



**MISSOURI HIGHWAYS AND TRANSPORTATION COMMISSION
Official Minutes**

**TABLE OF CONTENTS
February 4, 2026**

COMMISSION/DIRECTOR ITEMS

Approval of Minutes 5
 Consent Agenda 5
 Commission Committees and Commission Related Boards 6
 Director’s Report 7

PUBLIC COMMENTS

Concerns About Commission Transparency, Roadways, and Rest Areas 8
 Concerns about I-70 Design and Construction in Wentzville 9
 Jefferson County Port Authority 10

MODOT PRESENTATIONS

Improve I-70 Project Contract Authorizations 10
 Enterprise Risk Management (ERM) 12
 Maintenance and Management of Assets 14
 Succession Planning Update 17

ADMINISTRATIVE RULES/POLICIES

Report and Recommendation Regarding Notice of Proposed Amended, and Rescission Rulemaking –
 Contractor Performance Rating 21

BUSINESS ISSUES

Fiscal Year 2026 Budget Amendment 22
 Audit Services Agreement for Fiscal Years 2026-2028 Financial Statement Audit 22
 DeLong’s Incorporated, Economic Development 23

STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)

Consideration of Bids for Transportation Improvements 24
 Approval of Plans for Condemnation 29

REPORTS

Audits and Investigations Annual Report..... 30
Financial Accountability Report – Quarterly Report..... 30
MoDOT Briefing Report 30
Missouri Department of Transportaton Financial Report – Fiscal Year 2026 30
Consultant Services Contract Report..... 30

**MINUTES OF THE REGULARLY SCHEDULED
HIGHWAYS AND TRANSPORTATION COMMISSION MEETING
HELD IN JEFFERSON CITY, MISSOURI
WEDNESDAY, FEBRUARY 4, 2026**

A regularly scheduled meeting of the Missouri Highways and Transportation Commission was held on Wednesday, February 4, 2026, at the Missouri Department of Transportation, 105 W. Capitol Avenue, Jefferson City, 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.

* * * * *

* * * * *

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 Wednesday, February 4, 2026.

* * * * *

*“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 Boatwright, a quorum of Commission members present approved the minutes of the regular meeting held on January 8, 2026, and the special meeting held January 7, 2026.

* * * * *

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 February 4, 2026, 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.

* * * * *

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 February 4, 2026, meeting.

Audit Committee – Commissioner Slay stated there was no report. The next Audit Committee meeting will be in June.

Legislative Committee – Commissioner Boatwright reported that there has been lots of activity at both the state and federal levels.

At the state level, passage of the supplemental budget request of \$642.7 million remains the primary focus this session. The supplemental budget has been presented by Office of Administration to both the House and Senate committees. The House Budget Committee will hear public testimony on the supplemental budget this morning.

There are a couple of legislative proposals that are advancing through the process that are of concern. House Bill 2155 will require the department to reimburse telecommunications and cable companies for utility relocation costs related to road projects. The estimated fiscal impact of this proposal is \$48 million. The department is actively working with the bill sponsor to mitigate this impact. Senate Bill 1408 proposes increasing the speed limit from 70 to 75 miles per hour on rural interstates and freeways. The department expressed safety concerns during Monday's hearing noting that higher speeds increase crash severity, stopping distance, reduce effectiveness of occupant protection systems, and roadway safety features. In 2024, speeding crashes accounted for 33 percent of all traffic fatalities in Missouri.

On the federal side, several omnibus budget proposals passed, and the federal government will resume operations today.

Missouri Transportation Finance Corporation (MTFC) – Commissioner Smith stated the board met yesterday and approved one loan totaling \$2,950,880 to the City of Farmington for construction of a turbo roundabout at Bray Road and Woodlawn Drive/Route 67 Southbound ramps and add additional turn lanes and installation of a traffic signal at the intersection of Maple Street and Route 67 Northbound ramps. The board also approved one loan totaling \$530,000 to the City of Battlefield for widening Weaver Road from Route FF to Cloverdale Lane. The next board meeting will be in May.

MoDOT and Patrol Employees' Retirement System (MPERS) – Commissioner Hegeman stated that there was no report. The next board meeting is scheduled for February 20, 2026.

Missouri Coalition for Roadway Safety Executive Committee – Commissioner Boatwright reported that last week they were pleased to announce alongside Governor Kehoe that traffic fatalities have decreased in Missouri for the third straight year. There was a four percent decrease in 2025 and now a 13 percent decrease since 2022. While there remains much work to do, this positive progress is encouraging, and it positions Missouri to do something that has not been done since 2011: have four years in a row of decreasing fatalities. That work begins now. January 2026 is off to a good start with fatalities about 30 percent below January 2025.

Last week's press event also included the public roll out of the department's new strategic highway safety plan, *Show-Me Zero*. This plan identifies strategies and solutions every driver can help implement regardless of profession or area of expertise. The Coalition Executive Committee will meet later this afternoon to discuss more details of implementing the plan in communities throughout the state. Commissioner Boatwright thanked the public for making the safe choices that are helping drive these numbers down.

