



# SFRP

State  
Freight & Rail  
Plan

Goals and Objectives

**DRAFT**

# Introduction

The Missouri Department of Transportation (MoDOT) developed this State Freight and Rail Plan (SFRP) to guide its multimodal freight and passenger rail investment for the next 20 years. Grounded in data and reinforced by stakeholder support, this plan aims to capitalize on Missouri’s freight transportation and passenger rail advantages to energize the state’s economy and boost its competitiveness. **Figure 1** displays MoDOT’s performance-based planning cycle, which the SFRP follows.

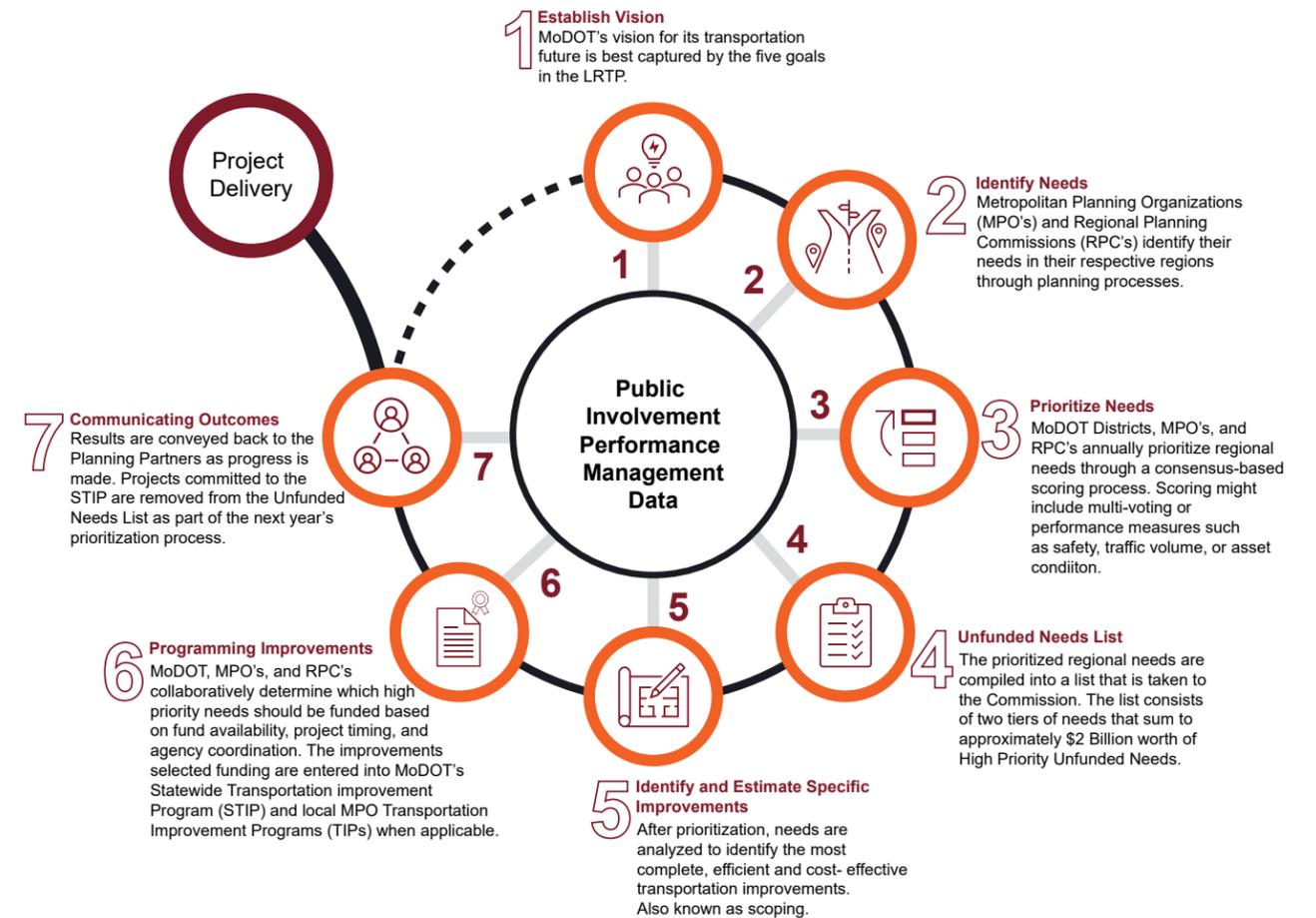
Moving people and goods in Missouri is more than providing a network of transportation options. It also involves aligning state and national policies. When federal guidelines, MoDOT’s mission and goals, Missouri’s Long-Range Transportation Plan (LRTP) and SFRP are aligned and supported by robust, meaningful performance measures the path to progress is smooth.

