



MISSOURI HIGHWAYS AND TRANSPORTATION COMMISSION
Official Minutes

TABLE OF CONTENTS
September 4, 2025

COMMISSION/DIRECTOR ITEMS.....	4
Approval of Minutes.....	4
Consent Agenda.....	4
Commission Committees and Commission Related Boards	5
Director’s Report	7
PUBLIC PRESENTATIONS	
Southwest Missouri Council of Governments	9
MODOT PRESENTATIONS	
Condition of the State System	12
Update on Human Resources Division.....	16
STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)	
Consideration of Bids for Transportation Improvements.....	21
2026-2030 Statewide Transportation Improvement Program Amendment.....	24
Approval of Plans for Condemnation	27
Request for Approval of Location and/or Design on Highways	28
REPORTS	
MoDOT Briefing Report	29
Missouri Department of Transportaton Financial Report – Fiscal Year 2026	29
Consultant Services Contract Report.....	29

**MINUTES OF THE REGULARLY SCHEDULED
HIGHWAYS AND TRANSPORTATION COMMISSION MEETING
HELD IN BRANSON, MISSOURI,
THURSDAY, SEPTEMBER 4, 2025**

A regularly scheduled meeting of the Missouri Highways and Transportation Commission was held on Thursday, September 4, 2025, at Branson Convention Center, Short Creek 1 & 2, 200 South Sycamore Street, Branson, Missouri and was available via live stream. Warren K. Erdman, Chair, called the meeting to order at 9:00 a.m. The following Commissioners were present: W. Dustin Boatwright, P.E., Gregg C. Smith, Daniel J. Hegeman, Francis G. Slay, and Ann Marie Baker.

The meeting was called pursuant to Section 226.120 of the Revised Statutes of Missouri, as amended. The Secretary verified that notice of the meeting was posted in keeping with Section 610.020 of the Revised Statutes of Missouri, as amended.

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Ed Hassinger, Director of the Missouri Department of Transportation; Terri Parker, Chief Counsel to the Commission; and Jennifer Jorgensen, Secretary to the Commission, were present on Thursday, September 4, 2025.

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*“Department” or “MoDOT” herein refers to Missouri Department of Transportation.
“Commission” or “MHTC” herein refers to Missouri Highways and Transportation Commission.*

-- OPEN MEETING --

COMMISSION/DIRECTOR ITEMS

APPROVAL OF MINUTES

Upon motion by Commissioner Smith, seconded by Commissioner Slay, a quorum of Commission members present approved the minutes of the regular meetings held on July 9, 2025 and August 6, 2025, and the special meetings held July 8, 2025 and August 5, 2025.

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CONSENT AGENDA

Consent Agenda Process

In order to make the most efficient use of Commission meeting time and to ensure Commission members are well informed on issues requiring their action, staff prepares and submits to the Commission members, in advance of their meeting, internal memoranda consisting of advice, opinions, and recommendations related to the items of the Commission meeting agenda. Those items considered by staff to be of a routine or non-controversial nature are placed on a consent agenda. During the meeting, items can be removed from the consent agenda at the request of any one Commission member. The items that are not removed from the consent agenda are approved with a single motion and unanimous vote by a quorum of the members.

Minutes reflecting approval of items on the consent agenda are singly reported herein and intermingled with minutes reflecting action on related subjects that were openly discussed. Reference to “consent agenda” is made in each minute approved via the process described in the paragraph above. Minutes reflecting action on items removed from the consent agenda and openly discussed reflect the open discussion and vote thereon.

Consideration of September 4, 2025, Consent Agenda

No items were removed from the consent agenda. Upon motion by Commissioner Slay, seconded by Commissioner Hegeman, the consent agenda items were unanimously approved by a quorum of Commission members present.

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COMMISSION COMMITTEES AND COMMISSION RELATED BOARDS

The Commission has two standing committees: Audit and Legislative. In addition, it elects Commission representatives to two boards: Missouri Transportation Finance Corporation Board of Directors and MoDOT and Patrol Employees' Retirement System Board of Trustees. A Commissioner also serves on the Missouri Coalition for Roadway Safety Executive Committee. The following committee and board reports were made during the September 4, 2025, meeting.

Audit Committee – Commissioner Slay stated there was no report. The next audit committee meeting is scheduled for September 15, 2025.

Legislative Committee – Commissioner Boatwright reported the Governor has called a special session that started yesterday. During this special session the General Assembly will be addressing congressional redistricting and initiative petition reform. Additionally, the General Assembly will hold its annual veto session on September 10. Looking beyond this month, the department is preparing for the upcoming legislative session. Initially, MoDOT will be focusing on the passage of the supplemental budget.

Last session, the legislature passed authorization of appropriations in a Federal Road Fund. The Governor line item vetoed the portions related to the Federal Road Fund. However, in conjunction with this action, the legislature also reduced the corresponding appropriations from the State Road Fund by \$642,999,000. As a result, MoDOT does not have enough spending authority in the State Road Fund for the full fiscal year to make contractor payments, purchase materials to maintain roadways, and pay employees. A supplemental budget will need to be passed by the legislative Spring Break to have the spending authority in place to continue operations. The total amount that the Commission is requesting in a supplemental budget is \$642,699,000, the same amount that was reduced.

Commissioner Boatwright introduced MoDOT's proposed 2026 legislative agenda that is focused on two areas, safety and memorial highways. During the 2026 legislative session, MoDOT must continue to make safety the top priority. MoDOT proposes adopting safety initiatives that will reduce deaths and serious injuries on Missouri's highway system.

One safety proposal will modify the law regarding ignition interlock. Current law requires any person guilty of a second or subsequent intoxication-related traffic offense to install an ignition interlock device on any vehicle they operate before driving privileges are reinstated. This policy change would require an individual found guilty of a first offense to install an ignition interlock device.

The other safety proposal will address changes to child passenger restraints for children from birth through 8 years old. MoDOT will propose legislation to require infants and toddlers to remain in a rear-facing child restraint system in the rear seat from birth through age two or longer. Booster Seats will be required depending on the height and age of the child. Children who outgrow the height and weight limits of forward-facing safety seats should still be protected. Requiring them to be placed in booster seats until they are 57 inches tall and age 8 or older would be an effective way to do this.

The other area MoDOT wants to modify is related to memorial highways. This proposal will expand the Missouri Medal of Honor Recipient Fund to include honorees killed under the circumstances outlined in Section 227.296, RSMo and rename the fund to the Fallen Heroes Memorial Sign Fund. This fund would include memorial designations for members of the Armed Forces killed in the line of duty, members of the Armed Forces who are missing in action, Missouri recipients of the medal of honor, emergency personnel killed while performing duties relating to their employment, or state employees killed while serving the state.