* * * * *

DIRECTOR'S REPORT

During the February 4, 2026, Commission meeting, Director Ed Hassinger provided the following report:

Winter Storm Recap – Director Hassinger reported a couple weekends ago, MoDOT's winter weather response was tested statewide with a significant snowstorm. The department always works days in advance with forecasting partners to paint a picture of what is to come. With the past event, the department organized a statewide news conference a couple of days before the snowfall with partners at the National Weather Service, the Missouri State Highway Patrol (MSHP), and the State Emergency Management Agency (SEMA). There was a great turnout in the room, and even more media outlets joined via livestream to help amplify the message, which was summed up nicely by Captain Scott White with the MSHP. The director presented slides and a video. This was one of the strategies MoDOT employed to be proactive with the department's messaging to the public, and it worked according to plan because people listened. Director Hassinger thanked Governor Kehoe for not only issuing a state of emergency, but for providing a personal message to Missourians to stay off the roads and let the department work. He noted there was a 78 to 80 percent reduction in traffic that weekend. It made a massive difference in the interest of safety: there was more than a foot of snow in some places and measurable snow across the entire state, and Missouri ended the weekend with one weather-related fatality on the roads. He stated that it is incredible, and truthfully, that is fewer fatalities than Missouri sees most weekends. The public heeding that warning also allowed MoDOT crews room to operate precisely how they needed to. The crews put in more than a million miles on their trucks during and after the storm, which takes a toll on the equipment. Director Hassinger also gave a shout out to the efforts of MoDOT mechanics to keep the organization running smoothly. This is no small task; the MoDOT team is out there in the middle of the night, in sub-zero temperatures. It is a grueling effort, but the team continues to deliver. The effort did not go unnoticed. Director Hassinger shared a slide with some words of gratitude from the public to MoDOT's hardworking teams on the ground. The team deserved it and it was a fabulous response effort all around. He reiterated

that the public played a critical role in making that possible. The department is glad to see the proactive and continual messaging having such a positive impact. Last month the department was telling the public ways the department could improve upon the last winter event and this team clearly delivered.

Show-Me Zero Rollout – Director Hassinger provided an updated on the Show-Me Zero Rollout. Last week, Governor Kehoe joined the department to officially announce a third straight year of declining roadway fatalities in 2025. This is a massive accomplishment, and one that Missouri has not achieved since 2019. The department took the opportunity to travel around the state and host media events to share the good news, but also to remind everyone of the work still to be done. Specifically, what solutions the department has identified as part of the new strategic highway safety plan, *Show-Me Zero*. The director shared slides and videos of highlights from those events with the department’s safety partners across the state. Looking ahead, the department is encouraging everyone to rethink the idea of zero roadway fatalities. Zero fatalities in Missouri may feel unattainable, but it does not have to be. Start where you are: zero fatalities in your family, in your school, in your church, and in your community. If everyone achieves zero in their spheres, zero can be achieved as a collective. But it takes work. Every driver or user of this transportation system has a responsibility to use it safely. The department will be working to keep those messages circulating so another decline can be secured in 2026

Statewide Planning Partner Meeting – Director Hassinger reported that at last month’s meeting, the department shared the financial forecast and kicked off the development of the next annual Statewide Transportation Improvement Program (STIP). MoDOT district offices have begun working with their regional planning partners. An important part of that work is the department’s annual Planning Partners meeting. This year’s meeting will be February 19 in Jefferson City. All the department’s planning partners across the state are invited. This annual meeting provides the opportunity to bring these partners together to share ideas and discuss important updates regarding the STIP development process. Most importantly, it is a great opportunity for building relationships in person. Missouri’s STIP development process is recognized as a national leader due in large part to the regional collaboration with these partners. MoDOT looks forward to hosting planning partners once again for productive discussions in a couple of weeks.

Joint Committee Hearing – Director Hassinger reported that last week he presented the department’s Annual Report to the Joint Committee on Transportation Oversight. This is the last step in providing this accountability report, which the department presented to the Commission in December and then provided to the Governor and Lieutenant Governor. He did not recount the entire report but noted the hearing went well. He was able to answer some questions of the legislators and take back to the team some more items to look into. The director looks forward to the continued discussion throughout the legislative session.

* * * * *

PUBLIC COMMENTS

CONCERNS ABOUT COMMISSION TRANSPARENCY, DOWN SIGNS, AND REST AREAS

Arnie Dienoff stated the Commission needs to be transparent and post meeting materials online prior to the meeting, not after the meeting. He verbally submitted an open records request for the following

records: all meeting packets of any special meetings held in the last two days by this Commission and the closed meeting that was held the day before this commission meeting. He then expressed concern about the guest wi-fi account in the building, as it is cumbersome to join. He requested electronic sign-up sheet for public testimony be provided to the public as there are delays, commute times, traffic, and construction delays with the I-70 improvement.

Mr. Dienoff thanked the employees who worked on the last snow fight effort statewide. He also commended Eric Kopinski, Improve I-70 Program Director, for his professional demeanor and desire to correct issues on the Improve I-70 project. He noted there is a downed sign at mile marker 200.8 and downed signs at the Mineola Hill rest stop. He requested the department reinvest, redesign, and update I-70 rest stops during the Improve I-70 program. He also requested restrooms be built at the Mineola Hill rest stop. Mr. Dienoff concluded with comments about statements from elected officials from the Southwest Region.

Commissioner Erdman thanked Mr. Dienoff for his comments, stated staff have noted the downed signs, noted the Director is meeting with elected officials, and requested updated contact information be provided to the Commission Secretary for his records request.

* * * * *

CONCERNS ABOUT I-70 DESIGN AND CONSTRUCTION IN WENTZVILLE

Robert Hussey, Alderman for the City of Wentzville, thanked the Commission for their dedication and work, as well as the staff during the recent snowstorm. He reported a concern about concrete barriers that separate the outer road from the interstate. He noted the outer road and interstate are really close now due to the widening of the I-70. He shared a recent incident where a semi drove through the barrier and onto the outer road. He asked that staff take a closer look at the barriers between the interstate and outer road to address safety on the Improve I-70 project.

Director Hassinger provided crash statistics from before construction began and since construction has begun. The numbers are similar for before and after construction, which reiterates the need for this entire project to improve safety and reliability to the corridor. He also reminded all drivers that driver behavior has as much impact as the roadway. Drivers need to follow the posted speed limits especially in active construction zones.