Missouri’s plans and initiatives help create its freight action agenda, which focuses on improving the performance and efficiency of the freight transportation system. The goals and objectives of the SFRP build on previous planning efforts, with a focus on safe and efficient movement of freight and rail passengers today and in the decades to come. These goals will drive performance measures and inform multimodal freight and passenger rail investment decision-making. The SFRP interconnects with and shares goals with other MoDOT plans and statewide efforts. Summaries of these plans appear in **Appendices A, B, C, D and E**. They include:

- 2018 Missouri Long-Range Transportation Plan
- 2018 Missouri State Freight Plan
- 2021 Missouri State Rail Plan
- 2022 Missouri SFRP
- Show Me Zero: 2026-2030
- MoDOT Transportation Systems
- Management and Operation Program and Action Plan
- MoDOT Transportation Asset Management Plan
- Missouri Governor’s Supply Chain Task Force

The goals, objectives and performance measures of the SFRP are detailed herein.

Figure 1 – Performance Based Planning Cycle



Source: MoDOT, Planning Framework for Transportation Decision-Making.



Source: MoDOT

## SFRP Goals and Objectives

MoDOT leadership carefully considered the needs of Missouri’s transportation system, looked to federal goals and objectives as well as MoDOT’s own strategic vision to draft goals and objectives for this effort. The department presented and discussed the draft with local, state, regional and national stakeholders, who offered comments and refinements. The goals and objectives of the 2026 SFRP are the same as those included in the LRTP. MoDOT identified six goals to steer the SFRP, each with specific and actionable objectives to help MoDOT reach those goals. SFRP goals are described below and objectives are described in **Table 1**.

- **STEWARDSHIP** - Preserve the assets and services currently in place
- **SAFE** - Enhance safety for all users of the transportation system
- **RELIABLE** - Maintain a transportation network that is efficient and dependable.
- **CONNECTED** - Maximize mobility and connect communities through multimodal transportation options
- **INNOVATIVE** - Leverage technology and creative solutions to build a future-ready transportation network
- **PROSPEROUS** - Drive economic growth through transportation investments

**Table 1 – SFRP Goals and Objectives**

SFRP Goals	SFRP Objectives
 1. Stewardship	1.1 Provide a transportation system in a <b>state of good repair</b> through meeting or exceeding <b>established performance targets</b> .
	1.2 Explore and secure stable funding to <b>support the current system and services</b> for each mode of transportation.
	1.3 Maintain system resilience by adapting to <b>changing life cycle costs</b> , advancing <b>technologies</b> , an evolving <b>workforce</b> and growing <b>transportation demand</b> .
	1.4 Enhance the transportation system by avoiding, <b>minimizing, or mitigating impacts to natural and cultural resources</b> .