Another provision will simplify the committee process and encourage memorial designations to go through the joint committee process rather than the legislative process. This provision will remove the requirement that an individual be deceased for two years and eliminate the 100-signature requirement to apply for a designation. MoDOT will continue to have two proposals that should the opportunity arise to advance these policy measures they could be pursued.

One proposal is associated with the huge societal issue surrounding litter. MoDOT must approach this problem from several angles to help keep Missouri beautiful. Litter along Missouri's roadways is a concern for the traveling public, lawmakers, and road users alike. One of the top customer complaints the department receives daily is the need to pick up and remove trash along the roadways. This trash problem is mostly generated from unsecured loads by commercial and non-commercial haulers to individuals driving down the highways who throw their discarded waste materials from their automobiles.

MoDOT's reduced workforce have focused their efforts on important safety-related matters such as filling potholes and replacing road signs and have not been able to keep up with the litter along roadsides. MoDOT cannot take on the enormous task alone. While there are laws for addressing litter violations, there must be other practices considered as well to combat this issue. The following three-fold approach looks to address roadside litter at its source and provide additional funds to remedy the problem:

One policy change would add fees per ton on the trash moved or deposited through transfer stations or landfills. The funds collected would be used by MoDOT to pay for litter pick-up services.

Another modification to the law addresses securing loads that travel on the roadways. Blowing debris from the trucks of trash haulers is a major contributor to roadside litter. This is despite state laws requiring their loads to be fully secured. To hold those who choose not to secure their loads accountable, this proposal would levy points against their license when they are found to be in violation of these laws.

The final litter proposal will remove barriers to littering enforcement. It changes the level of the offense from a Class A misdemeanor to a minor offense. Currently, a Class A misdemeanor requires a person to be taken into custody and fingerprinted, whereas a minor offense allows law enforcement to simply issue a ticket. This change would streamline the process, lead to more impactful enforcement, and deter future littering offenses.

Another safety proposal that needs to continue to be championed is to strengthen Missouri's Hands-Free Law. In 2023, Missouri passed the Siddens-Bening hands-free law, which prohibits drivers from using a handheld cell phone or other electronic communication device while driving. While a welcome addition, the law could be strengthened from a secondary to a primary law for more effectiveness. Additionally, the proposed change would allow cities and counties to pass an ordinance that mirrors state law so local law enforcement agencies can enforce the law and issue municipal tickets.

Commissioner Boatwright acknowledged that this is a rather lofty legislative agenda for the 2026 legislative session. However, with safety being the focus of the department it is necessary for the department to continue to promote safe driving behaviors. In closing, the department is willing to provide additional information and data to any elected officials hoping to advance good transportation legislation.

The department is seeking the Commission's consensus on pursuing the ignition interlock, child safety seats, and memorial highways legislative proposals with the understanding these initiatives will be shared with the Governor to be considered as part of their legislative agenda for the 2026 session

Missouri Transportation Finance Corporation (MTFC) – Commissioner Smith stated there was no report. The next MTFC meeting will be in October.

MoDOT and Patrol Employees' Retirement System (MPERS) – Commissioner Hegeman stated there was no report. The next board meeting is September 18, 2025.

Missouri Coalition for Roadway Safety Executive Committee – Commissioner Boatwright reported on Saturday, August 23, approximately 400 Missouri law enforcement officers joined together to participate in the Mothers Against Drunk Driving Saturation Saturday campaign. This annual event started in Missouri several years ago and brings a focused awareness to impaired driving by “saturating” Missouri roadways with officers seeking to do one thing: get impaired drivers off the road.

While the final numbers are still being reported, it is estimated more than 100 Driving While Intoxicated (DWI) arrests were made during this one evening of work. The Missouri Coalition for Roadway Safety is grateful for the dedication of our law enforcement partners and look forward to a day when such an event will result in 0 arrests.

More than 540 people have registered for the 2025 Missouri Highway Safety and Traffic Conference being held later this month in Columbia. The conference brings together safety advocates from multiple disciplines to discuss best practice and new strategies for making Missouri roads safer.

Commissioner Boatwright concluded by stating there are record levels of road work being done throughout the state, meaning more workers along the roadway every day. So far in 2025, there have been 11 people killed in a work zone crash. Last year, there were a total of 24 work zone fatalities. If the trend holds, this would be two years in a row of lower work zone fatalities in Missouri.

Total traffic fatalities remained down 2 percent compared to last year. The Coalition is asking all Missourians to finish the year strong by buckling up, putting the phone down, slowing down, and driving sober.

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DIRECTOR'S REPORT

During the September 4, 2025, Commission meeting, Director Ed Hassinger provided the following report:

State Design Engineer Announcement – Assistant Chief Engineer Mark Croarkin stated it was his pleasure to introduce the newest members of the Senior Management Team. Mr. Croarkin announced Sarah Kleinschmit as the new State Design Engineer. Ms. Kleinschmit has been with the department for 25 years in various roles, most recently as the assistant construction and materials director but with vast experience in highway design, standards, and policy administration. She has a civil engineering degree from South Dakota School of Mines and Technology, and she is a licensed professional engineer in the state of Missouri. The department is thrilled to bring her back into the Design division and into this new role.

Financial Service Director Announcement – Chief Financial Officer Brenda Morris was pleased to introduce Doug Hood as the department’s new Financial Services Director. Mr. Hood has been with the department for 30 years and has served as the Assistant Financial Services Director for the last six years. He is a graduate of the University of Missouri, where he obtained his Bachelor of Science degree in accounting. He has served in many roles with the department, including within Information Systems and Transportation Planning in addition to his time in Financial Services. Ms. Morris noted that Mr. Hood brings a tremendous amount of experience working with MoDOT’s partners, and she looks forward to working with him in his new role.

Southeast District Engineer Announcement – Deputy Director and Chief Engineer Eric Schroeter welcomed Donnie Brown as the new Southeast District Engineer. Mr. Brown comes to MoDOT after spending the last two years representing the 149th district in the Missouri House of Representatives. He has also worked as an engineer for New Madrid County for 30 years, most recently overseeing its road and bridge department. Mr. Brown is also a lifelong resident of southeastern Missouri, so he has a deep understanding of the needs and challenges of the area, as well as established relationships in the communities. Mr. Schroeter stated the department is looking forward to having him on board and helping lead the charge for our team southeast. The director reported that with Mr. Schroeter’s announcement, MoDOT senior management team is fully staffed.

