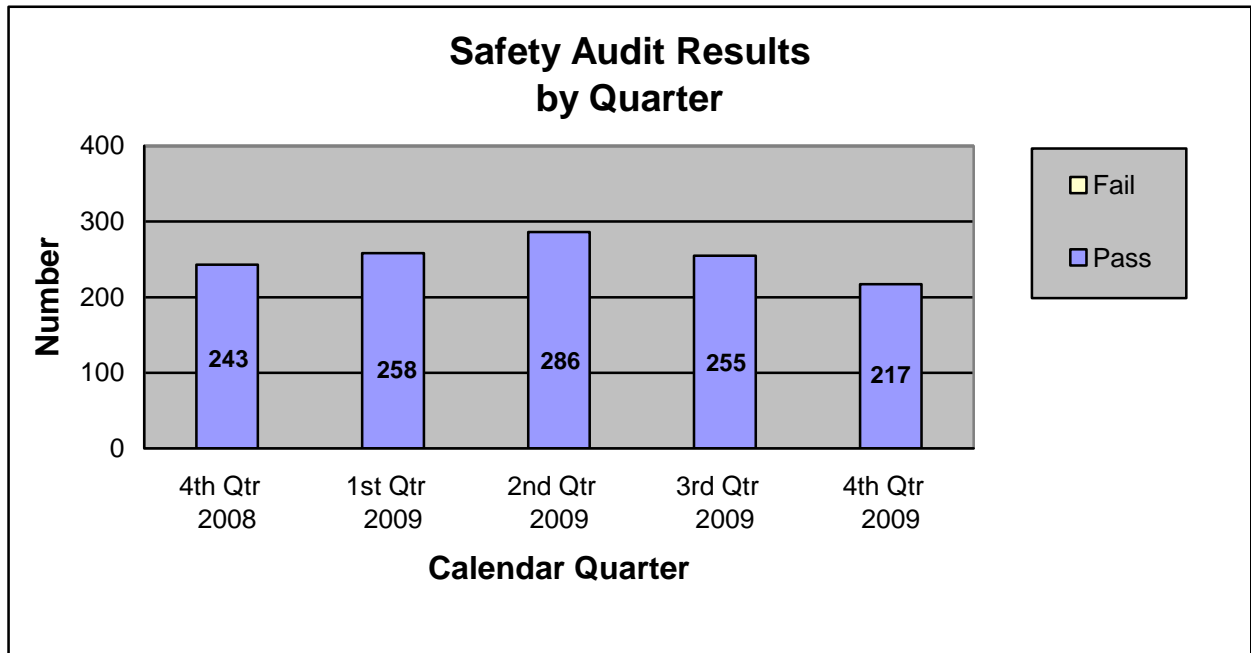
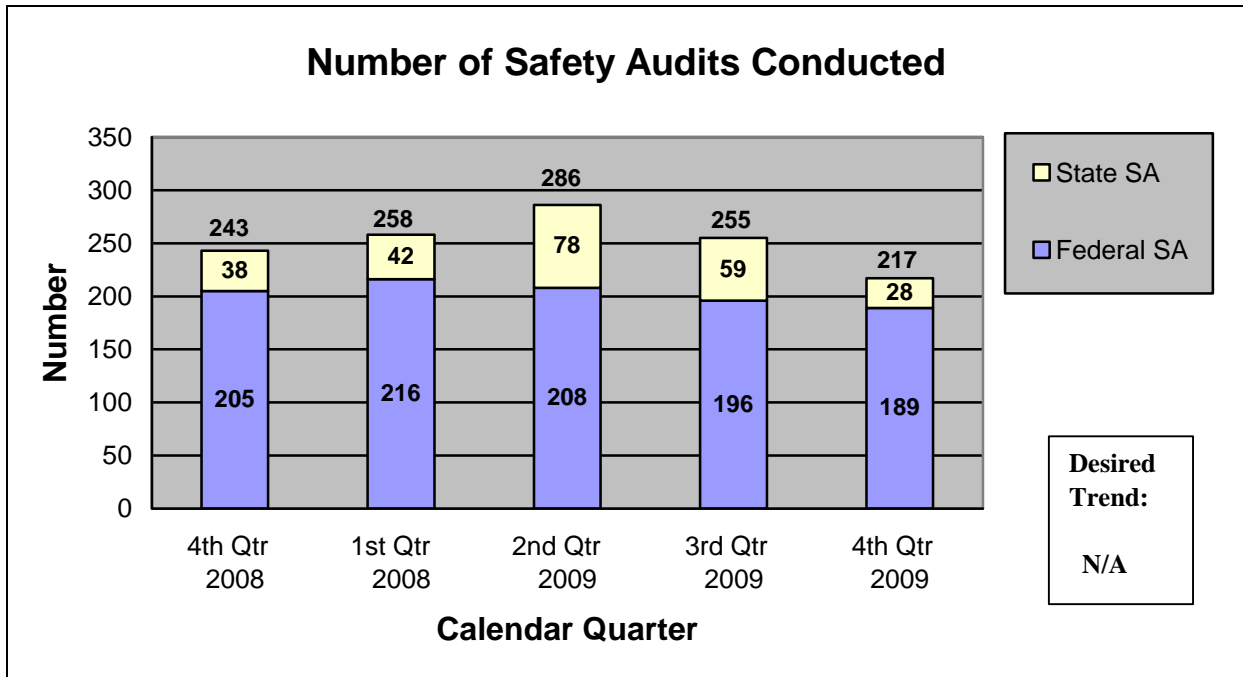
The chart below shows the number of SAs conducted per quarter together with the outcome of the safety audit. A pass or fail designation is issued to a motor carrier upon completion of the SA and indicate the new motor carrier's understanding of the FMCSRs and level of compliance at the time of the safety audit.

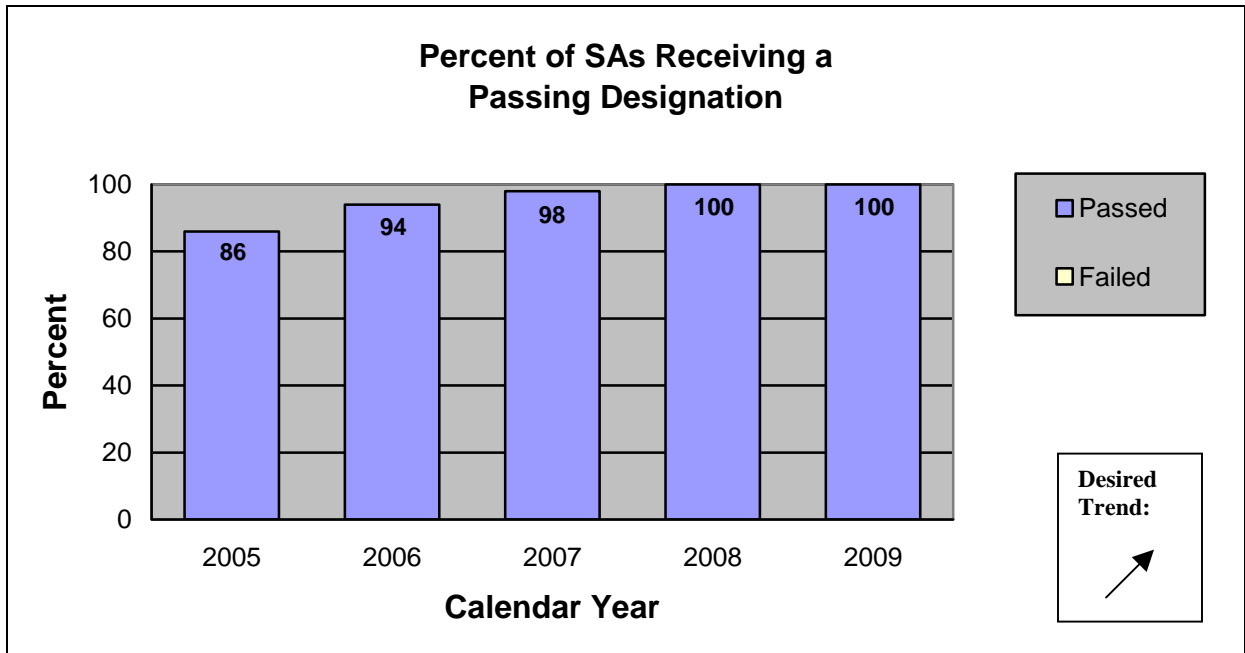
**Improvement Status:**

During October, November and December 2009, 217 SAs were conducted. This is a decrease of 38 SAs from the third quarter of 2009. The slight drop can be attributed to continuation of the New Entrant outreach programs, annual fall motor coach inspections in Branson, staff use of annual leave, as well as the implementation of the new federal software, *Mobile Client Application*\*. For the calendar year, 2009, there were 273 more SAs than the previous calendar year, 2008.

Between 2005 and 2008, the percent of motor carriers that passed the SA increased from 63 percent to 100 percent and held steady in 2009. The overall upward trend is due to the coordinated safety efforts of MoDOT, the Missouri State Highway Patrol, the FMCSA and the Kansas City and St. Louis police departments. MCS efforts include carrier safety and hazardous materials training, interactive Internet-based compliance tools and pamphlets designed to inform and educate the motor carrier industry about motor carrier safety regulations.

*\*Mobile Client Application was distributed by the Federal Motor Carrier Safety Administration on December 12, 2009. Flaws in the software prevented entry of federal safety audit information. As a result, no safety audits were completed for carriers with a New Entrant entry date of February 17, 2009, or later during the last two weeks of the calendar year.*





## Safe Transportation System

### *Number of terminal safety inspections conducted*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Kathy Hatfield, Motor Carrier Investigations Specialist

**Purpose:**

This measure tracks terminal safety inspections conducted by MoDOT Motor Carrier Services Safety and Compliance team.

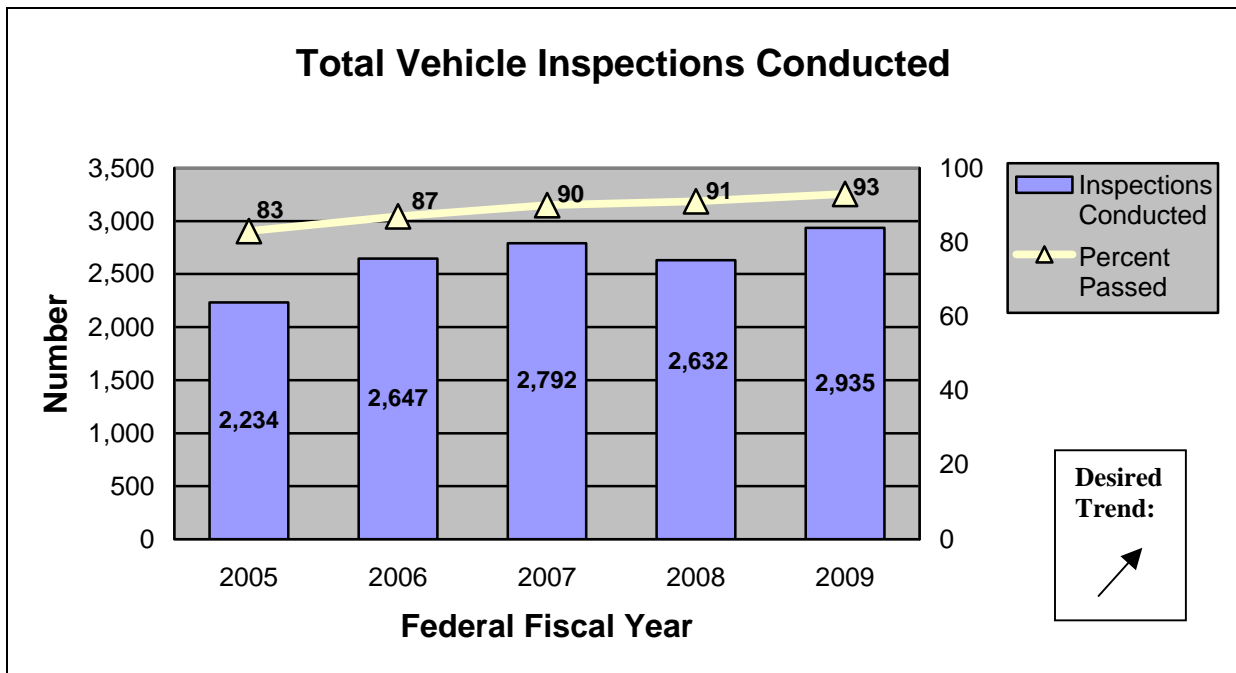
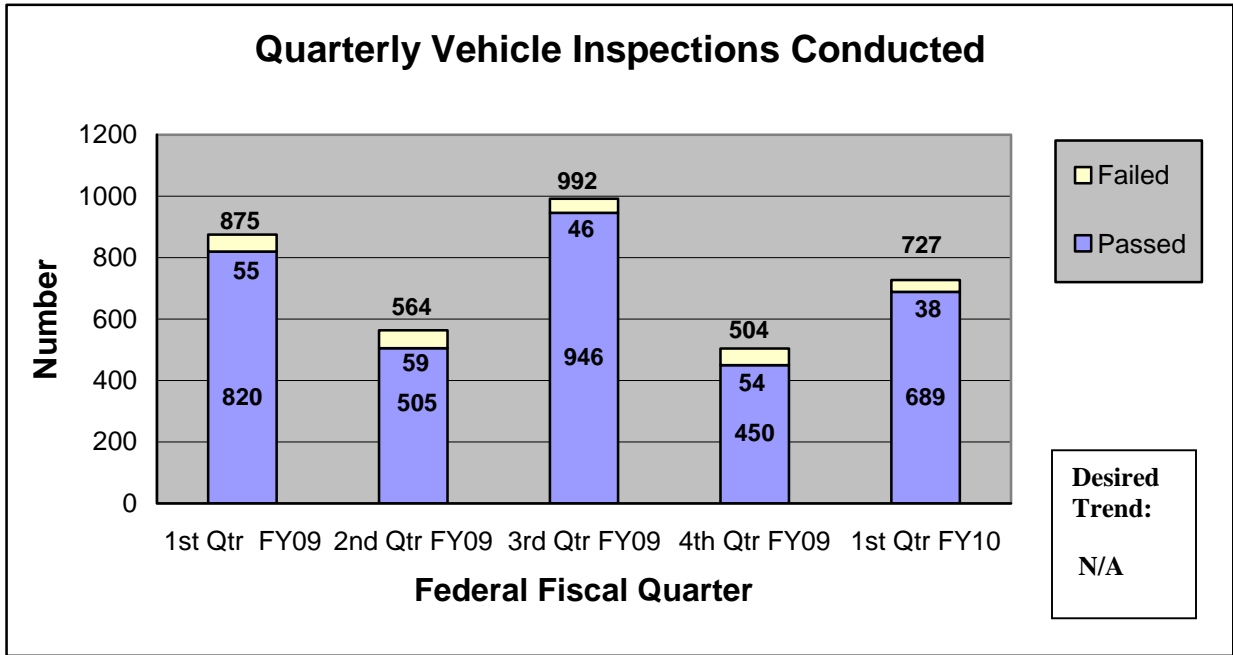
**Description:**

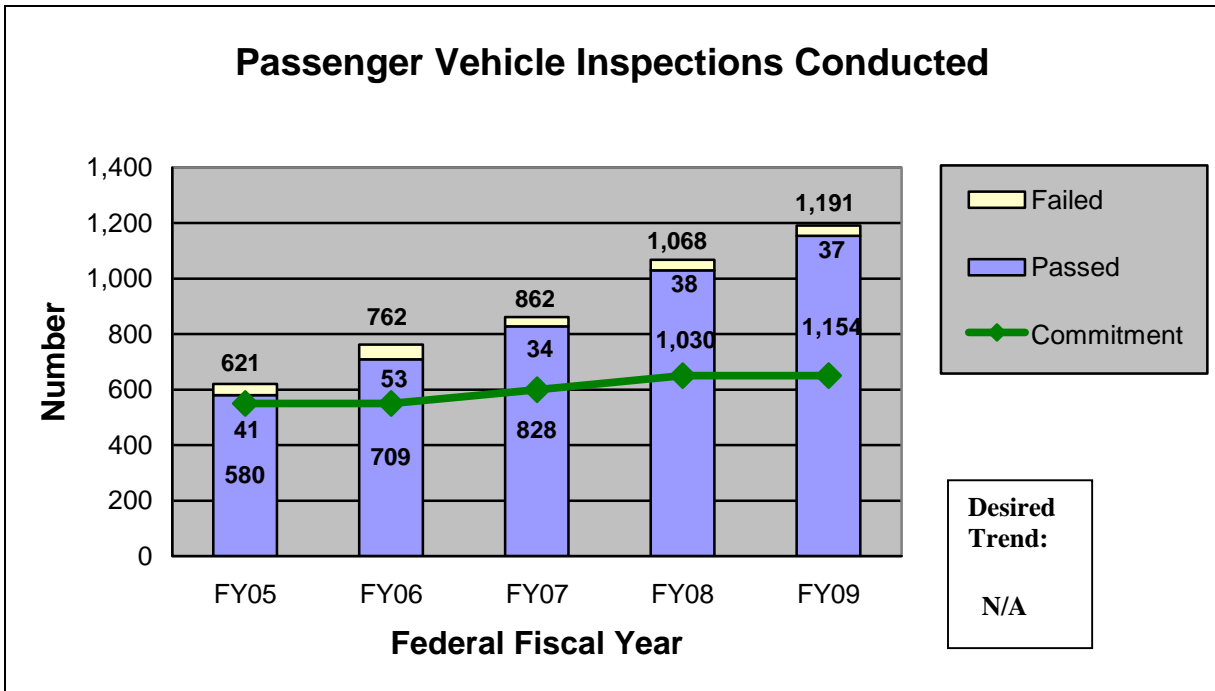
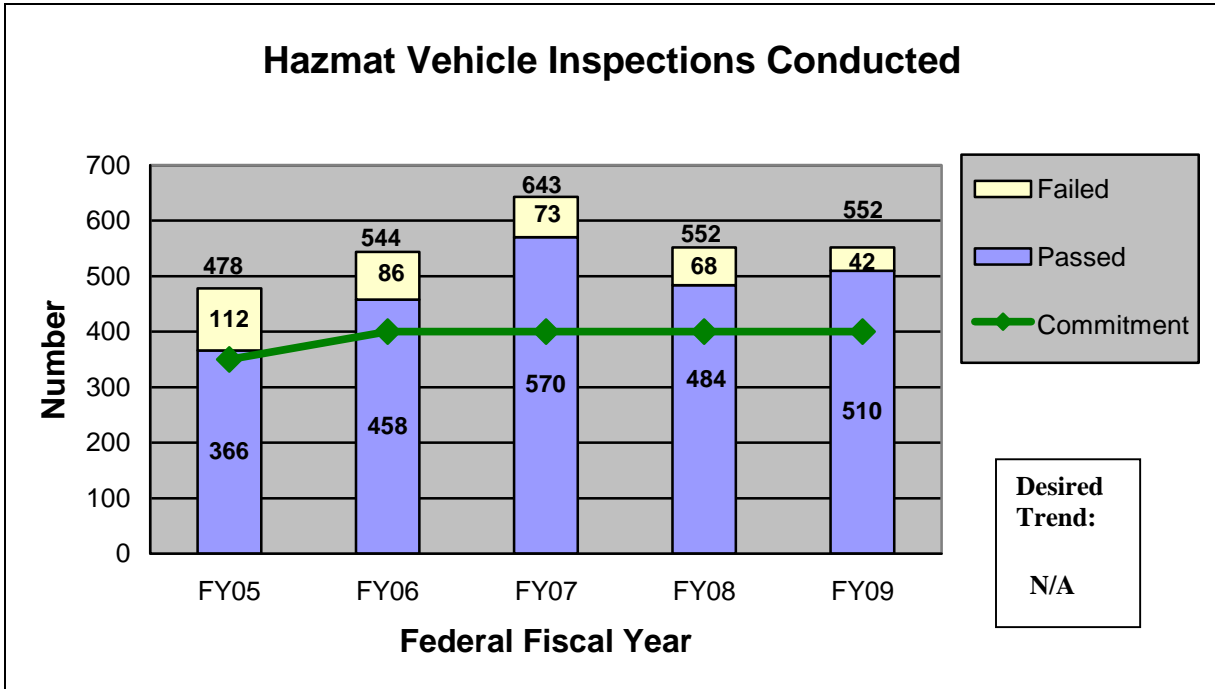
Terminal safety inspections are examinations of motor carriers' commercial motor vehicles. They are performed at a fixed terminal or destination facility and consist of an examination of a driver's hours of service, commercial driver's license requirements, medical examiner's certificate, skill performance evaluation certificate (if applicable), operating authority, financial responsibility, vehicle maintenance, hazardous materials and other transportation records. The inspection assesses the compliance of a company's motor vehicles and/or its drivers with Federal Motor Carrier Safety Administration safety, economic and hazardous materials regulations. The weather, number of complaints received and conducted, new entrant motor carrier applications and ongoing training requirements affect the number of TSIs conducted per quarter.

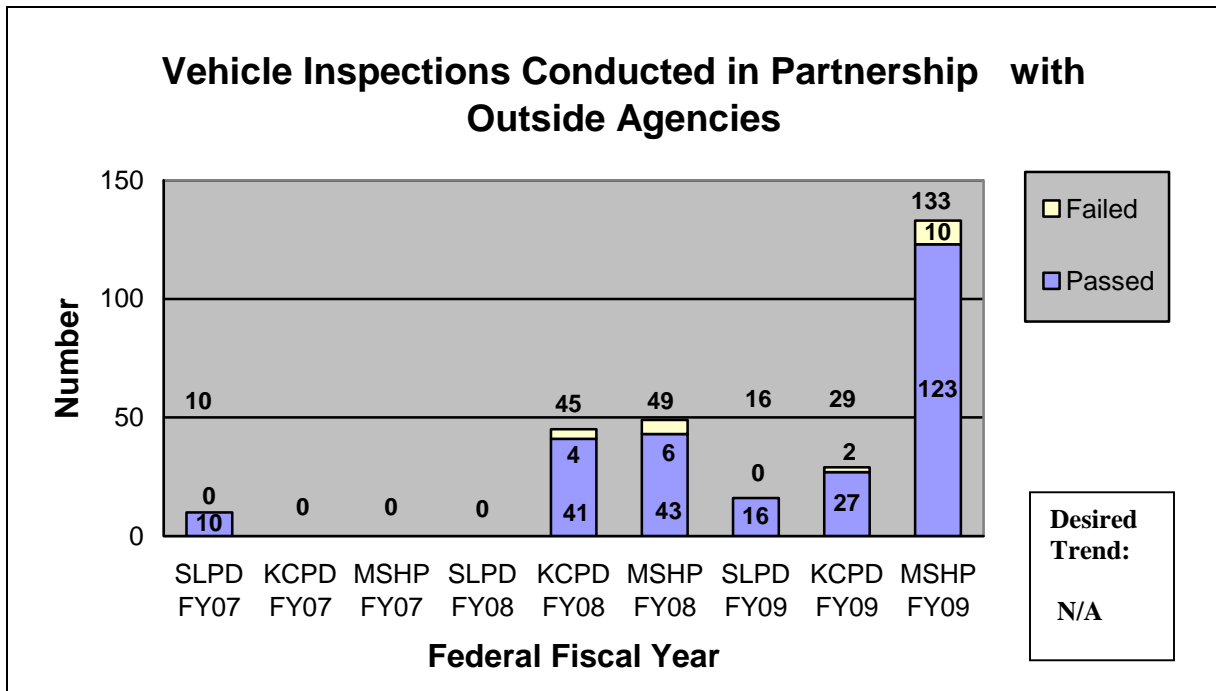
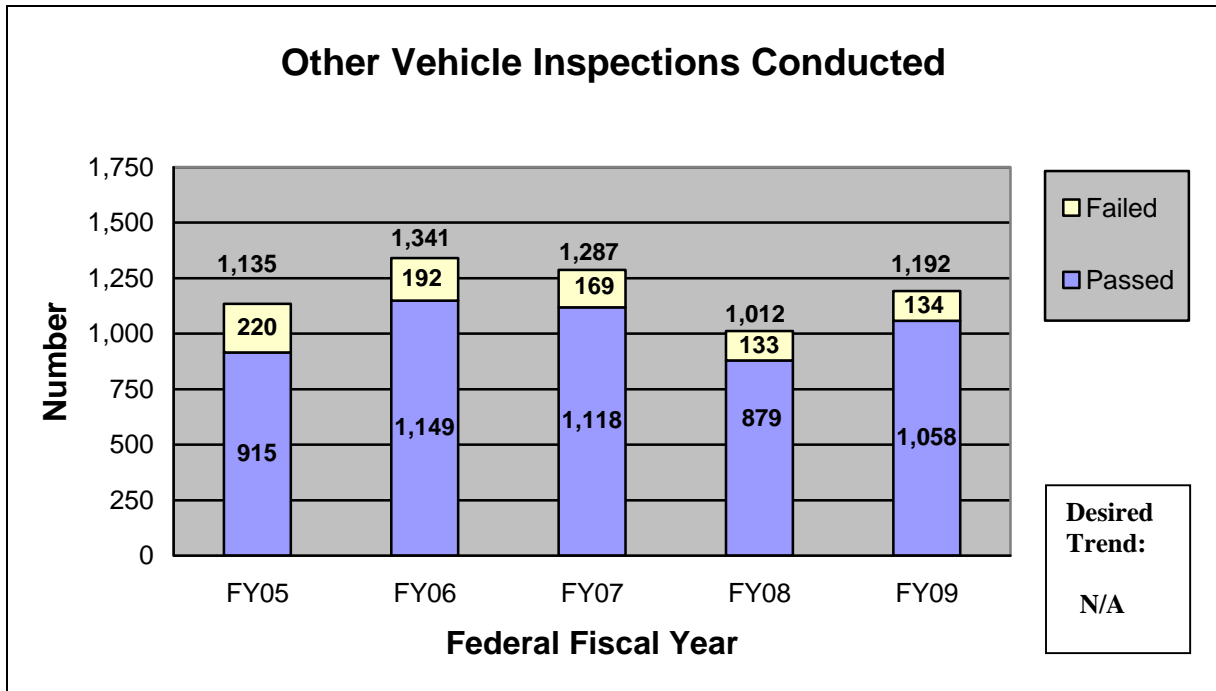
The first chart shows the number of TSIs conducted per quarter and the percent that passed inspection. Additional charts report the number of inspections conducted on hazardous material, passenger and other vehicles versus MoDOT's Commercial Vehicle Safety Plan commitment. A "passed" designation is issued following a Commercial Vehicle Safety Alliance North American Standard commercial motor vehicle inspection process when no critical vehicle inspection item violations are discovered. The "failed" designation is issued when violations cause the vehicle to be placed out of service.