SFRP Goals	SFRP Objectives
 2. Safe	2.1 Invest in <b>system-wide</b> safety improvements to reduce fatalities and serious injuries for all modes.
	2.2 Enhance transportation safety with a focus on the <b>Show-Me Zero – Missouri Strategic Highway Safety Plan</b> emphasis areas.
	2.3 Enhance safety and security at <b>transportation mode connection points</b> .
	2.4 Expand partnerships with safety advocates around the state to <b>identify and implement safety improvements</b> .
	2.5 Reduce barriers to <b>access</b> and provide <b>protection</b> for <b>vulnerable road users</b> .
	2.6 Consider <b>truck parking utilization and gaps</b> during <b>multimodal needs identification and project development</b> .
 3. Reliable	3.1 Take a <b>practical/life cycle approach</b> to highway system capacity expansion.
	3.2 <b>Increase reliability</b> of the transportation system in <b>bottleneck areas</b> .
	3.3 Enhance <b>transportation infrastructure resilience</b> to <b>maintain the movement of people and goods</b> during <b>traffic disruptions</b> .
	3.4 Provide <b>reliable and accessible</b> multimodal transportation <b>options for all users</b> .
	3.5 Enhance <b>emergency and alternative routes</b> .
 4. Connected	4.1 Provide an <b>accessible and connected</b> transportation system for <b>all users</b> .
	4.2 Consider preservation and provision of <b>additional multimodal connectivity</b> during <b>project development</b> .
	4.3 Expand and improve the <b>multimodal transportation system</b> with options and connections throughout the state.
	4.4 Consider <b>first-and last-mile multimodal freight connections</b> during <b>needs identification and project development</b> .
 5. Innovative	5.1 Explore <b>technology</b> and develop <b>business practices</b> that result in <b>lower life-cycle costs</b> .
	5.2 Support <b>automated and connected vehicle technology</b> by advancing the <b>Connected and Automated Vehicle Action Plan</b> .
	5.3 Understand and deploy innovative <b>work zone warning</b> and <b>protection devices</b> .
	5.4 Identify and plan for <b>alternative funding sources</b> to recoup <b>gas tax revenue lost</b> from alternatively fueled vehicles.
	5.5 Integrate <b>traffic management systems</b> and <b>vehicle detection systems</b> to monitor and <b>improve traffic congestion</b> .
 6. Prosperous	6.1 <b>Increase partnership coordination</b> with local communities, regional and metropolitan organizations, businesses, transportation service providers and other sectors to identify what transportation projects can better <b>support local economies</b> .
	6.2 <b>Support</b> projects that provide <b>economic benefit</b> .
	6.3 Focus federal discretionary grant applications on transformational projects with a <b>high economic impact</b> that stimulate the local economy and <b>strengthen the competitiveness of Missouri’s regions</b> .

# Goals and Objectives

MoDOT's SFRP is a strategic document that outlines the mission, goals and priorities of Missouri's freight and passenger rail systems. This plan builds on goals established in other efforts, including U.S. Department of Transportation (USDOT) freight and rail plans, prior Missouri freight and rail plans, MoDOT's LRTP and Missouri's Statewide Transportation Improvement Plan (STIP) creating a continuum of goals, objectives and strategies for Missouri into the future.

As a comprehensive assessment of current conditions, the SFRP provides short-and long-term goals to improve and enhance Missouri's freight and passenger rail infrastructure. Clear objectives support the six goals of the SFRP and will guide MoDOT to successful execution.

## Review of Existing MoDOT Goals

When setting goals, vision and direction for the SFRP and its 20-year outlook, MoDOT first reexamined its own departmental goals. MoDOT's departmental goals are referred to as Tangible Results, grouped into the pillars of Safety, Service and Stability.

Shown below, Tangible Results address the ways the agency's customers perceive and experience MoDOT's performance. They are the goals that bring the organization's values and mission into focus.

## MoDOT Tangible Results

- Moving Missourians Safely and Doing So Safely at MoDOT
- Providing Outstanding Customer Service
- Delivering Efficient and Innovative Transportation Projects
- Operating a Reliable Transportation System
- Managing Our Assets
- Stabilizing Resources and Engaging Our Workforce
- Building a Prosperous Economy for All Missourians

As an early adopter of using performance measures to drive results, MoDOT centered its metrics on its Tangible Results. Each quarter, the resulting 48 measures are published online in MoDOT's Tracker document. Using Tracker, MoDOT assesses the level of success toward achieving its mission and living its values.

## Comparison of MoDOT and National Best Practices

After examining the department's goals, MoDOT reviewed USDOT national multimodal freight and rail plan goals and objectives. These included the USDOT's National Multimodal Freight Policy Goals; National Highway Freight Program Goals (NHFP); and State Rail Plan Goals. See **Table 2** for a synthesized list of these goals.

