



LRTP

Long-Range
Transportation
Plan

Public and Stakeholder Outreach

DRAFT

Introduction

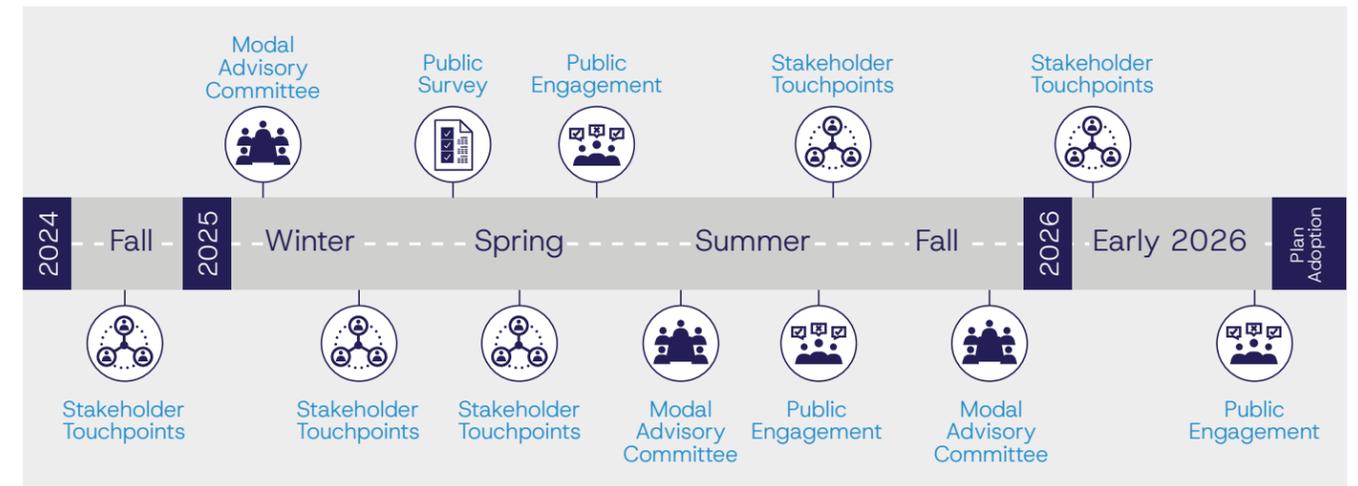


Stakeholder input is critical to the success of both the Long-Range Transportation Plan (LRTP) and State Freight and Rail Plan (SFRP). The Missouri Department of Transportation (MoDOT) is committed to meaningful engagement throughout the outreach process, giving Missourians the opportunity to help shape future transportation decisions.

Stakeholder engagement for the LRTP and SFRP took place simultaneously, aligning with the key milestones for the development of both plans. This coordinated approach supports compliance with the state’s public involvement procedures and Federal Highway Administration (FHWA) regulations under 23 CFR 450.210. To maximize efficiency and leverage resources, the stakeholder engagement established a comprehensive communications framework that includes:

- Strategic Touchpoints**
 These were set at key milestones for feedback from stakeholders. Each touchpoint provided a meaningful chance to influence the direction of both plans.
- Specific Key Outreach Activities**
 These activities were designed to match each stage of both plans, making sure engagement fit the stage of the project.
- Continuous Adaptation**
 The engagement approach stayed flexible, using new methods and technologies as the outreach plan moved forward to improve outreach and better capture community input.
- Broaden Outreach**
 Data was collected and reviewed to support broad, inclusive outreach, with a focus on geographic balance.

LRTP Public Involvement Overview



LRTP Public Involvement Activities

Agency Coordination

Agency coordination played an important role in developing MoDOT’s LRTP and SFRP, helping transportation strategies reflect a range of expertise and align with state and federal priorities. The Study Team shared an introductory letter with the FHWA outlining the plan update and inviting FHWA staff to participate in the Executive MAC. This early involvement allowed FHWA to provide technical guidance and flag potential issues, strengthening the quality, credibility and federal compliance of the LRTP. In addition, the Study Team coordinated with the Federal Transit Administration (FTA) and provided them the opportunity to comment on the draft plan.