Commissioner Erdman thanked Alderman Hussey for his comments and for bringing his concerns to the Commission. He instructed staff to review the protection and barriers in the area.

* * * * *

JEFFERSON COUNTY PORT AUTHORITY

Cyndi Buchheit-Courtway, Executive Director of the Jefferson County Port Authority, thanked the Commission and the staff at MoDOT, and stated she believes all care about Missourians. She noted the pride of the work that has been accomplished in partnership with MoDOT and the Commission. Ms. Buchheit-Courtway said the Commission meeting held in Jefferson County, where they announced the support of the I-55 expansion was a cool experience. She positively reflected on how the Commission holds meetings all over the state so that all Missourians can attend at least one meeting. Additionally, the Missouri Port Authority Association (MPAA) appreciates the partnership and commitment to serve all communities. She concluded by thanking the Commission for their service to the state of Missouri.

Commissioner Erdman thanked Ms. Buchheit-Courtway for her inspiring comments.

* * * * *

MODOT PRESENTATIONS

IMPROVE I-70 PROJECT CONTRACT AUTHORIZATIONS

On behalf of the Director, Brenda Morris, Chief Financial Officer, explained Interstate 70 remains a vital east-west corridor that supports economic activity in Missouri and across the country. Approximately 56,000 vehicles travel on I-70 daily, 25 percent of which are commercial vehicles.

Improving I-70 fulfills a critical need for the state. Historic investment in I-70 began in 2023 with Governor Parson's call on the General Assembly to make a generational investment to widen and rebuild the I-70 corridor demonstrating his ongoing commitment to transportation. The General Assembly demonstrated their continued support for improving I-70 through passage of MoDOT's fiscal year 2025 appropriations bills. These bills, approved by Governor Parson, provide unprecedented levels of General Revenue for the costs to plan, design, construct, reconstruct, rehabilitate, and repair three lanes in each direction on approximately two hundred miles of I-70.

One of the conditions for the transfer of General Revenue into the State Road Fund I-70 Project Fund for the Improve I-70 program is evidence of an awarded contract by the Missouri Highways and Transportation Commission.

Ms. Morris presented the Improve I-70 contracts listed below for the Commission's consideration and award, contingent upon the transfer of funds from the Office of Administration I-70 Project Fund to the State Road Fund I-70 Project Fund.

- The amount of \$41,355,052 for a construction contract with Capital Paving and Construction, LLC with contract number 260116-D07. This construction contract includes Job Number JST0017B, Cooper I-70, which constructs safety and capacity improvements from the Boonville to the Missouri River near Rocheport. The total construction contract is \$46 million to be funded with funds from the SRF I-70 Project Fund, the State Road Fund I-70 Project Bond Proceeds Fund and the State Road Fund. The requested amount of \$41,355,052 is the \$46 million needed for the project less \$4,644,948 of unexpended State Road Fund I-70 Project Fund funds previously transferred for consultant contracts.

Ms. Morris also recommended the Commission authorize (1) the Director and Chief Financial Officer to request the transfer of funds from the Office of Administration I-70 Project Fund to the State Road Fund I-70 Project Fund, and (2) the Director, Deputy Director/Chief Engineer, Assistant Chief Engineer, or Chief Financial Officer or their designee to execute the contracts and documents that are part of the Improve I-70 Program, subject to approval as to form by the Chief Counsel's Office.

Following discussion, and upon motion by Commissioner Baker, seconded by Commissioner Slay, the Commission took the following action.

1. Awarded the contracts listed above contingent upon the transfer of funds from the Office of Administration I-70 Project Fund to the State Road Fund I-70 Project Fund.
2. Authorized the Director and Chief Financial Officer to request the transfer of funds from the Office of Administration I-70 Project Fund to the State Road Fund I-70 Project Fund.
3. Authorized the Director, Deputy Director/Chief Engineer, Assistant Chief Engineer, or Chief Financial Officer or their designee to execute the contracts and documents that are part of the Improve I-70 Program, subject to approval as to form by the Chief Counsel's Office.

* * * * *

ENTERPRISE RISK MANAGEMENT (ERM)

On behalf of the Director, Kelly Niekamp, Audit Manager, presented the annual Enterprise Risk Management (ERM) report. Ms. Niekamp explained ERM is an organization strategy for identifying, assessing, and managing overall risk to an organization. ERM provides a broad framework for managing risks, identifying an organization's most significant risks, and managing those risks within an acceptable level to ensure the organization's objectives are met. For ERM to be successful, an organization needs to know their risks and develop a clear strategy and define goals.

MoDOT began to conduct the ERM process in 2011 as a good governance activity. This process has helped the department strategically review the risks that could impact its ability to deliver the department's mission and assess strategies to mitigate those risks. ERM involves the Commission, department leadership, and employees in assessing the risks. Commission policy requires the department to have an ERM process and provide an annual report to the Commission regarding that process. The initial ERM assessment took place in 2012; this is the fourteenth time the department has been through the process. Ms. Niekamp provided the Commission with a detailed report and reviewed in her presentation with the Commission what has changed since the last ERM review.

There are ten risk areas that have been identified: financial, fraud and theft, information technology, legal and regulatory changes, transportation system failures, natural disasters, political risk, public opinion/support, safety and security, and workforce. Each risk category was considered equally and separately from other risks and not ranked in order. Each risk category was scored from one to five in preparedness, likelihood, and impact.

The information was then placed on a heat map. The heat map identifies areas that may require additional monitoring or controls for improvement by evaluating risks in terms of risk exposure, which considers impact and likelihood compared to preparedness. The heat map visually displays where Senior Management Team (SMT) members assess organizational risks. Ms. Niekamp noted that the heat map displays the 2024 results alongside the 2025 results, which shows a slight shift in preparedness with a little more movement in likelihood and impact.