MoDOT then considered the system and strategic goals of past planning efforts. System goals consider the physical condition, needs and issues involved in building and maintaining infrastructure, while increasing connectivity and usefulness of the system. These include consideration for system maintenance, safety, support for economic growth and connectivity and mobility. Strategic goals support planning, stakeholder collaboration and plan implementation. These include reducing or mitigating environmental impacts of freight movement, organizational and process policies that support the freight system and improved coordination and partnership with freight stakeholders.

The 2022 SFRP's goals recognized that multimodal freight and passenger rail system strategic goals often work in tandem. Its seven goals included focus on maintenance; safety; economic growth and competitiveness; connectivity and mobility; equity and environmental resiliency; process and innovation; and customers and partnerships.

Combining and condensing these resulted in common goals. MoDOT presented the draft goals to stakeholders, including the Missouri Chamber of Commerce, Missouri Public Ports, Missouri Trucking Association, Missouri Rail Passenger Advisory Committee (MORPAC), Class 1 Rail Carriers and Shortline Rail Carriers. The stakeholders helped refine the draft goals into the current vision for Missouri's transportation system. The resulting six goals drive Missouri's 20-year vision for both the SFRP and LRTP. They will guide formation of strategies to achieve desired outcomes for Missouri through 2050.



Table 2 – Comparison of National and MoDOT Plan Goals and Objectives

	Synthesis of National Multimodal Freight Policy Goals; National Highway Freight Program Goals; and State Rail Plan Goals	MoDOT Goals	2026 LRTP	2022 SFRP	2026 SFRP
<b>Safety</b>	<p>Improve safety, security, reliability and resiliency of multimodal freight transportation</p> <p>Use innovation and advanced technology to improve the safety, efficiency and reliability of the National Multimodal Freight Network (NMFN)</p>	<p>Move Missourians safely and do so safely at MoDOT</p>	<p><b>Safe:</b> Work to enhance the safety of the transportation system for all users</p>	<p><b>Safety:</b> Improve safety and security of the multimodal freight and passenger rail system by supporting efforts to decrease the number and severity of freight vehicle crashes, increase truck parking options and improve safety throughout the multimodal freight system and the passenger rail network</p>	<p><b>Safe:</b> Enhance safety for all users of the transportation network</p>

<b>Service</b>	<p>Reduce congestion Eliminate bottlenecks</p> <p>Maintain a state of good repair Improve short- and long- distance movement of goods</p> <p>Reduce adverse environmental impacts of freight movement on the National Multimodal Freight Network (NMFN) Multimodal connectivity</p>	<p>Provide Outstanding Customer Service</p> <p>Deliver Efficient and Innovative Transportation Projects</p> <p>Operate a Reliable Transportation System</p>	<p><b>Reliable:</b> Promote efficiency and reliability in the transportation network</p> <p><b>Connected:</b> Improve mobility and connect communities through expanded multimodal choices</p>	<p><b>Connectivity and Mobility:</b> Improve the connectivity and mobility of the multimodal freight and passenger rail system by reducing congestion on the roadways; increasing reliability of the roadways and passenger rail network; supporting improved efficiency of rails, waterways and airports; and improving connections between freight modes and between passenger rail and other passenger travel modes</p> <p><b>Equity and Environmental Resiliency:</b> Support equity and environmental resiliency of the multimodal freight and passenger rail system</p> <p><b>Customers and Partnership:</b> Improve coordination and collaboration with regional planning partners and multimodal freight and passenger rail stakeholders</p>	<p><b>Reliable:</b> Maintain a transportation network that is efficient and dependable</p> <p><b>Connected:</b> Maximize mobility and connect communities through multimodal transportation options</p>
<b>Stability</b>	<p>Strengthen economic competitiveness</p> <p>Increase productivity and economic efficiency, particularly for domestic industries and businesses that create high value jobs</p>	<p>Manage our assets Stabilize resources and engage our workforce</p> <p>Build a prosperous economy for all Missourians</p>	<p><b>Stewardship:</b> Maintain current assets and services we have today.</p> <p><b>Prosperous:</b> Boost the economy through transportation investments</p> <p><b>Innovative:</b> Integrate emerging technologies to make our transportation system prepared and future-ready</p>	<p><b>Maintenance:</b> Maintain the multimodal freight and passenger rail system in good condition by keeping highways and bridges in good condition and supporting the maintenance of railways, waterways, airports and multimodal connections</p> <p><b>Economy:</b> Support economic growth and competitiveness in Missouri through strategic improvements to the multimodal freight network and passenger rail system</p> <p><b>Process and Innovation:</b> Institute policies and practices that support the multimodal freight and passenger rail systems, encourage innovation and promote an efficient use of resources</p>	<p><b>Stewardship:</b> Preserve the assets and services currently in place</p> <p><b>Prosperous:</b> Drive economic growth through transportation investments</p> <p><b>Innovative:</b> Leverage technology and creative solutions to build a future-ready transportation network</p>