Stakeholder Engagement

The Study Team worked closely with a wide range of stakeholders through strong agency coordination and collaboration. This approach helped bring key perspectives into the study at every stage. During this process, the Study Team engaged with:

- **Director’s Advisory Committee**
- **Metropolitan Planning Organizations (MPOs)**
- **Regional Planning Commissions (RPCs)**
- **Missouri Department of Transportation (MoDOT) Districts**
- **High-Priority Unfunded Needs (HPUN) Meetings**
- **Modal Advisory Committee (MAC):** Consisted of a large group of stakeholders that represented all transportation modes
 - **Executive MAC:** A subset of the MAC that offered targeted input on LRTP components

Director’s Advisory Committee Meetings

The Study Team presented and/or provided project updates during MoDOT’s Director’s Advisory Committee meetings. Details of the information presented at these meetings are as follows:

1 May 28, 2025

- Provide relevant project updates for both LRTP and SFRP
- Update on the project components and schedule
- Present an overview of the draft goals
- Summarize the gathered feedback from freight outreach

2 Oct. 29, 2025

- Provide updates on the following project items:
 - Number of public survey responses
 - Virtual Public Information Meeting (VPIM) and State Fair overview
 - High-level MAC meetings summary
 - Scenario planning overview
 - SFRP-specific updates
 - Public comment period

Metropolitan Planning Organization and Regional Planning Commission Coordination

The Study Team provided project updates to Missouri’s MPOs and RPCs during various in-person and virtual meetings. This included attending two coordination meetings with the [Missouri Association of Councils of Governments \(MACOG\)](#), a statewide association that includes Missouri’s 16 RPC’s. The Study Team also attended the MoDOT Statewide Planning Partners Meeting, an annual event hosted by MoDOT for its MPO’s, RPC’s and other transportation industry partners. MoDOT also hosts monthly virtual calls with its MPOs and RPCs. Details of each of these meetings are as follows:

1 Oct. 29, 2024

- MACOG Meeting – Introductions and present an overview of the LRTP and SFRP
- Outline the public and stakeholder outreach framework
 - Review next steps in the planning process
 - Discuss regional challenges:
 - Roadway expansion and funding
 - Multimodal and access issues
 - Economic development and planning

- Discuss regional opportunities:
 - Planning grants and land use
 - Quality of place and recreational opportunities
 - Economic development through trails and ports

2 Feb. 27, 2025

Statewide Planning Partner Meeting Present on draft goals and gather input including:

- Tech-driven change and funding/workforce challenges
- Multimodal investment, technology and maintenance focus
- Goals aligned but limited by funding and workforce constraints

3 Oct. 7, 2025

MACOG Meeting – Review of the scenario planning process and selected scenarios

- Highlight feedback on multimodal investments, grant strategies and coordination with the United States (U.S.) Economic Development Administration (EDA), including support for freight, safety and infrastructure
- Discuss future planning scenarios

Ongoing

- Provide project updates through monthly MoDOT Planning Partners calls

District Meetings

To better understand the specific needs of MoDOT’s districts, the Study Team held two district outreach meetings. Both sessions focused on collaborating with district staff to help shape future transportation priorities. A total of 70 participants attended, including district engineers, planners and specialists from all seven MoDOT districts. The first district meeting was held on July 21, 2025 and the second on July 31, 2025.

Identify top themes: aging infrastructure, safety and growing multimodal needs



Prioritize asset management and system preservation



Recognize that safety and preservation outrank capacity expansion



Call for full interstate and bridge reconstruction in many districts



Focus safety efforts on pedestrians, bicyclists and rail crossings



Address the need for sustained funding and corridor-wide safety upgrades



 Acknowledge ongoing challenges, including congestion and unfinished corridors

 Consider transit access needs, including urban expansion and rural service limitations

Resolve freight bottlenecks and truck parking shortages



Assess resiliency risks, such as flooding and low-water crossings



High-Priority Unfunded Needs Meetings

During a series of public meetings regarding Missouri’s HPUN, presenters provided a short update on the project. A total of ten meetings were held covering each of the seven MoDOT Districts. Details of the information presented at these meetings are as follows:



1-10 Aug. 5 – Aug. 28, 2025

- Present the plan’s draft goals and objectives
- Provide general description of an LRTP
- Explain the connection between the LRTP and HPUN

Modal Advisory Committee Meetings

The MAC was established to support the development of the LRTP. The committee comprised 32 representatives from major transportation modes and related sectors, including trucking, aviation, waterways, freight and passenger rail, transit, bicycle and pedestrian interests, planning partners, FHWA and economic development organizations. A list of the MAC members is provided in **Appendix A**. Details of each MAC meeting are as follows:

The MAC was convened to provide modal perspectives, needs and priorities to be incorporated throughout the planning process.