Lester Woods AASHTO Recognition – Director Hassinger recognized that Lester Woods, Chief Administrative Officer, was recognized recently by American Association of State Highway and Transportation Officials’ (AASHTO) leadership for his three years of distinguished service as the vice chair of the AASHTO Equity Task Force. The task force focuses on ensuring the benefits and burdens of transportation systems, services, policies, and investments are fair and just for all individuals. The Director noted that Mr. Woods is one of the best minds in the country to help facilitate those efforts and MoDOT is lucky to have him leading the way for the team here in Missouri.

AASHTO Regional Awards – Director Hassinger noted a few MoDOT staff attended the Mid-America Association of State Transportation Officials (MAASTO) Annual Meeting last week in Minneapolis. It is always a great opportunity to see what other departments are doing across the Midwest and share and learn from each other. The Director reported that MoDOT submitted a few projects for AASHTO’s regional America’s Transportation Awards competition and received three trophies this year.

The Buck O’Neil Bridge Design-Build project won in the “Quality of Life/Community Development” category. The Focus on Bridges project won in the “Operations Excellence” category. And the U.S. Route 160 Intersection project tied for first in the “Best Use of Technology and Innovation” category. Those projects will now go on to compete at the national level in those categories and be eligible for the grand prize and the people’s choice award.

The Director noted he would love to be able to report back to the Commission in December with even more good news. He stated this recognition is well-deserved and MoDOT has some incredible team members and partners across the industry who help bring truly amazing things to life for Missouri’s infrastructure. These nominations and subsequent awards reflect a lot of innovative thinking, sweat, and dedication from this team of public servants. They have absolutely earned this moment of recognition.

Improve I-70: Columbia to Kingdom City Traffic Switch – Director Hassinger shared a brief update from MoDOT’s Improve I-70 Program. The team working on the first project from Columbia to Kingdom

City reached a big milestone this past month, switching traffic onto the new pavement of the eastbound lanes on a stretch through Callaway County. A video was shown. A little more than a year into this massive construction project and there is traffic moving on three lanes of brand-new pavement. The team is working at incredible speed to bring these improvements to life, but there is a lot of work to be done. The Director reminded everyone that as football season is here, it is a good time to remind everyone traveling across the state – whether heading to Faurot or Arrowhead – plan ahead and leave early. Count on construction, reduced speeds, and reduced lanes. Build that extra time into a trip and count on heavier gameday traffic. And please stay alert and take it slow through the work zone.

State Fair Recap – Director Hassinger reported on the MoDOT presence this summer at the Missouri State Fair. MoDOT has its own section at the fair called the “Highway Gardens.” MoDOT has a large outdoor area and an indoor space. That space offers air conditioning and bathrooms, so as imagined, it is a popular spot for visitors to stop in. The Director had the chance to be at the fair a handful of days this summer and was impressed with the operation the MoDOT team pulled together each day to provide visitors with a full experience. First, the maintenance team responsible for the upkeep of the gardens really knocked it out of the park. A rainy summer sure helped, but the Director has never seen the gardens look better than they did this year.

MoDOT takes each day of the fair as an opportunity to engage directly with customers, and the volunteers who take the time to make that a positive experience for those customers deserve a shout-out. It was a steady flow of visitors checking out MoDOT’s various stations, where they learned more about materials used on the roads, MoDOT’s Buckle Up Phone Down initiative, some of the departments ongoing major projects, and so much more.

MoDOT also put visitors to work – the department had a big state map and asked them to place a sticker where they were from, but the color of the sticker they used indicated which driver behavior they saw as most concerning where they were. Maybe unsurprisingly, distracted driving and speeding were the most common concerns reported, so that information is going to be worked into the department’s highway safety planning. Director Hassinger highlighted how MoDOT takes these 11 days to really engage with Missourians and provide them with information, experiences, and positive customer service.

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PUBLIC PRESENTATIONS

SOUTHWEST MISSOURI COUNCIL OF GOVERNMENTS

Jason Ray, Executive Director for the Southwest Missouri Council of Governments (SMCOG), described their regional planning commission. SMCOG has a large footprint that covers a ten-county region and is one of nineteen regional planning commissions across the state. SMCOG is unique in that it is administered by Missouri State University Center for Resource Planning and Management. That partnership was established in 1989 and provides access to lots of opportunity, research faculty, and

students, but also resources such as software facilities and other assets that can be incorporated into regional planning efforts.

The Council that makes up the Board of Directors represents 88 units of local government. The Board consists of the following: 12 non-governmental appointed members, 18 associate members which represent various industry sectors in the region, 24 state legislators (state representatives or state senators) whose districts overlap with the region, and the Missouri Office of Administration Commissioner.

Mr. Ray highlighted the services provided by the regional planning commission such as transportation planning, comprehensive planning, regional coordination, regional policy, economic development, public engagement, grant writing and administration, and information for local governments. The most popular service offered is transportation planning services in coordination with MoDOT.

SMCOG facilitates a regional Transportation Advisory Committee (TAC) made up of representatives from each of their ten counties that is tasked with prioritizing road and bridge projects, particularly projects or needs that are of regional significance. They are asked to prioritize bike and pedestrian projects, which helps capture some of the funding through MoDOT funding. Every five years, SMCOG is also tasked with updating the Public Transit – Human Services Transportation Plan. This plan brings together regional transit service providers in rural parts of the area, along with human service providers such as senior centers, sheltered workshops, and other similar organizations. Through the latest update process, they received public feedback about the need for rural transit services and other transportation modes throughout the region. As a result, a new multimodal Transportation Advisory Committee (TAC) separate from the existing TAC.

Mr. Ray explained the planning process and recognized that Missouri's planning process is a model throughout the nation. Partnerships, which include a strong relationship with MoDOT, especially the Southwest District, make the regional planning commission's efforts successful. Transportation is

truly regional, and each organization needs to make sure that priorities are aligned. MoDOT meets regularly with all the planning partners in the Southwest District to ensure this collaboration occurs.

Mr. Ray shared a couple of examples where good partnerships with cities and counties led to successful projects. For example, Webster County wanted transportation improvements on a 22-mile stretch of the US 60 corridor, including 49 at-grade intersections, 36 at-grade rail crossings, and safety improvements. SMOG contributed to the project and Webster County Commission matched that amount with local funds to be able to hire CMT to complete a corridor master plan. The plan was adopted in May 2020, and by September 2020, over \$10 million has been secured for improvements for the corridor. He also noted they have been partnering with the U.S. Economic Development Administration to complete the environmental assessment for a new interchange at Highway A and U.S. 60, which has led to additional planning and grant applications on this corridor. Mr. Ray stated, “Funding follows planning.”

