U.S. Department of Transportation’s Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program

Project Narrative for

City of West Plains, Missouri/Missouri Department of Transportation and Burlington Northern Santa Fe Railroad Overpass Project

Submitted by the Missouri Department of Transportation in consultation with the City of West Plains

Jack Pahlmann, Mayor
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II. PROJECT DESCRIPTION

On Saturday, April 28, 2017, at approximately 4:30 p.m., the first of what would be record-breaking and torrential rainfall began falling in the City of West Plains, with southern Missouri serving as the epicenter of a massive storm that swept across the Midwest. In a span of eight hours, West Plains received approximately 11 inches of rainfall, causing the banks of Howell Creek to spill over and effectively split the city in half. Virtually every public street and bridge in West Plains was flooded and impassable, including the at-grade railroad crossing on Missouri Route 160/17 (also known in the city as Independence Drive).

A bad situation turned dire when power was shut off to the entire city, and with no access to both sides of West Plains, the lives of first responders – and the residents they were hired to protect and serve - were in serious jeopardy. This weather event and the subsequent “splitting” of West Plains complicated evacuation and recovery efforts, and forced the creation of two different shelters on both sides of the city. Recovery and assistance, two primary objectives during a natural disaster, were severely complicated (and in some cases hindered) because of a lack of a railroad overpass connecting both sides of the city.

In its wake, the April 2017 flooding caused massive property damage totaling tens of millions of dollars in the public and private sectors. Approximately 250 homes, 140 businesses, 15 bridges, and 100 miles of roads were affected. It will be years before West Plains, and its infrastructure, recovers from the massive damage done from this event.

Now, more than ever, the City of West Plains, the Missouri Department of Transportation (MoDOT) and BNSF understand the urgency of a railroad overpass on Independence Drive. To address the massive safety and emergency response concerns posed by the dangerous at-road crossings and the lack of reliable access across the tracks, the City of West Plains proposes to construct a concrete railroad overpass at Missouri Route 160/17/Independence Drive. The project would serve to provide a safer commute for its citizens, significantly reduce response time during emergency events such as the April flooding, open up land for possible expansion of existing industry and recruitment of new investment, and transform the city’s transportation system.
Shown is a view of flooding caused by April 28-29, 2017 storms. Water spilled out from the banks of Howell Creek, which split the city in half and caused millions of dollars of damage. The BNSF rail line and Howell Creek are located at the tree line.

The Project - Independence Drive Overpass

With citizen safety being paramount, the City invested in a community-wide survey in 2016 to determine the feasibility of permanently closing and eliminating multiple at-grade highway/railroad crossings throughout West Plains. In fact, an overwhelming 79 percent of those surveyed are in favor of eliminating railroad crossings in West Plains, with the City submitting its list of closures to BNSF in Summer, 2017. With that study complete, the City has proposed the construction of a railroad overpass at Missouri Route 160/17 (Independence Drive), a heavily-traveled roadway with a crossing that ranks high with the Federal Railroad Administration (FRA) Accident Predictor Report in Missouri. Construction of an overpass at this location has been met with concurrence from BNSF, MoDOT, DRS Technologies, and the West Plains R-7 School District. All parties are in agreement that a new overpass and the corresponding railroad crossing closings provide citizens safer, more efficient commutes in the city – including to and from heavily-traveled school zones.

Currently, the City of West Plains has seven at-grade rail crossings within two miles of each other, with all of those having signals and gates. Only one crossing is grade-separated, carrying the BNSF railway over a street, but that underpass only has a 10-foot clearance and is often
impassable during floods in a 10-year storm. Within the last two years, BNSF has identified nine near-miss occasions that have occurred at the existing highway/rail crossings within the city limits. Since 1975, West Plains’ crossings have also generated 11 accidents with two fatalities, with seven of those incidents since the 1990s. With the construction of a railroad overpass at Independence Drive, the City of West Plains would close the crossings at Independence Drive and Thornburgh Street (see Map 1 below, which shows the location of the proposed overpass, and the splitting of the city with the emergency services/hospital on one side, and many of the schools on the other).