**Improvement Status:**

In the first quarter of fiscal year 2010, 727 terminal safety inspections were conducted. This is a decrease in inspections compared to the first quarter of fiscal year 2009, due to poor weather conditions and reduced motor coach traffic in tourist areas. In 2009 of 2,935 vehicles inspected, 93% passed.







## Safe Transportation System

### *Number of intrastate PRISM carriers that become compliant with safety regulations*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Darrell Colvin, Motor Carrier Investigations Specialist

**Purpose:**

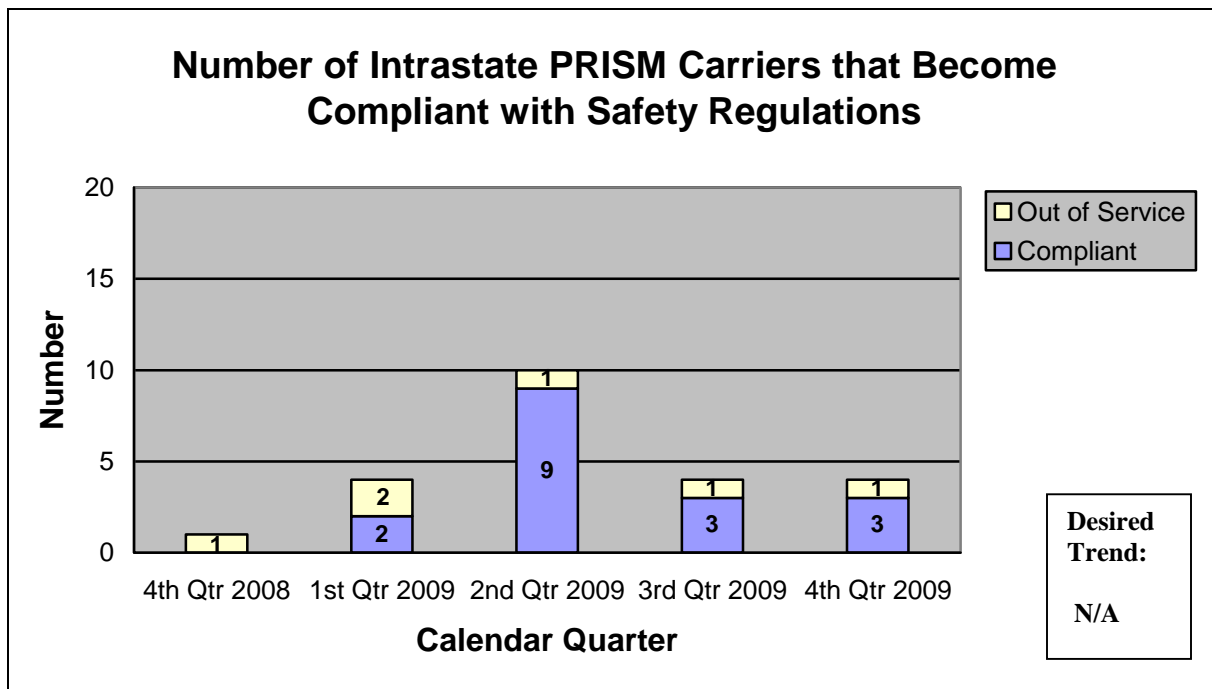
This measure tracks the number of intrastate motor carriers that receive an unsatisfactory safety rating and enter the Missouri intrastate Performance and Registration Information System Management program. This measure also tracks carriers in the PRISM program that do not attain an improved safety rating and are placed in an intrastate out-of-service status by MoDOT Motor Carrier Services.

**Description:**

On June 1, 2007, MoDOT implemented the PRISM program. State investigators identified intrastate motor carrier companies with unsatisfactory safety management practices and notified them that they had 60 days to improve their safety management practices and safety rating. Carriers that transport placardable amounts of hazardous materials or passengers and are rated unsatisfactory have 45 days to improve their management practices and safety rating. Within the improvement period, the carrier must request a follow-up compliance review. They must achieve a conditional or satisfactory rating to be removed from PRISM. If the carrier earns a second unsatisfactory rating, an out-of-service order is issued. An out-of-service carrier must turn in their license plates, registration certificates, permits and other credentials. They cannot operate in Missouri and are placed back in service only after they demonstrate improved safety management practices.

**Improvement Status:**

During the fourth quarter of 2009, three intrastate carriers were placed in the intrastate PRISM program. All carriers became compliant with the Federal Motor Carrier Safety Regulations, improving their safety rating, and were not placed intrastate out-of-service during the fourth quarter. However, one carrier that previously participated in the intrastate PRISM program and was placed out of service during the first quarter of 2009, failed to obtain a follow-up compliance review. This resulted in the carrier being placed out of service during the fourth quarter of 2009 until an upgraded safety rating was earned.



## Safe Transportation System

### ***Number of interstate carriers placed out-of-service and issued a license suspension order***

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Darrell Colvin, Motor Carrier Investigations Specialist

**Purpose:**

This measure tracks the number of interstate motor carriers that are placed out-of-service by the Federal Motor Carrier Safety Administration and enter the Missouri interstate Performance and Registration Information System Management program. This measure also tracks carriers in the interstate PRISM program that are issued a license suspension order by MoDOT Motor Carrier Services.

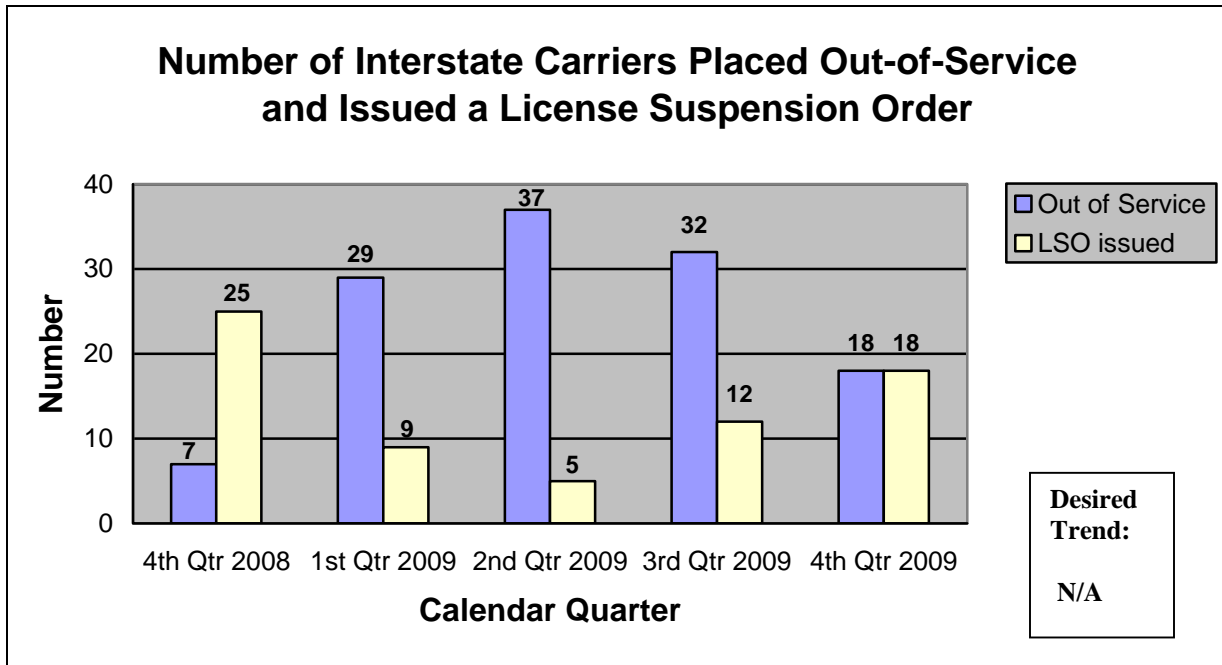
**Description:**

On October 1, 2007, MoDOT implemented the interstate PRISM program, retroactive to January 1, 2007. The FMCSA sent MCS investigative personnel federal out-of-service orders for Missouri-based carriers. Missouri-based carriers were placed interstate out-of-service for one or more of the following reasons: failing new entrant safety audit, failing to pay federal fines, not allowing federal safety audit to be conducted, final unsatisfactory safety rating and being declared an imminent hazard. When a federal out-of-service order is issued, MCS issues the carrier a license suspension order. An out-of-service carrier must turn in their license plates, registration certificates, permits and other credentials. They cannot operate in interstate commerce and are placed back in service only after the federal out-of-service order and license suspension order are rescinded. On the 15<sup>th</sup> of each month an out-of-service carrier activity list is obtained from the Motor Carrier Management Information System, which identifies Missouri-based interstate OOS carriers that operate without authority.

**Improvement Status:**

During the fourth quarter of 2009, MCS Safety and Compliance received out-of-service orders for 18 interstate motor carriers placed out of service by the FMCSA. Seventeen out-of-service carriers were identified and issued license suspension orders. One carrier was reinstated by the FMCSA before the license suspension order was issued, requiring no further action from MCS. One current carrier, placed out of service during the second quarter of 2009 and not issued a license suspension order during that period, was issued a license suspension order due to current roadside activity. The 18 license suspension orders issued include: three orders to unsatisfactory rated carriers, two orders to carriers that owe federal penalties, and 13 orders to new entrant carriers.

The decrease in out-of-service orders by the FMCSA to Missouri based carriers can be attributed to a near 300 percent decrease in new entrant motor carriers placed out of service in the last three quarters of 2009.



## Personal, Fast, Courteous And Understandable Response To Customer Requests (Inbound)

### *Average phone queue time and calls*

**Motor Carrier Services Director:** Jan Skouby

**Measurement Driver:** Diana Stickler, Motor Carrier Services Support Supervisor

**Purpose of the Measure:**

This measure tracks the number of phone calls received and the length of time calls are held in the phone queue via the CISCO phone system for the Motor Carrier Services Compliance Communication Center programs, International Registration Plan, Oversize Overweight, Operating Authority and the Unified Carrier Registration. The desired trend is to reduce the initial time that a customer is on hold in the phone queue. Reduction of the customer initial hold time means more calls should receive a response.

**Description:**

Phone data is collected monthly from the CISCO WebView Reporting System for all CCC programs. The goal is to keep call hold time to a minimum. Wireless phone headsets allow agents greater mobility throughout the office resulting in faster retrieval of phone calls. Agents are encouraged to process phone calls accurately and with all necessary information, so as to complete transfer of knowledge to the motor carrier customer.

**Improvement Status:**

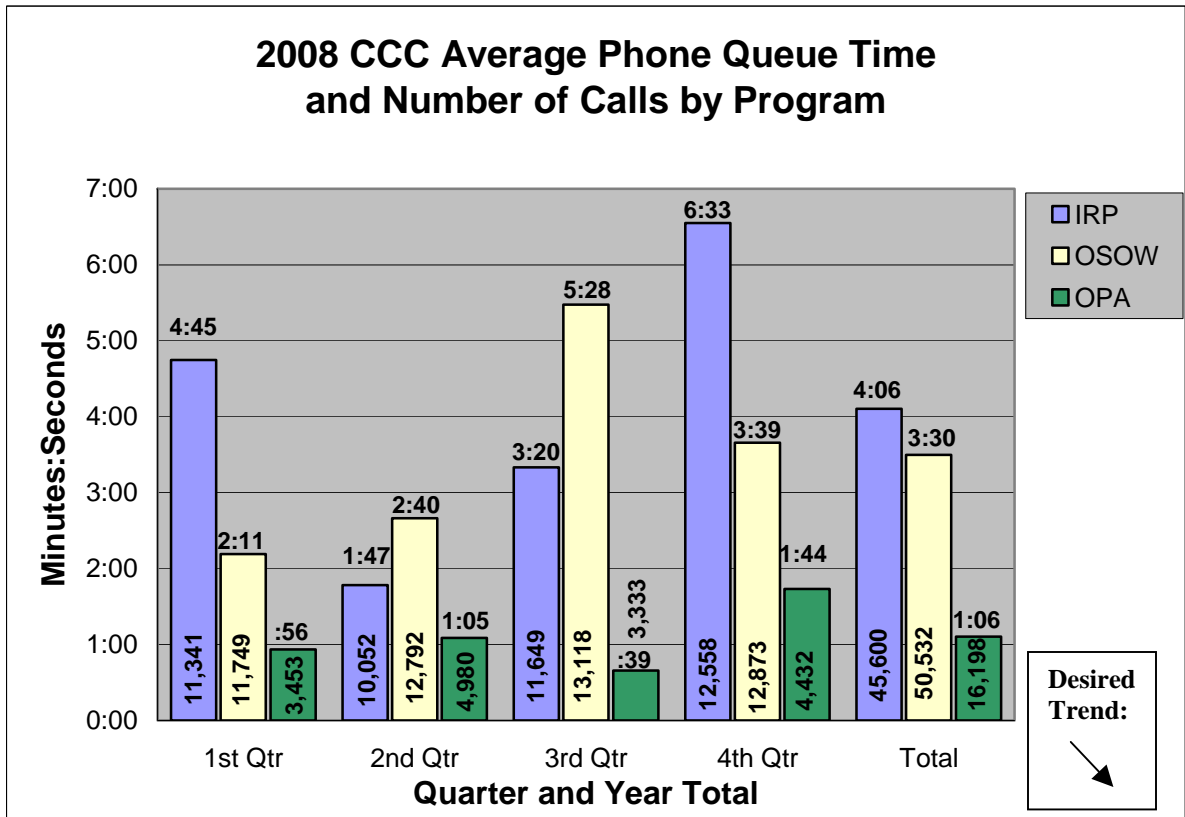
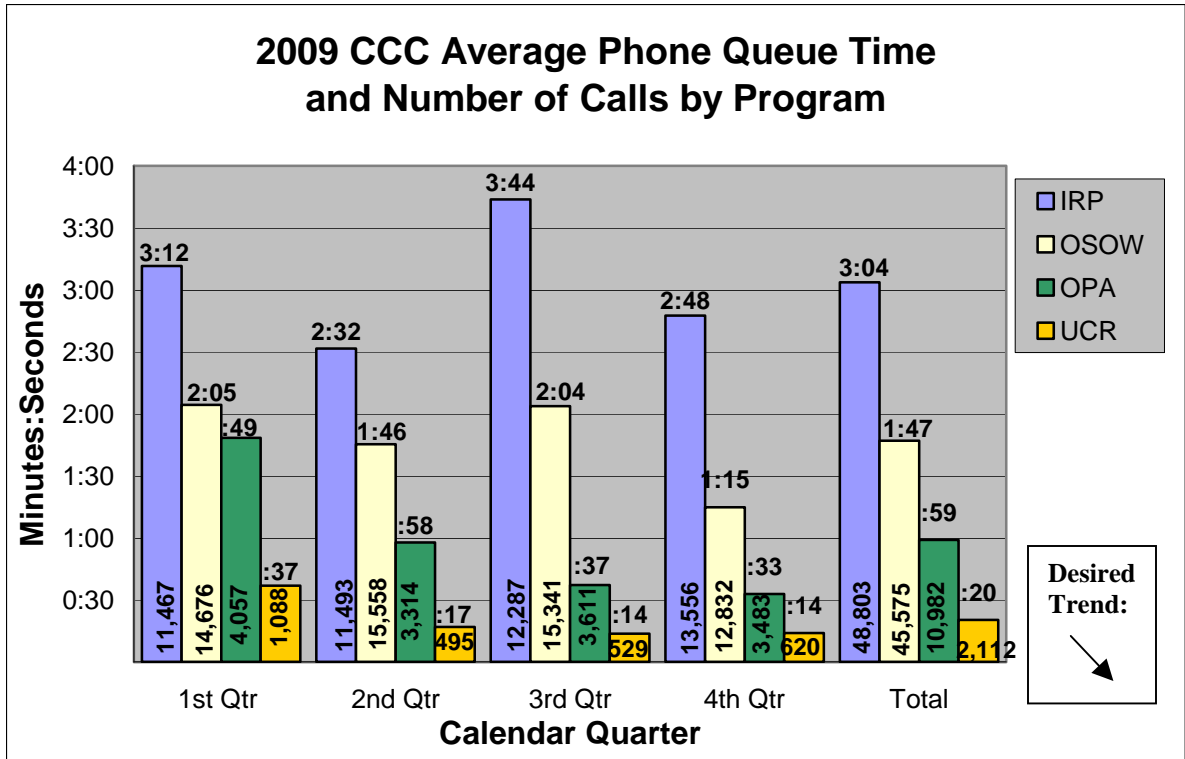
The UCR program queue began in December 2008 therefore no previous year data is available.

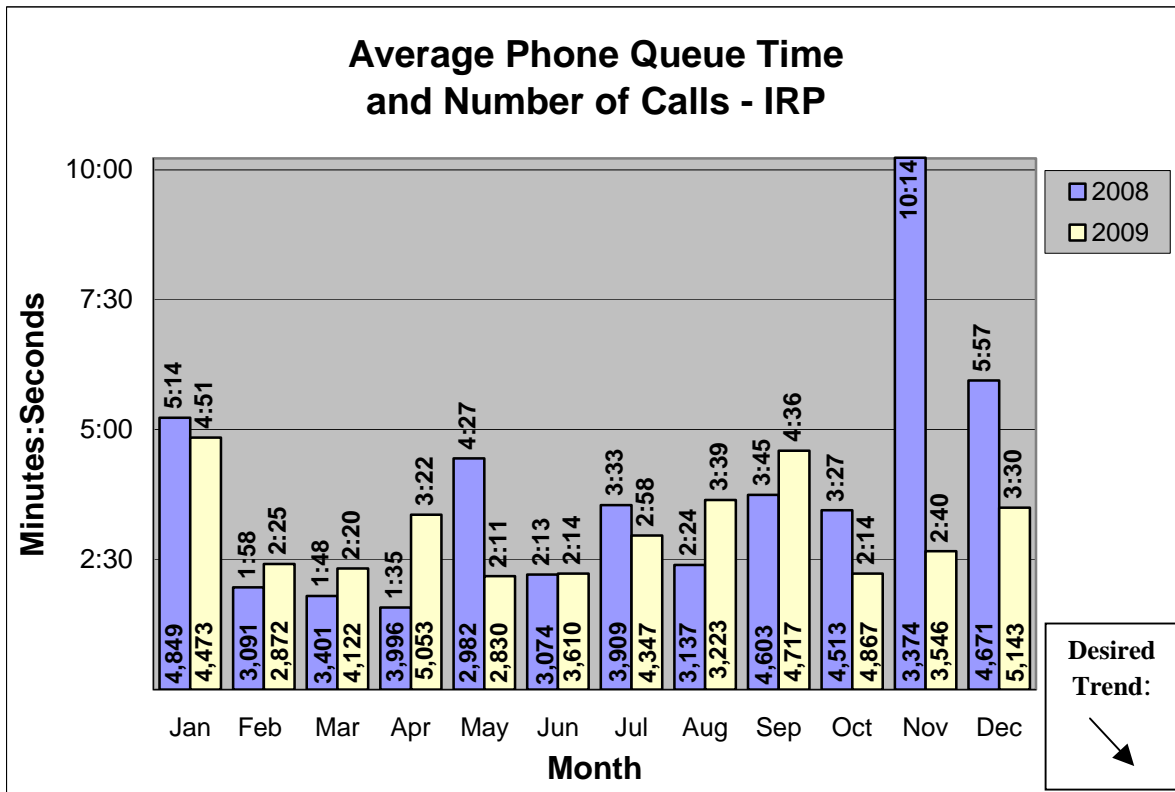
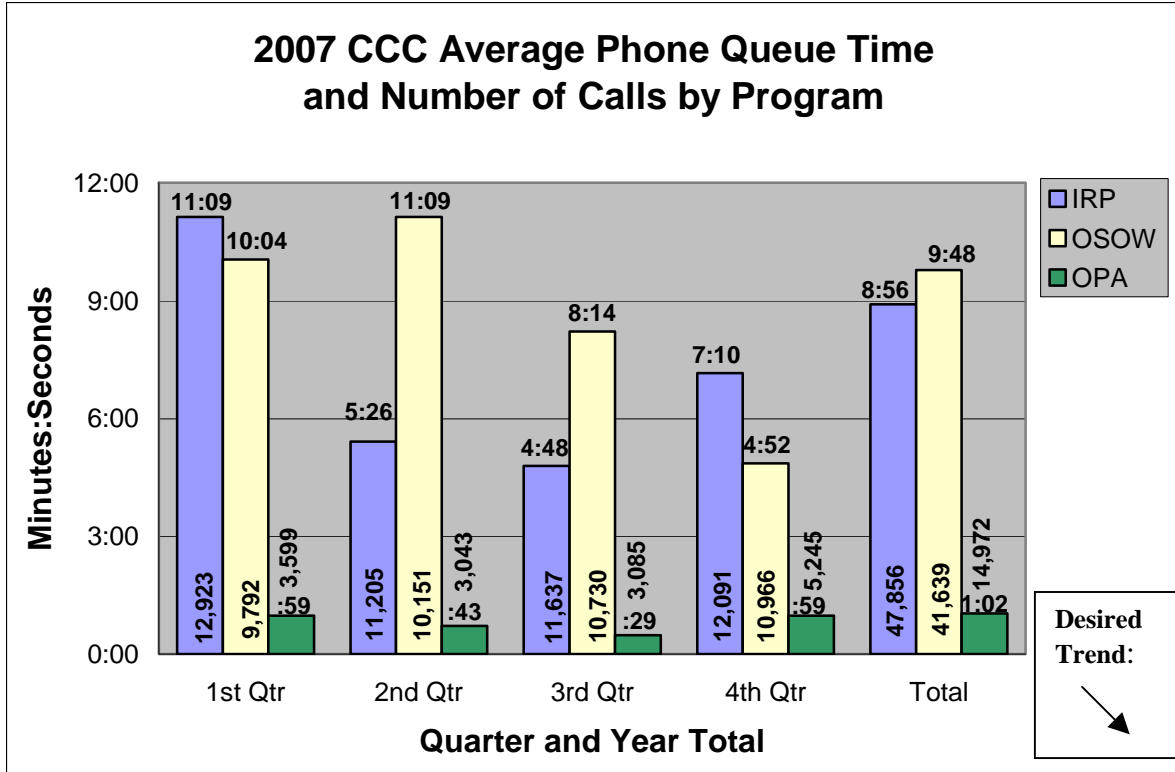
IRP saw an increase in the number of calls from 12,558 to 13,556 (998 or 7.9 percent) and a decrease in average queue time from 6:33 to 2:48 minutes (3:45 or 57.2 percent) from the fourth quarter of 2008 to the fourth quarter of 2009. The decrease in queue time is partly due to an increase of 25 percent online usage and more agents cross trained to process documents freeing more tenured agents to answer phone calls. IRP also had two temporary employees fully trained to process new accounts, which is more time consuming.