Mr. Ray explained that another importance is active transportation networks throughout the county for bicycles and pedestrians. They partnered with several county level partners and transit providers and held over 18 public meetings in less than a year to put together a plan. Lots of public feedback was received that showed citizens in the region are thinking about the future and what might be needed, which translates to thinking about the regional future needs. As a result, the Webster County Transit and Active Transportation Plan was developed, which received an award of excellence in Regional Transportation Awards from the National Association of Development Organizations (NADO).

Mr. Ray concluded by reviewing a few high priority unfunded needs such as a planning study for Highway 76, also referred to as the Silver Dollar City Corridor; Highway 13 improvements; Highway 65 intersection improvements in Dallas and Christian Counties; Highway 76 and Lakeshore Drive; Highway 86 Improvements; and multimodal needs. The Southwest Missouri Council of Governments is assisting the City of Branson with updating their comprehensive plan, and also just received funding for the Taney

County Master Plan, which will include a lot of transportation components and housing components as well. The goal is to enhance the quality of our communities through regional cooperation.

Commissioner Baker thanked Mr. Ray for his presentation and appreciated the focus on collaboration, partnership, and shared goals.

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MODOT PRESENTATIONS

CONDITION OF THE STATE SYSTEM

On behalf of the Director, Mark Croarkin, Assistant Chief Engineer, provided to the Commission a presentation regarding the continual investment of the state system, such as 34,000 miles of pavement, which is the seventh largest state system in the nation. This system is a great asset, but maintenance of the system does not happen by accident, it takes constant effort.

MoDOT categorizes the system based upon major, minor, or low volume. Major roads are made up of 5,560 miles, are only about 16 percent of the system, and sustains roughly 77 percent of the travel throughout Missouri. These are the roads that connect the centers of population. With the highest amount of traffic, these roads can deteriorate the fastest. MoDOT sets the condition goal the highest for major roads at 90 percent good; current conditions are 1 percent below the goal at 89 percent in good condition. He noted the condition across the state does vary by district. Major roads are also the most expensive miles to maintain per mile. Treatments range from full replacement to minor treatments, but on average it costs about \$161,000 a lane mile when contracting work on a major road.

The minor system is roughly 18,000 miles, which makes up about 53 percent of the system, and accommodates 22 percent of total travel. These are the roads that bring Missourians to major roads. The goal for these roads is 80 percent in good condition; current conditions are at 83 percent. The average costs for maintaining minor roads is roughly one third of the cost of major roads at \$63,000 per lane mile.

Low volume roads that have less than 400 vehicles per day. The roads make up 31 percent of the system with more than 10,000 miles but accommodate only 2 percent of the total travel. These roads are basically the end of the system, often referred to as the farm to market roads. These roads are primarily maintained by MoDOT forces. The goal for low volume roads is 70 percent good condition. Over the last year, low volume road conditions increased 4 percent to 83 percent good condition. Low volume roads are not spread evenly across the state, and it shows as condition ranges across districts planning areas from 56 percent to 91 percent. In the last few years, the department has made tremendous strides under the Governor's Rural Route Program and the asset management deficit program. Before the contract work was completed last year, more than \$100 million of contract work was carried over to the current year, and the legislature provided another \$20 million in general revenue for work on low volume roads.

Mr. Croarkin noted that the condition of roads has improved since 2004, when major roads were only 50 percent good condition. To make the progress between 2000 and 2010, the Commission borrowed approximately \$2 billion to bring the conditions up to better standards. While necessary, this was an expensive undertaking that will be completely paid off in May of 2029. He then provided a quintile report, which is similar to a report card for the 34,000 miles of roadway.

Becky Allmeroth, Chief Safety and Operations Officer, highlighted another aspect of the state systems, signs. MoDOT currently has almost 700,000 individual signs across the state, which is about 7.3 million square feet of signs. This is a very large investment that also needs to be maintained on a regular basis. If the department had to replace every sign today including installing, assembling, and the overhead structures, that value is about \$750 million. The 700,000 signs across the state range anything from small stop signs and delineators all the way up to some of the enormous signs across the highway. Installing these signs is a huge task for crews because of their size, and some of the larger signs are contracted out when replaced. The size and mounting height of signs varies depending on the type of roadway they are installed on and the speed limit of the roadway. Since drivers may only have a few seconds to see,

understand, and react to sign messages, it is important that highway signs are clearly designed and properly installed. MoDOT follows the national standard for sign size, legend size, and sign mounting to achieve this goal.

Unfortunately, highway signs do not last forever. The average effective life from a sign is about 15 years. In ideal conditions, this could extend as high as 20 years. However, the inverse can also be true in harsher conditions, and sometimes, the life of a sign can be cut short significantly from other external factors, such as a crash or vandalism. In terms of natural wear and tear, the most noticeable indicators of sign aging are the peeling or cracking of letters and symbols or the failure to reflect headlights at night. Sometimes, a sign may look fine in the day, but completely disappear at night. If the average life of a sign is 17 years, this means MoDOT needs to replace about 7 percent of the total signs each year to keep pace with the aging infrastructure. It also means MoDOT should expect approximately 7 percent of the total signs to be in need of replacement at any given time. As of today, approximately 11 percent of total signs in the state have been identified as needing replaced. This is above the 7 percent threshold, an indicator there is work to be done in this area. The good news is signing efforts have significantly increased over the past 5 years, both from internal efforts by MoDOT crews and from contracts programmed in the Statewide Transportation Improvement Program (STIP). Also, by continuing to include sign replacements in projects, especially those large, green structural signs, this gap can be closed sooner.

Bryan Hartnagel, State Bridge Engineer, provided to the Commission a presentation regarding the effort to minimize the deterioration of the state's 10,427 bridges, which is 35 more than last year. Using MoDOT's Asset Management Plan, investments are being made in bridge replacements, rehabilitations, and preventive maintenance.

Mr. Hartnagel provided an overview about bridge inspections. The Bridge Division has 16 staff members dedicated to under-bridge inspections. About every two years there are about a thousand bridges that need under-bridge inspection vehicles, the special snooper vehicles. The remaining 9,000 bridges are

inspected by district personnel. St. Louis City, St. Louis County, Kansas City, and Greene County inspect their own local system, but MoDOT district personnel also inspect nearly 14,000 local bridges as well.

Mr. Hartnagel reviewed the health of Missouri's bridge inventory. Bridges are rated good, fair, or poor. Poor bridges are safe, but they take a lot more maintenance, must be inspected more frequently, and may have weight limits on them. Currently, there are 752 poor bridges on the state system compared to 759 last year. The department is getting to the point where it is more difficult to make progress in this area because the average age of the structures is about 50 years, and most of them were designed to be 50-year bridges. The department has 825 weight restricted bridges and those are the bridges that have a sign on them stating the weight that can be hauled across the structure. Mr. Hartnagel explained there are 249 bridges that are considered both in poor condition and weight restricted.