1 July 7, 2025

- Focus on existing conditions
- Draft LRTP goals and objectives
- Overview of freight cargo flows and bottleneck
- Summary of stakeholder input from earlier outreach efforts

2 Aug. 5, 2025

- Review updated goals and objectives
- VPIM 1 feedback
- District meeting themes
- Identification of transportation needs
- Overview of upcoming outreach activities

3 Oct. 16, 2025

- Summary of the Second Executive MAC Meeting
- Feedback from the Missouri State Fair on the LRTP goals and objectives
- Summary of modal group meetings
- Input from the HPUN meetings
- Introduction to scenario planning, including investment policies and strategies for the next phase

4 Nov. 21, 2025

- Develop policy levers for selected scenarios to guide the scenario planning process

5 Feb. 2, 2026

- Overview of the content that will be presented during VPIM 2

Executive Modal Advisory Committee Meetings

An Executive MAC was also formed, consisting of approximately 18 members. The Executive MAC is a smaller subset of the larger MAC with one representative from each transportation mode. The Executive MAC offered more focused input on the HPUN list, scenario planning and investment strategies. A list of the Executive MAC members is provided in **Appendix A**. The Executive MAC met three times throughout the study; details of each meeting are as follows:

1 May 29, 2025

Provided an overview of the LRTP and SFRP, along with the draft LRTP goals.

2 Oct. 15, 2025

Reviewed MoDOT’s HPUN needs, the scenario planning process and feedback from the MACOG meeting on the scenarios.

3 Nov. 13, 2025

Focused on the final scenarios, investment funding and associated policies.

Public Engagement

In addition to targeted stakeholder engagement, the Study Team actively gathered input from the public through a variety of outreach methods, including pop-up events, VPIMs and surveys. These efforts helped capture the priorities and needs of Missourians, making sure their voices were reflected in the vision for Missouri’s transportation system.

Pop-Up Events

To engage the public, the study team hosted a pop-up booth at the Missouri State Fair held Aug. 7-17, 2025 in Sedalia, Missouri to introduce the LRTP and SFRP, share information about Missouri’s transportation system and gather input to help guide plan development. Volunteers were available to answer questions, explain the goals and objectives of the LRTP and encourage participation through information boards, fact sheets, promotional items, comment cards and a public survey.

 **17** Comment cards were received

 **321** Survey responses were received

- **Survey results showed strong support for:**
 - Improved safety
 - Maintaining existing infrastructure
 - Better community connections
 - Long-term funding
- **Comment cards highlighted interest in:**
 - Public transit expansion
 - Passenger rail expansion
 - Improved roadway conditions
 - Pedestrian and cyclist safety



Source: CDM Smith

Virtual Public Information Meetings

The Study Team hosted two VPIMs, which recreated the experience of in-person public meetings, to gather input on transportation priorities for the LRTP and SFRP. During the VPIMs, participants could explore virtual stations, answer optional questions and submit digital feedback. Both meetings were held on CDM Smith's Gather 360-degree virtual platform, were accessible through the project website and provided materials in English and Spanish. The VPIMs introduced updates to the LRTP and SFRP, shared existing conditions and draft plans and gathered community feedback to help guide Missouri's transportation planning over the next 25 years. Details for the two VPIMs are as follows:

1 Open from June 2 – 30, 2025

 **1,179** Website visits

 **89** Optional sign-ins

- **Outreach methods: email blasts (E-blasts) to over 393 stakeholders, newspaper ads (six publications) and Facebook and Instagram posts**
- **Eight topic stations: goals, system overview, trends, performance, technology, freight and rail, study schedule and public comments**
- **Public comment summary:**
 - Top priorities include safety, accessibility, multimodal travel and maintaining roads and bridges or assets
 - Concerns include aging infrastructure, limited transit and congestion
 - Preference for maintaining and modernizing roads, bridges and transit over highway expansion
 - Support for expanded transit, passenger rail, bike lanes and sidewalks
 - Freight and rail priorities include better passenger service, safer crossings and reliable deliveries
 - Cautious adoption of new technologies
 - Overall call for sustainable, connected and resilient transportation investments across Missouri