Map 1
Shovel-Ready Plans

The City of West Plains currently has shovel-ready plans to construct a railroad overpass, highway realignment, and a bridge over Howell Creek on Independence Drive (see Figure 2 on page 7 for an artist’s rendering). The overpass would close the at-grade crossing on the heavily-traveled Independence Drive, where delays are commonplace for transit riders, commuters, students, and emergency service providers, and the Thornburgh Street crossing. The Independence Drive crossing ranks 25th in the State of Missouri for predicted collision value, making it a particularly dangerous crossing for motorists (shown at right). As stated previously, the net results of this overpass would mean closure of the two aforementioned dangerous at-grade crossings, an uninterrupted route for vehicle traffic to all city schools, businesses, and residences located on that side of the city, and the connection of both sides of West Plains with emergency services and reduced response time.

As proposed, the new overpass will extend over an at-grade rail crossing containing one set of tracks owned by BNSF, and include construction of a retaining wall on both sides of the roadway (which includes the entire width of BNSF right-of-way plus 30 feet travelway). Travel back and forth underneath the overpass will take place within the extra 30 feet being spanned on the overpass on a regular basis for city crews to perform utility and bridge maintenance, which will increase safety due to those vehicles no longer having to cross Highway 160. Because of floodplain regulations requiring no rise of elevation in that floodplain, a bridge over Howell Creek will be replaced by a three-span, 155-foot bridge. The bridge will also be lengthened, per requirements, in order to place fill material to obtain the new grade needed to get the structure over the railroad at the proper clearance. A new, 5-foot wide sidewalk also will be built from Porter Wagoner Boulevard to St. Louis Street to connect to an existing sidewalk, as part of a larger sidewalk plan for the City which connects schools and residents with other neighborhoods and the West Plains business district.

The Independence Drive overpass and highway vertical realignment will be approximately 1,400 feet in length and approximately 29'8”’ above ground elevation at its highest point. This height will satisfy BNSF requirements to ensure safe passage of trains under the overpass. A public hearing on the proposed project was held on February 15, 2012, with all those in attendance being in agreement that an overpass is needed at Independence Drive to ensure the safety and commutability of the area.
In total, this project – and the subsequent expansion of existing industry from unobstructed access to the city and US Highway 63 – would lead to the creation of 47 direct jobs and enhance the city’s potential for economic development.

BNSF Manager of Public Projects Nicholas Konen has endorsed the West Plains-BNSF railroad overpass project as a “great corridor project” that he would like “to see come to fruition.” Konen also called West Plains a “high energy route” for BNSF, making construction of an overpass and the elimination of railroad closings in the city even more imperative.

**Figure 2**

![Figure 2](image-url)

*Shown is an artist’s rendering of the proposed railroad overpass at Independence Drive. The BNSF rail line effectively cuts the city in half, which causes delays for emergency personnel responding to calls on the east side of the city.*

### III. PROJECT PARTIES

Parties involved in this project include the City of West Plains, MoDOT, BNSF, DRS Technologies, and private land owners. The City, MoDOT, and BNSF have committed cash toward the project while DRS has stated a willingness to donate land once funding is secured. The City staff have also had negotiations with the private land owners to arrive at a price for the land needed to complete the project and are confident that an agreement can be reached.
IV. GRANT FUNDS AND SOURCES/USE OF PROJECT FUNDS

According to engineering estimates, total construction cost of the project is $8,566,017, which also factors in the cost of right-of-way acquisition. The City of West Plains is asking for $6,615,017, or 77% of the total project cost, in TIGER grant funds to make up the difference between the committed match and the total cost. The City of West Plains, though not required to provide a match due to it being located in U.S. Census defined rural area, believes that providing a match is an important show of commitment to the proposed project. As a result, the City of West Plains has already committed $1,065,000 to the project, including $570,000 in utilities and $565,000 in engineering work. BNSF has committed another $350,000 for the closure of two at-grade crossings, and MoDOT has committed $570,000.

v. SELECTION CRITERIA

a) Long-term Outcomes

The City of West Plains and MoDOT understand the commitment required to maintain a project of this size, including the long-term maintenance, economic competitiveness, livability and safety factors.

i. State of Good Repair

The City of West Plains and MoDOT have committed funds, crews, and equipment to the long-term maintenance of the project and to ensure the overpass remains in good, operable condition. In addition to securing a financial commitment from BNSF, the project itself is being engineered by a professionally-licensed engineering firm. The overpass will also reduce the need by BNSF for costly repairs to the crossings. Currently, BNSF is required to inspect the at-grade crossings in question on a monthly basis and to address concerns as needed which requires a yearly expenditure on the part of the railroad. The Independence Avenue crossing has an Average Daily Traffic (ADT) count of 4,944 vehicles. That traffic increases the wear and tear inflicted on the crossings and increases the amount of expenditures needed by BNSF to ensure they meet federal standards. This project, by closing the crossings to vehicular traffic, will allow BNSF to allocate funds to safety concerns elsewhere.