The heat map shows again that workforce is the risk category that SMT members assessed with the highest risk exposure along with the risk of being the least prepared to handle. MoDOT continues to have high turnover, 14.72 percent for fiscal year 2025. The fiscal year 2026 to-date turnover is 7.31 percent. The first-year turnover rates are 27.93 percent for fiscal year 2025 and 15.95 percent for fiscal year 2026 to-date. There is a cost associated with this turnover and for calendar year 2025 it is estimated to be over \$56.47 million. MoDOT continues to present pay strategies to address market concerns, improve retention and recruitment, increase the amount of performance development training, improve employee engagement, and utilize the employee recognition tools available.

Ms. Niekamp concluded her presentation and noted that the existence of an enterprise risk management process within an organization is recognized as an example of good governance and is important to strategic management of organizational risk. Commissioner Slay thanked Ms. Niekamp for her leadership and the incredible responsibilities of the ERM process. Commissioner Erdman noted this is a very thorough and important exercise. He inquired about the financial risk category and the top specific

risk in the category. Ms. Niekamp noted that the financial risk category includes risks such as innovative project delivery, not fully programming all the years of the Statewide Transportation Improvement Program (STIP), and maximizing the use of the federal funds and oversight over the federal funds. Recognizing that there is inherent risk with financial, the department does have an extensive internal control plan in place. It is updated annually and provided to the Office of Administration, in addition to extensive monitoring. Director Hassinger noted that the entire management team looks at these risks and brings different perspectives. He noted the biggest risk the department is starting to grapple with is peak funding has been reached. The fuel tax is a declining revenue source going forward and inflation expends significant amounts of the purchasing power. Commissioner Erdman noted the erosion of funding streams might be viewed as the greatest risk. This is a long-term risk that becomes more important every year. Commissioner Baker noted the importance of the ERM cannot be overstated, as it affects the entire enterprise. If there is a plan, if there is preparedness and awareness, it can mitigate the risks. Commissioner Baker thanked Ms. Niekamp for her report and presentation.

* * * * *

MAINTENANCE AND MANAGEMENT OF ASSETS

On behalf of the Director, Britni O'Connor, Planning and Programming Coordinator, and Michael Middleton, Management System Project Director, provided an overview of the department's asset management approach including the asset management program, MoDOT accountability for condition, and maintenance of assets. Asset management is a strategic and systematic process. It is the practice of planning, maintaining, and replacing transportation assets and the smartest, most cost-effective way possible. It involves inventorying assets, assessing condition planning treatments, implementing treatments, and evaluating effectiveness. It requires continuous monitoring and adjustment to deliver results that achieve long-term success in asset management.

Ms. O’Conner highlighted the state’s vast transportation system, which includes 33,814 centerline miles, 10, 427 state bridges, and thousands of other assets that keep people and goods moving every day. The magnitude of the system is why asset management is so important. It is not just about building new infrastructure. It is about maintaining and preserving the current system.

The department’s approach to asset management is to focus on preserving good condition assets. MoDOT uses preventative maintenance and preventative treatments to delay deterioration as time goes by. As more complex deficiencies are identified, more robust treatments for the system are considered. Ms. O’Conner provided an overview of the work types typically included in the asset management program such as initial construction, reconstruction, rehabilitation, preventative maintenance, and contract maintenance. Pavement and bridge improvements drive the department’s asset management strategies due to their impact on system performance and safety, but it is important to mention other assets that are also maintained, such as traffic signals and lighting, sidewalks and pedestrian facilities, and equipment. Many people naturally associate the Improve I-70 project with system improvements. And while that is true, it is important to remember that the project also represents a major investment in asset management. The project is more than just adding lanes, it is also taking care of the current system. Aging pavement and bridges are being replaced, and critical infrastructure is being upgraded to keep Missouri's roads safe and reliable for years to come.

Ms. O’Connor explained the relationship between asset management and high priority unfunded needs. In October 2025, the High Priority Unfunded Needs was presented. While staff work closely with planning partners around the state to develop that list, the needs identified through the process typically focus on needs that improve safety, reduce congestion, or drive economic growth. The expectation of both the public and partners is that maintaining the existing assets happens through the department’s asset management program. MoDOT utilizes Automatic Road Analyzer (ARAN) vehicles to assess pavement conditions across the highway system. These specialized vehicles use advanced sensors, cameras, and

lasers to measure surface distress, ride quality, and rutting, all while traveling at highway speeds. Collecting this data requires field crew to drive every state-owned route annually. Additionally, bridge engineers around the state inspect and rate all state bridges on a two-year cycle, documenting any issues or concerns that may have come up over that two-year period. This process generates a tremendous amount of performance data, which is then used to prioritize treatment decisions and guide investments in each district's pavement and bridge plans.

Ms. O'Connor concluded with mentioning that the commission approved distribution formula is used to distribute construction program funds for road and bridge projects to each of the seven districts. Three key programming categories are safety, asset management, and system improvement. Safety includes standalone projects or elements of Asset Management or System Improvement projects that improve safety. Asset Management includes projects that manage or maintain pavement, bridge or roadside conditions. System Improvement projects improve operations, improve reliability, reduce congestion, or increase capacity. Together, these efforts ensure MoDOT maintains the system and services the public relies on every day.

Michael Middleton, Management System Project Director, described what maintaining assets looks like such as asphalt repair, seal coats, bridge cleanings, bridge coatings, signal and lighting, and signing and striping. In fiscal year 2025, the operations and safety expenditures were about \$597 million. Of that, \$186 million was for planned preventive maintenance for specific locations. The remaining \$411 million is for routine maintenance including maintaining and updating fleet and utilities, responding to emergencies, roadsides, and bridge maintenance. MoDOT employs 2,800 maintenance and operations employees across the state. These employees are located in 200 maintenance and traffic facilities, and document 4.4 million labor hours per year while utilizing 3,600 pieces of equipment.