Additional funding from the Senate Bill 262 statewide fuel tax and the Bipartisan Infrastructure Law (BIL) or Infrastructure Investment and Jobs Act (IIJA) as well as Governor Parson's Focus on Bridges Program has had a positive impact on reducing the number of poor bridges. Additionally, the bridge bundle in the Northwest District, the Kaysinger Bridge Bundle design-build project, and the FARM bridge bundle across the northern half of the state has helped reduce the number of poor bridges.

Bridges are categorized as typical or major and subsequently have different impacts on cost, detours, and public convenience. A typical bridge is less than 1,000 feet long and a major bridge is over 1,000 feet long. Missouri has 209 major bridges. Mr. Hartnagel reviewed the major bridge replacement projects funded in the current Statewide Transportation Improvement Program (STIP). The funded projects include the following: Route 291 over Missouri River in Kansas City year 2026; Route 62 over St. Francis River year 2026; I-64 over Vandeventer Avenue in St. Louis year 2027; I-229 removal in St. Joseph year 2028; I-29 North and South Viaduct approaches to the kcICON bridge in Kansas City over the Missouri River year 2028; payment for Route 92 Centennial Bridge over Missouri River in Kansas City year 2028; and payment for Route 24 over the Mississippi River in the Northeast District. He

highlighted the unfunded major bridge replacements: Route 136 over the Missouri River in the Northwest District year 2031, and Martin Luther King over the Mississippi River in St. Louis year 2032.

Commissioner Hegeman appreciated the progress on signing and noted the safety importance of good, clear signage along state roadways. He noted this really moves the needle on what we can do statewide on asset management. Commissioner Smith thanked Mr. Hartnagel, Mr. Croarkin, and Ms. Allmeroth for their presentation on roadway condition, asset management, and bridges. It is an incredible task to do the right amount of work at the right time to maintain good conditions and to do that on the nation's 7th largest state highway system.

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UPDATE ON HUMAN RESOURCES DIVISION

On behalf of the Director, Ashley Halford, Human Resources Director, reported on human resources strategies, succession planning, policy review, compensation, and developing employees. The Central Office Human Resources (HR) team is comprised of 25 employees who have expertise in the areas of Administration, Employment, Compensation, Employee Development, and Human Resources Services.

The Administration section has oversight of HR policies, practices, and compliance. This team sets the vision and priorities for our team largely driven by the desires of the Commission and Executive Team, state and federal laws, and industry best practices. This group has also initiated a formal succession planning exercise earlier this year and plan to complete this exercise in the coming months. Succession planning ensures a pipeline of talent to deliver agency strategies and goals. It also safeguards the department against the loss of critical institutional knowledge. It is important that the hard work of the team is recognized as an organization. Human Resources coordinates the efforts to make that happen with programs like the high achiever awards, leadership coins, including coordinating the annual banquet to

recognize those who have been awarded three or more coins, as well as service awards to recognize milestone years of service with gifts and/or a banquet.

The Employment section conducts policy reviews on topics such as Family Medical Leave Act (FMLA) and Americans with Disabilities Act (ADA) to relocation expenses and tuition reimbursement. They are continually reviewing policies for compliance and update as needed, and ensure all employees have the resources or accommodations needed to be successful. This section also provides data analysis for Tracker measures including the Annual Turnover report. Most recently, the Employment team worked through the implementation of an ECM or enterprise content management solution. This is a tool used to transition from paper files into an electronic format.

The Compensation team ensures the compensation structure is equitable and competitive, and applied consistently throughout the organization. They manage all aspects of the over 400 job descriptions utilized by the department. Ms. Halford noted when she presented in September 2023, the following items were identified as the next steps for the Compensation team: the fiscal year 2025 appropriations request, implementation of a full salary structure, continued within grade movement, and additional staffing for major projects. She reported that all of these items have now been completed. In addition, the Compensation team has implemented a 3.2 percent cost of living adjustment (COLA) effective July 1, 2024, implemented position control to better account for all authorized positions; completed the annual market analysis of anchor job titles, completed the analysis for the fiscal year 2026 pay plan that was implemented July 1, 2025, and have begun working on the fiscal year 2027 pay plan.

The Employee Development section facilitates leadership training such as High Performance for Supervisors, Accelerated Leadership Development, Professional Development Institute, and Crew Leader/Maintenance Leadership Academy training for new employees and new supervisors, as well as the apprenticeship program. In July 2024, the Learn module of MOVERS was implemented. This module is the department's new learning management system for team members, providing training transcripts,

online courses, automatic course enrollment capabilities and more. Looking at ways to provide valuable training to employees, this team developed an Introduction to Leadership training, which was designed to provide individuals who are interested in becoming a leader at MoDOT with insight into the responsibilities that come with being a leader. Two hundred and one attendees in the past year completed this training. Another need amongst leaders within the department was a better understanding of the state's performance management process and MoDOT's expectation of documentation as supervisors. This need resulted in the creation of the Performance Management and Documentation training that was provided to all supervisors and managers statewide (about 750 employees) in the fall of 2024. Human Resources facilitated the professional development of 191 MoDOT team members through other MoDOT employee development programs such as Management Development Institute (MDI), High Performance Supervision (HPS), Professional Development Institute (PDI), and Accelerated Leadership Development (ALD).

The Human Resources Services section provides daily assistance to the Central Office divisions regarding hiring, performance management, and leave usage. This group is charged with recruiting for Central Office divisions but are also tasked with coordinating the statewide civil engineering recruiting. This team now has two dedicated full-time positions to focus on recruiting strategies statewide and several of the districts have also dedicated a full-time position to recruiting, since it is a priority for the organization. MoDOT team members were able to attend over 150 recruiting and community outreach events in the last year. They attended events at colleges and universities such as University of Missouri, Missouri State, Oklahoma State, and Purdue; technical and trade schools like Rankin, State Tech, Ozarks Technical Community College, Jobs for America's Graduates (JAG), and St. Mary's High School; as well as community outreach events such as Skills USA, Build My Future, Goodwill, and HALO. MoDOT's intern program is a wonderful way to provide students an opportunity to get real-world, hands-on experience, while also showing them what a great place MoDOT is to work. The goal is for every

graduating senior to leave their summer internship with a job offer. Once hired, employees are put through an extensive training and onboarding process. MoDOT believes the better employees are educated and trained, there will a direct correlation to increased retention.