The location of the proposed overpass is on US Highway 160/State Highway 17 (Independence Drive) within the city limits of West Plains. Highway 17 runs north and south and is the main route from the south central portion of the state to Fort Leonard Wood Army Base while passing though towns/cities such as West Plains, Houston, and Richland before ending just south of the capitol city of Jefferson City in the central part of the state. Highway 160 is the primary highway in the far southern portion of the state and connects the towns/cities of Springfield, Branson, West Plains, and Poplar Bluff. Both highways connect to major highways- 63 and 60-which are major economic corridors through not only Missouri, but other states including Iowa, Arkansas, and Mississippi. These highways also connect to major interstates 55 and 44. Delays along this route are not only inconvenient but create an impact on the economy, hindering the
movement of goods across these important highways and becoming a deterrent for companies traveling through the area. An overpass eliminates this concern of delay issues and provides for unimpeded traffic flow.

ii. Economic Competitiveness

Map 2

![BNSF Coal Traffic Map](image)

The value of commodities moved by rail has increased 6%, the largest increase from 2015 to 2017 of any mode, with freight movement by rail serving as a major source of goods transported in the United States - with operating revenue of $378.8 million in 2009 and accounting for 42.7% of total U.S. revenue ton-miles. The BNSF rail that runs through West Plains is one of only seven Class 1 rail lines in the United States that combined did $56.3 billion worth of freight revenue in 2010. Missouri carries approximately 12.5 million tons of goods (332,100 carloads) by rail each year while receiving 72.8 million tons (823,400 carloads) annually making the railroad important to the economies of both the nation and the state itself. However, while the rail throughout Missouri is vital to the local, regional, and national economies, the City of West Plains plays a more specific and critical role in these economies.

The line running through West Plains currently carries approximately 27 trains per day, although BNSF estimates this number increasing in the coming years. These trains currently range in
length from 6,000 to 7,300 feet (1.1 miles to 1.4 miles) with future projections placing train lengths anywhere from 8,800 feet up to 10,000 feet (1.7 miles to 1.9 miles). The line that runs through West Plains is the primary line that carries coal and freight from the Western United States to the southeastern parts of the nation. This line connects to major metropolitan areas in the southeast including Memphis, Birmingham, and Atlanta. Please see the BNSF Intermodal Traffic map (See Map 3 on page 10).

Map 3

Approximately 50% of freight transported on this line is coal on its way to the southeastern United States where five of the top ten most coal-dependent states in the U.S. (Tennessee, North Carolina, Alabama, Georgia, and Florida) are located and accounts for $9.1 billion in annual expenditures by these same states. This line also serves four of the top ten states that import the most coal based upon weight (North Carolina, Tennessee, Georgia, and Alabama) totaling 120.7 million tons annually. However, while coal is a major component of the goods transported through West Plains, the freight which comprises the remaining 50% of transported goods through the area plays just as vital of a role. States in the region served by this line are in the top ten importers of farm products, food products, pulp and paper, and wood products accounting for 10.5, 6.7, 15.9, and 21.7 percent of the U.S. total respectively. As a result, ensuring this line’s continual operation with minimal interference from vehicular traffic will continue to provide an economic benefit to both Missouri and the Nation.
The proposed project is in an economically distressed portion of the city (by Census Block as shown on Map 4 on page 11) with the estimated median household in 2014 at $30,000, and an unemployment rate of 7.0%. The City of West Plains estimates that the number of direct jobs from this project are 47. The remaining jobs can be added in local manufacturing facilities including Armstrong Flooring, DRS Technologies, Coca-Cola, Arlee Home Fashions, MFA, and numerous other smaller businesses that could expand and benefit as a result of this project. Once constructed, the Independence Drive overpass will provide an unobstructed access to the main parts of the city as well as U.S. Highway 63, which is a major north-south highway that runs from Louisiana to Wisconsin. In addition, this crossing is on a road that is comprised of two intrastate highways that connect the east, west, and central parts of Missouri to each other and makes shipment of goods more convenient. Hazardous materials often are shipped via rail line through the City, making overpasses even more of a necessity for safety purposes.