The maintenance plan is built within the MoDOT Management System (MMS) and includes three years of work that is developed in the fall each year. It includes bridge deck sealing, pipe replacements,

chip seals, and pavement repairs. Mr. Middleton highlighted the Southeast District's maintenance plan and noted the district dealt with major events like flooding, tornadoes, and windstorms, and spent almost 35,000 hours responding to those events. Yet, those forces continue to keep working on their maintenance plan. He highlighted statewide accomplishments for 2025: 667,000 tons on asphalt for pavement repair expending \$87.5 million, 9.7 million square feet of bridge sealing expending \$2.7 million, 119,000 linear feet of pipe culvert repair expending \$13.6 million, and 1,273 lane miles of seal coating expending \$11 million. Additionally, there were just over 41,000 call reports to address problems reported by the traveling public that need to be addressed but interrupt the planned maintenance activities with an average response time of 3.5 days.

Mr. Middleton reported that about 10 percent of the budget is for service contracts such as mowing, litter removal, sweeping, traffic control, unsheltered cleanup, and herbicide and noxious weeds. This is to extend the department's efforts on windshield items. He highlighted that the department mowed 575,000 acres, filled 650,000 potholes, picked up 213,000 trash bags, and replaced 43,100 signs. The number of man hours this year is 70,000 hours more than the five year average for these windshield activities.

Commissioner Hegeman thanked Mr. Middleton for his presentation and inquired about the information regarding brush cutting and mowing. He noted his appreciation for the work done to clean up the right of way areas. Commissioner Erdman inquired about the asphalt paving accomplished by the department and commended staff for the amazing work. Commissioner Baker noted it just makes good sense to exercise good care and proper stewardship in taking care of the system.

* * * * *

SUCCESSION PLANNING UPDATE

On behalf of the Director, Ashley Halford, Human Resources Director, presented to the Commission the work that has taken place for succession planning. There is a need to plan for the future success of the department due to retirement eligibility and high turnover. Ms. Halford began by

highlighting the department has made tremendous progress to attract and hire talented individuals to the organization and noting a net gain of 294 employees over the past three years. However, concerns were raised regarding the loss of 2,031 employees during the same period, with 30 percent due to retirements and 58 percent due to resignations. The separation rate for 2025 was reported at 15.47 percent, an increase from 13.8 percent in 2024. The current separation rate is considered high for state government. The department aims to reduce this rate to approximately 10 percent, which is considered healthy for state government.

Ms. Halford focused on the three R's of employment: respect, recognition, and reward. MoDOT continues to evaluate the culture of the organization, striving to be an employer of choice. An organization's environment should be welcoming, safe, and inclusive. Human Resources stresses the importance of finding employees who model the MoDOT values and preferred employee qualities and that starts with the selection process. Supervisors need to take time to recognize and reward employees for a job well done, so they know that they have a purpose and are confident in the fact that the work they do makes a positive impact in their communities. Additionally, a senior management working group is actively developing retention strategies, which will continue to be a priority for the organization.

Ms. Halford reported that through the initial stages of the succession planning process, it was identified that the organization is full of talented and dedicated employees. An alarming trend was identified in early resignations, with 87.6 percent of employees leaving within five years of service. The department needs employees who possess the appropriate level of knowledge, skills, and abilities to develop them for future roles within the organization. As new team members are brought onboard, MoDOT is investing a significant amount of time and resources in their training and development to ensure these efforts deliver the best possible outcomes.

It is important to be familiar with upcoming retirement eligibility for purposes of workforce planning. A well-designed succession plan will prepare candidates to fill vacant management-level

positions and provide for continuity in department efforts. Retirement projections were also reviewed: currently, 12 percent of employees are eligible to retire, increasing to 25 percent within five years. Among senior management, 43 percent are eligible to retire, rising to 70 percent by 2031. Assistant directors show similar trends, with 21 percent eligible now and 60 percent by 2031. Breaking it down even further, Human Resources looked at four different areas of focus: maintenance supervisors, operations supervisors, program delivery supervisors, and administration supervisors. Maintenance supervisors have a healthy and stable separation rate of 17 percent, but the other three areas hover between 27 and 29 percent.

Ms. Halford noted another key element is total years of service with the department. Employees with five or less years of service make up 48.7 percent of the workforce. The goal is to build a workforce that is highly proficient, who are fully competent in their roles and capable of training others. Ideally, this level of expertise would come from those employees within the 6 to 15 years of service. The significant decline in employees between 6 and 15 years of service has created opportunities to advance newer employees into higher level roles of responsibility. While this accelerates their development, it also increases the need for additional oversight and support.

Succession planning is the process of identifying critical positions/functions within the organization and developing individuals to assume those positions. Done correctly, succession planning ensures a pipeline of talent to deliver agency strategies and goals. It also safeguards against the loss of critical institutional knowledge. Ms. Halford noted that succession planning is not a guarantee of promotion or advancement or a replacement for the competitive hiring process. Analyzing current workforce data is important as the department moves forward with identifying future leaders and critical positions.

Ms. Halford outlined the succession planning process, emphasizing its role in ensuring leadership continuity and safeguarding institutional knowledge. Step 1 is identifying critical success factors such as recognizing experiences, competencies, knowledge, and skills that contribute to success. Step 2 is the

assessment of leadership potential. During this step, employees are identified and assessed using an evaluation tool. Steps 1 and 2 are complete. Step 3 is a risk assessment approach to identifying critical positions most in need of succession planning; this step is currently in progress. Step 4 is to strategically develop leaders with succession needs in mind. Additionally, individual development plans should be created and implemented to minimize any training or technical gap and address position-specific needs. Staff should mentor and coach with strategic focus during this phase, which is currently in progress. Step 5 is to measure, monitor, and evaluate. Human Resources will ensure that this becomes part of the individual performance development process, and it will become part of routine, regular activities at the department.