In April 2018, MoDOT procured the services of TransPro/Advanced Management Consulting to provide the department with an organizational assessment and succession plan. This report confirmed several things about MoDOT, but one of the biggest concerns the report confirmed was that MoDOT was in the middle of a workforce crisis. Thanks to the Commission's leadership and support, MoDOT has been able to take steps to reduce turnover and increase employee retention and engagement.

Ms. Halford noted while the department has hired over 1,600 new employees during the last two fiscal years, there have also been 1,358 employees separate from the department during the same timeframe. While there were over 500 vacancies at the end of calendar year 2022, that number of vacancies has been cut nearly in half. She noted there is still more work to do, but continued support of the market pay plan will be a critical element in recruiting efforts going forward.

MoDOT's separation rate for calendar year 2024 was 13.8 percent, which is a decrease from 2023's rate of 14.6 percent and 2022's rate of 16.7 percent. In 2024, resignations accounted for 56.9 percent, retirements for 29.2 percent, and releases for 12.5 percent. She noted employees with less than one year of service accounted for 32.3 percent of the 2024 separations. In comparison, in 2023, employees with less than one year of service accounted for 23.8 percent of the separations. Ms. Halford reviewed the top reasons for leaving the department included salary (53 percent, down from 73 percent in 2022) and retirement (39 percent, up from 28 percent in 2022). The department is on pace to have nearly 250 retirements in 2025.

Ms. Halford then shifted the focus of the presentation from the tools to monitor employment to what is being done for recruitment and retention efforts with the department. In order to meet the needs of customers, MoDOT needs to focus on the retention of staff. The importance of finding employees who

model the MoDOT values and preferred employee qualities starts with the selection process. The department is now able to better compete with the current compensation and benefits package. During the recruiting process an interactive tool that highlights the total compensation package and puts into perspective the benefit of retirement and medical coverage is for employees. A tone is set during onboarding of what it means to be a MoDOT employee and stress the opportunities provided to grow and develop employees. A tremendous amount of time is spent to train and equip supervisors with the knowledge and skills to be effective in their roles. Also, there are numerous opportunities to recognize and reward employees for a job well done. This provides them opportunities to be proud of the work they do and serve their communities. It is a privilege to be a MoDOT employee. A great deal of time is spent reinforcing that message and building a welcoming and inclusive work environment.

Ms. Halford concluded her presentation stating the Human Resources team is and has worked to implement new technology to better collaborate with partners and to work more efficiently. They are working to be more proactive and provide supervisors with the tools they need to be successful through increased training and employee resources. The team has ramped up focus on recruiting and retention to reduce vacancies and hire and retain people who model the MoDOT values and have a desire to be a public servant in their communities. The department is intentional to hire people who choose to make MoDOT a career choice and not just a steppingstone in their career. Ms. Halford thanked the Commission for their steadfast support and noted their commitment to recognizing the value of the workforce is deeply appreciated. She noted the Commission's actions with the pay plan help strengthen morale and reinforce a culture of appreciation across the organization and makes MoDOT a preferred employer around the state.

Commissioner Slay thanked Ms. Halford for her presentation and appreciate the recruitment and retention efforts. The team has done a tremendous job in reducing vacancies in the past years and

becoming truly competitive in the market. There is still work to be done to find those employees who can model the MoDOT values.

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STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)

CONSIDERATION OF BIDS FOR TRANSPORTATION IMPROVEMENTS

On behalf of the Director, Sarah Kleinschmit, State Design Engineer, presented the following recommendations pertaining to bids received on federal aid and state highway and bridge projects during the past month.

Ms. Kleinschmit recommended: (1) Award of contracts to the lowest responsive bidders for bids received at the August 15, 2025, letting, as recommended, and noted in Table I below; (2) Rejection of Calls B01, C04, C05, and C06 due to excessive bids per Section 102.15(a) of the Missouri Standard Specifications for Highway Construction; and (3) Ratification of the award of Job Number JSLM0112 that was awarded by the Deputy Director and Chief Engineer on August 18, 2025 for the urgent bridge rehabilitation on I-270 over I-44 noted in Table III below.

**Table I
Award of Contracts
August 15, 2025, Bid Opening**

Call No.	Route	County	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
A01	D, KK, JJ, B	Carroll, Chariton, Livingston	JNW0010	\$2,489,470.46	\$0.00	E & C Bridge, LLC	4 Bridge Deck Replacements
A02	Various	Atchison, Holt, Nodaway	JNW0103	\$2,614,738.97	\$0.00	Capital Paving & Construction, LLC	29 Bridge Rehabilitations
B02	C	Lewis	JNE0027	\$1,513,151.02	\$0.00	W. L. Miller Company	Resurface
B03	15	Scotland	JNE0056	\$1,390,127.70	\$0.00	W. L. Miller Company	Seal Coat
		Knox, Scotland	JNE0057				

Call No.	Route	County	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
B04	36	Macon	JNE0120	\$8,199,897.69	\$0.00	Magruder Paving, LLC	Coldmill, Resurface, Guardrail, and 4 Bridge Rehabilitations
	63		JNE0137				Grading, Pavement, Bridge Rehabilitation, Signing, and Lighting
B05	V	Lewis	JNE0146	\$749,178.56	\$0.00	Ti-Zack Concrete, LLC	ADA Improvements
C01	B	Platte	J4S3492	\$1,804,738.33	\$2,500.00	Louis-Company, LLC	Bridge Replacement
C02	Z	Clinton, Platte	JKU0047	\$1,554,461.43	\$0.00	Herzog Contracting Corp.	Resurface
C03	2	Cass, Johnson	JKU0049	\$2,634,120.08	\$0.00	Emery Sapp & Sons, Inc.	Resurface
D01	17, LP 44, Z	Pulaski	JCD0128	\$3,135,427.42	\$0.00	Ti-Zack Concrete, LLC	ADA Improvements
D02	135	Cooper	JCD0192	\$783,774.00	\$0.00	Blevins Asphalt Construction Company, Inc.	Seal Coat
D03	A	Boone	JCD0197	\$995,862.00	\$0.00	Blevins Asphalt Construction Company, Inc.	Seal Coat
	J, O, UU, OR 70		JCD0196				
F01	D	St Louis	J6S3215B	\$9,632,342.77	\$0.00	N.B. West Contracting Company	Resurface, Signals, ADA Improvements, and Bridge Rehabilitation
F02	231	St Louis	J6S3632	\$15,901,777.00	\$0.00	Pace Construction Company, LLC	Coldmill, Resurface, ADA Improvements, and Signals
F03	I-44	Franklin, St Louis	JSLM0072	\$1,756,519.94	\$0.00	Lamke Trenching & Excavating, Inc.	Pavement Repair
F04	Various	Various	JSLM0085	\$423,334.18	\$0.00	Diamond Fence, LLC	Job Order Contract for Sign Repair
F05	50	Franklin	JSLM0063	\$158,568.20	\$0.00	Courtney Construction, LLC dba Courtney Excavating & Construction	Pipe Replacement
F06	I-270	St Louis	JSLM0112	\$481,000.00	\$0.00	Kozeny-Wagner, Inc.	Bridge Rehabilitation
G02	LP 44	Greene	J8P3144	\$1,480,862.35	\$4,200.00	D & E Plumbing and Heating, Inc.	Signal Upgrades and Add Turn Lane and ADA Improvements
G03	43	Jasper	JSR0073	\$3,192,000.00	\$0.00	West Plains Bridge & Grading, LLC dba West Plains Bridge & Grading	2 Bridge Rehabilitations
	M		JSR0074				Bridge Deck Replacement

