

Posted: January 29, 2025 at 12:00 p.m.
Re-Posted: January 31, 2025 at 12:30 p.m.
MHTC Central Office
105 West Capitol
Jefferson City, Missouri 65101

Copies of this notice may be obtained by contacting:
Jennifer Jorgensen
Secretary to the Commission
(573) 751-2824

Missouri Highways and Transportation Commission Tentative Agenda

This meeting will be available to watch live stream at www.modot.org/mhtc/live.

Department of Transportation Building
105 West Capitol Avenue
Jefferson City, MO

February 5, 2025

Open Meeting 9:00 a.m.

	<u>Est. Time</u>
COMMISSION ITEMS.	
1. <u>Action Item</u> – <u>Consideration of Minutes</u> : Regular Meeting on January 8, 2025, and Special Meetings on January 7, 2025 and January 15, 2025.	9:05 – 9:10
2. <u>Action Item</u> – Consideration of Items on the Consent Agenda.	9:10 – 9:15
a. Removals. <i>Items removed from the consent agenda will be discussed under “Items Removed from the Consent Agenda” below. All items not removed from the consent agenda will be approved, without discussion, by a single action taken by the Commission.</i>	
b. Abstentions. <i>A Commissioner may abstain from voting on an item on the consent agenda without removing it by specifying the item number and his desire to abstain prior to the vote.</i>	
3. <u>Non-Action Item</u> – Committee and Board Reports.	9:15 – 9:30
a. Audit (Boatwright, Slay, and Baker)	
b. Legislative (Boatwright and Erdman)	
c. Missouri Transportation Finance Corporation Board of Directors (Smith, Erdman, and Baker)	
d. MoDOT and Patrol Employees’ Retirement System Board of Trustees (Boatwright, Erdman, and Hegeman)	
e. Missouri Coalition for Roadway Safety Executive Committee (Boatwright)	
4. <u>Non-Action Item</u> – MoDOT Director’s Report.	9:30 – 9:45

Est. Time

MODOT PRESENTATIONS.

1. **Action Item** – **Consideration of Bids for Transportation Improvements.** 9:45 – 10:00
Danica Stovall-Taylor, Assistant State Design Engineer

2. **Non-Action Item** – **Enterprise Risk Management (ERM).** 10:00 – 10:15
Kelly Niekamp, Audit Manager

-- **Items Removed from the Consent Agenda, if any.**
(Taken in numerical order.)

PUBLIC COMMENT PERIOD.

Members of the public who have not scheduled presentations before the Commission may speak to the Commission on transportation-related issues by signing in at the registration desk by 9:30 a.m. Comments will be limited to five minutes per person, ten minutes per topic.

COMMISSION CONCERNS.

ADJOURN.

-- CONSENT AGENDA --

All items on the Consent Agenda require Commission Action.

Items on the Consent Agenda are taken up by the Commission as the first order of business. Any items removed from the Consent Agenda are taken up by the Commission in numerical order under “Items Removed from the Consent Agenda”. (See previous page.) All items not removed from the Consent Agenda are approved with a single action by the Commission.

STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP).

1. **2025 - 2029 Statewide Transportation Improvement Program Amendment.**
Consideration to revise the 2025-2029 Statewide Transportation Improvement Program (STIP) approved in July 2024 for the implementation of one Highway and Bridge project.
Eric Schroeter, Deputy Director/Chief Engineer

2. **Request for Approval of Location and/or Design of Highways.** Consideration for the following roadways location and/or design.

Route 66 (7th Street), City of Joplin, Jasper County.

This project includes proposed pavement improvements involve rebuilding the existing concrete pavement and improving the stormwater handling capacity along the corridor. Operational improvements include replacing and upgrading traffic signals, interconnecting the traffic signals for improved traffic flow, and improving the turning radii at several intersections. The ADA Transition Plan improvements will involve constructing sidewalks, curb ramps, paved approaches, and pedestrian signals that are compliant with the Americans with Disabilities Act.