# Freight and Passenger Rail Performance Measures

## Overview

Performance measures provide a way to evaluate progress toward achieving the goals of the SFRP. By monitoring system conditions and outcomes, MoDOT can determine whether investments and policies are advancing its vision for the freight and rail transportation network. The performance measures in this plan are organized around six goals: Stewardship, Safe, Prosperous, Reliable, Connected and Innovative. Each goal establishes a broad aspiration for the freight and passenger rail system, while the associated performance measures track progress in a consistent and transparent way. Together, these measures will help promote accountability, guide decision-making and demonstrate the value of rail investments to stakeholders and the public alike.

Figure 2 – Categories of Freight Performance Measures



Source: GFT.

## Performance Measures

MoDOT’s Tracker provides solid documentation which the Missouri Highways and Transportation Commission (MHTC) and MoDOT leadership can use to assess current conditions and respond with approval, additional guidance or course corrections. With this tool they can assess its freight infrastructure investment and performance.

In order to be included in the Tracker system, the measures must meet the following rules.

- Assess conditions under MoDOT’s control or influence
- Be clear
- Be quantifiable
- Be based on established results
- The value of the information generated must justify the effort and/or funds spent on data collection efforts

Table 3 through Table 8 outline proposed SFRP performance measures and describe how these measures meet the Missouri SFRP goals and objectives. The tables also indicate which performance measures are federally required, which measures currently exist in MoDOT’s Tracker performance management tool and the sources of data that might be used to measure performance toward goals.



**Table 3 – Stewardship Performance Measures**

Goal	Objective	Performance Measure (Proposed)	Federally Required <sup>1</sup>	Existing MoDOT Tracker Measure	Data Source
<b>Stewardship</b>	1.1 State of Good Repair	% of pavement in good condition on freight-significant highways (MoDOT's freight network)	X	Condition of state highways – 5c	Smoothness and pavement structural data – MoDOT
	1.1 State of Good Repair	Number of weight restricted bridges on MoDOT's freight network	X		MoDOT bridge data
	1.1 State of Good Repair	Condition of Major bridges on MoDOT's freight network	X	Statewide condition of all bridges and statewide condition of major bridges – 5a Tracker	MoDOT
			X	% of structurally deficient deck area on National Highway System – 5b Tracker	MoDOT
	1.1 State of Good Repair	Airport pavement condition at cargo airports	X		Bureau of Transportation Statistics (BTS) – United States (U.S.) Airport Runway Pavement Conditions
		(Minnesota) <sup>2</sup>			
1.4 Natural and Cultural Resources	Navigable River Ports, Locks and Dams Service Life (Minnesota) <sup>3</sup>			MoDOT and U.S. Army Corps of Engineers (USACE)	

<sup>1</sup> FHWA, "National Performance Management Measures; Assessing Performance of the National Highway System, Freight Movement on the Interstate System and Congestion Mitigation and Air Quality Improvement Program," Accessed September 16, 2025. <https://www.federalregister.gov/documents/2017/01/18/2017-00681/national-performance-management-measures-assessing-performance-of-the-national-highwaysystem>.