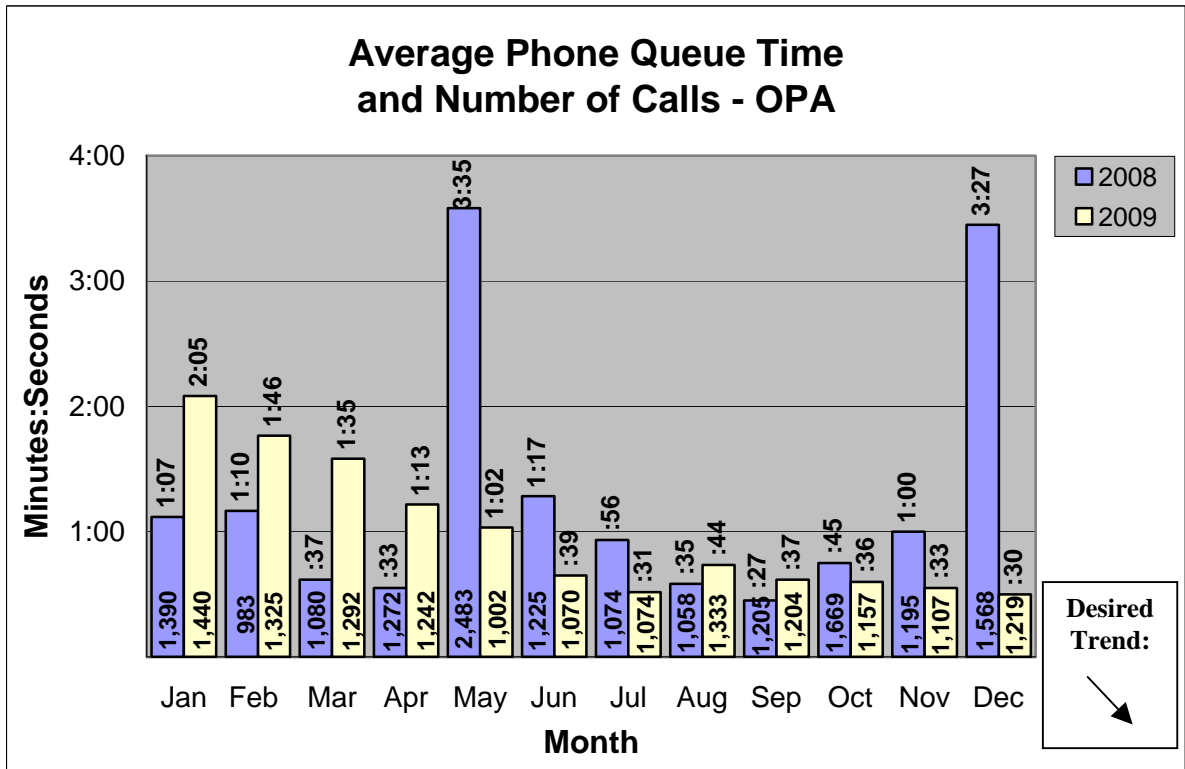
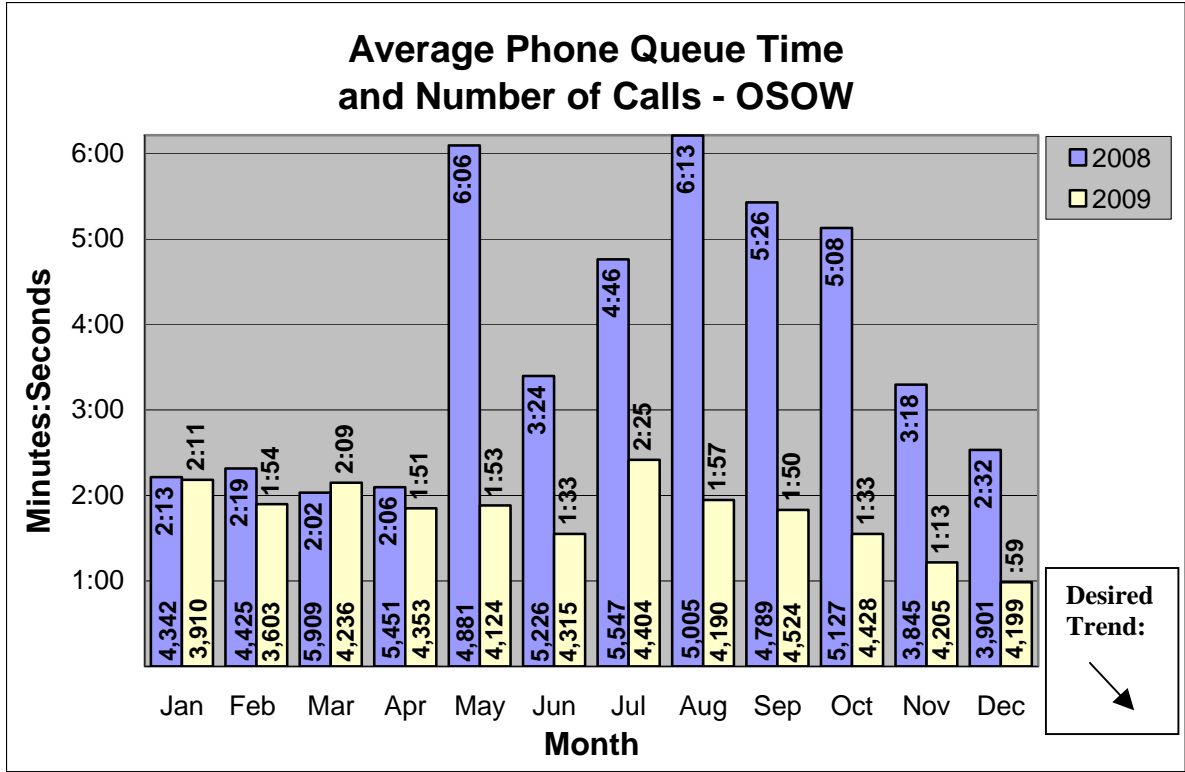
OSOW saw a decrease in the number of calls from 12,873 to 12,832 (41 or .3 percent) and a decrease in average queue time from 3:39 to 1:15 minutes (2:24 or 65.8 percent) from the fourth quarter of 2008 to the fourth quarter of 2009.

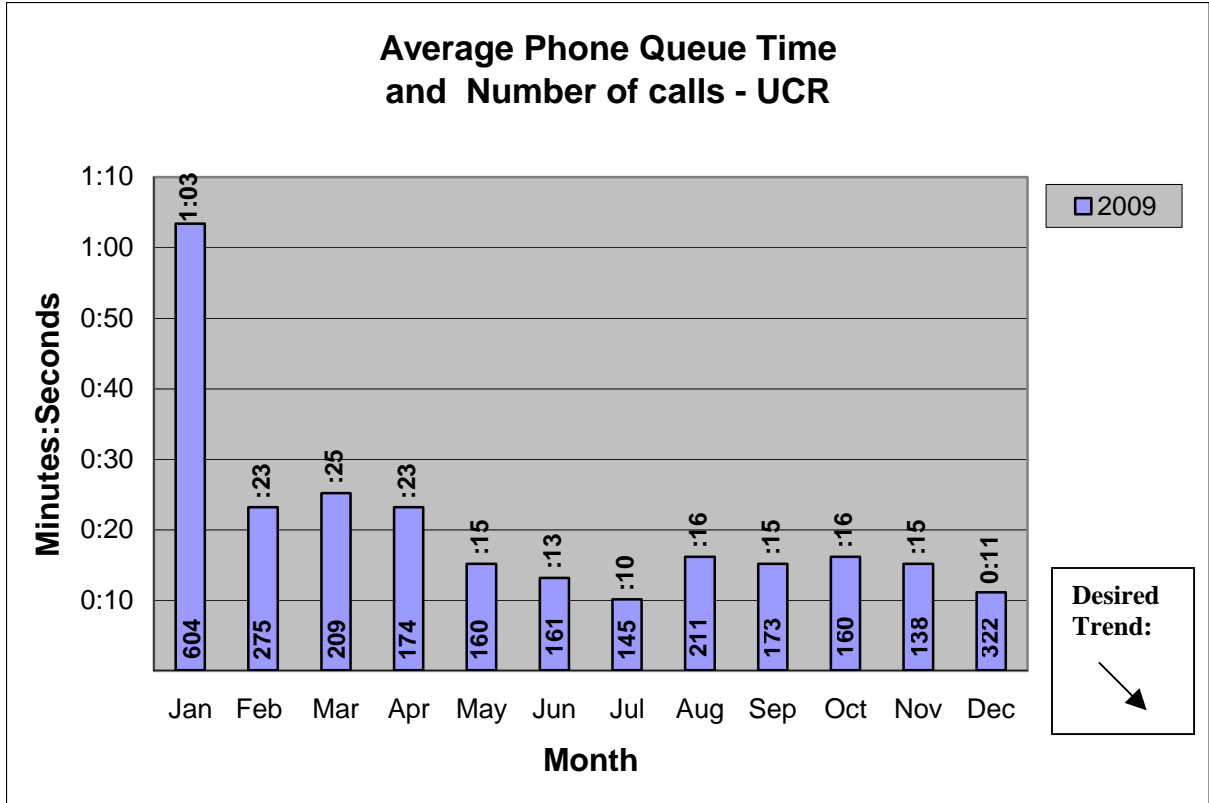
OPA saw a decrease in the number of calls from 4,432 to 3,483 (949 or 21.4 percent) and a decrease in average queue time from 1:44 to :33 minutes (1:11 or 77.1 percent) from the fourth quarter of 2008 to the fourth quarter of 2009. The decreased queue time is partly due to more experienced agents than last year. The decrease in the number of calls could be attributed to the absence of a 2010 UCR program. The OPA agents handled more complicated calls last year.

The data for the percent of calls answered in 1 minute is corrupt therefore no graphs are available.









## Personal, Fast, Courteous And Understandable Response To Customer Requests (Inbound)

### *Walk-in wait time*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Diana Stickler, Motor Carrier Services Support Supervisor

**Purpose:**

This measure tracks Motor Carrier Services' progress in minimizing the wait time experienced by walk-in customers. Data is measured from the time a customer enters the facility until the time an agent begins helping them. By monitoring the wait time MCS may determine which areas need improvement.

**Description:**

Daily walk-in sheets for each walk-in customer supply the information for this report. Front desk staff initiates the walk-in sheet. The sheet is forwarded to an agent for completion. This may be an agent that works primarily with the International Registration Plan, International Fuel Tax Agreement, Operating Authority or Oversize/Overweight Programs. All agents work with Unified Carrier Registration. Data collected from this sheet includes customer wait time by program and the number of programs an agent assisted the customer with. This measure does not include carriers' time spent waiting to obtain additional documents not generated by MCS.

**Improvement Status:**

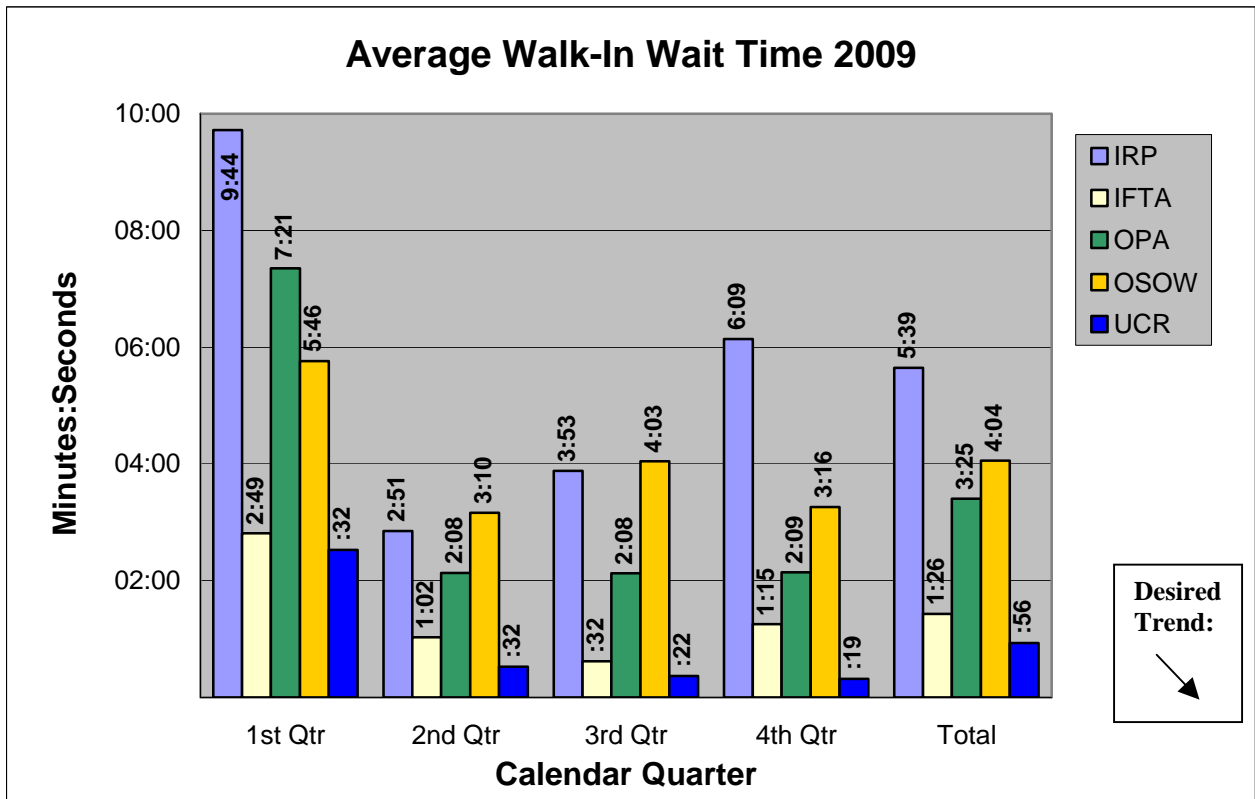
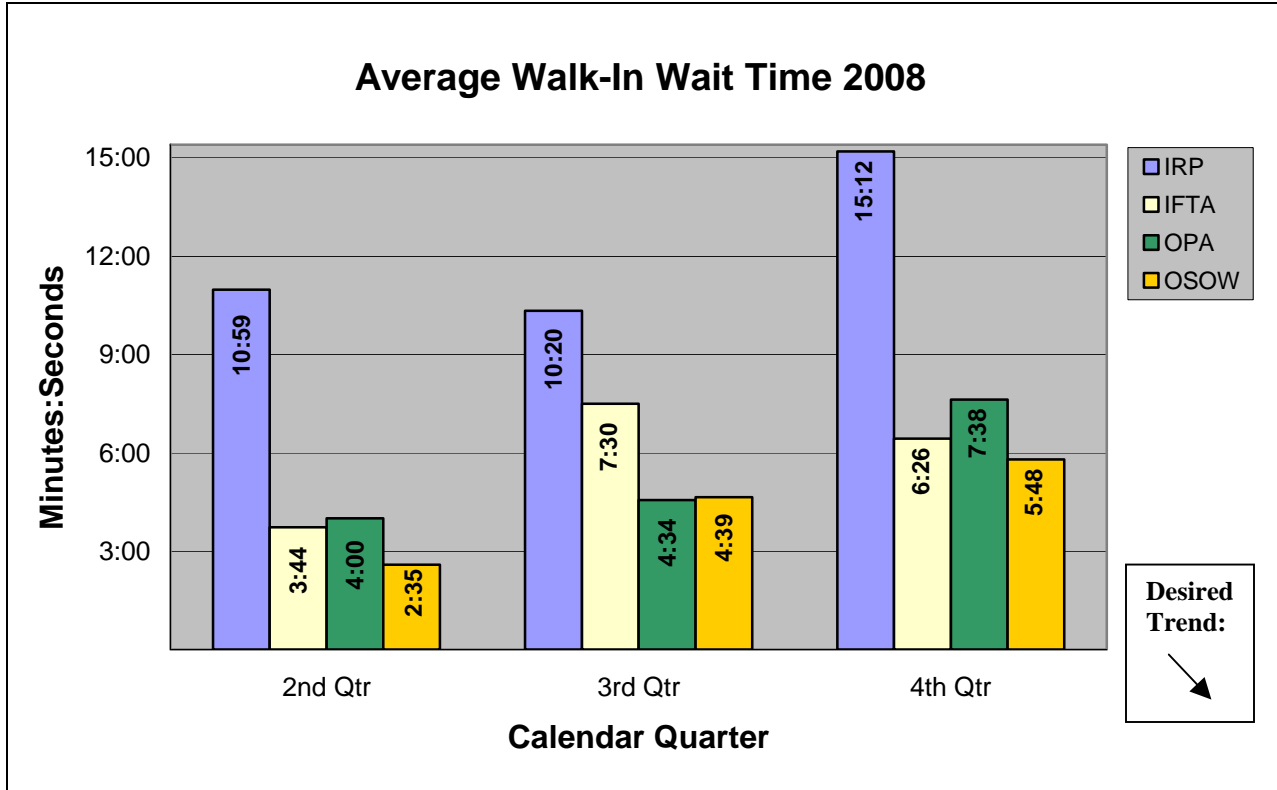
The fourth quarter of 2009 saw a decrease of 99 (10.87 percent) total walk-ins from the fourth quarter of 2008. The data for the fourth quarter of 2008 has been corrected. Accurate data for the first quarter of 2008 is not available, therefore year-to-date total comparisons are not obtainable.

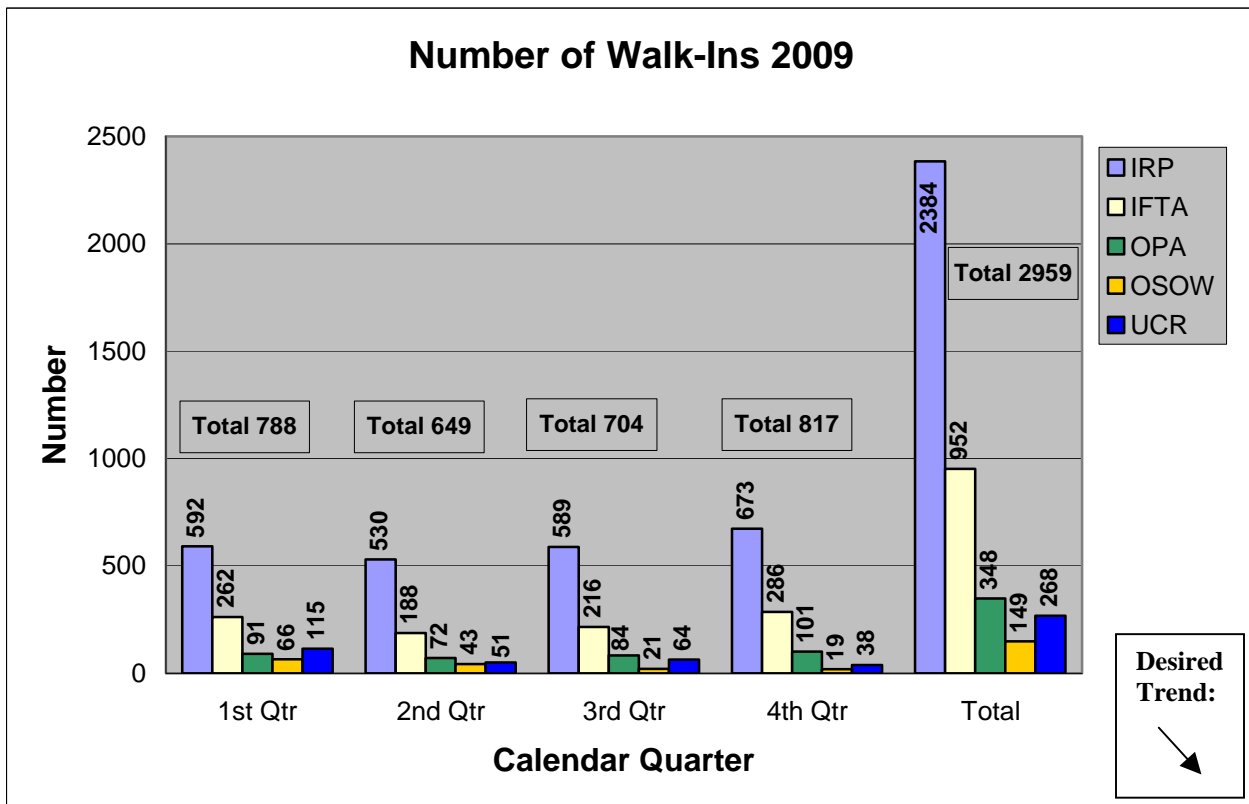
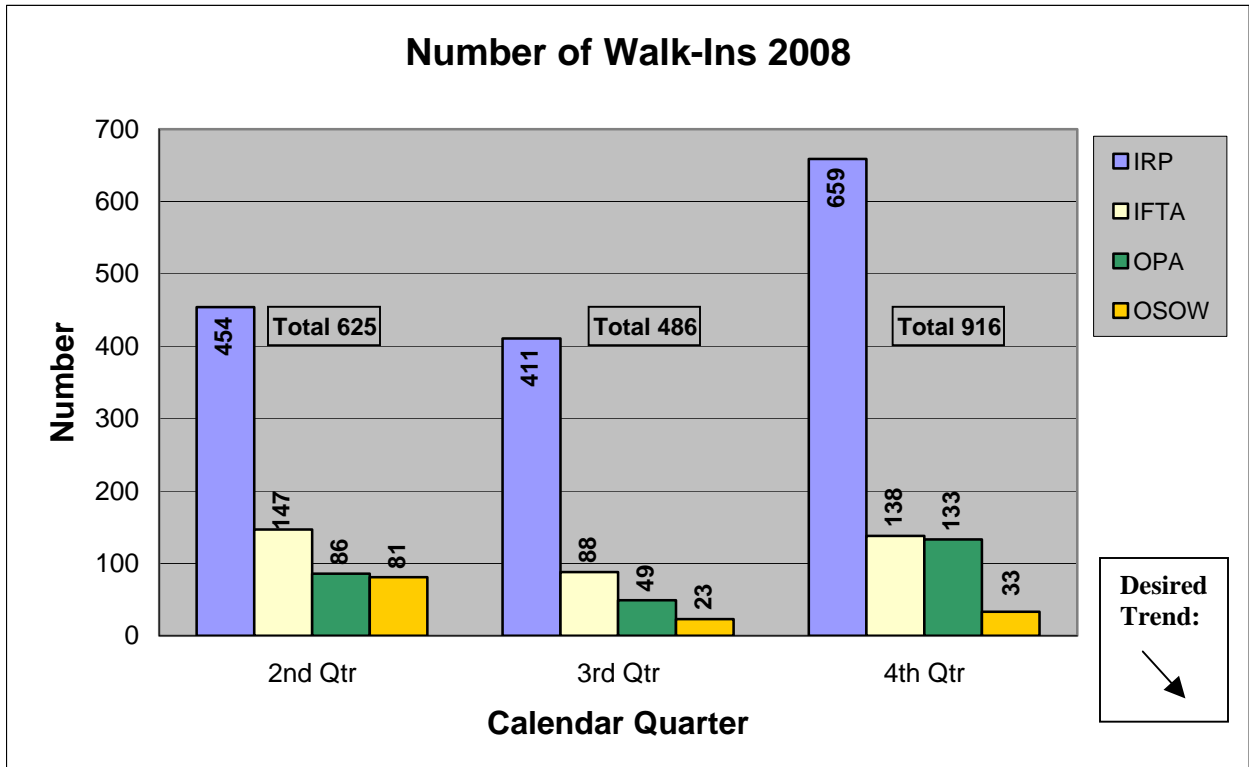
IRP saw an increase of 14 (2.1 percent) walk-ins and a decrease in average wait time of 9:03 minutes (59.9 percent) from the fourth quarter of 2008 to the fourth quarter of 2009. Continued cross training allows tenured IRP agents to assist walk-ins while less experienced agents work document collections.