2 Open from Mar. 3 – Apr. 4, 2026

- **PLACEHOLDER FOR FUTURE MEETING**



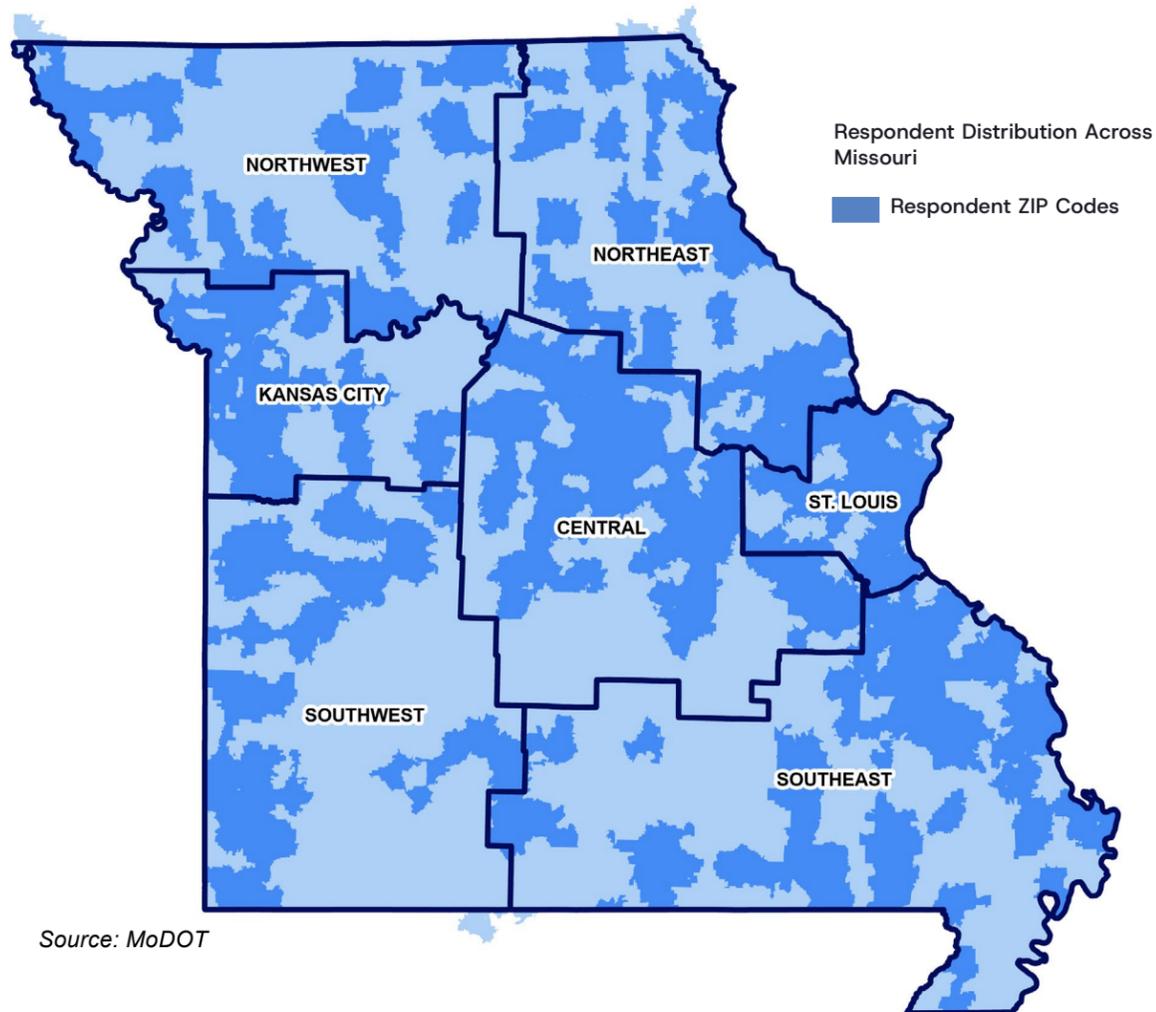
Surveys

Two surveys were conducted to gather public input during the planning process. Details for each of the surveys are as follows:

Mar. 13 – Apr. 25, 2025:

- Survey topics:
 - Regional transportation priorities
 - Local issues and needs
 - Modes used and commute patterns
 - Desired future improvements

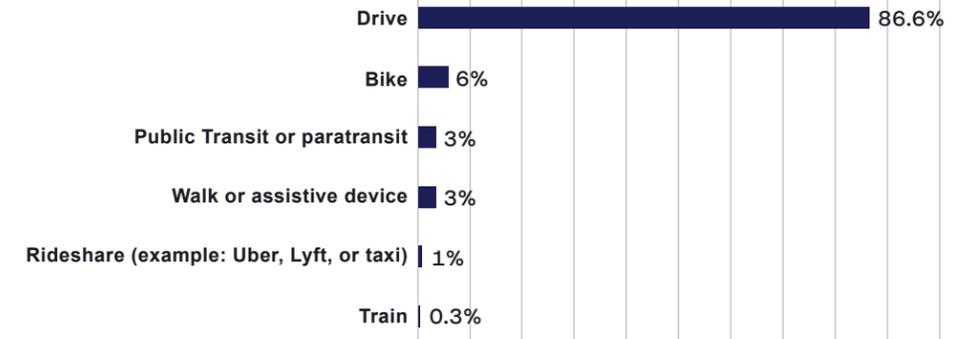
 **2,000+** Survey responses collected



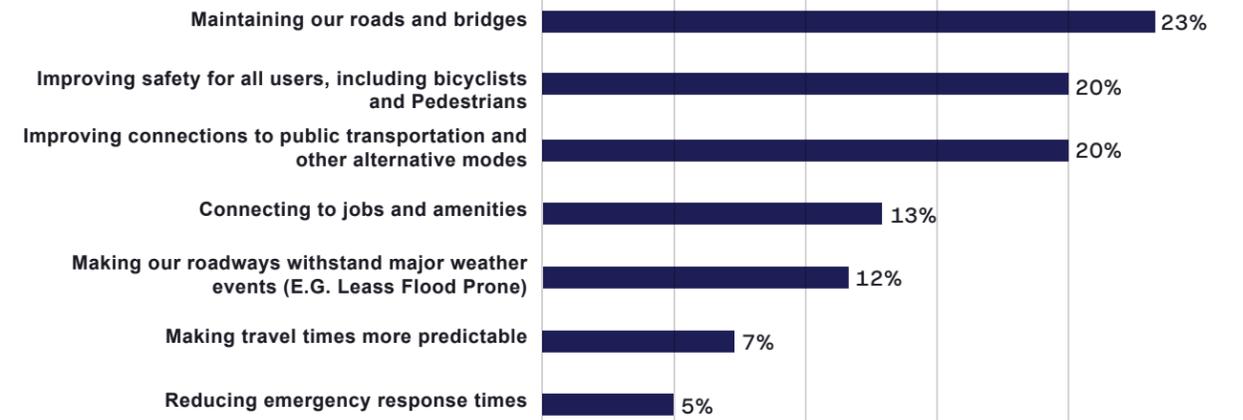
Source: MoDOT

Survey Questions:

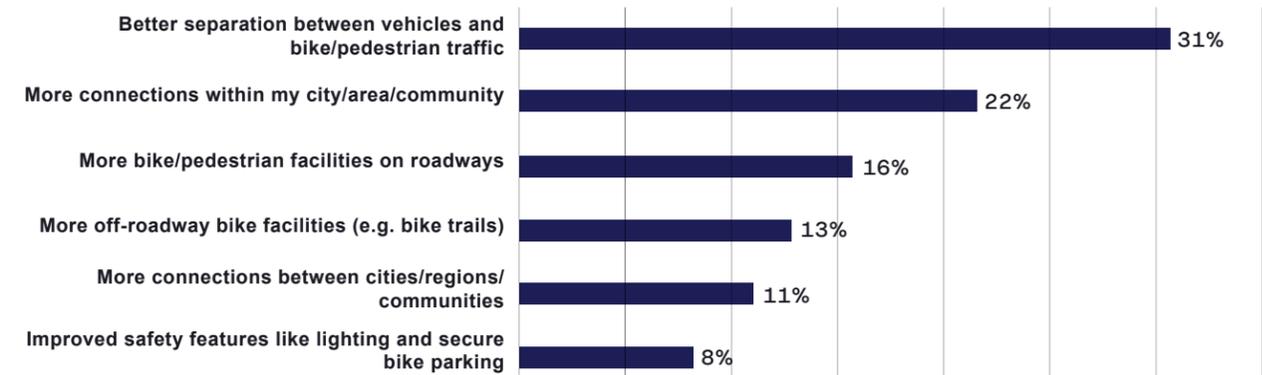
What form of transportation do you use most frequently?