Map 4
iii. Livability

The proposed overpass is located on Independence Drive, which is a main arterial that runs east and west through the city and is used by commuters, students, and long-haul drivers on a daily basis. According to MoDOT, the ADT of this crossing is 4,944 vehicles (70 percent daytime/30 percent nighttime), with the majority of this number being passenger vehicles that are commuting back and forth to business, residences, and public schools that are in the vicinity of the project site. The rail line divides the city into two sections with only one crossing existing that allows access to both parts of the city in the case of a train moving or delayed on the tracks or grade crossing repairs. All three school buildings within the West Plains R-7 School District are located on the east side of the rail line which means citizens living in the west side of the city must cross this rail line to reach the school buildings. This overpass will provide an uninterrupted route to and from the area schools, with 34 buses (carrying an average of 60-70 students per bus) crossing the tracks at least twice a day. It should be noted that based on a Prioritization Meeting for the South Central Ozark Council of Governments, a railroad overpass on Independence Drive was listed as the top regional priority.

According to BNSF and the City of West Plains, the average train moves through the crossing at approximately 25 mph, with an idling time of approximately 5.023 minutes for delays. However, there are times when these trains are forced to decrease their speed down to 20 mph or stop altogether to allow usage of the 8,700 feet of rail siding present on the southeast side of the city. This decreased speed only adds to the amount of time commuters must spend waiting at this crossing. The proposed project will provide more efficient and safer travel across the existing BNSF railroad crossings at both locations, as well as decreasing commuter time of both students and employees of the schools and businesses in the West Plains area. Additionally, businesses will benefit from the overpasses by a reduction in transport times due to shipments no longer being delayed due to trains passing through the area.

iv. Safety

It is a well-known fact that traveling across a highway-railroad crossing is dangerous. This action has led the Federal Highway Administration (FHWA) to announce in 2002 that eliminating railroad crossings should be a high priority. This project will close two at-grade crossings in the city, which will increase the pedestrian and vehicle safety in the West Plains area. The closings also line-up with goals established by national programs like Operation Lifesaver and Safe Routes to School, which promote safety at railway crossings and advocates for their closure where ever possible.
The Independence Drive at-grade crossing ranks as the 25th most dangerous in the state of Missouri according to the Accident Prediction Report. With the FRA reporting that a highway-rail crossing collision occurs once every two hours and that a motorist is 40 times more likely to be killed in a vehicle-train crash than any other type of highway collision, closing this crossing will greatly increase the safety of area residents as well as freight drivers transporting goods through the area.

The City of West Plains’ goals to increase safety will particularly impact the West Plains R-7 School District, the surrounding six rural school systems that bus students to and from the school system on a daily basis, and the South Central Career Center - which is a regional technical school (see Map 1 on page 5).*

Students are not the only groups that would benefit from an unobstructed route across the tracks. Should a train be on the tracks, there is only one street that provides access from the hospital and three fire stations to the east side of the city. This access, mentioned previously, is unable to accommodate many of the City’s fire trucks due to its low, 10-foot clearance (see image at left). This means that if a fire were to occur on the east side of the rail line tracks, a fire truck would not be able to reach the blaze until the train was out of the way. This was made even more apparent during a robbery on April 17, 2017, in which officers responding to a call for backup were delayed by a train at the Independence Avenue crossing. According to the April 19 issue of the West Plains Daily Quill, the suspect displayed a firearm, and the two officers responding to the call for backup were delayed because of the train. For incidents such as these, the lack of quick access for responding ambulances and police can waste valuable time, leading to a potential loss of life for sick/injured victims and possibly other first responders.