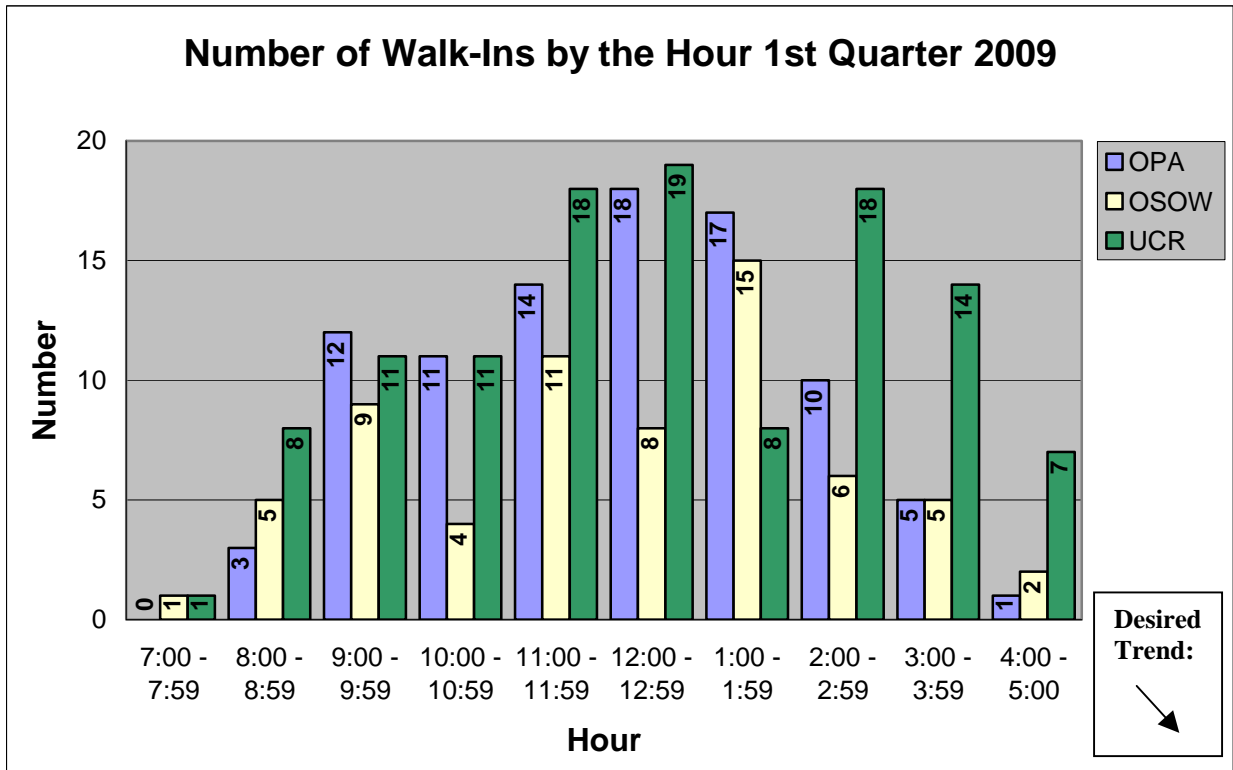
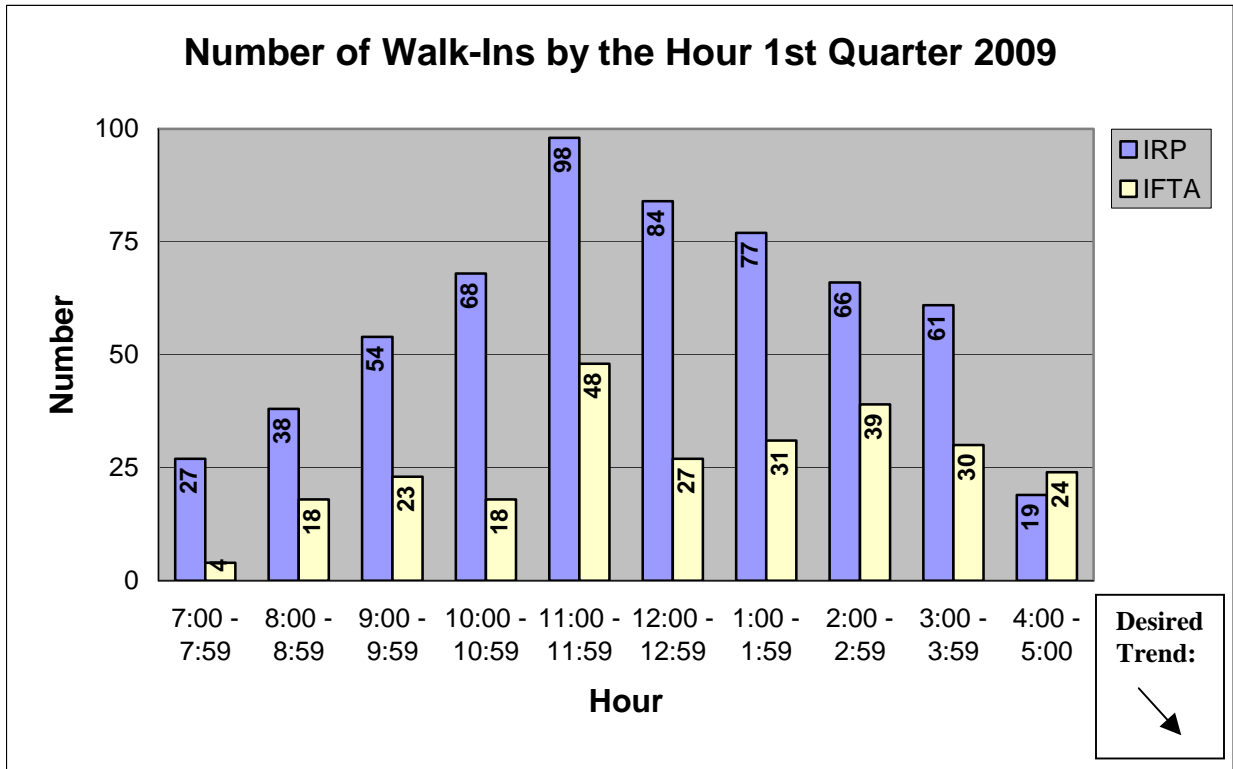
IFTA saw an increase of 148 (107 percent) walk-ins and a decrease in average wait time of 5:11 minutes (80.6 percent) from the fourth quarter of 2008 to the fourth quarter of 2009. The increase in the number of walk-ins could be attributed to the requirement to pay a bond or obtain a bond waiver prior to getting reinstated after a carrier is suspended. This is the first quarter bond requirement before reinstatement is enforced. Carriers are prevented from receiving credentials from other programs if they are suspended for IFTA.

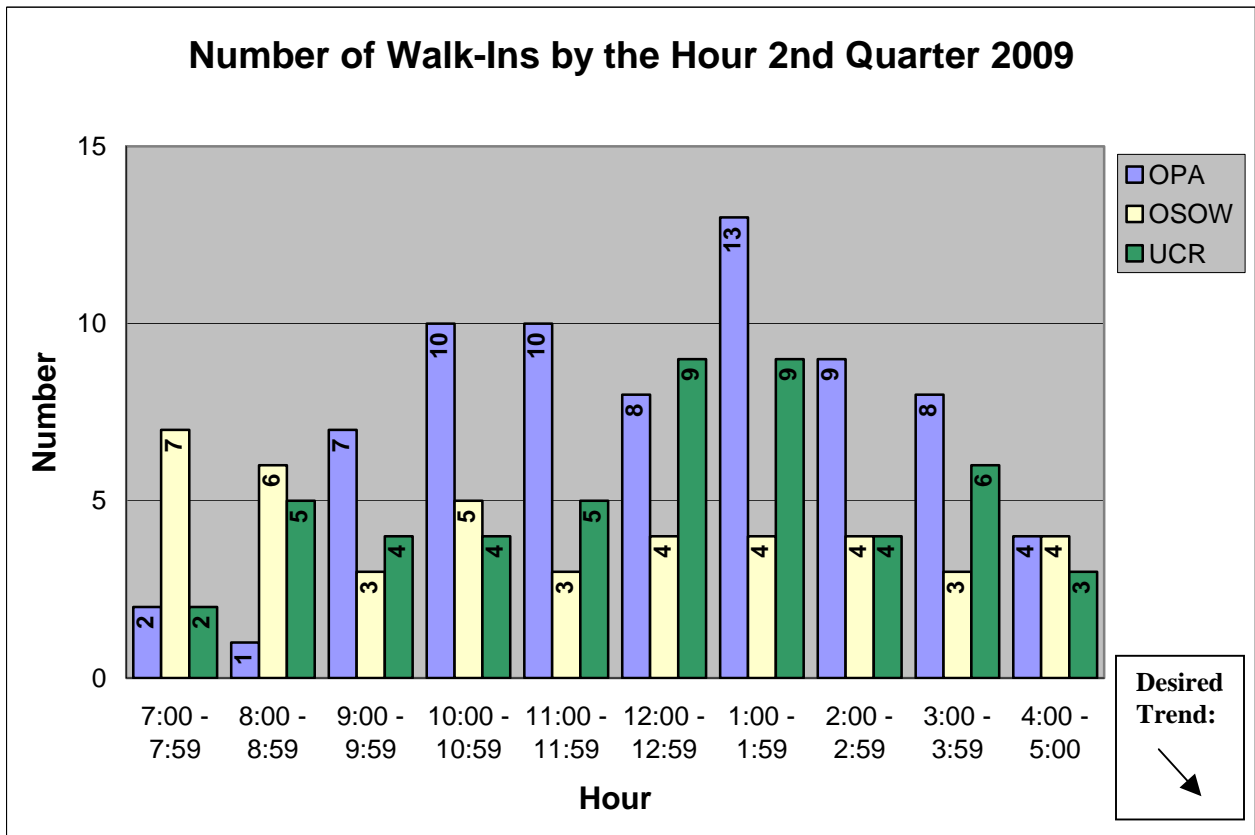
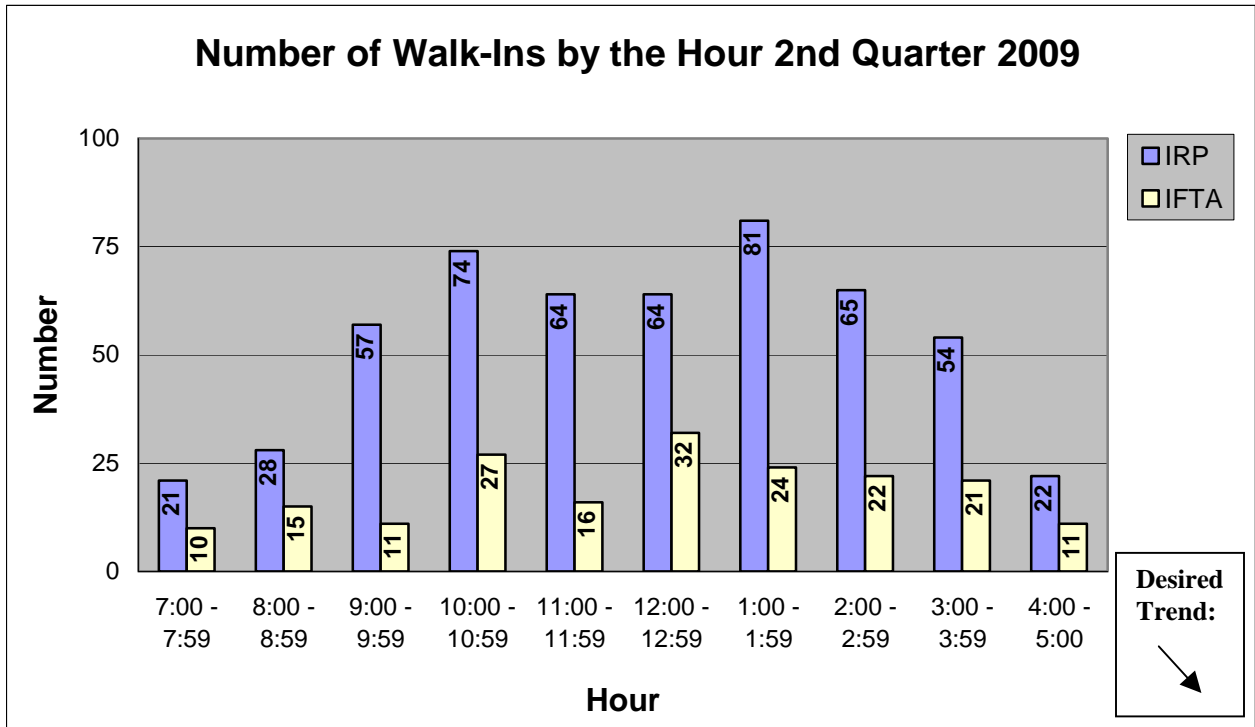
OPA saw a decrease of 32 (24.1 percent) of walk-ins and a decrease in average wait time of 5:38 minutes (73.8 percent) from the fourth quarter of 2008 to the fourth quarter of 2009. The decrease in wait time is due to the availability of more experienced agents.

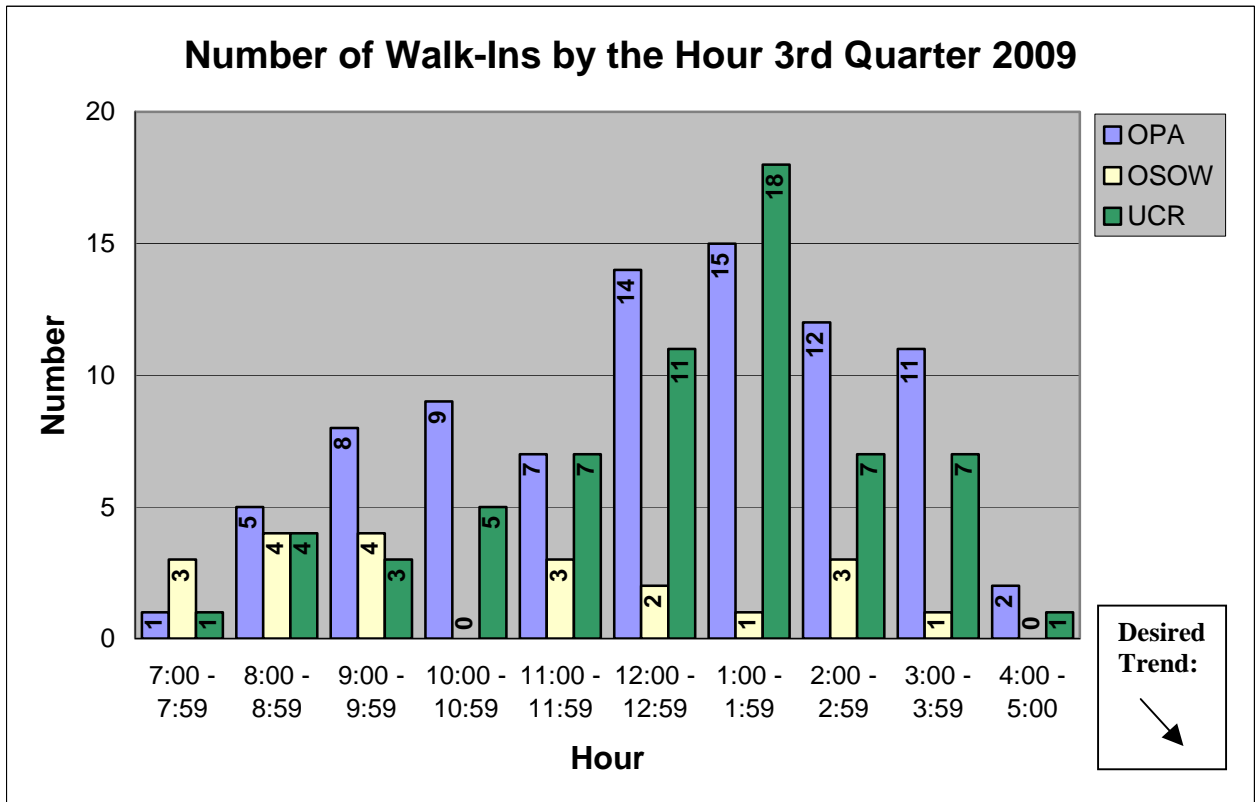
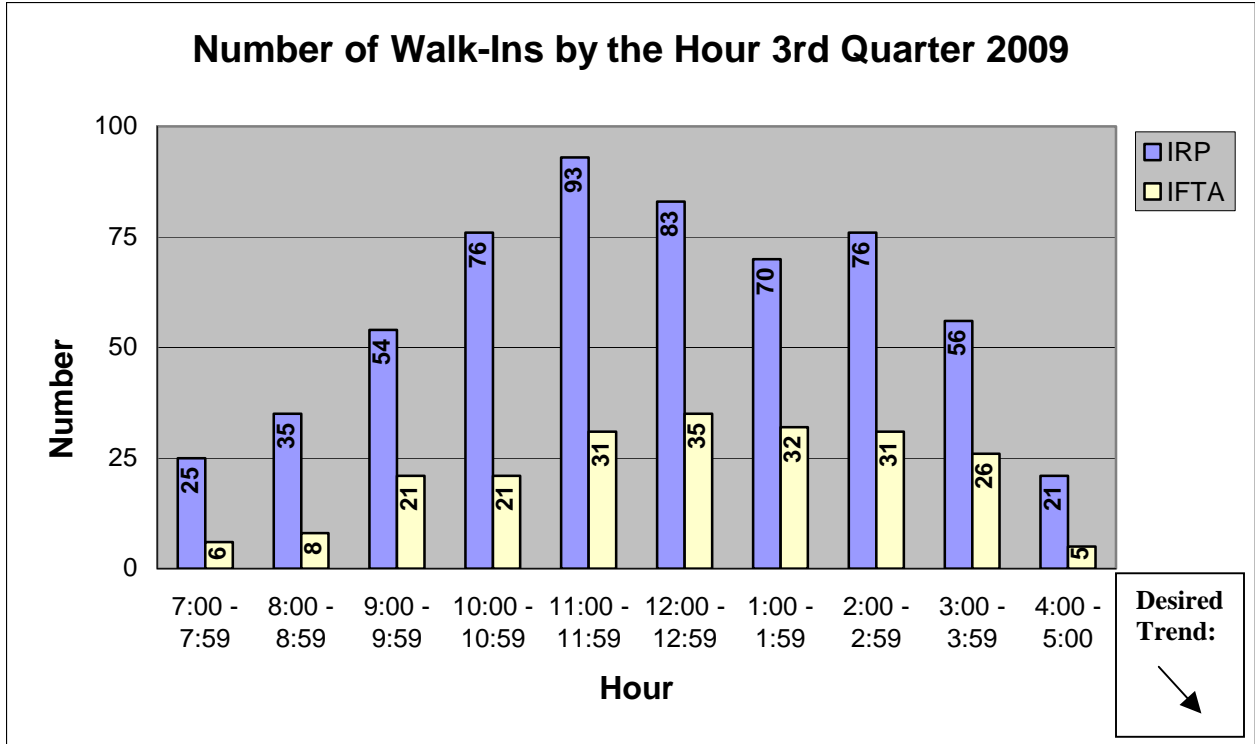
OSOW saw a decrease of 14 (42 percent) walk-ins and a decrease in average wait time of 2:32 minutes (43.7 percent) from the fourth quarter of 2008 to the fourth quarter of 2009. Although OSOW agents have been assisting with other sections it has not diminished their ability to provide outstanding customer service to carriers needing oversize overweight assistance.

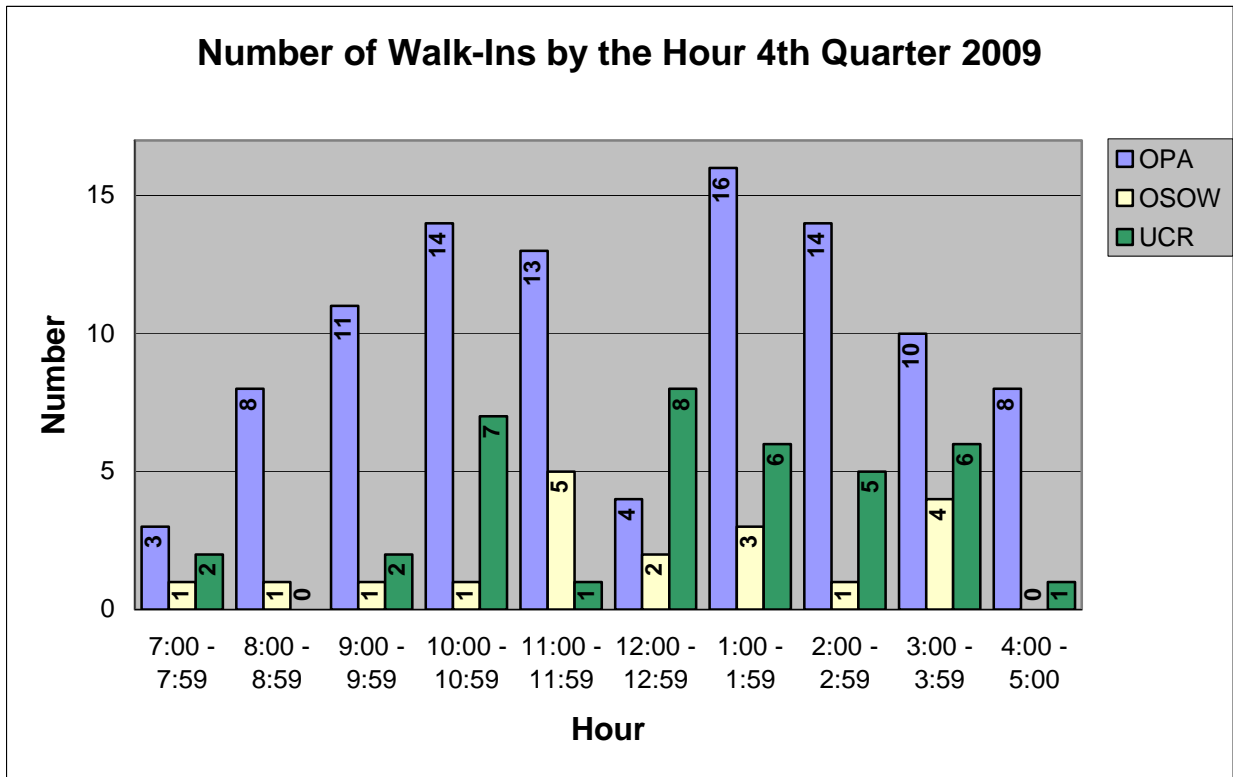
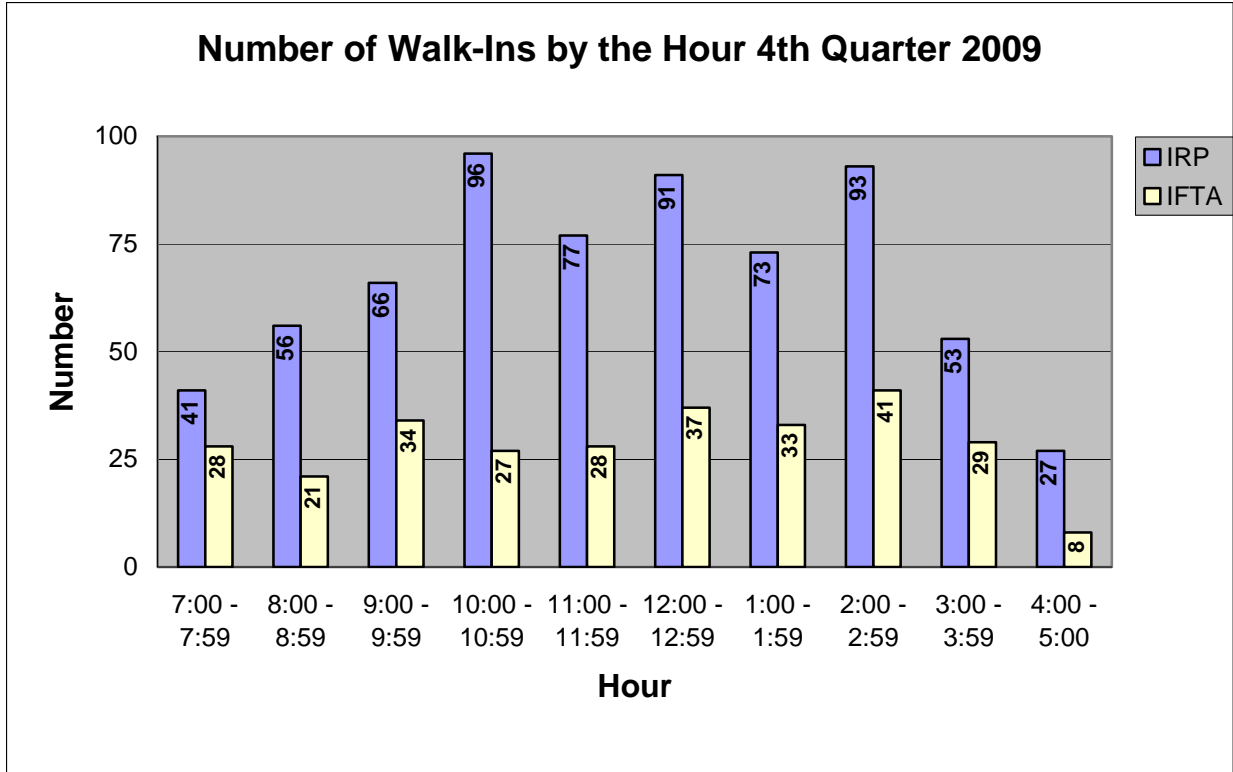


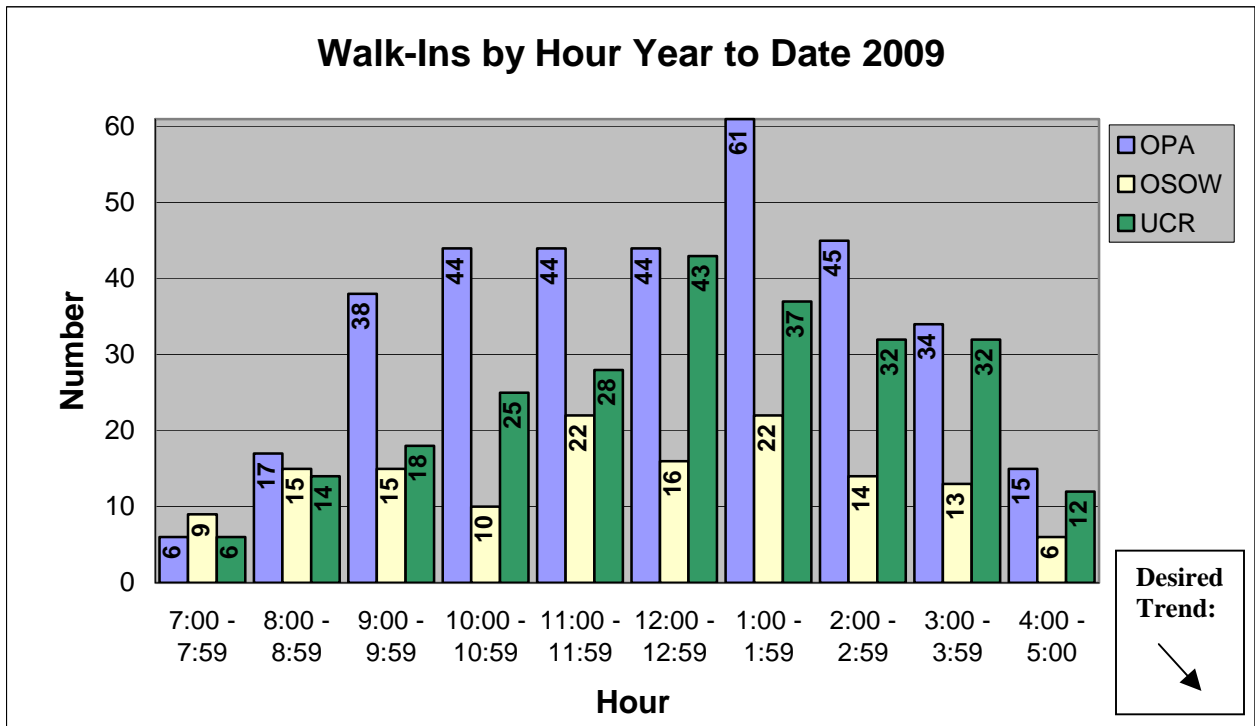
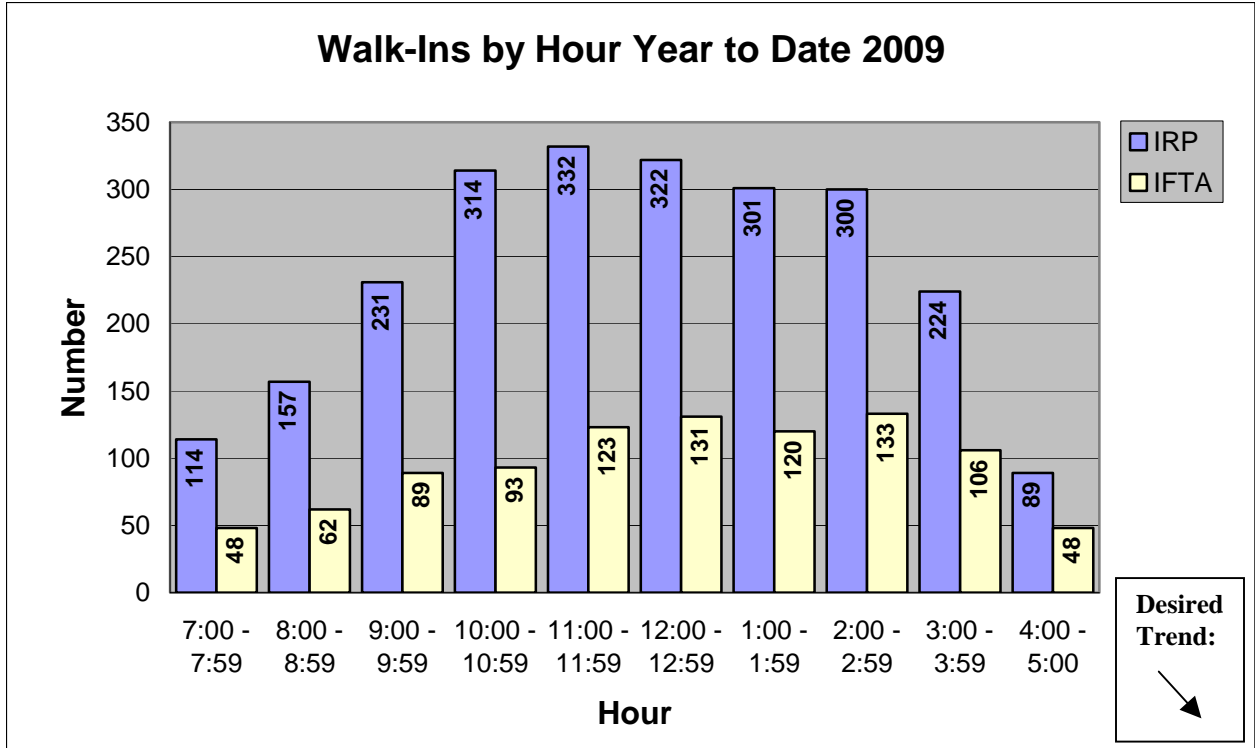