Choose the top 3 transportation system improvements you would like to see.



Which bike/pedestrian improvements are most important to you? (select up to two)



- What are the three most significant transportation issues affecting your region?

Response	Percent
Road And Bridge Maintenance	22%
Access To Transportation Options	20%
Safety	19%
Traffic Congestion	14%
Population And Employment Growth	10%
Other	5%
Emergency Preparedness	4%
New Technology Advancements	4%
Delivery Of Packages And Other Goods	3%
Total	100%

- Survey response results:
 - Top priorities include road and bridge maintenance and safety and access to travel options
 - Driving remains the dominant mode
 - Transit viewed as limited in coverage and reliability
 - Key choice factors are availability, reliability, accessibility and location
 - Most commutes are moderate or not applicable
 - Strong support for bike and pedestrian improvements
 - Focus on infrastructure upkeep, safety and dependable travel
 - Less emphasis on transit expansion or long distance travel

2 Aug. 7 – 17, 2025:

 **300+** Survey responses collected

- Survey topics:
 - Suggested changes to LRTP goals
 - Local transportation priorities
 - System needs and improvement preferences
 - Themes of funding, equity and accountability
- Survey response results:
 - General support for LRTP goals
 - Top priorities include safety, road and bridge maintenance and improving multimodal community connectivity
 - Support for optimizing and funding the existing system over large scale expansion and clear, practical, fiscally responsible funding strategies
 - Balanced feedback between multimodal/environmental priorities and traditional infrastructure focus
 - Consistent emphasis on vulnerable road user safety (VRU), people-focused design and efficient maintenance
 - Cautious sentiment toward connected and automated vehicle technology
 - Desire for system preservation alongside modernization

SFRP Public Involvement Activities

While the LRTP addresses broad statewide transportation goals and multimodal needs, the SFRP focuses specifically on freight and rail priorities. Stakeholder engagement was central to the SFRP’s development, following a collaborative approach that drew on industry experts, modal advisory committees and public feedback. This process supported coordination with the LRTP and alignment with Missouri’s long-term transportation vision, while providing targeted insights to assess infrastructure needs and guide responsive recommendations. Stakeholders engaged in the SFRP included representatives from trucking, rail, waterways and aviation sectors. For more detailed information on SFRP outreach, refer to **Appendix F** of the SFRP.

Trucking

Feedback from the trucking industry was collected through a series of meetings and a survey. Additional information on the truck parking activities can be found in the **SFRP 4.02 Truck Parking Technical Memorandum**.

Through these discussions, truck parking consistently emerged as a key concern, shaping priorities during the early stages of the plan’s development.

Truck Driver Survey for Missouri Truck Parking Study (March 2025)

A survey was conducted from March 3-16, 2025 with 84 respondents which revealed the following:

- Statewide need for more truck parking
- 70% spent over 30 minutes searching for parking
- Frustration with paid third-party parking and capacity limits
- Desire for early notification of parking availability
- Priority amenities: restrooms and lighting

In-Person Engagement (Summer 2025)

In-person industry engagement was conducted to supplement and validate survey data. Multiple meetings were held and a total of 37 participants were engaged throughout all efforts; the findings for each are as follows:

Trucking Roundtable: This meeting was held on July 11, 2025 via an online meeting. It included eight attendees, five of whom represented the trucking sector. Four of those five participants are active, long-term, long-haul truck drivers. This meeting validated the survey findings, with participants emphasizing:

- The need for additional truck parking over enhanced amenities
- Frustration with limited parking availability near industrial areas and distribution centers
- Concerns related to third-party parking options