Ms. Halford reviewed the specific evaluation tool used to meet the department's specific needs. Supervisors have evaluated employees for readiness and willingness, as well as required certifications and licenses. Competencies assessed include modeling MoDOT values, technical acumen, emotional intelligence, leadership skills, desire for growth, and communication skills. Inherent in leadership skills competency is the ability to provide an inclusive workplace that fosters development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Another competency reviewed is the desire to learn and grow and assess their own strengths and weaknesses. Department leadership is beginning the development planning process to develop action plans for each employee evaluated. Once that is completed, Human Resources will evaluate the process to ensure it is effective and review such factors as the internal promotion rate, time to fill for key vacancies, retention of high performing employees, and diversity in the leadership pipeline. They will also incorporate the concept of succession planning into leadership training curriculum going forward.

Ms. Halford concluded her presentation by thanking the Commission for their continued support and commitment to employees. Commissioner Smith appreciated the presentation on such an important topic and part of the organization. Commissioner Baker acknowledged why workforce is number one in

the Enterprise Risk Management (ERM) assessment as there are many challenges with staffing and retaining quality employees. They discussed how compensation contributes to employee separations but stated the Commission and MoDOT have made tremendous progress in that regard. Employees want to work for an employer that creates welcoming environments and have meaning in the work they do. Commissioner Erdman thanked Ms. Halford for her presentation and continued work on succession planning.

* * * * *

ADMINISTRATIVE RULES/POLICIES

REPORT AND RECOMMENDATION REGARDING NOTICE OF PROPOSED AMENDED, AND RESCISSION RULEMAKING – CONTRACTOR PERFORMANCE RATING

On behalf of the Director, Mark Croarkin, Assistant Chief Engineer, presented to the Commission proposed amendments and rescissions to 7 CSR 10-10, Contractor Performance Rating to Determine Responsibility. Changes in the rules are being made to streamline and minimize the regulations regarding the contractor performance rating. Under Section 536.175 RSMo, the Commission is required to review each of its rules in the *Code of State Regulations*. As a result of this review, these rule changes are being proposed for implementation.

The public will have an opportunity to submit comments in support of or in opposition to the proposed amended and rescinded rulemaking. All comments received from the public will be considered and summarized in the final orders of rulemaking.

After consideration, the Commission, via approval of the consent agenda, unanimously found substantial evidence that the proposed amended and rescinded rulemaking is necessary to carry out the purposes of sections 226.020, 226.130, 227.030, and **227.105**, RSMo, that grant the Commission’s rulemaking authority, and authorized the Secretary to the Commission to file the notice of proposed amended and rescinded rulemaking with the Joint Committee on Administrative Rules and the Office of

the Secretary of State for publication in the *Missouri Register*, and authorized the Director, Deputy Director/Chief Engineer, Chief Financial Officer, Assistant Chief Engineer, or Chief Administrative Officer to execute documents to initiate the rulemaking process.

* * * * *

BUSINESS ISSUES

FISCAL YEAR 2026 BUDGET AMENDMENT

On behalf of the Director, Doug Hood, Financial Services Director, recommended decreasing the budget for fiscal year 2026 by \$17.5 million. The budget decrease is \$17.5 million for items restricted by the Governor during his review of the state’s fiscal year 2026 budget. Via approval of the consent agenda, the Commission unanimously approved the fiscal year 2026 budget amendment described above.

* * * * *

AUDIT SERVICES AGREEMENT FOR FISCAL YEARS 2026-2028 FINANCIAL STATEMENT AUDIT

On behalf of the Director, Brenda Morris, Chief Financial Officer, recommended approval of RubinBrown LLP to provide audit services to the Commission and department for the fiscal years 2026-2028 financial statement audit with two one-year renewal options. She also recommended the Commission authorize the Director, Deputy Director/Chief Engineer, Chief Financial Officer, or Assistant Chief Engineer to exercise a three-year (with two one-year extensions) audit services agreement with RubinBrown LLP, with approval as to form by the Chief Counsel’s Office. She also recommended the Commission authorize the Director, Deputy Director/Chief Engineer, Chief Financial Officer, or Assistant Chief Engineer to independently exercise, without Commission approval, the two one-year audit service contract extension options through the fiscal year 2030 audit, with approval as to form by the Chief Counsel’s Office.

Via approval of the consent agenda, the Commission unanimously approved the recommendations described above.

* * * * *

DELONG’S INCORPORATED, ECONOMIC DEVELOPMENT

The department works in cooperation with the Department of Economic Development and project sponsors to determine when targeted investments can be made to create jobs and may provide up to one hundred percent of participation costs. Twenty percent of the cost share program funds are set-aside for projects that demonstrate economic development through job creation. The Cost Share Committee consists of the Deputy Director/Chief Engineer, Chief Financial Officer, Assistant Chief Engineer, and two members selected by the Director, which are currently the Chief Administrative Officer and Governmental Relations Director. Guidelines require Commission approval for projects that use the cost share economic development funds. This action is required to occur prior to the project being included in the Statewide Transportation Improvement Program (STIP).

DeLong’s Incorporated submitted a \$618,000 request for Cost Share Economic Development set-aside funds to add a northbound acceleration lane on Route 63 and Route P, and widen the intersections at Route 63 and Route P and Business Route 63 and Route P in Randolph County. The project is located in the Northeast District.