## Partner with Others to Deliver Transportation Services

### *Hours served in partnership*

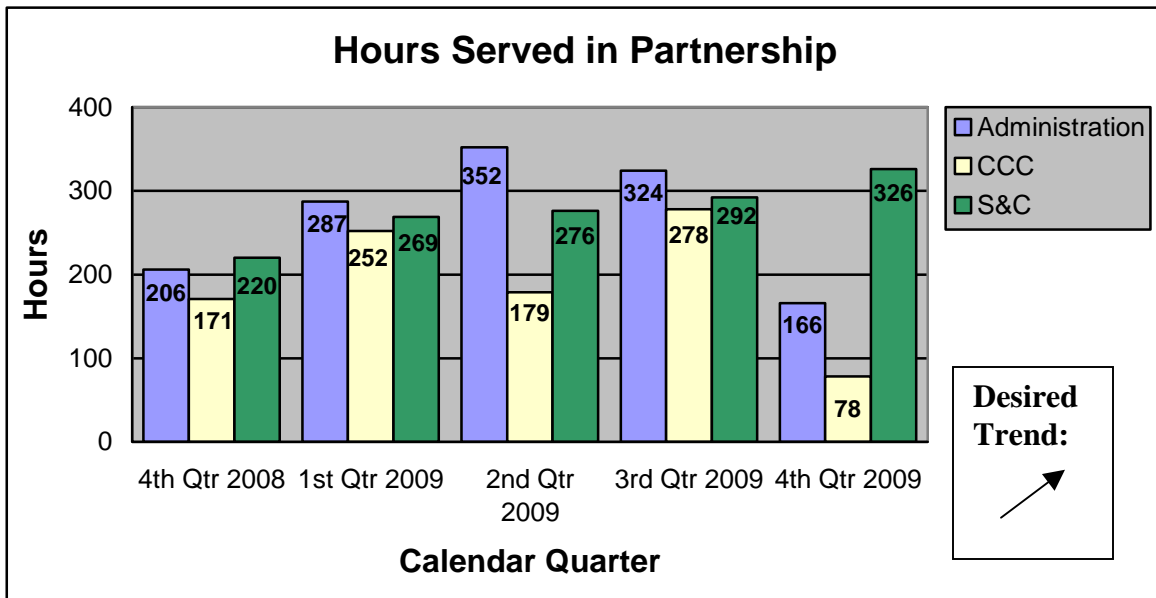
**Motor Carrier Services Director:** Jan Skouby  
**Data Driver:** Bill Hampton, Senior Motor Carrier Specialist

**Purpose:**  
 This measure reports the number of hours MoDOT Motor Carrier Services committed in partnership with other branches of international, federal, state, county and local government and private industry.

**Description:**  
 Several MCS employees are involved in committees and action teams to improve various transportation services. The amount of time invested in collaboration is a direct reflection of the trust that MCS is building with internal and external stakeholders. Partnership time is reported to the data driver by e-mail. The data is compiled each quarter.

Information is separated by section. The Administrative section includes the director, assistant director, special projects coordinator, motor carrier enforcement administrator and outreach coordinator. Efforts of employees in the Compliance Communications Center, Support Services and Financial sections are reported as CCC. The Safety and Compliance section includes all enforcement staff with the exception of the administrator.

**Improvement Status:**  
 The fourth quarter for 2009 shows a mild increase for the Safety and Compliance Section. The increase is primarily due to partnering with other state agencies during training opportunities. The fourth quarter is typically a time of year that most organizations limit their meetings and conferences. To increase partnering hours in the fourth quarter the Communications Compliance Center planned Credentialing outreach sessions for the months of October, November and December 2010.



## Leverage Transportation to Advance Economic Development

### *Power units and trailers registered in International Registration Plan*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Kim Wekenborg, Motor Carrier Compliance Supervisor

**Purpose:**

This measure tracks the number of all power units and trailers registered with Motor Carrier Services. It is used to determine growth.

**Description:**

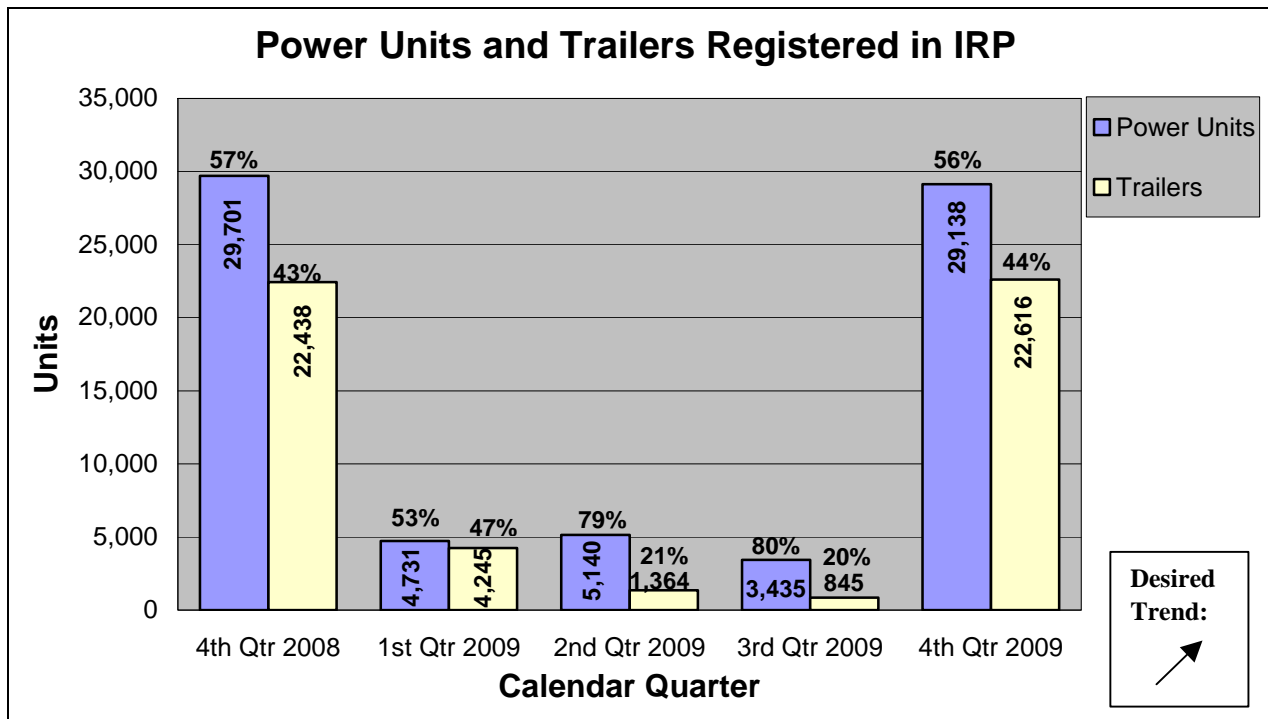
This measure is derived from a report created from the MoDOT Carrier Express system. Power units and trailers are reported separately by quarter. The data is used to track trends in the number of units licensed in Missouri.

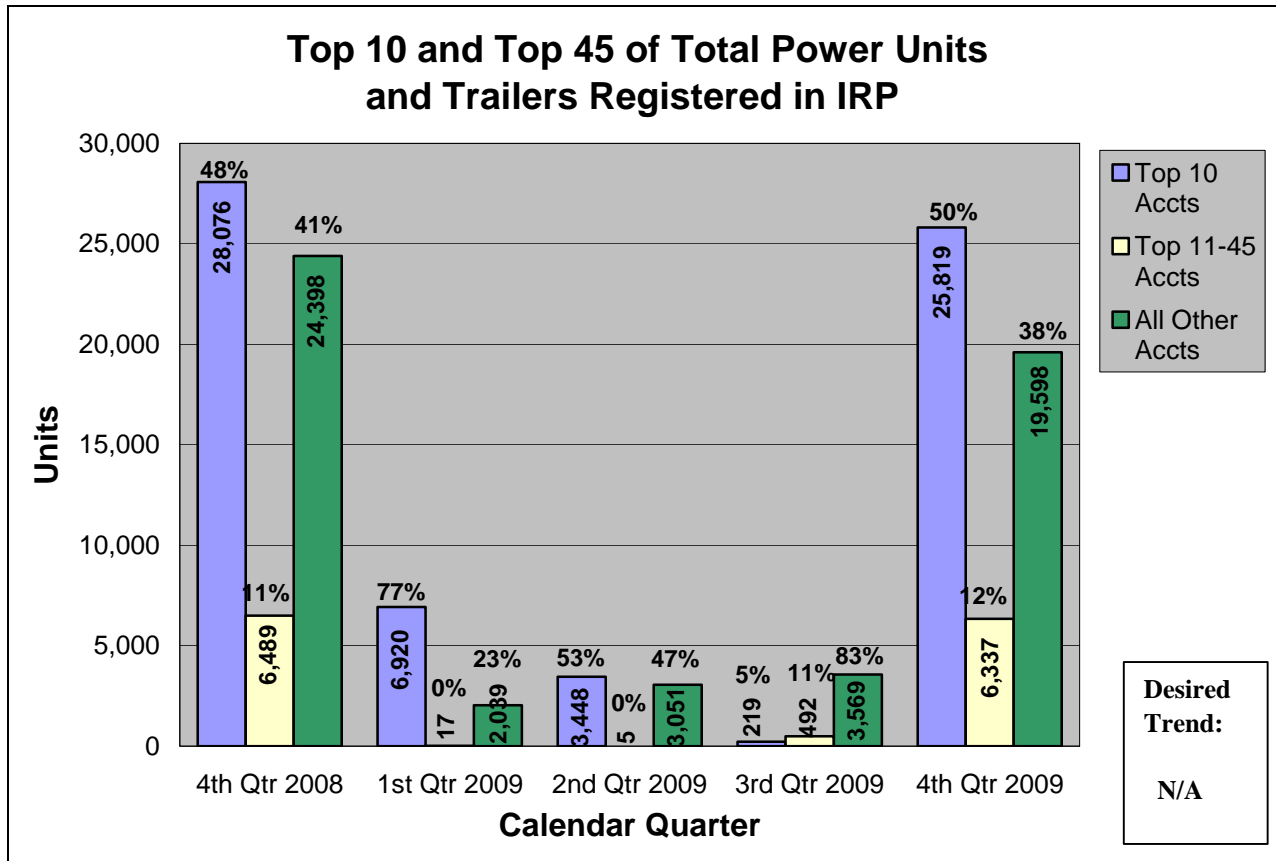
A second graph reports the percentage of total power units and trailers owned by MCS' top ten and top forty-five account holders. Note: The data reflects a single point in time and does not include additions and deletions made after the carriers' renewal periods.

**Improvement Status:**

In 2008, approximately 72,670 units were registered in IRP. In 2008, approximately 13 percent of total registered units were first quarter renewals, nine percent were second quarter renewals, six percent were third quarter renewals and 72 percent were fourth quarter renewals.

Between the fourth quarter of 2008 and the fourth quarter of 2009, the percentage of power units decreased by one percent or 563 units. Trailers increased by one percent or 178. For 2009, approximately 71,514 units were registered in IRP. Note: The Top 47 accounts decreased to Top 45 because Danny Gilder and Riverside no longer register in Missouri.





# Leverage Transportation to Advance Economic Development

## *Number of accounts registered in International Registration Plan*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Kim Wekenborg, Motor Carrier Compliance Supervisor

**Purpose:**

This measure tracks the number of IRP accounts with active units registered with Motor Carrier Services. It is used to determine growth. The desired trend is an increase in accounts registered in IRP.

**Description:**

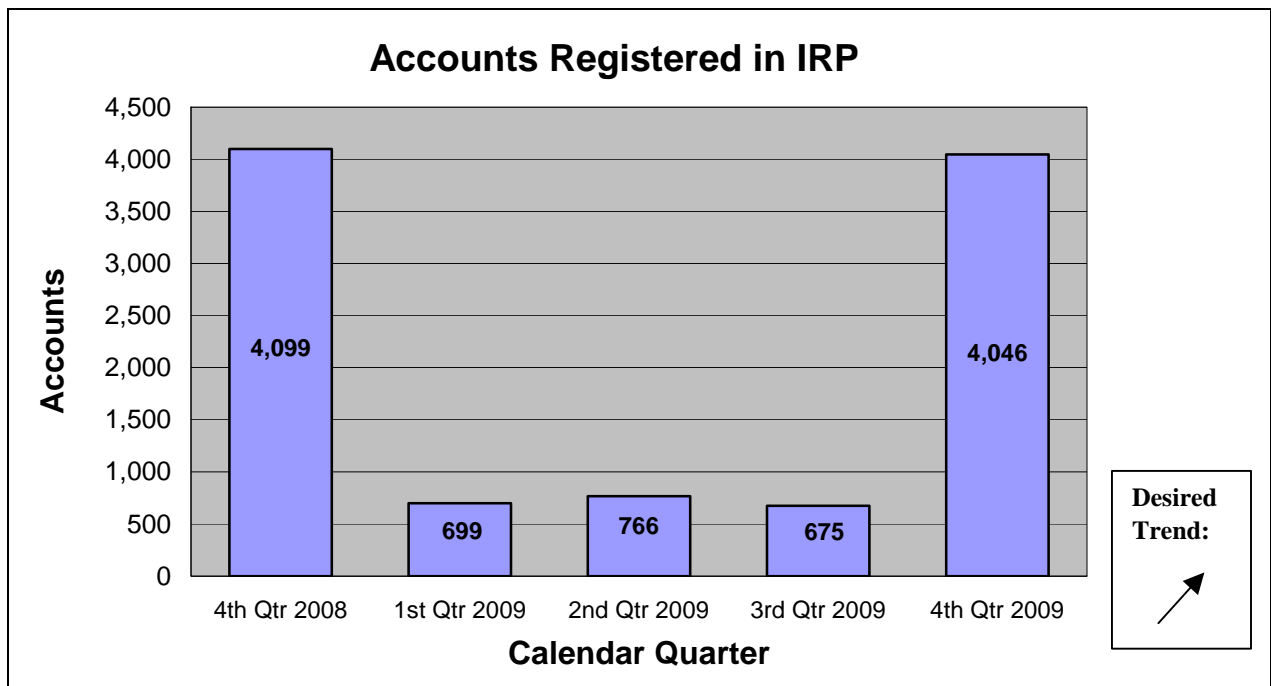
This measure is derived from a report, IRP Fleets with Active Power Units, created from the MoDOT Carrier Express system. IRP accounts are reported separately by quarter based on their expiration year and month. As more data is captured, we will be able to see historical trends in the number of IRP accounts registered in Missouri. Note: The data is reflective at a single point in time and does not reflect the carriers that file after the report generation date.

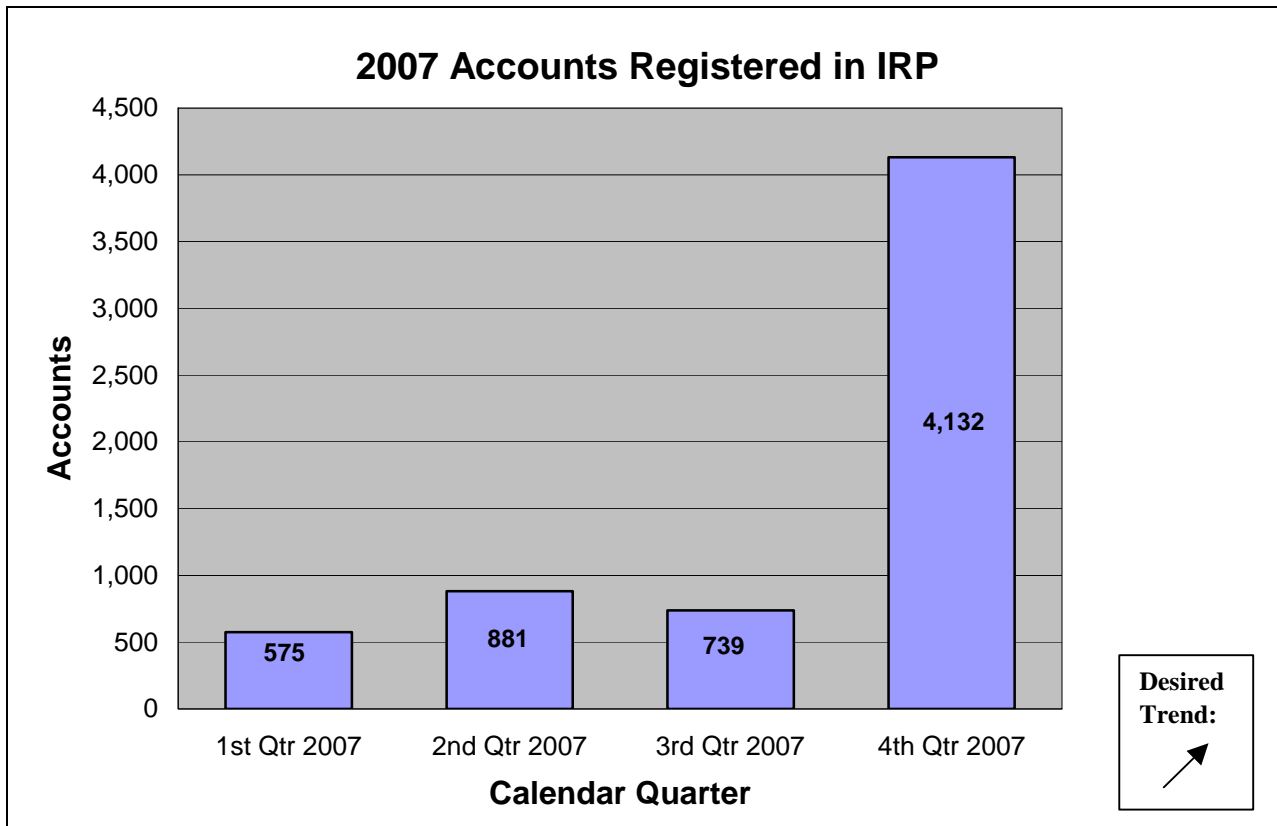
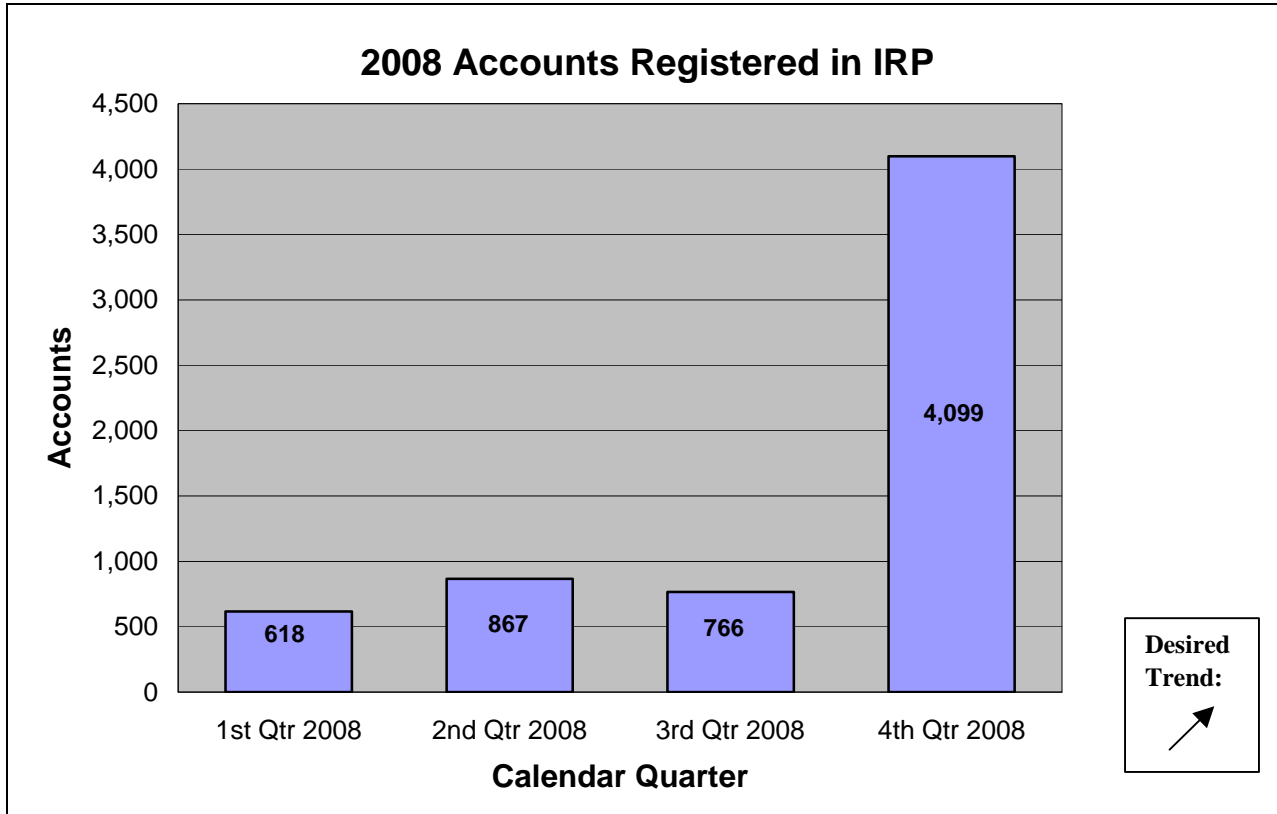
**Improvement Status:**

In 2007, approximately 6,327 accounts were registered in IRP. In 2008, the number of accounts was 6,350, an increase of 23. In 2008, 618 of total registered accounts were first quarter renewals, 867 were second quarter renewals, 766 were third quarter renewals and 4,099 were fourth quarter renewals.

From the first quarter 2007 to the first quarter 2008, there was an increase of 43 IRP accounts. From the second quarter 2007 to the second quarter 2008, 14 fewer accounts were registered in IRP. Between the third quarter 2007 and the third quarter 2008, IRP accounts increased by 27. From the fourth quarter 2007 to the fourth quarter 2008, there was a decrease of 33 accounts registered in IRP.

From the first quarter 2008 to the first quarter 2009 the number of IRP accounts increased by 81. From the second quarter 2008 to the second quarter 2009, there was a decrease of 101 accounts. From the third quarter 2008 to the third quarter 2009, there was a decrease of 91 accounts. From the fourth quarter 2008 to the fourth quarter 2009, there was a decrease of 53 accounts.





## Innovative Transportation Solutions

### *Number of paperless documents*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Tina Thurman, Motor Carrier Compliance Supervisor

**Purpose:**

This measure tracks MoDOT Motor Carrier Services' progress with going paperless and the eventual elimination of a file room.