<sup>2</sup> Minnesota Department of Transportation (MnDOT), "Minnesota GO: Planning Minnesota's Transportation Future," Accessed September 16, 2025. <https://www.minnesotago.org/final-plans/state-freight-plan/appendix-b>

<sup>3</sup> MnDOT, "Minnesota GO: Planning Minnesota's Transportation Future," Accessed September 16, 2025. <https://www.minnesotago.org/final-plans/state-freight-plan/appendix-b>

**Table 4 – Safe Performance Measures**

Goal	Objective	Performance Measure (Proposed)	Federally Required	Existing MoDOT Tracker Measure	Data Source
<b>Safe</b>	2.1 System-Wide Safety	Overall freight-involved fatalities	X		Missouri State Highway Patrol (MSHP)/ Statewide Traffic Accident Records System (STARS) data and MSHP Water Patrol
	2.2 Show-Me Zero	Number and rate of fatalities involving Commercial Motor Vehicles	X	MoDOT Tracker Measure 1e	MSHP/STARS data
	2.1 System-Wide Safety	Number of truck parking spaces (publicly and privately owned)			MoDOT Facilities Management Data, SFRP Truck Parking Profile and Private sector (search for U.S. Route private inventory and consider including spaces at parking only private facilities)
	2.3 Mode Connection Points	Number of at-grade railroad crossing fatalities			MSHP/STARS data
	2.3 Mode Connection Points	Number of at-grade railroad crossing serious injuries			MSHP/STARS data
	2.3 Mode Connection points	Number of at-grade incidents by warning device (Kansas) <sup>4</sup>			MSHP/STARS data and MoDOT Traffic information
	2.6 Truck Parking Gaps Identification	Proportion of transportation studies and plans including consideration of truck parking issues			MoDOT

<sup>4</sup> Kansas Department of Transportation (KSDOT), "Kansas State Freight Plan," Accessed September 16, 2025. [https://www.transportation.gov/sites/dot.gov/files/2023-12/KS\\_StateFreightPlan\\_FHWA\\_Approved.pdf](https://www.transportation.gov/sites/dot.gov/files/2023-12/KS_StateFreightPlan_FHWA_Approved.pdf)

Table 5 – Prosperous Performance Measures

Goal	Objective	Performance Measure (Proposed)	Federally Required	Existing MoDOT Tracker Measure	Data Source
Prosperous	3.2 Economic Benefit	Benefit ratio for every dollar invested in STIP projects	X	Economic return from transportation investment – 7a Tracker	MoDOT – Impact Analysis for Planning Model
	3.1 Support Local Economy	Jobs created annually through transportation investment in STIP projects	X	Economic return from transportation investment – 7a Tracker	MoDOT – Impact Analysis for Planning model
	3.3 Strengthen Economy	% of economic development funds committed to projects – Tracker 7b	X	% of economic development funds committed to projects – Tracker 7b	MoDOT, Missouri Department of Economic Development and local entities
	3.2 Economic Benefit	Cost savings through reduced bottlenecks	X		Federal Highway Administration (FHWA) Bottleneck Tracker (Freight Mobility Trends Analysis Tool); Regional Integrated Transportation Information System (delay cost reporting tool; U.S. Bureau of Labor Statistics (BLS) (passenger car delay cost per hour); American Transportation Research Institute (ATRI) (delay cost per truck by hour)
	3.3 Strengthen Economy	Number of Oversize and Overweight (OSOW) barriers removed (Minnesota) <sup>5</sup>			Identify barriers using MoDOT traffic management system (TMS)/MoDOT Carrier Express to catalog OSOW width and height barriers, geometric issues and weight restricted structures that prevent use of otherwise acceptable routing
	3.1 Support Local Economies	Number of interstate and intrastate motor carriers based in Missouri by number of registered trucks			MoDOT

<sup>5</sup> MnDOT, “Minnesota GO: Planning Minnesota’s Transportation Future,” <https://minnesotago.org/>