H03	Y	Scott	JSE0150	\$2,339,999.00	\$0.00	RL Persons Construction, Inc.	Roundabout
H04	62	Dunklin	JSE0155	\$11,532,500.00	\$0.00	West Plains Bridge & Grading, LLC dba West Plains Bridge & Grading	Grading, Drainage, Resurface, and Bridge Replacement
H05	KK	Wayne	JSEM0106	\$148,840.00	\$0.00	H.R. Quadri Contractors, LLC	Replace Low Water Crossing
			TOTAL:	\$74,912,691.10	\$6,700.00		

**Table II
Rejection of Bids
August 15, 2025, Bid Opening**

Call	Route	County	Job No.	Description
B01	P	Adair	JNE0025	Coldmill and Resurface
			JNE0209	Resurface
	H		JNE0212	
C04	Various	Cass, Clay, Jackson, Platte, Ray	JKU0308	Job Order Contracting for Lighting Repair
C05	Various	Cass, Clay, Jackson, Platte, Ray	JKU0424	Job Order Contract for ITS System Repairs
C06	Various	Johnson, Lafayette, Pettis, Saline	JKR0309	Job Order Contract for Asphalt Repair

**Table III
Award of Emergency Project
August 15, 2025, Bid Opening**

Route	County	Job No.	Bid Amount	Contractor	Description
I-270	St. Louis	JSLM0112	\$481,000.00	Kozeny-Wagner, Inc.	Urgent Bridge Rehabilitation
		TOTAL	\$481,000.00		

Commission Consideration and Action

After consideration, and upon motion by Commissioner Smith, seconded by Commissioner Hegeman, the Commission took the following action with abstentions noted below.

1. Awarded contracts to the lowest responsive bidders for bids received at the August 15, 2025, bid opening, as recommended, and noted in Table I above. Non-contractual costs for these projects are shown on the above tabulation.
2. Rejected Calls B01, C04, C05, and C06 due to excessive bids per Section 102.15(a) of the Missouri Standard Specifications for Highway Construction as noted in Table II above.

3. Ratified the award of Job Number JSLM0112 that was awarded by the Deputy Director and Chief Engineer on August 18, 2025, for an emergency project as noted in Table III above.
4. Authorized the Director, Deputy Director/Chief Engineer, Chief Financial Officer, or Assistant Chief Engineer to execute the contracts awarded above.

Commissioner Erdman abstained from voting on Call A01. Commissioner Hegeman abstained from voting on Call C02.

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2026-2030 STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM AMENDMENT

On behalf of the Director, Eric Schroeter, Deputy/Director Chief Engineer, requested approval to revise the 2026-2030 Statewide Transportation Improvement Program (STIP) that was approved in July 2025, for the implementation of twenty-three highway and bridge projects, as noted in Table I below, and two projects that have already been let and awarded therefore the additional funds will be considered at project closeout, as noted in Table II below.

Table I
2026 – 2030 STIP
Highway and Bridge Construction Schedule
September Amendment
Project Additions and Modifications

District County Job No.	Route	Description of Improvement/Location	Tentative Award State Fiscal Year and Change by Type	Change in Construction and Right of Way Funds <i>(Dollars in Thousands)</i>	Change in Engineering Funds <i>(Dollars in Thousands)</i>
KC Cass JKU0299	MO 2	Culvert replacement over Muddy Creek.	2026 CN	\$1,046	\$15
KC Clay J4S3507	MO 33	Payment to Kearney to add turn lanes, pedestrian signals, traffic signals, sidewalks, and bike lanes at 19th Street.	2026 CN	\$1,225	\$0
KC Jackson J4I3470	CST View High Drive	Payment to I-470 Western Gateway Transportation Development District to modify interchange configuration at I-470.	2026 CN	\$5,195	\$275

District County Job No.	Route	Description of Improvement/Location	Tentative Award State Fiscal Year and Change by Type	Change in Construction and Right of Way Funds <i>(Dollars in Thousands)</i>	Change in Engineering Funds <i>(Dollars in Thousands)</i>
CD Dent JCD0338	MO 119	Scour repair at Pigeon Creek.	2026 CN 2026 RW	\$205	\$74
CD Dent JCD0336	MO 19	Repair slide 0.3 mile south of County Road 4050.	2026 CN 2026 RW	\$715	\$259
CD Dent JCD0337	MO 32	Repair bank erosion at Spring Creek.	2026 CN 2026 RW	\$129	\$46
CD Dent JCD0339	MO 72	Scour repair at Dry Fork Creek.	2026 CN 2026 RW	\$307	\$111
CD Dent JCD0340	RT B	Scour repair at Dry Branch.	2026 CN 2026 RW	\$409	\$148
CD Dent JCD0341	RT FF	Scour repair at Dry Fork Creek.	2026 CN 2026 RW	\$562	\$204
CD Osage JCD0060	RT E	Bridge rehabilitation over Town Creek.		-\$110	-\$14
SW Jasper J7S2185C	MO 66	Rebuild pavement, upgrade signals, and upgrade pedestrian facilities to comply with the ADA Transition Plan on 7th Street from Maiden Lane to Rte. 43 (Main Street) and construct a new culvert from Byers Avenue to Wall Avenue in Joplin.	2026 CN 2026 RW	\$5,299	\$0
SE Ripley J9S3806	US 160	Pavement and bridge resurfacing from south intersection of Rte. 21 to Rte. JJ.	2026 CN	\$1,362	\$30
ST Boone JST0017	IS 70	Safety and capacity improvements from the Missouri River near Rocheport to Columbia.	2026 CN	-\$39,000	-\$11,498
ST Callaway JST0018	IS 70	Safety and capacity improvements from Kingdom City to Warrenton.	2027 CN 2026 RW	\$98,309	-\$21,999
ST Chariton JST0131	RT UU	Pavement resurfacing from Rte. 5 to Scribner Road.		\$0	\$0
ST Franklin JST0115	IS 44	Interchange and pavement improvements at Rte. 50.	2027 CN	\$38,220	\$3,675