**Description:**

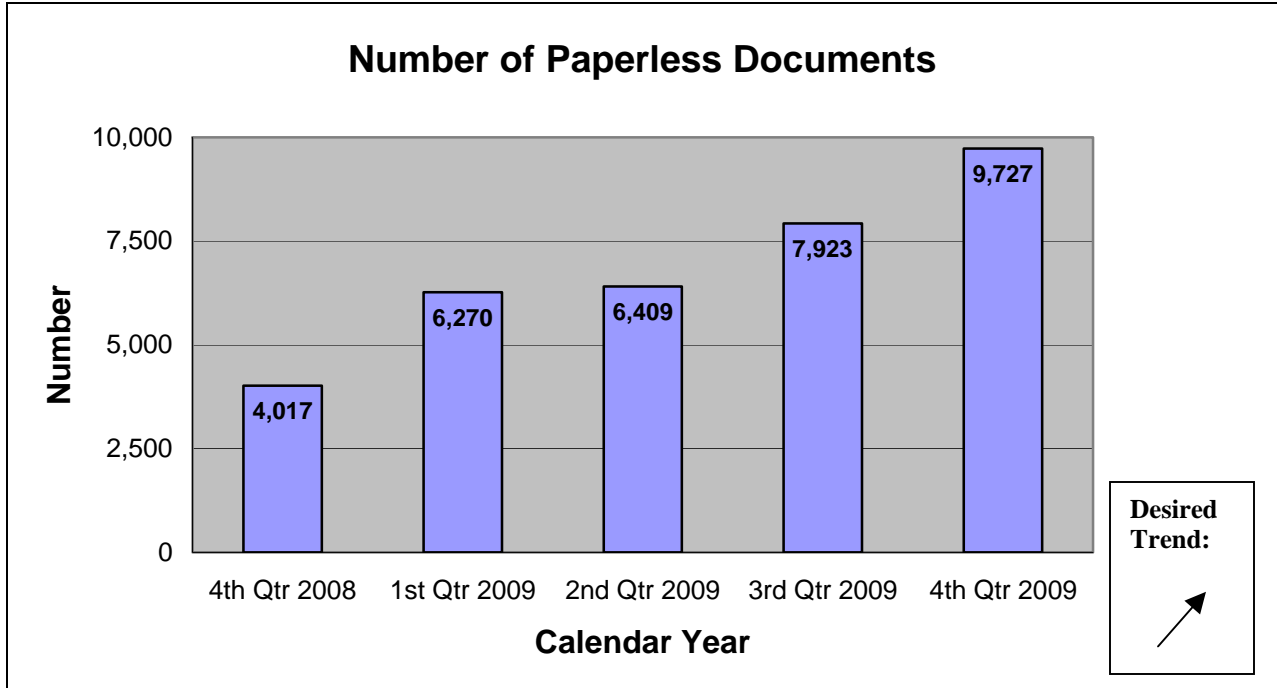
Document management data is collected monthly from multiple electronic databases. The goal of document management is to reduce the amount of paper documents currently stored by Motor Carrier Services. The migration to electronic documents also creates a more efficient environment for MCS file discovery. An efficient file discovery process allows Motor Carrier Services to provide accurate and timely responses to motor carriers and other industry representatives.

Paperless documents include previous years International Fuel Tax Agreement quarterly filings and renewals, documents required for International Registration Plan transactions sent to MCS via fax, new customer forms used by MCS to set up accounts for new customers, and all documentation received and produced by Operating Authority; including applications, insurance, carrier correspondence and orders issued by MCS.

**Improvement Status:**

The number of paperless documents increased by 1,804 document, or 18.5 percent over the previous quarter. The biggest contributor to the increase was IRP faxes. The IRP faxed documents increased by 1,541 over the previous quarter. The increase in IRP faxes can be explained by the increased workload spurred by the fourth quarter renewal cycle. Also, the number of IRP faxed documents was not complete for the third quarter. IRP did not resume storing faxes electronically until September 14, 2009. Another large contributor to the increase was the scanning of certificates of insurance filings. The fourth quarter produced an increase of 991 scanned certificates compared to the previous quarter. This increase is explained by Support Services having staff available to complete non-priority scanning.

More than twice as many documents were scanned in the fourth quarter of 2009 versus the fourth quarter of 2008. The increase is a result of IRP faxes, which were not electronic in the fourth quarter of 2008, and the scanning of Certificates of Insurance as mentioned in the fourth quarter increase over the third quarter of 2009.



## Innovative Transportation Solutions

### *Customer entered transactions vs. agent entered transactions*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Kelly Ray, Motor Carrier Project Manager

**Purpose:**

This measure compares the number of transactions entered by customers in the MoDOT Carrier Express system versus the number entered by Motor Carrier Services employees.

**Description:**

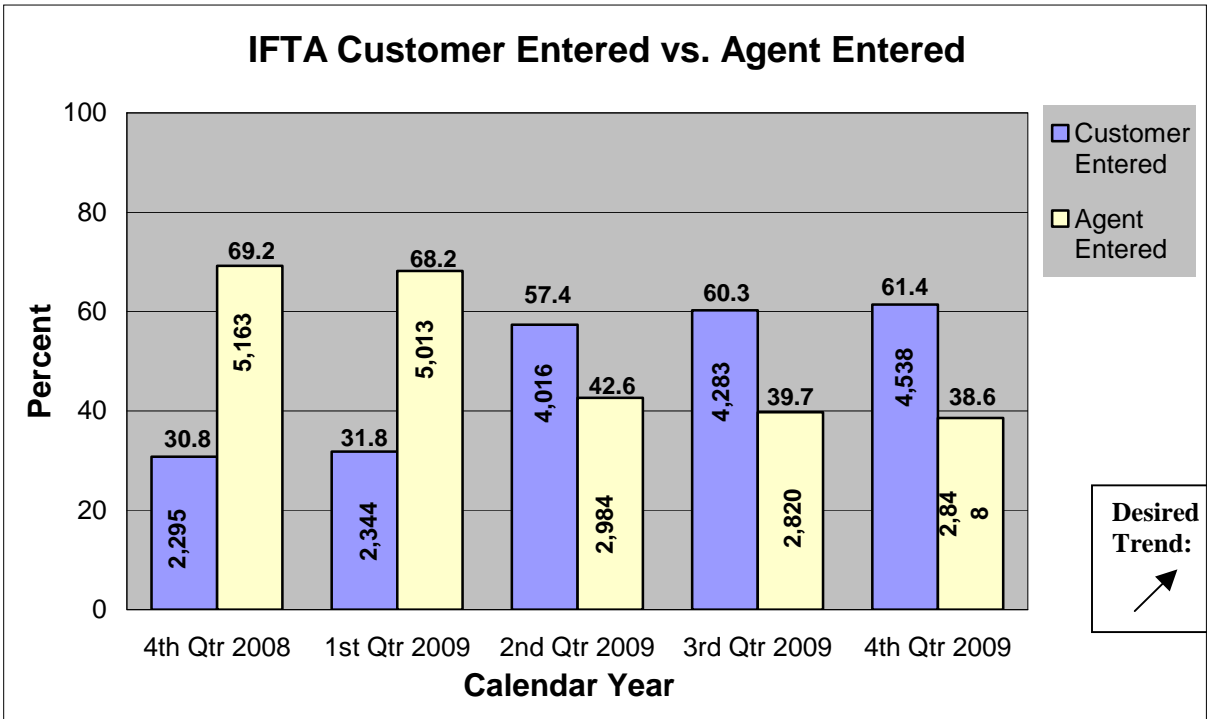
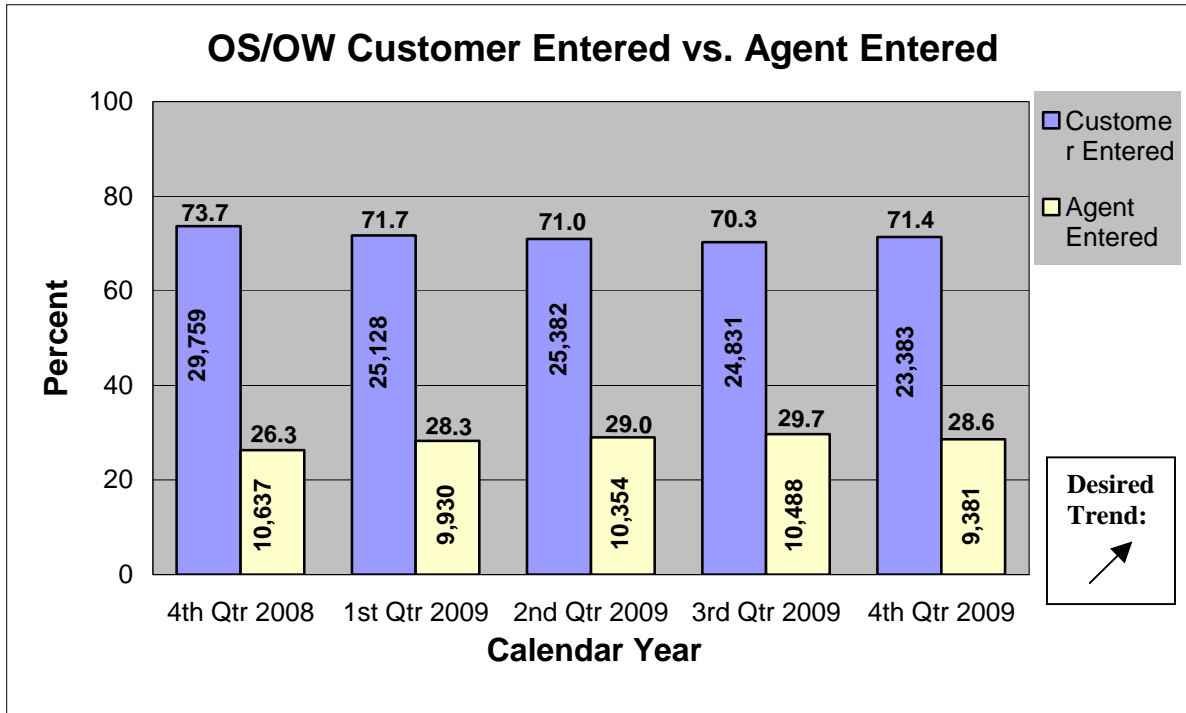
Data is collected monthly from canned reports in the MoDOT Carrier Express system. Customers are encouraged to apply via the Web to reduce turn-around time and increase MCS production levels. Office personnel spend less time entering data when customers apply online.

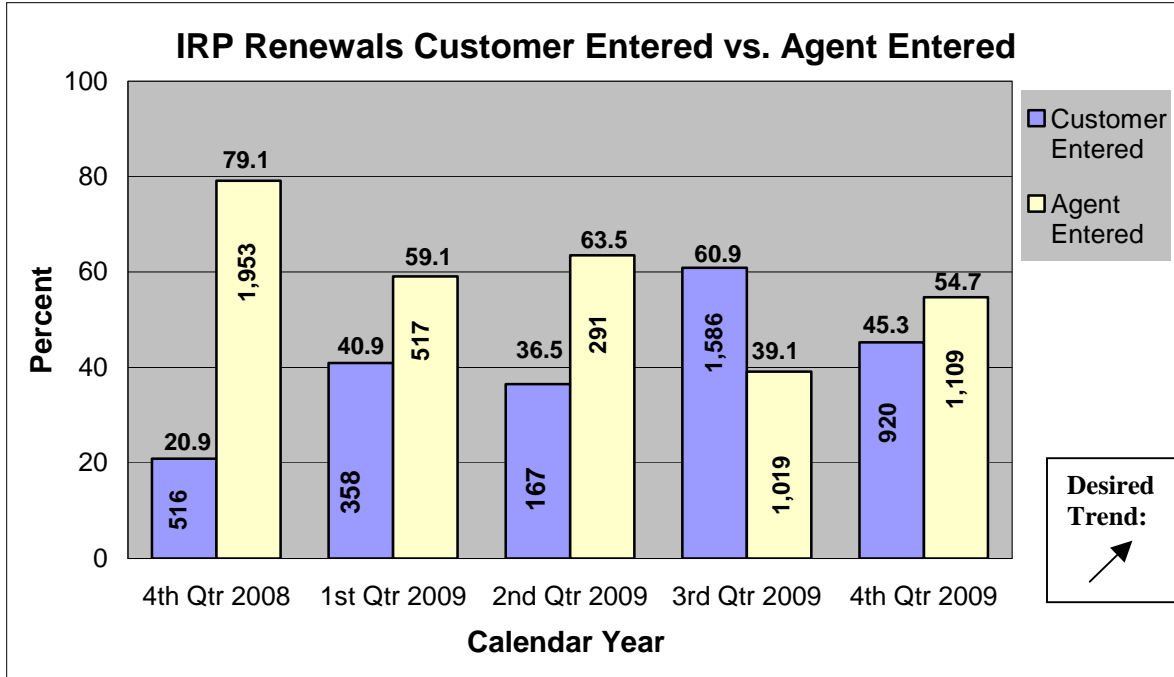
**Improvement Status:**

The number of Oversize Overweight customers ordering their own permits increased a little more than one percent over last quarter. Because many fourth quarter customers are annual blanket holders that only apply for permits once a year and tend to prefer faxing or calling in their request instead of ordering online, even a slight increase in the fourth quarter is significant. The number of customers opening their own account to avoid extra expenses of obtaining permits through a permit service likely affects the number of online customers. When new accounts are created, the customer usually calls the first few times to order permits. Soon, they become comfortable ordering online. In October, November and December, 177, 160 and 164 new customers were entered respectively.

International Fuel Tax Agreement customers filing online increased a little more than one percent from the last quarter and more than 30 percent over fourth quarter 2008. Postcards were mailed encouraging customers to file their tax return online in lieu of mailing paper returns. One detriment to our online filer percentage is the request of additional decals. Of 659 additional decals issued last quarter, only 162 were requested online. These transactions diminish the online filer percentage by about four percent. Agents continue to educate phone customers that this service is available online and talk them through the process. Notices in our newsletter and Web site help carriers learn of this service. Another very successful improvement strategy retains an emphasis on communicating more quickly with customers who try but fail to complete a return online. This is accomplished by running a daily report and contacting customers via phone and walking them through the process. The goal is for the customer to enter a return and pay the invoice online on the same day.

The percentage of International Registration Plan customers filing online increased by almost twenty-five percent from fourth quarter 2008. More carriers (404) filed online compared to last year, though 440 fewer carriers filed a renewal. The percentage increase is due to the fact that 1,900 postcards were mailed out in lieu of a paper renewal if the carrier had previously performed any type of online transaction. The MCS System and Training Analysts scheduled 21 outreaches throughout the state to educate our carriers. IRP staff continue to provide one-on-one customer training via phone as well. Comparison between consecutive quarters for IRP filers is not feasible as carriers file once annually, always during the same calendar quarter.





## Innovative Transportation Solutions

### *Number of auto-issued vs. agent-issued transactions*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Debbie Bradshaw, Motor Carrier Compliance Supervisor

**Purpose:**

This measure tracks how many transactions in the Motor Carrier Express system are automatically issued without agent intervention versus the number issued by MCS agents. The desired trend is an increase in the number of auto-issued transactions.

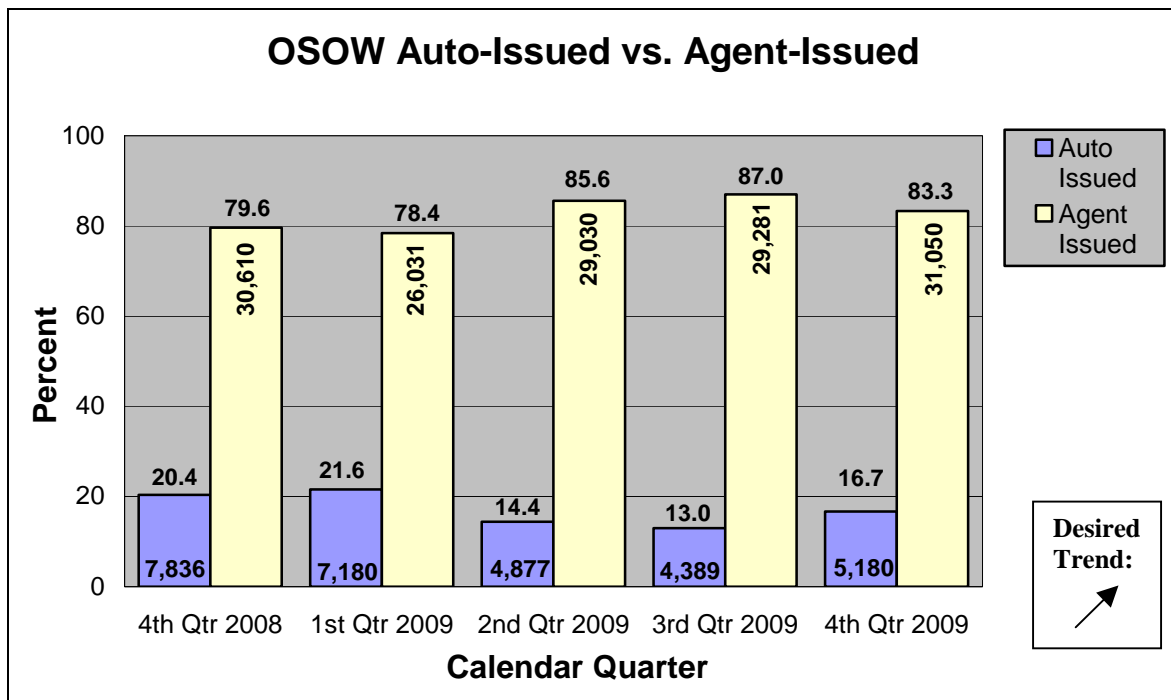
**Description:**

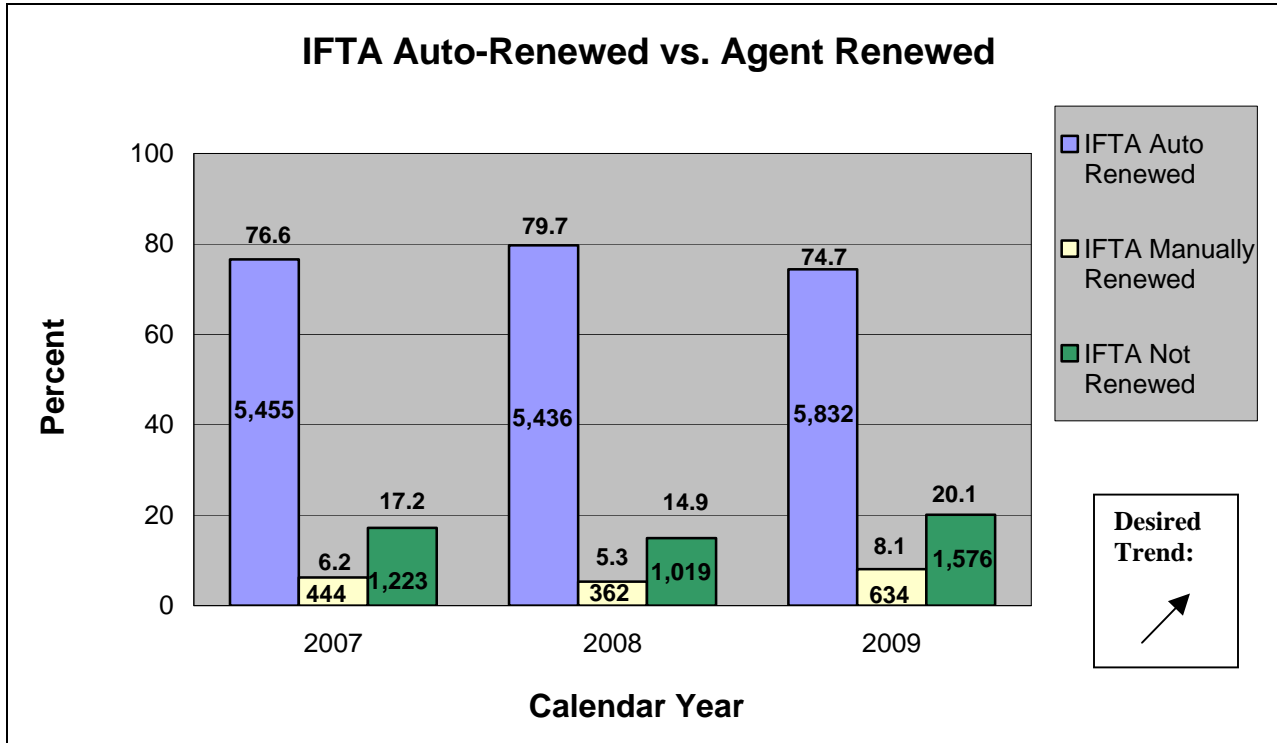
Data is collected monthly and yearly from canned reports in the Motor Carrier Express system. Not all transactions produce a credential. Therefore, auto- and agent-issued transactions do not reflect the total number of transactions worked. Oversize Overweight data is compared quarterly. Because IFTA is an annual credential, the data is compared on a yearly basis.

**Improvement Status:**

The number of permits issued without agent intervention increased 18 percent from last quarter and decreased 33 percent from fourth quarter 2008. The extensive number of construction zones in Missouri continues to be the major contributing factor. The proof of insurance requirement that went into effect in February 2009 also had an impact because customers cannot apply for permits online if their insurance is not on file.

The number of IFTA auto-renewals increased 7.2 percent from 2008 to 2009. The number of IFTA that did not renew decreased 54 percent from 2008. The number of IFTA manual renewals increased 75 percent from 2008. Due to the economy, fleets are not renewing because carriers either lease to others who provide IFTA under their name, hire other companies to haul their products or simply go out of business. IFTA agents manually renew all of their large accounts and walk-ins to provide outstanding customer service, which contributes to the number of increase of manual renewals.





## Innovative Transportation Solutions

### *System Down Time*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Kelly Ray, Motor Carrier Project Manager

**Purpose:**

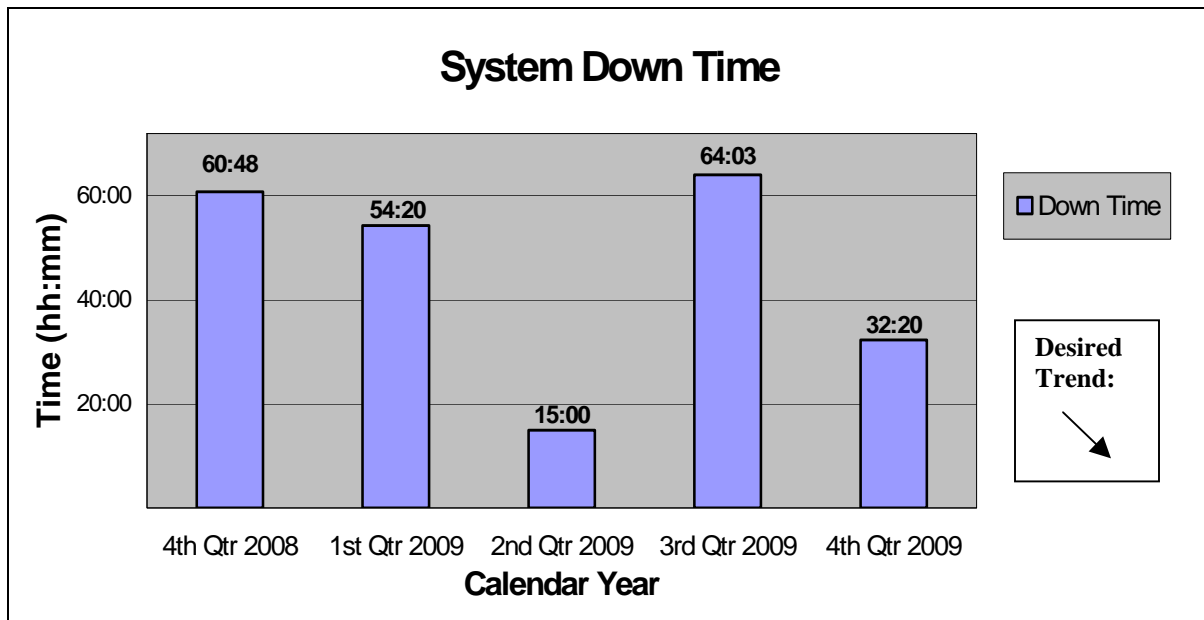
The system down time measure tracks the amount of time various systems used by Motor Carrier Services were out of operation each quarter.