Table 6 – Reliable Performance Measures

Goal	Objective	Performance Measure (Proposed)	Federally Required	Existing MoDOT Tracker Measure	Data Source
Reliable		% of interstate providing reliable travel times	X	Reliability on major routes – 4a	Annual Hours of Truck Delay – National Performance Management Research Data Set
	4.2 Increase Reliability	Cost of congestion for commercial motor vehicles	X	Cost of congestion on selected state roads – 4b	Regional Integrated Transportation Information System, BLS and ATRI
	4.2 Increase Reliability	% of rural interstate providing reliable travel times	X	Unplanned incidents on major routes – 4d	FHWA Bottleneck Tracker
	4.2 Increase Reliability	Truck travel time reliability on top 100 bottlenecks	X		FHWA Bottleneck Tracker
	4.3 Infrastructure Resilience	Clearance time for incidents/crashes/hazardous material incidents		Average time to clear traffic incidents – 4c	MoDOT Traffic Management Centers (TMC)
	4.4 Multimodal Transportation	Number of truck parking areas and their capacities (public and private)			MoDOT Facilities Management Data, Truck Parking Profile, inventory of truck parking spaces at water, rail and air transfer facilities, search for U.S. Route privately owned truck parking inventory
	4.4 Multimodal Transportation	OSOW barriers that exist on freight network highways.			MoDOT Carrier Express, MoDOT Traffic Management System
	4.4 Multimodal Transportation	% of rail tracks with 286,000-pound railcar capacity rating			BTS* Survey of Missouri railroads
	4.4 Multimodal Transportation	Tons of traffic arriving/ departing at a public water port			Missouri public port records
	4.4 Multimodal Transportation	% of on-time departures and arrivals at cargo airports			BTS TranStats database; USDOT Air Travel Consumer Report

Table 6 continued

Goal	Objective	Performance Measure (Proposed)	Federally Required	Existing MoDOT Tracker Measure	Data Source
Reliable	4.3 Infrastructure Resilience	Identify portions of freight network vulnerable to natural disruptors. (Flood – GIS map layer 100-500-year flood. Earthquake overlay. Number of reported deer strikes. Extreme heat, Extreme cold. National Oceanic and Atmospheric Administration (NOAA) – data)	X		National Oceanic and Atmospheric Administration (NOAA) (flooding, extreme temperatures), Missouri Department of Natural Resources (earthquake), Missouri Department of Conservation (deer strikes)
		Reduce adverse environmental impacts of freight movement on the NMFN (Requirement of the National Multimodal Freight Policy Goals)			

\*The % of rail tracks with 286,000-pound capacity was not found on the BTS website. This is likely due to recent review of federal website data.

Table 7 – Connected Performance Measures

Goal	Objective	Performance Measure (Proposed)	Federally Required	Existing MoDOT Tracker Measure	Data Source
Connected	5.1 Accessible and Connected	% of major generators with roadway right-sized access to interregional corridors and major highways			Missouri Department of Economic Development (MoDED)
	5.3 Multimodal Transportation System First- and Last-Mile	% of major freight generators with rail access			MoDED
	5.2 Multimodal Transportation System	Number of intermodal facilities (rail)			BTS
	5.3 Multimodal Transportation System First- and Last-Mile	Availability of container-handling capability and/or bulk transfer capability at public water port			Missouri public port records

Table 7 continued

Goal	Objective	Performance Measure (Proposed)	Federally Required	Existing MoDOT Tracker Measure	Data Source
Connected	5.2 Multimodal Connectivity During Project Development	Proportion of transportation studies and plans including consideration of freight modal issues. (Minnesota) <sup>6</sup>			MoDOT, Metropolitan Planning Organizations (MPOs), Regional Planning Commissions (RPCs), local municipalities

Table 8 – Innovative Performance Measures

Goal	Objective	Performance Measure (Proposed)	Federally Required	Existing MoDOT Tracker Measure	Data Source
Innovative	6.1 Lower Life-Cycle Costs	Project value by contracting method		Innovative contracting and value engineering – 3e Tracker	
	6.1 Lower Life-Cycle Costs	% of OSOW permits auto issued			MoDOT statistics

<sup>6</sup> MnDOT, "Minnesota GO: Planning Minnesota's Transportation Future," <https://minnesotago.org/>