As expected, the new overpass will create a thoroughfare that will provide unobstructed access to all parts of the city by emergency responders, thus translating into saved property and lives.

b. Job Creation and Near-Term Economic Activity

The White House Council of Economic Advisors (CEA) provides an estimate of one job created or saved per $76,900 of government spending from American Reinvestment and Recovery Act (ARRA) funds. Sixty-four percent of the job-year estimate represents direct and indirect jobs, while thirty-six percent are induced, according to the guidance.
Using the CEA method and assuming an overall project expenditure of $8,566,017 (including preliminary engineering and construction), it is estimated that 47 jobs will be created by the construction investment in the US 160/Independence Drive Overpass Project. While it is well documented that the actual project will create new jobs in the short term, the City is also working with an area manufacturer that has plans for expanding their operation in West Plains. This manufacturer (DRS Technologies, a military defense contractor) is located on the east side of the BNSF rail line and is planning to add an estimated 100 jobs, along with a capital investment of $15.145 million, by 2018. The construction of the US 160/Independence Avenue Overpass Project will allow this manufacturer, as well as other industry in the City, ease of access when getting their goods to U.S. Highway 63. This would add for more efficient logistics in their manufacturing processes.

c. Innovation

The proposed overpass is not being designed with any innovative design measures included. The project will provide MoDOT acceptable grades on both the east and west parts of the overpass. The overpass is also being designed in such a manner to allow for the existing businesses to remain in operation. Innovative measures, as project design becomes finalized, will be examined for inclusion in the project construction.

d. Partnership

The City of West Plains has partnered with BNSF and MoDOT on the development and future completion of the proposed project, with all having committed funds to the project. The City and MoDOT are determined to maintain the completed project and to maintain the overpasses in a condition of good repair. MoDOT also has committed $570,000 of safety improvement funds toward the completion of this project. Though these three entities are the only financial contributors to the project, general opinion of the project from the businesses and residents in the area of the project is one of support. In addition, DRS Technologies** has committed to pursue the necessary right-of-way to assist in the completion of the project from its corporate office. The U.S. Army Corps of Engineers has stated that they would support the project as long as the City obtains a Nationwide Permit to cover the construction activities.

e. Results of Benefit Cost Analysis

The at-grade rail crossings at Independence Drive/State Route 160 and Thornburgh Street in West Plains, Missouri are at the intersection of an active rail corridor operated by BNSF. There is an average of 27 trains that cross these intersections daily, causing blocked vehicular traffic for
prolonged periods of time throughout the day and increasing the probability of train-vehicle collisions as population, vehicle counts, numbers of trains, and lengths of trains increase over time. There are seven at-grade crossings in the City of West Plains, so the eastern and western portions of the city are effectively inaccessible during times when trains pass through, which also impedes emergency service vehicles.

The Benefit-Cost Analysis (BCA) monetized the value of 1) time travel savings, 2) safety benefits, 3) environmental benefits, and 4) operations and maintenance savings over a 30-year period in constant 2016 dollars. The initial capital costs are $8.6 million, but since the useful life of the improvements extend beyond the 30-year analysis period, based on residual value in Year 30, the costs are estimated at $5.3 million using a 7.0 percent discount rate and $5.1 million using a 3.0 percent discount rate. Given the assumptions and methodology presented in the attached Independence Drive Overpass Benefit-Cost Assumptions and Methodology document, the project has a BCA Ratio of 1.15 using a three percent discount rate and 2.09 using a seven percent discount rate.

The BCA ratios should be considered understated given the additional benefits that were not monetized as part of this analysis, which include increasing citywide rail crossing safety as part of the City of West Plains’ Rail Crossing Consolidation and Transportation Master Plan, enhancing safety for school bus crossings, improving efficiencies in national freight rail network, increasing competitiveness and industrial development potential of West Plains, improving efficiencies in emergency services and response times, and enhancing resiliency in flooding events.

Ratio Outcomes Over 30-Years

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<th>Present Value at 3%</th>
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<tbody>
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<td>1. Reduced in Vehicular/Truck Traffic Delays</td>
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<td>SAFETY BENEFITS</td>
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<td>2a. Reduction in Accident Probability for Vehicles at Independence Drive</td>
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<td>2b. Reduction in Accident Probability for Vehicles at Thornburgh Drive</td>
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<td>EMISSIONS REDUCTION BENEFITS</td>
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<td>3. Reduction in Emissions from Idling Vehicles</td>
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<td>4. Reduction in Operations and Maintenance Expenses</td>
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<td>TOTAL COSTS*</td>
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<tr>
<td><strong>BCA RATIO</strong></td>
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<td>2.09</td>
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</table>

*Initial capital costs are $8.6 million but adjusted based on residual value in Year 30, since the useful life of the project extends beyond the 30-year analysis period.
VI. Project Readiness

i. Project Schedule

The City of West Plains has developed a schedule that calls for bids to be submitted for the Independence Drive overpass in winter, 2018, with construction starting in spring, 2019. Estimated completion for the entire project is July, 2020.