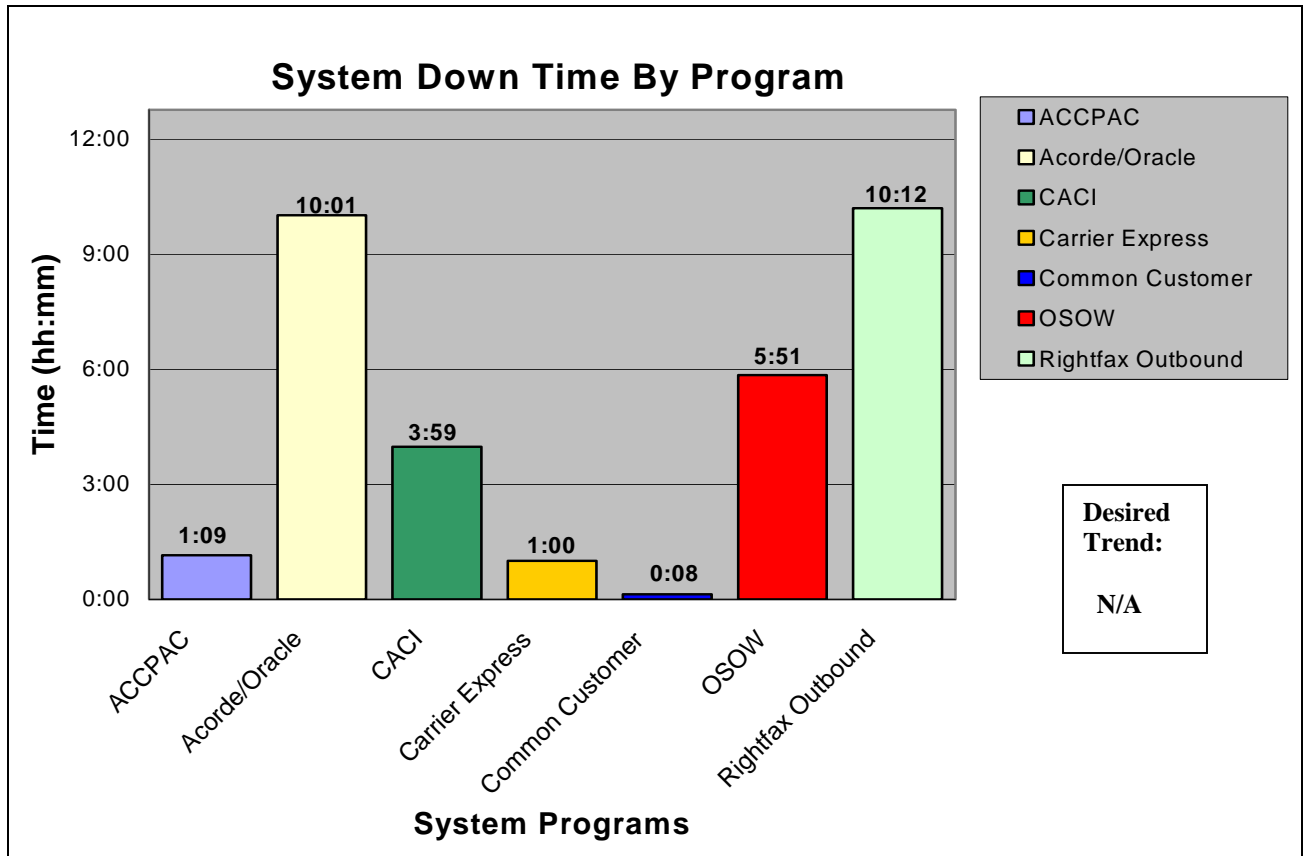
**Description:**

Designated staff within MCS log system down time. Down time includes periods when specified systems are inaccessible or experiencing slow response times. Slow responses or inaccessibility of specified systems affects the ability to provide an innovative and timely response to customers.

**Improvement Status:**

System down time decreased by almost half over last quarter. RightFax was again the big contributor with a down time of ten hours and twelve minutes. More than three hours of the down time was a result of IS capturing data in a log file to send to the vendor. This caused the log to fill up and prevent faxes from going out. The remaining time was due to an engine service being stopped without MoDOT knowledge. IS has since received an alert functionality from the vendor that will notify them of certain stoppages. The second major contributor was the scanning software. Seven of the ten hours of downtime was on the Veterans' Day holiday when we a skeleton crew of support staff was on hand and response time was longer than usual.





## Efficient Movement of Goods

### *Percent of satisfied motor carriers*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** DeAnne Rickabaugh, Outreach Coordinator

**Purpose of the Measure:**

This measure tracks MoDOT's progress toward the goal of expeditiously meeting the needs of the motor carrier industry and facilitating freight movement. MoDOT's Motor Carrier Services team uses the data to identify opportunities to improve customer satisfaction.

**Measurement and Data Collection:**

MCS personnel, working with Heartland Market Research, LLC, revised a survey to collect customer satisfaction data. A single survey addresses all five MCS program divisions, International Registration Plan, International Fuel Tax Agreement, Oversize/Overweight Permitting, Safety and Compliance and Operating Authority. Survey respondents identified the services they use when doing business with MCS, then indicated their level of satisfaction with 12 customer service factors such as "timely response," "friendly," "respectful," and "outcome." They also gave an "overall satisfaction" score. Customers used a four-point scale: 4 = Very Satisfied, 3 = Satisfied, 2 = Dissatisfied and 1 = Very Dissatisfied.

H. J. Heinz Company is the benchmark for this measure that also mirrors measure 5a, Percent of Overall Customer Satisfaction. The American Customer Satisfaction Index reports that Heinz has the highest customer satisfaction rate of 200 companies and government agencies it scores – 89 percent – which is an decrease compared to last year's score of 90 percent.

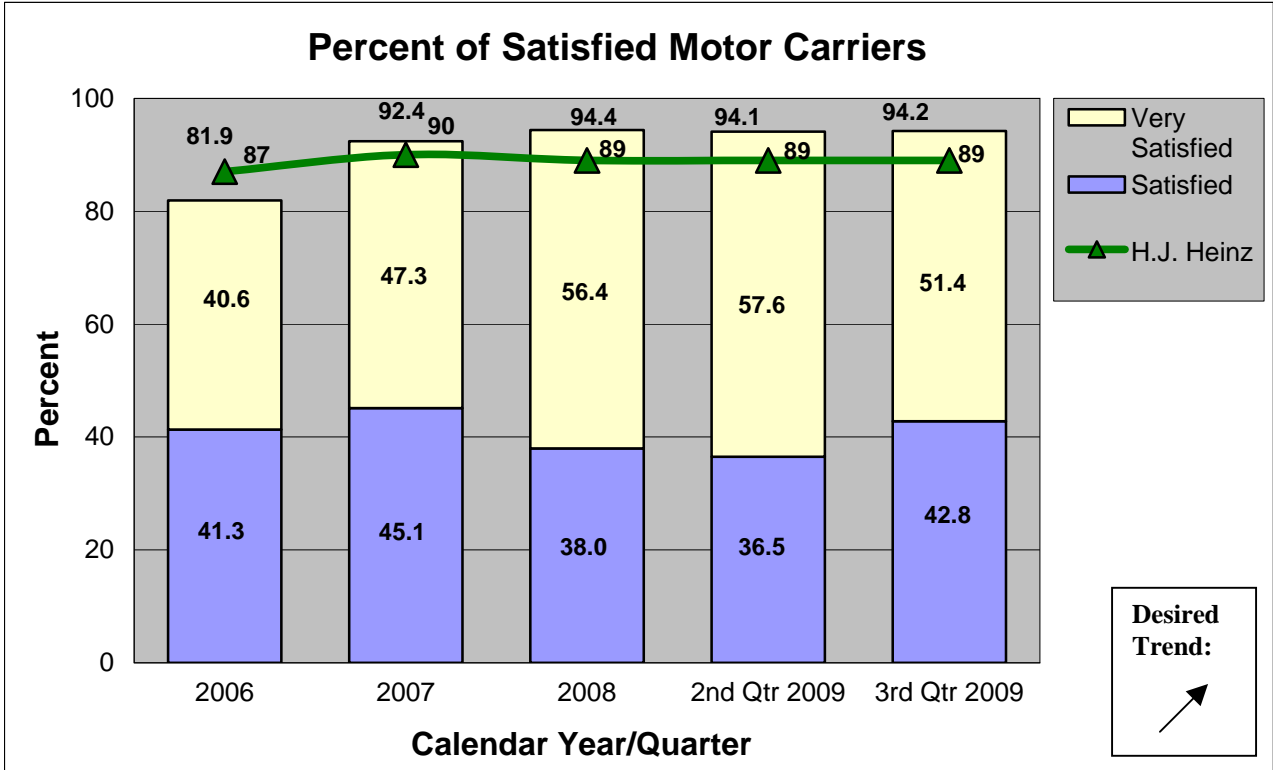
**Improvement Status:**

This quarter's data stems from customers' opinions of service received between July and September 2009.

The survey reports Motor Carrier Services' customer satisfaction rating remained steady at 94.2 percent in the third quarter of 2009, one tenth of a point above the rating in the second quarter of 2009. When compared to the third quarter of 2008, the score is 1.4 points lower. The ratio of people who said they were "very satisfied" with the service they received from MCS in the first quarter 2009 is 51.4 percent, a 6.2 percent decrease from the previous quarter.

MCS takes risks in an effort to balance resources, optimize employee time and increase customer usage of Motor Carrier Express while still maintaining a high level of customer service. In recent years, MCS decreased resources while increasing output, expectations and customer satisfaction.

Annual ratings for 2006-2008 describe steady progress toward a majority of "very satisfied" customers.



# Efficient Movement of Goods

## *Customer satisfaction with timeliness of Motor Carrier Services' response*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** DeAnne Rickabaugh, Outreach Coordinator

**Purpose of the Measure:**

This measure tracks motor carriers' satisfaction with MoDOT Motor Carrier Services' speed of response.

**Measurement and Data Collection:**

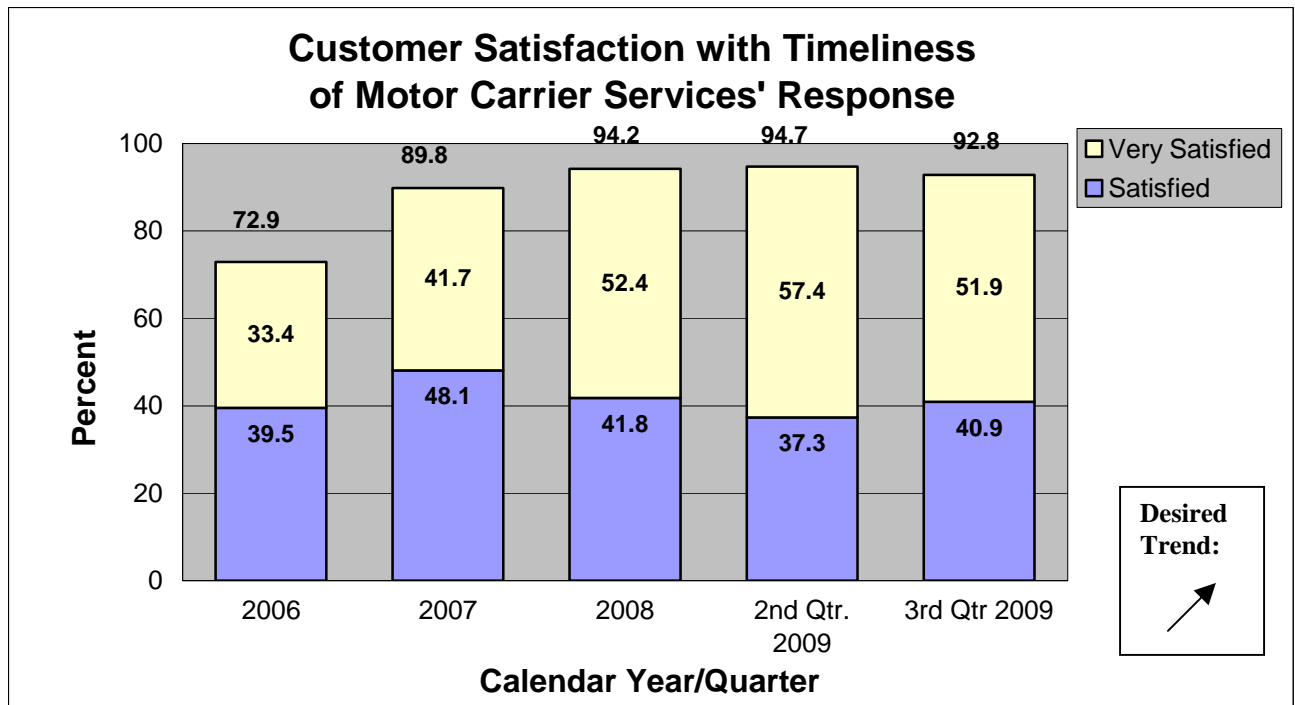
Each month, MoDOT's contractor, Heartland Market Research, LLC, surveys a pool of 800 motor carriers who contacted MCS in the previous month. These customers are asked to evaluate their satisfaction with 12 customer service factors across the five MCS program divisions, International Registration Plan, International Fuel Tax Agreement, Safety and Compliance, Oversize/Overweight Permitting and Operating Authority. "Timely Response" is one factor carriers evaluate with a four-point scale: 4 = Very Satisfied, 3 = Satisfied, 2 = Dissatisfied and 1 = Very Dissatisfied. Survey results are reported quarterly.

**Improvement Status:**

This quarter's data stems from customers' opinions of service received during July, August and September 2009.

At 92.8 percent, satisfaction with Motor Carrier Services' timely response is 1.9 points lower than last quarter and 1.9 percentage points lower than the same time last year. The rate of "very satisfied" customers fell 5.5 points since last quarter and is 1.6 points lower than the same time in 2008.

With the help of Information Systems and the Controller's Office, a hardware overhaul and software upgrade was accomplished over the New Year's holiday weekend. The changes improved the MoDOT Carrier Express' speed and reliability.



# Innovative Transportation Solutions

## Superload permits issued

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Debbie Bradshaw, Motor Carrier Compliance Supervisor

**Purpose:**

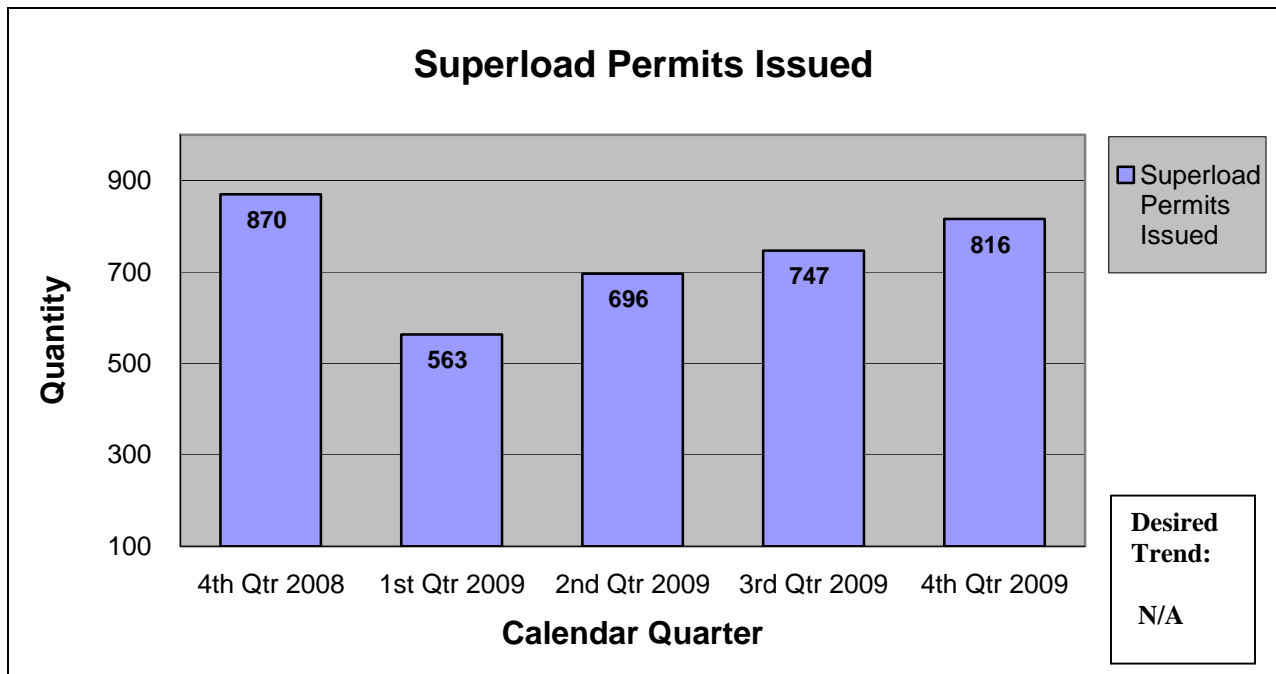
This measure tracks how many transactions in the MoDOT Express system are superloads issued by Motor Carrier Services agents.

**Description:**

Data is collected monthly from canned reports in the MoDOT Carrier Express system. The chart below shows the number of superload permits issued in a quarter. A load is considered to be a superload when dimensions exceed 16' wide, 16' high, 150' overall length or 160,000 pounds.

**Improvement Status:**

Oversize Overweight saw a decrease of 6 percent from the fourth quarter of 2008 to the fourth quarter of 2009. The weight allowances for routine permit limits increased with the 2009 OSOW regulation change reducing the necessity for superload permits for lesser weight configurations.



## Efficient Movement of Goods

### *Average pending time of granted intrastate operating authority*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Tina Thurman, Motor Carrier Compliance Supervisor

**Purpose:**

The purpose of this measure is to track the average number of days an application for Intrastate Authority was pending prior to issuance. This data is used to determine an acceptable duration of pending time and to help improve Operating Authority customer service response time ratings.

**Description:**

The average pending time of granted intrastate operating authority is a new tracking measure for the fourth quarter of 2009.

The application to obtain Missouri Intrastate Operating Authority is the MO-1. It is the starting point for what can be a confusing and lengthy process for intrastate authority applicants. The process can be delayed as customers collect required documentation and approvals that originate from multiple sources.

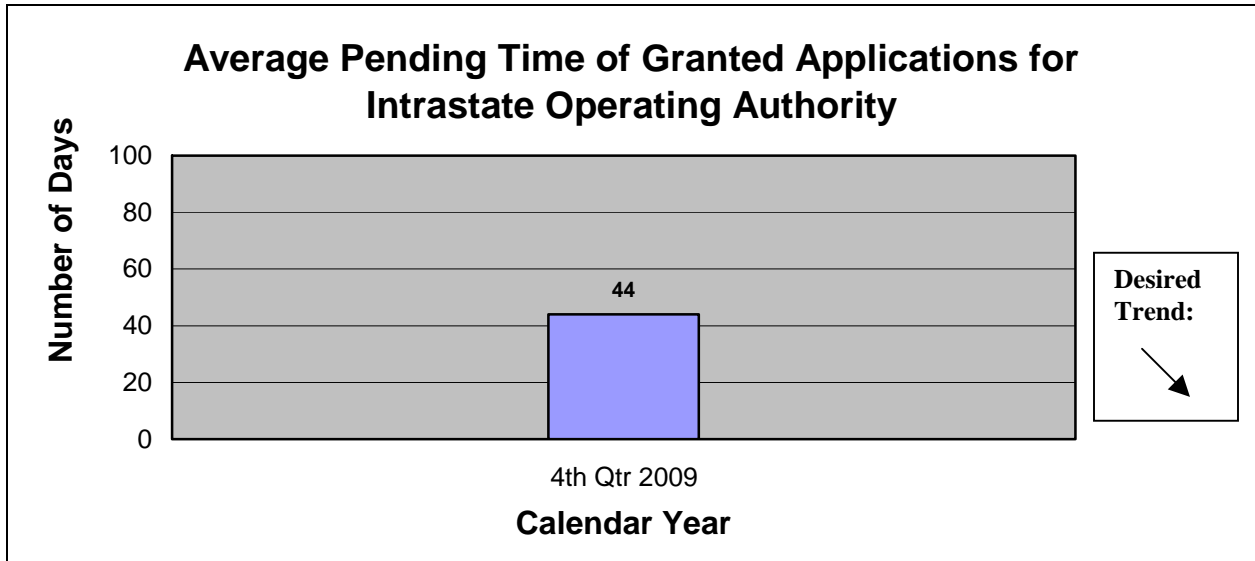
Applications for transportation of property, passengers (in charter service) and non-profit non-charter service have been streamlined by deregulation. However, the application process for transportation of passengers in non-charter service and for household goods is heavily regulated, resulting in longer application pending times. These customers must provide financial information and go through a 14-day notice registry process whereupon other authorized carriers can intervene and request denial of authority. These carriers must also obtain statements from potential customers as proof that there is a need for their services.

The average pending application time in the chart below includes all intrastate application types and is based upon calendar days. Weekends and non-working holidays are included in the count. MCS returns applications after a period of ninety calendar days if the applicant has not complied with all application requirements.

**Improvement Status:**

Motor Carrier Services granted new intrastate operating authority to 105 applicants in the fourth quarter of 2009. The average pending time for these applicants was 44 days. Two successful MO-1 applications were granted an extended pending period beyond ninety days. The first application pended for 549 days before operating authority was granted. This was a result of a flaw in the process used at the time the application was received. MCS no longer uses that process. All applicants in similar situations have been identified.

The second application that exceeded ninety days was for a passenger non-charter service applicant. The processing time for passenger non-charter service is long because of the required notice register and intervention process. Non-charter passenger applications also have more requirements than a property, passenger charter, or passenger non-charter non-profit application. Therefore, these applicants take additional time to become compliant. If the two applications that exceeded ninety days are removed from the count, the average pending time for granted intrastate operating authority in the fourth quarter of 2009 becomes 38 days.



## Customer Involvement in Transportation Decision-Making

### *Technical User Group suggestions implemented*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Kim Wekenborg, Motor Carrier Compliance Supervisor

**Purpose:**

The MoDOT Carrier Express Technical User Group formed to receive industry and MoDOT input on the International Fuel Tax Agreement and International Registration Plan programs within the MoDOT Carrier Express system. Motor Carrier Services uses recommendations from the TUG a planning tool for future enhancements and improvements to the system. The objective of the group is to provide an improved system for carriers and MCS staff resulting in higher customer usage and improved customer service.

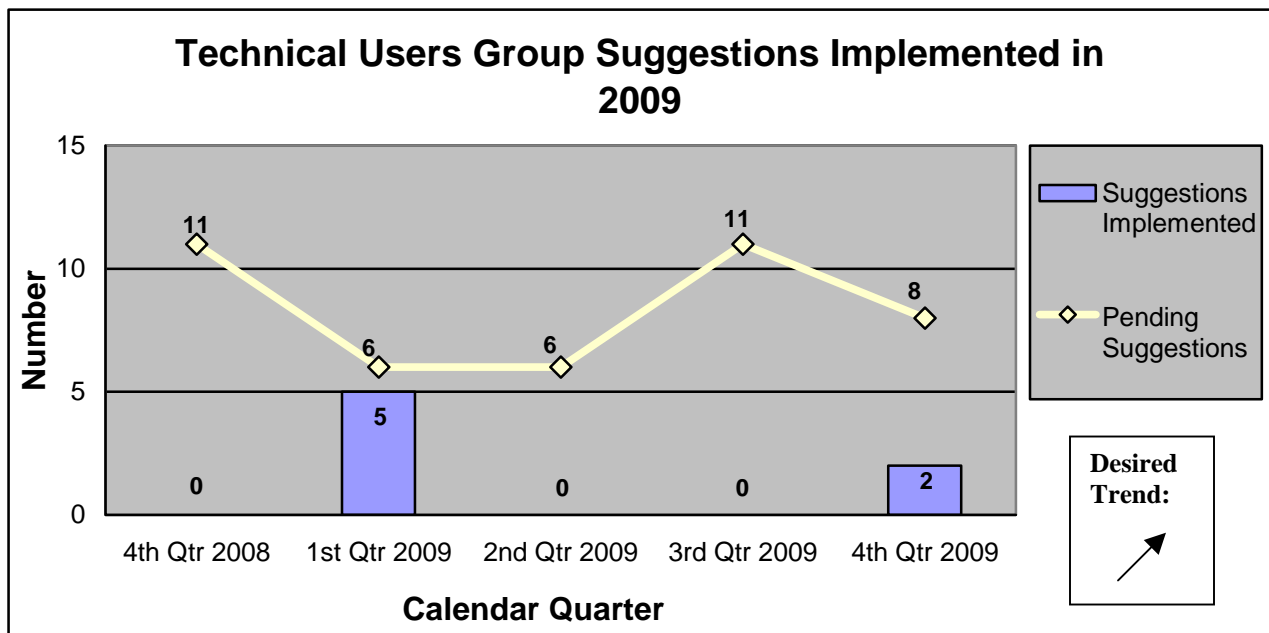
**Description:**

The chart below shows the number of TUG suggestions implemented per quarter in 2007, 2008, and 2009 compared to the total number of suggestions received. As a suggestion is implemented, it is removed from the pending TUG suggestions received. New suggestions are added to the cumulative total each quarter.

**Improvement Status:**

Progress on this measure is slower than MCS would like. Suggestions were prioritized with the members of the TUG. Many of these priorities were submitted to the system consultant for pricing and possible future implementation.

Six suggestions were identified as needing implementation after a TUG meeting held during the fourth quarter of 2008. An additional five suggestions were added since the TUG meeting held July 31, 2009. These included the ability to delete trailers online, automate bring forward supplements, open up cabcard correction for lessor changes, obtain the ability to acquire a temporary vehicle registration extension online and the ability to reprint temporary vehicle registrations. In October we implemented two of the 11 suggestions and determined that one suggestion imposed a legal liability to MCS.



## Best Value for Every Dollar Spent

### *Motor Carrier Services' contribution to highway and state road funds*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Joy Prenger, Accounting Services Supervisor

**Purpose:**

State revenue includes three major components of taxes and fees paid by highway users; motor fuel taxes, motor vehicle and drivers licensing fees and motor vehicle sales and use taxes. Motor Carrier Services contributes to state revenue in two of the three major components; motor fuel taxes and commercial motor vehicle licensing fees.