Truck Modal Meetings: The meeting was held on June 16, 2025 via an online meeting. It included 16 attendees, seven of whom represented the trucking sector, all at the management level. This meeting further reinforced feedback, highlighting the importance of early coordination with industry stakeholders, with participants emphasizing:

- Concerns about the shortage of safe and convenient truck parking
- Evolving driver expectations
- Global trade distribution
- Emerging technologies

Missouri Trucking Association Safety Council Meeting: The in-person meeting was held on July 17, 2025. It included approximately 20 attendees, the majority of whom were safety officers at motor carrier companies based in or operating terminals in Missouri. The discussions addressed parking amenities such as lighting and restrooms. When presented with trade-offs, the group unanimously prioritized increasing the number of parking spaces over amenity improvements.

One-On-One Discussions With Law Enforcement: The interviews were conducted in mid-Oct. 2025 via telephone and indicated that truck parking along I-70 generates relatively few service requests and presents a low concern for cargo theft.



Source: MoDOT

Rail

Rail engagement included outreach to Class I railroads, short line railroads, passenger rail representatives and rail-focused advisory groups through virtual meetings. The meetings focused on gathering feedback from each Class I railroad individually on rail trends and outlook and rail priorities.

Grade crossing safety, infrastructure constraints and the value of early and ongoing coordination with MoDOT were consistently identified as key issues across the rail network.

Class I Railroads (Aug. 27 2025 – Sept. 5, 2025)

This engagement included:

- BNSF Railway (BNSF)
- Canadian Pacific Kansas City (CPKC)
- Norfolk Southern (NS)
- Union Pacific (UP)

This engagement emphasized the need for:

- Improved grade crossing safety
- Closures and grade separations to provide the largest safety benefits
- Advanced technologies to address safety and infrastructure challenges
- Early coordination with MoDOT

Participants also identified infrastructure limitations creating operational bottlenecks including:

- Bridge clearance restrictions
- Drainage issues
- Capacity constraints
- Substandard interchanges

Short Line Railroads (Sept. 3, 2025 and Sept. 8, 2025)

This engagement identified priorities that differed from those of Class I carriers, focusing on:

- Grade crossing maintenance
- Aging infrastructure
- Rising costs associated with signal and track improvements
- Capacity constraint
- Operational inefficiencies
- Competition from other transportation modes
- Need for sustainable funding
- Continued coordination with MoDOT

Passenger Rail

The engagement was conducted through the Missouri Rail Passenger Advisory Committee (MORPAC) meetings from Dec. 2024 to Dec. 2025. An Amtrak station manager survey was distributed and remained open from Dec. 2024 to March 2025. The meetings and survey focused on:

- Platform improvements
- Service frequency, on-time performance
- First- and last-mile connectivity
- Fare affordability

Waterways

Waterways stakeholders were engaged through coordination with the Missouri Port Authority Association (MPAA), modal meetings and the development of port-specific outreach materials. Waterways stakeholders emphasized the critical but often underrepresented role of waterborne freight in Missouri's transportation system and the need for its impacts to be clearly reflected in the SFRP.

The Study Team participated in two MPAA meetings in 2025 with port directors representing nearly all public port authorities in Missouri, which included:

1 June 26, 2025

Introduced the SFRP and outlined upcoming engagement efforts

2 July 2, 2025

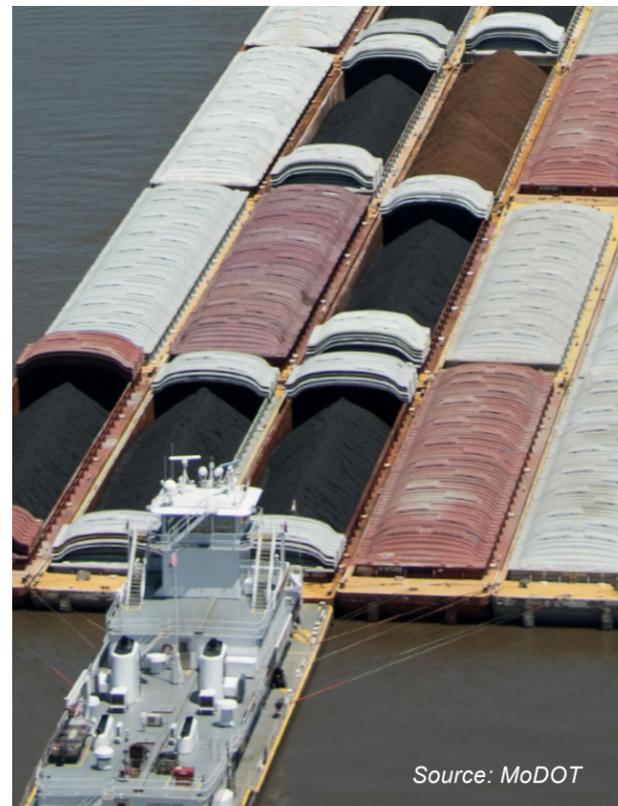
Shared preliminary findings from the Missouri Public Ports Economic Impacts Study and held during MPAA's annual summer meeting in Kansas City.

Participants at both meetings provided feedback including:

- How to represent port activity and economic impact in the SFRP
- Preference for highlighting total economic output, not added value alone

Key concerns raised included:

- Aging lock and dam infrastructure on the Upper Mississippi River
- Environmental impacts on port operations and system reliability including flooding and drought



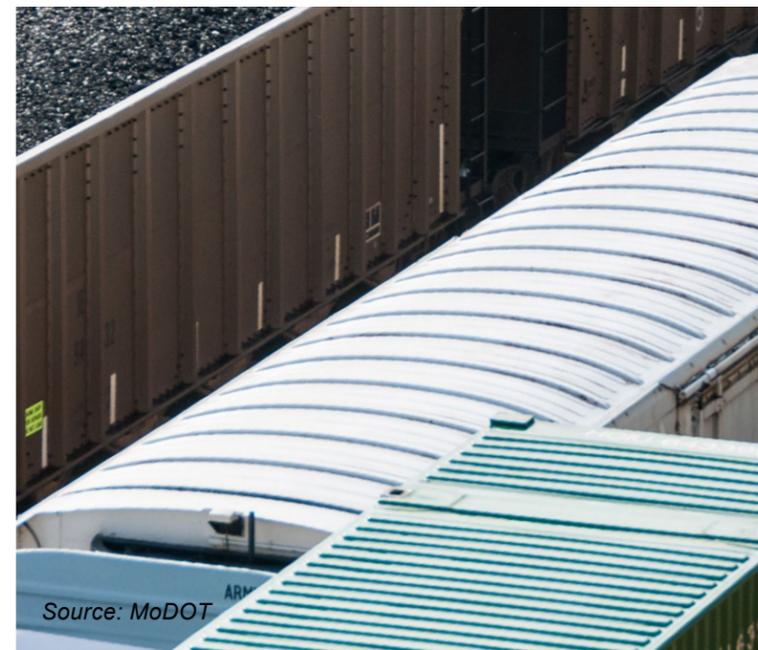
Source: MoDOT

Aviation

1 June 23, 2025

The Study Team conducted one-on-one meetings with aviation stakeholders such as St. Louis Lambert International Airport (STL), Kansas City International Airport (MCI) and Springfield Branson Airport (SGF). The aviation stakeholders highlighted the following:

- Aviation cargo demand strongly tied to growth in manufacturing and distribution centers
- Tonnage and cargo value identified as key metrics for SFRP aviation freight
- Federal Aviation Administration (FAA) funding requirements and limited state funding constrain facility improvements
- Major automation and AI impacts not expected in Missouri aviation in the near term
- Physical roles like cargo offloading largely protected from automation



Source: MoDOT

Freight Attractors and Generators

1 April 2025

The Study Team conducted one-on-one discussions with statewide freight-attraction organizations. Details of these discussions are as follows:

- Freight attraction organizations engaged: St. Louis Freightway, Kansas City SmartPort (KC SmartPort), Missouri Department of Economic Development (MoDED) and Missouri Partnership
- Discussion focuses on targeted industries, regional strengths and challenges, multimodal connectivity, workforce needs and transportation system performance

Key Themes:

- Automation is occurring primarily within manufacturing facilities rather than in freight transportation
- Congestion levels are relatively low across the state
- Intermodal access is essential to support new businesses and maintain efficient freight movement