The Cost Share Committee approved the Entity’s request at their December 11, 2025, meeting. On behalf of the Director, Eric Schroeter, Deputy Director/Chief Engineer, recommended approval of the award of \$618,000 in Cost Share Economic Development set-aside funds to DeLong’s Incorporated to construct the project. Via approval of the consent agenda, the Commission unanimously approved the recommendation described above.

* * * * *

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. She noted Call D07 is contingent upon receiving the fund transfer from the Office of Administration I-70 Project Fund, as noted in Table I below.

Ms. Kleinschmit recommended: (1) award of contracts to the lowest responsive bidders for bids received at the January 16, 2026, letting, as recommended, and noted in Table I below; (2) no bids were received on Calls C01, C05, and G11 and therefore could not be awarded as noted in Table II below; (3) declare Tri-Smith Construction, LLC for Call C04 and Hessling Construction, Inc. for Call D06 as non-responsive per section 102.8 of the Missouri Standard Specifications for Highway Construction due to not completing their bid in accordance with the bidding requirements; (4) ratify the award of Job Number J113332 that was awarded by Deputy Director and Chief Engineer Eric Schroeter on January 9, 2026 for the emergency bridge replacement of a bridge that had been struck noted in Table III below; and (5) concur in award for the Route 340 roadway improvements received by the City of Olivette at the January 13, 2026, bid letting as noted in table IV below.

**Table I
Award of Contracts
January 16, 2026, Bid Opening**

Call No.	Route	Counties	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
A01	46	Atchison, Nodaway	JNW0041	\$5,035,419.32	\$0.00	Herzog Contracting Corp.	Resurface
	E, EE	Nodaway	JNW0163				
B01	36	Marion, Shelby	JNE0252	\$1,384,641.60	\$0.00	Emery Sapp & Sons, Inc.	Pavement Repair
C02	50	Johnson	JKR0101	\$3,721,037.06	\$0.00	Don Schnieders Excavating Company, Inc.	Bridge Deck Replacement and Bridge Replacement

Call No.	Route	Counties	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
C03	E, H	Platte	JKU0135	\$1,205,666.35	\$0.00	T&B Trucking and Excavating, LLC	3 Culvert Replacements
C04	D	Cass	JKU0144	\$2,596,678.65	\$0.00	Magruder Construction Co., Inc.	Slide Repair
C06	Various	Johnson, Pettis, Ray, Saline	JKRM0121	\$710,000.00	\$0.00	Heartland Traffic Services, Inc.	Pavement Marking
C07	Various	Clay, Jackson, Platte	JKUM0122	\$839,086.80	\$0.00	Heartland Traffic Services, Inc.	Pavement Marking
D01	CC	Moniteau	J5S3555	\$1,243,685.50	\$0.00	Gene Haile Excavating, Inc.	Bridge Deck Replacement
	W	Morgan	J5S3536				
D02	T	Washington	J5S3556	\$149,066.28	\$0.00	Mera Excavating, LLC	Culvert Rehabilitation
D03	179, U, 54	Cole, Moniteau	JCD0335	\$748,900.00	\$0.00	International Rigging Group, LLC	3 Bridge Paintings
	63	Boone	JCD0021				3 Bridge Paintings
D04	7	Pulaski	JCD0031	\$1,911,000.00	\$0.00	West Plains Bridge & Grading, LLC	Bridge Deck Replacement
D05	BB	Phelps	JCD0089	\$1,676,851.00	\$0.00	Concrete Strategies, LLC	Bridge Rehabilitation
D06	19, 32	Dent	JCD0129	\$1,492,325.21	\$0.00	Garrett Power Constructors Corp	ADA Improvements
D07*	I-70	Cooper	JST0017B	\$103,961,170.05	\$12,272.20	Capital Paving & Construction, LLC	2 Bridge Rehabilitations and Pavement Widening
F01	PP	Franklin	JSL0032	\$2,501,500.00	\$0.00	Pace Construction Company, LLC	Resurface
F02	Various	St Charles, St Louis, St Louis City	JSL0174	\$1,506,260.34	\$0.00	TraMar Contracting, Inc.	Pavement Marking
F03	Various	Franklin, St Charles, St Louis	JSL0208	\$1,372,859.07	\$0.00	AAD Contracting, Inc.	Fixed Price Variable Scope for Bridge Deck Sealing
F04	Various	Franklin, Jefferson, St Louis, St Louis City	JSL0211	\$812,006.15	\$0.00	Parking Lot Maintenance, LLC	Fixed Price Variable Scope for Bituminous Crack Filling
F07	141, 21	Jefferson, St Louis	JSLM0071	\$206,925.00	\$0.00	Plattin Creek Excavating, LLC DBA PCX	Retaining Wall Repair