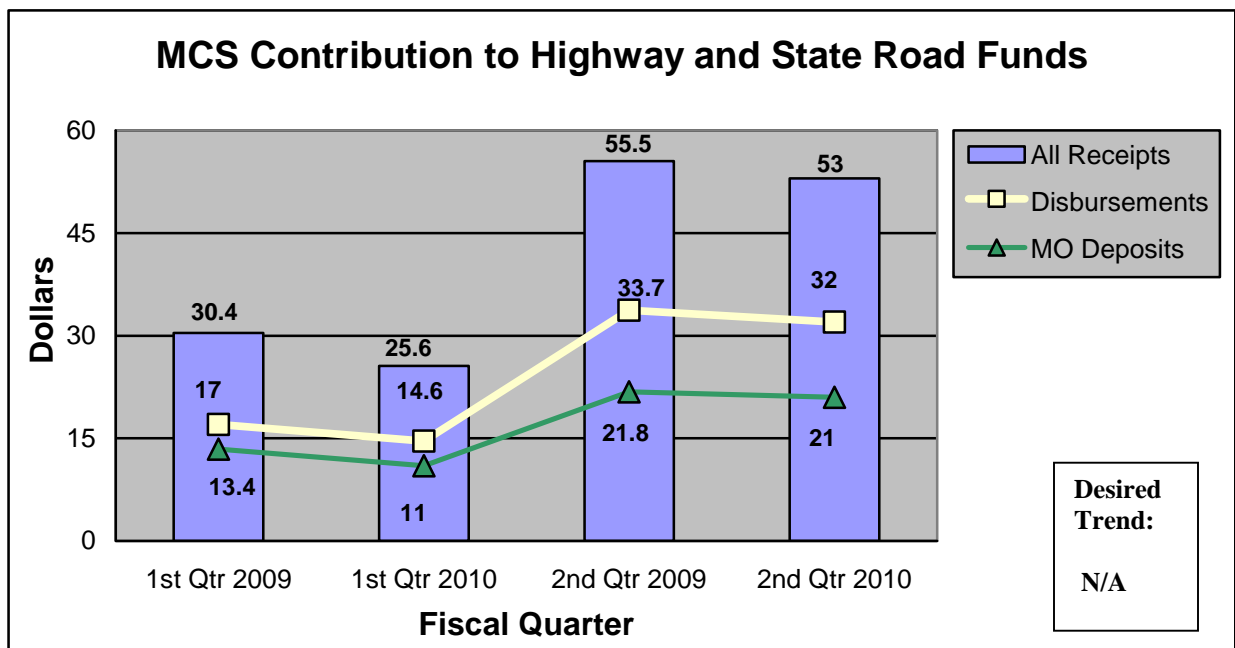
**Description:**

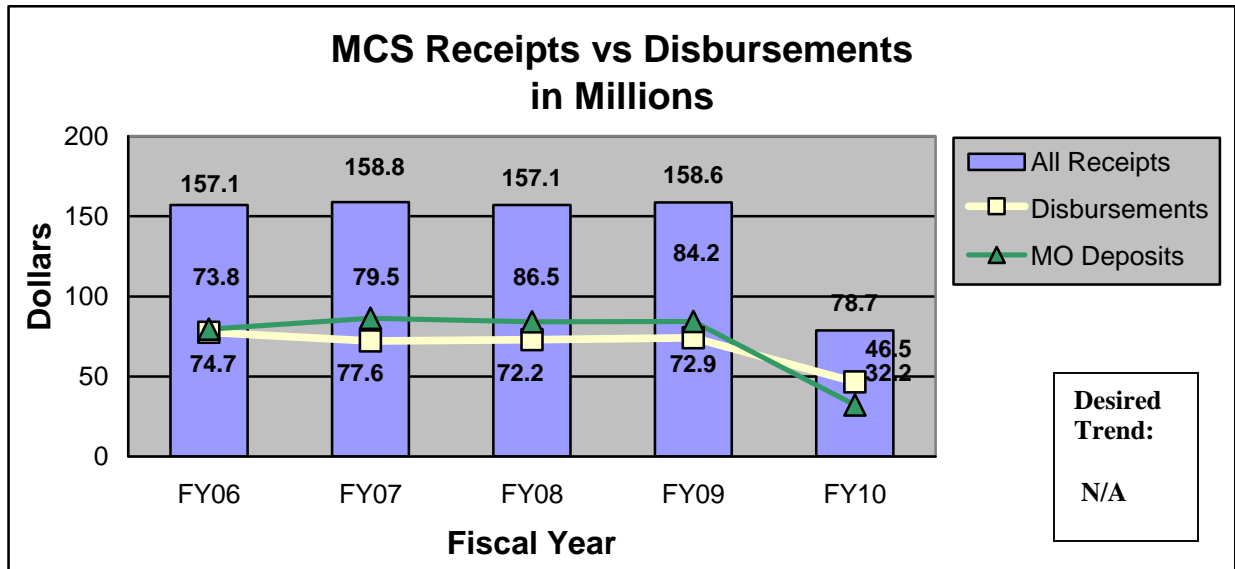
MCS collects state and non-state funds. Collections and disbursements are recorded in the statewide financial accounting system for nine state funds and two non-state funds. Collections for the International Registration Plan and the International Fuel Tax Agreement include state and non-state funds. Collections for the Intrastate Exempt/Intrastate Regulatory Authority, Hazardous Waste/Waste Tire Transporters, Unified Carrier Registration, Grade Crossing Safety Program, Public School Program, City and County Distributions, Titles and Oversize Overweight permits include only state funds. Cities, counties and St. Louis City receive 25 percent of Missouri Schedule II fees.

This data is collected based on revenue recorded in the statewide financial accounting system and the MCS accounting system by fund.

**Improvement Status:**

During the fourth quarter 2009, which is the second quarter of fiscal year 2010, MCS total receipts decreased by 5 percent compared to the same quarter in the prior fiscal year. MCS contributions to the highway and state road funds decreased by 4 percent. Total UCR collections are \$2.9 million. From that total, \$131,636 was disbursed to the UCR Depository for 2007 collections and 2008 collections were disbursed in the amount of \$392,742. OSOW permit sales decreased by 11 percent. Hazardous Waste decreased by 12 percent versus last quarter and Scrap Tire fees which MCS collects for DNR, stayed the same. Title Fees, which MCS collects for the Department of Revenue, increased by 104 percent.





## Best Value for Every Dollar Spent

### *Distribution of Motor Carrier Services' expenditures*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Mike Williams, Intermediate Financial Services Specialist

**Purpose:**

The purpose of this measure is to demonstrate a responsible use of taxpayers' money and funds received from the Federal Motor Carrier Safety Administration. The expenditures and reimbursements determine costs to MoDOT.

**Description:**

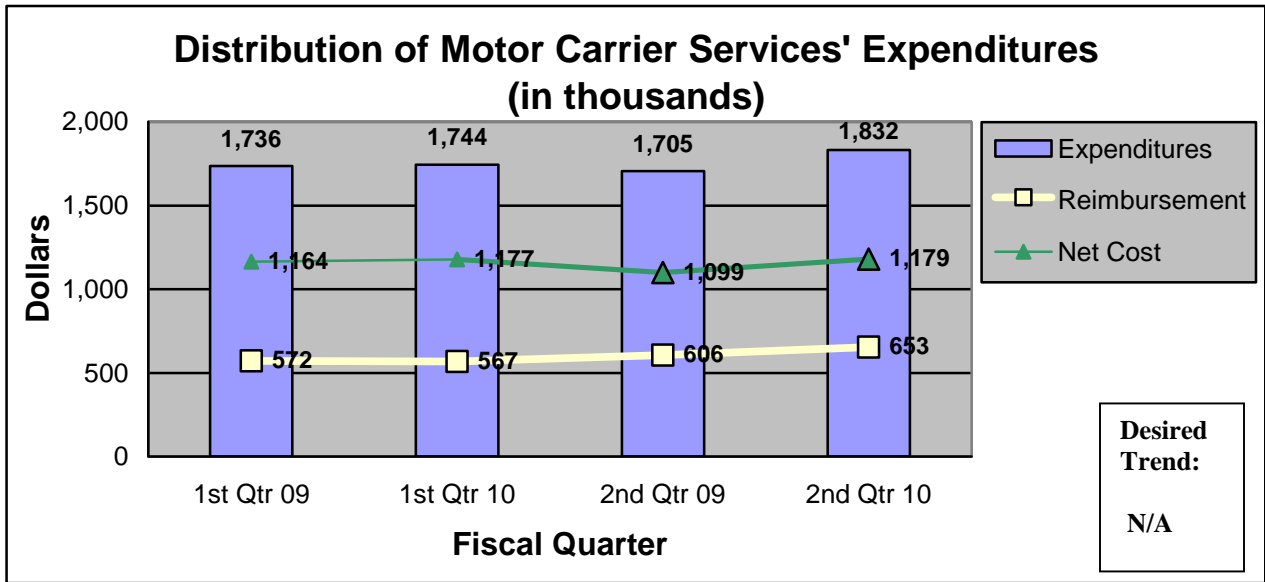
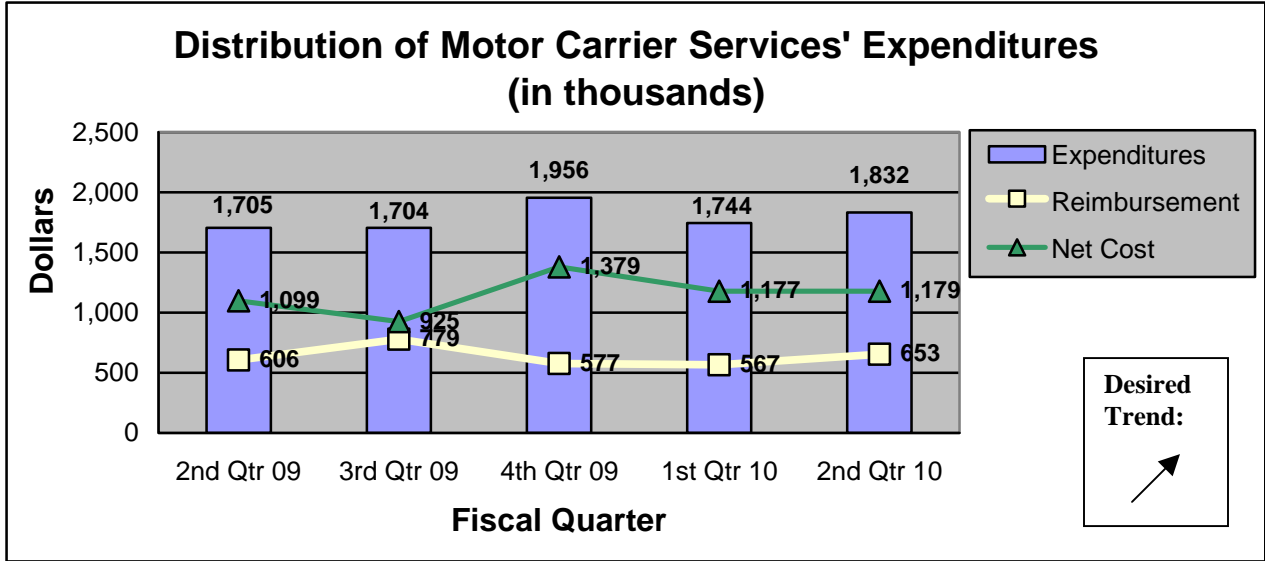
Motor Carrier Services' Safety and Compliance receives eligible funds with standards and procedures to administer the Motor Carrier Safety Assistance Program and the Motor Carrier New Entrant Program. MoDOT is reimbursed 80 percent of the approved costs for MCSAP and 100 percent of approved costs for the New Entrant Program.

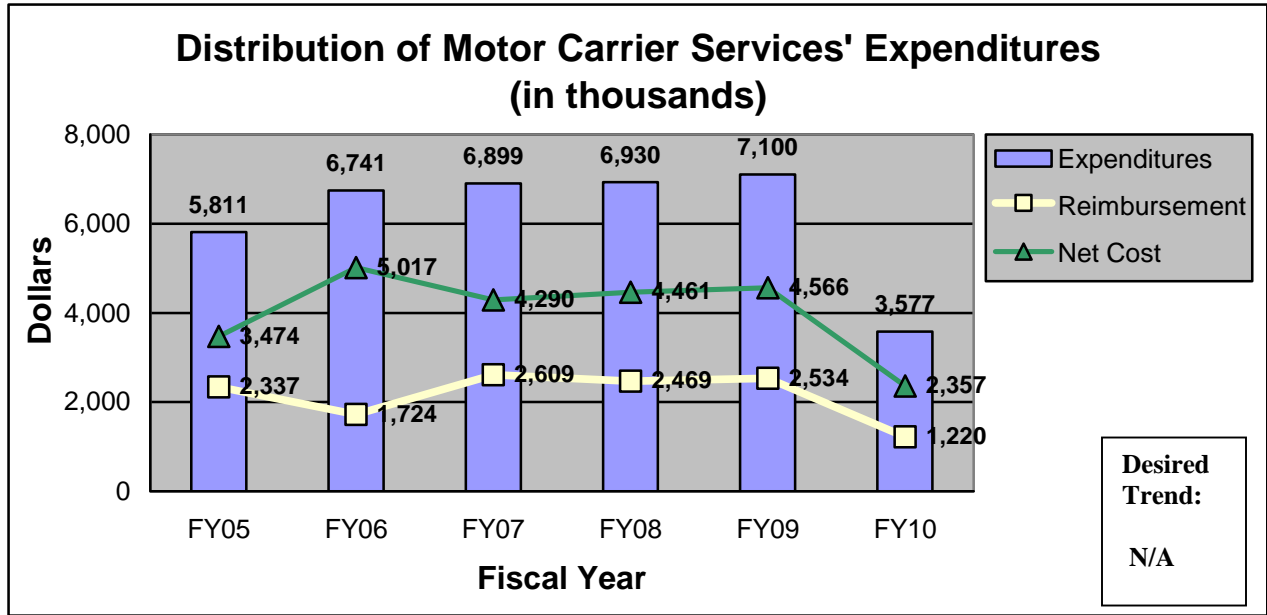
MCS expenditures from its budgeted appropriation are collected based on cash expenditures. The data is collected and reported quarterly based on expenditures and reimbursements recorded in the statewide financial accounting system. Expenditures consist of actual dollars for Personal Services (wages) and Expense and Equipment. Some fringe benefits are actual dollars (health care and retirement for employees under MoDOT's systems), and some are estimated due to being lumped in large appropriations with all other state employees (OASI, deferred compensation, unemployment insurance, and health and retirement for employees under MOSERS and MCHCP). Total expenditures mirror the information in MoDOT Tracker Measure 15m.

Reimbursements are actual dollars received, and are stated on a cash basis.

**Improvement Status:**

The third quarter of 2009 shows an unusually high amount for reimbursements, and thus an unusually low level of net cost, due primarily to reimbursement for the purchase of ten vehicles. This major purchase totaled nearly \$130,000. The fourth quarter of 2009 shows an unusually high amount for expenditures, and thus an unusually high level of net cost, due primarily to payments incurred for the MoDOT work zone advertising campaign. These payments totaled nearly \$200,000.





## Best Value For Every Dollar Spent

### *True costs of MCS personal services*

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Mike Williams, Intermediate Financial Services Specialist

**Purpose:**

The purpose of this measure is to provide a communication tool for management and staff to understand the true, full costs of Motor Carrier Service employee wages, including all fringe benefits paid for by the State.

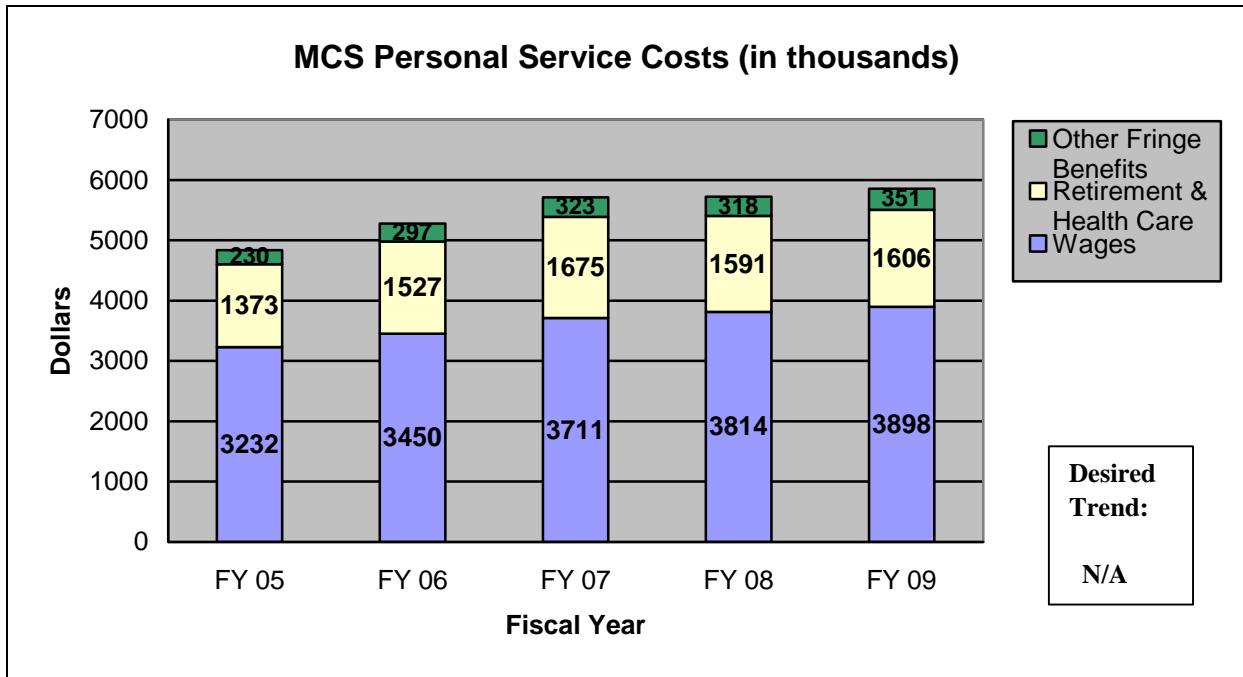
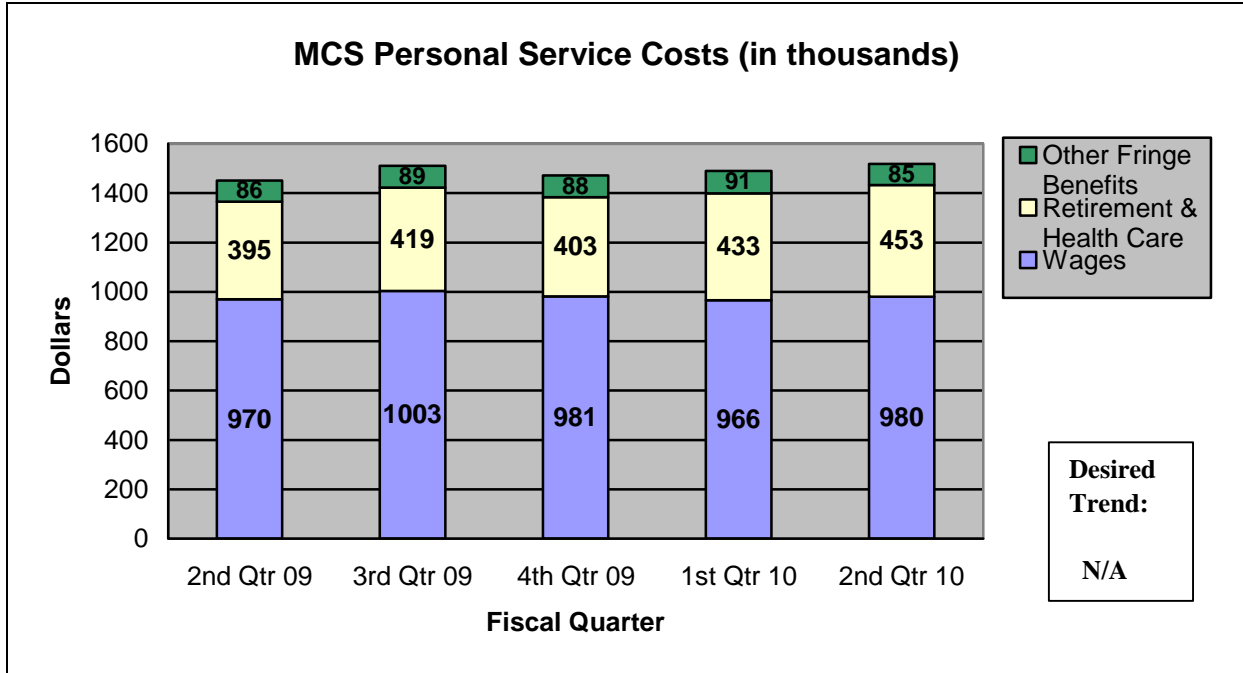
**Description:**

The data shown on the graphs consists of three distinct cost areas. The largest is employee wages. The second largest is the combined cost of contributions for retirement and health care. The third and final cost area is “other fringe benefits”, which consists of social security, deferred compensation, unemployment insurance, and post-retirement health care contributions.

**Improvement Status:**

Retirement and Health Care costs are running at about 45.5 percent of wages during FY 10, as compared to FY 09, when these same costs ran at about 41.2 percent of wages. There are two factors at work to increase these costs. The first factor is the overall inflation rate in the health care field, which dwarfs the inflation rate for employee salaries and drives up the cost of providing health benefits to employees. The second factor is the large difference in the contribution rate for retirement for employees covered under MOSERS versus employees covered under MoDOT’s retirement system. As MOSERS employees gradually leave Motor Carrier Services, all new hires replacing these employees are covered by MoDOT’s retirement system, thus increasing the fringe benefit costs to MoDOT.

Other fringe benefit costs continue to run at a fairly consistent percentage of wages as compared to prior years. The primary reason for this is that other fringe benefits consist primarily of employer social security contributions, which are based on a fixed percent of wages that has remained unchanged for many years.



# Advocate for Transportation Issues

## Fiscal notes

**Motor Carrier Services Director:** Jan Skouby  
**Data Driver:** Ken Sowers, Motor Carrier Project Manager

**Purpose:**

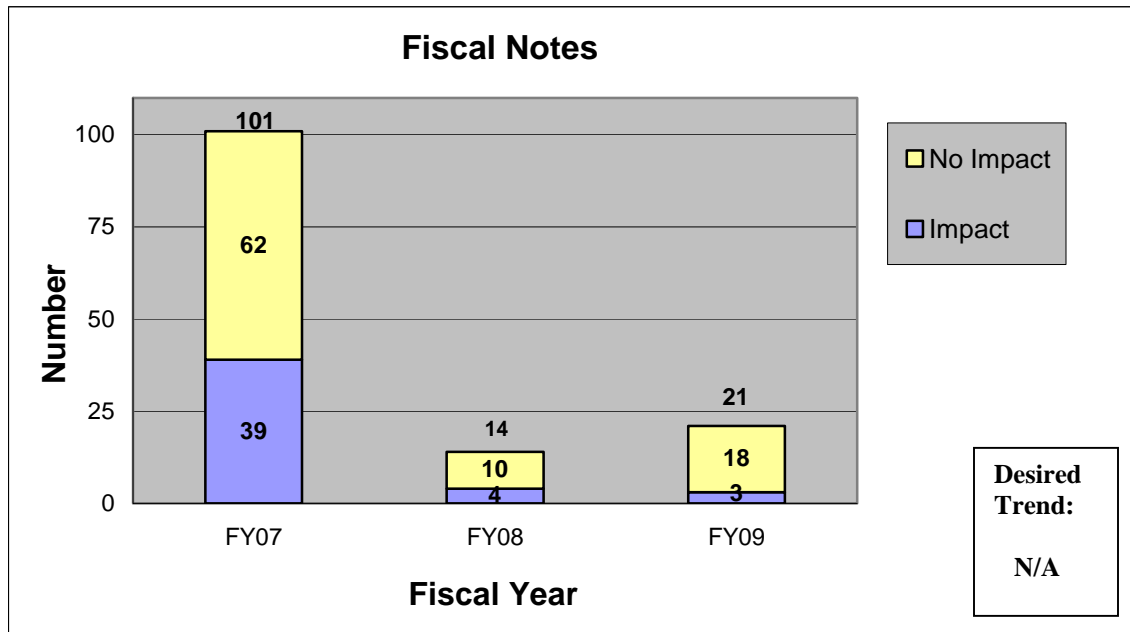
This measure reports the number of fiscal note comments MCS provides each legislative season. The number of fiscal note requests received reflects the amount of legislation that could have an impact on the division. This measure also reflects the continued growth in the importance of feedback from the MCS division.

**Description:**

The data for this measure is obtained from MoDOT Governmental Relations.

**Improvement Status:**

Three fiscal notes could have had an impact on MCS. One bill regarded the removal of certain criminal records. Two addressed transportation of railroad workers. Both would have imposed various regulations (hours of operation, acquisition, review and maintenance of driver records, liability insurance standards, etc.) on contract carriers that transport railroad employees.



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

**Number of outreach opportunities and attendance totals**

**Motor Carrier Services Director:** Jan Skouby

**Data Driver:** Bill Hampton, Motor Carrier Investigations Specialist

**Purpose:**

This measure tracks the number of people attending outreach sessions conducted by Motor Carrier Services. It helps determine where outreach sessions are most beneficial. The number is also reported to the Federal Motor Carrier Safety Administration for grant obligations.

**Description:**

Motor Carrier Services aims to meet the motor carrier industry needs with educational outreach sessions. MCS offers: credentialing, general safety, hazardous materials, agriculture, driver, medical, SafeStart and passenger carrier training statewide. These outreach sessions educate motor carriers and drivers on state and federal regulation. Through education, carriers become more familiar with the regulations and develop safe management practices thereby resulting in fewer accidents. Attendees sign in at each location. At the end of each session the district supervisor or CCC analyst reports the number of attendees to the Safety and Compliance office assistants in Jefferson City.

**Improvement Status:**

The number of attendees in the fourth quarter has begun to trend downward in spite of the increase in opportunities. To combat this possible trend, outreaches were scheduled at new locations in 2010. The traditional areas may have become saturated by repeat appearances.

Of the 42 opportunities in the fourth quarter of 2009, 29 were SafeStart outreaches. These sessions are new and delivered to a specific audience. In an effort to increase SafeStart attendance a new contact list of carriers who do business with MCS was generated.