ii. Environmental and Legislative Approvals

The City of West Plains has contacted the MoDOT regarding the environmental classification of the proposed project. According to the FHWA’s Raegan Ball***, the project will be classified by the FHWA as Category Exclusion 2 (CE2). To comply with state regulations, however, the City has contacted the Missouri Department of Natural Resources-State Historic Preservation Office (SHPO), the U.S. Army Corps of Engineers (USACE), Missouri Department of Conservation (MDC), and U.S. Fish and Wildlife Service (FWS). To date, the only agencies that have responded are the USACE which has stated that the project will require a Nationwide Permit (due to the project being in a floodplain and over Howell Creek) but that it saw no immediate concerns/issues with the project as proposed. It is anticipated that SHPO, MDC, or FWS will have no comment due to the project being within the city limits and in a developed area that has no identified historic buildings or sites. It is not anticipated that there will be negative impacts from this project on the floodplain or the general environment nor will its construction have any adverse short-term or long-range effects.

Portions of the project, by its nature, will reside in a FEMA mapped floodplain. However, the project will be constructed at least one foot above Base Flood Elevation to comply with regulations in the City’s floodplain ordinance. This raising of the bridge outside of the floodplain will ultimately increase the overall benefit of the project. Once the City completes the foundation and verifies that it is above Base Flood Elevation, it will apply to FEMA for a Conditional Letter of Map Amendment (CLOMA) prior to construction with the final Letter of Map Amendment being submitted once construction is complete.

iii. State and Local Planning

The City of West Plains, Missouri/Missouri Department of Transportation/BNSF Railroad Overpass project is included in the City of West Plains Transportation Improvement Plan and the South Central Ozarks Council of Governments Transportation Advisory Committee (TAC) plan. In fact, the project is one of the highest ranking projects that is not a region-wide corridor improvement project. The support of the project from the regionally-minded South Central Ozark Transportation Advisory Committee shows the importance of the project at the local level.
iv. Technical Feasibility

The project has had geotechnical exploration completed with the results indicating that distance to bedrock is deeper than first thought. However, due to the investigation having already been included, this change has been reflected in the total project cost. The project does not have any risk-mitigation factors except for the attainment of the right-of-way from private land owners. This factor should not pose a threat to the project. If, by chance, the right-of-way cannot be reasonably obtained, the City will use retaining walls to allow the project to proceed.

Conversations with the engineering firm, MoDOT, and BNSF indicate that the project as currently designed does not pose a problem and is technically feasible. Additionally, the project will have to obtain a Nationwide Permit from the U.S. Army Corps of Engineers and possibly a land disturbance permit from the Department of Natural Resources. However, these permits will not pose a threat to the project or its construction/completion, and work on obtaining these permits is already under way.

v. Financial Feasibility

Once right-of-way, preliminary engineering, and electrical work has been included, the final cost of the project is $8,566,017. The City has committed $1,065,000 to the project with BNSF committing $350,000 and MoDOT committing $570,000. With a TIGER grant, the City believes that the project will be able to be completed from a financial aspect. (See detailed project estimate in the attachments).

vi. Stakeholder Partnerships and Implementation Agreements

Parties involved in this project include the City of West Plains, MoDOT, BNSF, DRS Technologies, and private land owners. The City, MoDOT, and BNSF have committed cash toward the project while DRS may donate land to be used for the project. The City staff has had talks with private land owners to arrive at prices for the land needed to complete the project and is confident that an agreement will be reached.

VII. Federal Wage Rate Certification

The Federal Wage Rate Certification document is attached to the application.

Footnotes

* West Plains R-VII Superintendent of Schools John Mulford called a railroad overpass at Independence Drive “a necessity” for the school district, adding that “in a day and age where student safety is paramount, any delay in the response time of emergency personnel could mean the lives of several children.”

** DRS Technologies has a diverse portfolio of military products and technologies, focusing on battlefield reconnaissance, heavy transport, and electronic systems testing. The division maintains a headquarters facility in St. Louis and a 100-acre heavy equipment manufacturing facility in West Plains.

*** Raegan Ball is the Program Development Team Leader for the FHWA, Missouri Division. She can be reached at 573-638-2620.