District County Job No.	Route	Description of Improvement/Location	Tentative Award State Fiscal Year and Change by Type	Change in Construction and Right of Way Funds <i>(Dollars in Thousands)</i>	Change in Engineering Funds <i>(Dollars in Thousands)</i>
ST Lafayette JST0016	IS 70	Safety and capacity improvements from Rte. H east of Odessa to Concordia.	2027 CN	-\$469,418	\$500
ST Lafayette JST0016C	IS 70	Safety and capacity improvements from Concordia to Boonville.	2027 CN 2026 RW	\$551,995	\$5,000
ST Montgomery JST0018B	IS 70	Safety and capacity improvements from Rte. F at High Hill to east of Rte. Y at Jonesburg.		-\$71,712	-\$3,000
ST Various JST0138	Various	Guardrail improvements at various locations in the Northwest District.	2026 CN	\$3,800	\$266
ST Various JST0143	Various	Guardrail improvements at various locations in the urban Southwest District.	2026 CN	\$161	\$50
ST Various JST0143B	Various	Guardrail improvements at various locations in the rural Southwest District in Barton, Bates, Benton, Cedar, Dade, Dallas, Henry, Hickory, Polk, St. Clair, and Vernon counties.	2026 CN	\$2,239	\$699
ST Various JST0143C	Various	Guardrail improvements at various locations in the rural Southwest District in Barry, Christian, Greene, Jasper, Lawrence, McDonald, Newton, Stone, Taney, and Webster counties.	2026 CN	\$1,778	\$556
			TOTAL:	\$132,716	(\$24,603)

Table II
2026 – 2030 STIP
Highway and Bridge Construction Schedule
September Amendment
Project Additions and Modifications

District County Job No.	Route	Description of Improvement/Location	Tentative Award State Fiscal Year and Change by Type	Change in Construction and Right of Way Funds <i>(Dollars in Thousands)</i>	Change in Engineering Funds <i>(Dollars in Thousands)</i>
ST Jackson J4I1486D	IS 70	Bridge replacement, removal and rebuild pavement, and replace median barrier from Paseo to I-435.	2025 CN	\$8,691	\$0

District County Job No.	Route	Description of Improvement/Location	Tentative Award State Fiscal Year and Change by Type	Change in Construction and Right of Way Funds <i>(Dollars in Thousands)</i>	Change in Engineering Funds <i>(Dollars in Thousands)</i>
ST Warren JST0020	IS 70	Safety and capacity improvements from Warrenton to I-64 in Wentzville.	2025 CN	\$1,080	\$0
			TOTAL:	\$9,771	\$0

Via approval of the consent agenda, the Commission unanimously approved the amendment to the 2026 – 2030 STIP as noted in the tabulation above. Commissioner Erdman abstained from voting on Job Number 7S2185C, Route MO 66 E, in Jasper County and Job Number 4I1486D, Route I-70 E, in Jasper County. Commissioner Hegeman abstained from voting on Job Number NI1486D, Route I-70 E, in Jackson County.

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APPROVAL OF PLANS FOR CONDEMNATION

On behalf of the Director, Sarah Kleinschmit, State Design Engineer, recommended the Commission approve the following detailed project plans, approved by the Chief Engineer, for filing as necessary for the condemnation of right of way.

<u>County</u>	<u>Route</u>	<u>Job Number</u>
St. Charles/St. Louis	340/DD/30/K	J6P3510C
St. Louis	67	J6S3557
St. Louis	67	J6S3625
Ste. Genevieve County	61	J9P3855

In accordance with Section 227.050 RSMo, the Commission, via approval of the consent agenda, approved the detailed project plans for the above noted projects and directed them to be filed as necessary for the condemnation of right of way.

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REQUEST FOR APPROVAL OF LOCATION AND/OR DESIGN ON HIGHWAYS

Route 54, Callaway County

Job No. JCD0170

Public Hearing May 6, 2025

Online Public Comments Received Between April 22 and May 27, 2025

This project will provide for the improvement of westbound U.S. Route 54 in Callaway County from U.S. Route 63 to the Missouri River Bridge by constructing an additional westbound lane and relocating the westbound entrance ramp from Route W. The project has an estimated cost of \$4.5 million. The project will be constructed in various stages under traffic using temporary lane closures, lane shifts, and detours. The project will have fully controlled and normal access right-of-way. The project is 1.5 miles in length.

On behalf of the Director, Machelles Watkins, Central District Engineer, recommended approval of the location and design as presented at the public hearing.

After full consideration of the favorable and adverse economic, social and environmental effects of the recommended, location and design, the Commission via approval of the consent agenda unanimously found and determined the recommended location and design would best serve the interest of the public and approved the recommendation.

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-- REPORTS --

REPORTS

The Commission received the following written reports.

MODOT BRIEFING REPORT

Ed Hassinger, Director, provided to the Commission the written monthly Issue Briefs that are sent from the department to the Governor since the previous MoDOT Briefing Report. There were no briefing reports to the Governor for the past month.

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MISSOURI DEPARTMENT OF TRANSPORTATION FINANCIAL REPORT – FISCAL YEAR 2026

Doug Hood, Financial Services Director, submitted a written financial report for fiscal year to date July 31, 2025, with budget and prior year comparisons.

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CONSULTANT SERVICES CONTRACT REPORT

Sarah Kleinschmit, State Design Engineer, submitted a written report of consultant contracts executed in the month of July 2025, for both engineering and non-engineering related projects. The department utilizes consultants to efficiently manage workload and provide specialized expertise to supplement and support department staff. Expenditures for consultant services are funded from the Commission approved Statewide Transportation Improvement Program and MoDOT Operating Budget. There were 722 active contracts held by individual engineering consultant firms prior to August 1, 2025. Twenty-one engineering consultant services contracts were executed in July 2025, for a total of \$7,587,963. There were zero non-engineering consultant contracts executed in July 2025.

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By unanimous consensus of all members present, the meeting of the Commission adjourned.

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The Mission of the Missouri Highways and Transportation Commission is to:

- Represent the citizens of Missouri pursuant to the Constitution by providing independent and nonpartisan governance of the Missouri Department of Transportation; and
- Establish policies, exercise oversight, and ensure accountability in developing and maintaining a world class transportation system in Missouri which fosters safety and economic development.

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