Call No.	Route	Counties	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
						Construction, LLC	
F08	67	St Charles	J6P3636	\$18,367,600.00	\$25,000.00	KCI Construction Company	Coldmill, Resurface, and Add J-Turns
F5A, F5B	H, AT, BB, TT, T	Franklin, St Charles	JSL0217	\$1,316,754.44	\$0.00	BMC Enterprises, Inc. dba Missouri Petroleum Products Company	Fixed Price Variable Scope Seal Coat
	AE, B, EE, JJ	Franklin, Jefferson, St Francois	JSLM0054				
G03	I-49	Vernon	JSR0063	\$6,291,850.39	\$0.00	Capital Paving & Construction, LLC	1 Bridge Deck Replacement and 1 Bridge Rehabilitation
			JSR0064				2 Bridge Rehabilitations
G04	BB	Jasper	JSR0137	\$2,047,012.25	\$0.00	Robertson Contractors, Inc.	Bridge Replacement
	H		JSR0142				
G05	I-44	Greene, Jasper, Lawrence, Newton	JSR0177	\$1.50	\$0.00	Blevins Asphalt Construction Company, Inc.	Job Order Contract for Asphalt Pavement Repair
G06	I-44	Webster	JSR0178	\$1.50	\$0.00	APAC-Central, Inc.	Job Order Contract for Asphalt Pavement Repair
G07	I-49	Bates, Vernon	JSR0179	\$1.88	\$0.00	APAC-Central, Inc.	Job Order Contract for Asphalt Pavement Repair
G08	I-49	Jasper, Barton, Vernon	JSR0180	\$1.50	\$0.00	Blevins Asphalt Construction Company, Inc.	Job Order Contract for Asphalt Pavement Repair
G09	I-49	McDonald	JSR0181	\$1.75	\$0.00	Blevins Asphalt Construction Company, Inc.	Job Order Contract for Asphalt Pavement Repair
G10	Various	Various	JSR0195	\$1.20	\$0.00	KCI Construction Company	Job Order Contract for Bridge Repairs
			JSU0198				
G12	Various	Various	JSR0347	\$1.75	\$0.00	KCI Construction Company	Job Order Contracting for ADA Improvements
G13	I-44, 60, 65	Christian, Greene	JSU0197	\$1.50	\$0.00	APAC-Central, Inc.	Job Order Contract for Asphalt Pavement Repair

Call No.	Route	Counties	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
G14	413	Greene	JSU0200B	\$85,024.95	\$0.00	Midwest Traffic Signal Services, LLC	ITS Improvement
G15	Various	Christian, Greene	JSU0349	\$1.75	\$0.00	KCI Construction Company	Job Order Contracting for ADA Improvements
H01	I-55	Cape Girardeau, Scott	J9I3838	\$11,999,077.49	\$0.00	Apex Paving Co.	Resurface and 3 Bridge Rehabilitations
H02	25	Cape Girardeau	J9P3772	\$1,363,620.54	\$0.00	Robertson Contractors, Inc.	Bridge Replacement
	61		J9S3810				
H03	NN	Perry	J9S3771	\$3,159,089.27	\$0.00	PCX Construction, LLC	Bridge Replacement
	T		J9S3670				
			TOTAL:	\$177,705,122.04	\$37,272.20		

* Call D07 – Contingent upon receiving the fund transfer from the Office of Administration I-70 Project Fund

**Table II
No Bids Received
January 16, 2026, Bid Opening**

Call No.	Route	County	Job No.	Description
C01	65	Pettis	J3P3206	Bridge Deck Replacement and Bridge Rehabilitation
C05	Various	Cass, Clay, Jackson, Platte, Ray	JKU424	Job Order Contract for ITS System Repairs
G11	76	Taney	JSR0326	Slide Repair

**Table III
Award of Emergency Project
January 9, 2026, Bid Opening**

Route	County	Job No.	Bid Amount	Contractor	Description
Gene Field Road	Buchanan	J1S3332	\$5,564,370.23	Clarkson Construction Company	Bridge Replacement
		TOTAL	\$5,564,370.23		

**Table IV
Concurrence in Award of Contract
January 13, 2026, Bid Opening**

Route	County	Job No.	Bid Amount	Contractor	Description
340	St. Louis	JSL0181	\$553,539.70**	Infrastructure Management, Inc.	Roadway Improvements

**MoDOT Cost Share Maximum Contribution \$645,000.00 (JSL0181)

Commission Consideration and Action

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

1. Awarded contracts to the lowest responsive bidders for bids received at the January 16, 2026, bid opening, as recommended, and noted in Table I above. Non-contractual costs for these projects are shown on the above tabulation.
2. Noted no bids were received on Calls C01, C05, and G11 and therefore could not be awarded as noted in Table II above.
3. Declared Tri-Smith Construction, LLC for Call C04 and Hessling Construction, Inc. for Call D06 as non-responsive per section 102.8 of the Missouri Standard Specifications for Highway Construction due to not completing their bid in accordance with the bidding requirements.
4. Ratified the award of Job Number J113332 that was awarded by Deputy Director and Chief Engineer Eric Schroeter on January 9, 2026, for an emergency project as noted in Table III above.
5. Concurred in award for the Route 340 cost share project for bids received by the City of Olivette at the January 13, 2026, bid letting as noted in table IV above.
6. 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 Calls C04 and G05. Commissioner Boatwright abstained from Calls H01 and H02. Commissioner Smith abstained from voting on Call G05. Commissioner Hegeman abstained from voting on Calls A01 and G07. Commissioner Slay abstained from voting on Call F02.

* * * * *

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>
Jefferson and St. Louis	I-55	J6I3290
St. Louis	366	J6S3582

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.

* * * * *

-- REPORTS --

REPORTS

The Commission received the following written reports.

AUDITS AND INVESTIGATIONS ANNUAL REPORT

Misty Volkart, Audits and Investigations Director, provided to the Commission the Audits and Investigations Annual Report for calendar year 2025.

* * * * *

FINANCIAL ACCOUNTABILITY REPORT – QUARTERLY REPORT

Doug Hood, Financial Services Director, provided the Commission the written Quarterly Financial Accountability Report for the period ending December 31, 2025.

* * * * *

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.

* * * * *

MISSOURI DEPARTMENT OF TRANSPORTATION FINANCIAL REPORT – FISCAL YEAR 2026

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

* * * * *

CONSULTANT SERVICES CONTRACT REPORT

Sarah Kleinschmit, State Design Engineer, submitted a written report of consultant contracts executed in the month of December 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 557 active contracts held by individual engineering consultant firms prior to December 1, 2025. Fourteen engineering consultant services contracts were executed in December 2025, for a total of \$11,881,479. There were zero non-engineering consultant contracts executed in December 2025.

* * * * *

* * * * *

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

* * * * *

* * * * *

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.

* * * * *