Stacy Reese, Southwest District Engineer

PROPERTY ACQUISITION AND CONVEYANCES.

3. **Consideration of Disposal of Excess Property, Route 50 in Jackson County, Excess Parcel Numbers KC-274331, KC-274333, and KC-274334.**
Convey 0.226 miles (5.05 acres) of Old Oldham Parkway to Oldham Investors, LLC, located on the southwest side of the Route 50 and Route 291 interchange, in the City of Lee’s Summit.
Chris Redline, Kansas City District Engineer

-- REPORTS --

Written reports pertaining to the items listed below are presented for Commission information and do not require action.

1. **[Audits and Investigations Annual Report.](#)**
Misty Volkart, Audits and Investigations Director
2. **[Financial Accountability Report – Quarterly Report.](#)**
Todd Grosvenor, Financial Services Director
3. **[MoDOT Briefing Report.](#)**
Ed Hassinger, Director
4. **[Missouri Department of Transportation Financial Report – Fiscal Year 2025.](#)**
Year-to-Date. Period ending December 31, 2024.
Todd Grosvenor, Financial Services Director
5. **[Consultant Services Contract Report.](#)**
Danica Stovall-Taylor, Assistant State Design Engineer



Minutes

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CONSIDERATION OF BIDS FOR TRANSPORTATION IMPROVEMENTS

-- Presented by Danica Stovall-Taylor, Assistant State Design Engineer, 573-751-2876.

ISSUE: The Commission approves contracts for transportation improvements.

RECOMMEND that the Commission:

- A recommendation for award or rejection of bids on individual projects will be presented orally.

DEPARTMENT VIEW:

- Approval of the award by the Commission is necessary to construct the improvements contained in the current year of the Statewide Transportation Improvement Program.

OTHER VIEWS:

- Not applicable.

MHTC POLICY:

- Highways – Construction – Contract Awards.

OTHER PERTINENT INFORMATION:

- Low Bid Summary of the January 17, 2025, Bid Opening (Attachment 1).
- Project location map (Attachment 2).
- Budget Update (Attachment 3).

SOURCE OF FUNDING: Funds required for these projects will come from the State Road Fund and will appear in the applicable budgets under the category of contractor payments.

SUMMARY OF BID OPENING

January 17, 2025

CALL NO.	COUNTY	RTE.	JOB NO.	ADT	DESCRIPTION	BID	LENGTH	FED FUND	PROGRAM AMOUNT	NO. OF BIDS	DBE %
A01	CALDWELL	D	J1S3414	185	BRIDGE REPLACEMENT		0.219	80%		1	4
A02	BUCHANAN, CLINTON DAVISS, DEKALB	116 6	JNW0035 JNW0038	620 2,137	RESURFACE COLDMILL AND RESURFACE		28.945 22.393	80% 80%		2	4
FUNDING BY CITY OF MAYSVILLE \$75,491.75 (JNW0038)											
A03	CALDWELL, LINN, LIVINGSTON	36	JNW0146	8,458 - 13,401	PAVEMENT REPAIR		98.056	80%		6	0
B01	ADAIR	E V	JNE0141 JNE0049	286 139	BRIDGE REPLACEMENT BRIDGE REPLACEMENT		0.108 0.076	80% 80%		2	4
B02	SHELBY	J	JNE0050	180	BRIDGE REPLACEMENT		0.097	80%		2	4
B03	MONTGOMERY	RA	JNE0123	58	BRIDGE REHABILITATION		0.069	80%		3	3
C01	CLAY PLATTE PLATTE	9 9 9	J4S3496 J4S3497 J4S3498	6,713 7,678 12,764	2 BRIDGE DECK REPLACEMENTS 2 BRIDGE DECK REPLACEMENTS 2 BRIDGE DECK REPLACEMENTS		0.057 0.053 0.098	80% 80% 80%		1	6
C02	JACKSON	150	JKU0043	8,376	COLDMILL AND RESURFACE		11.423	80%		3	5

SUMMARY OF BID OPENING

January 17, 2025

CALL NO.	COUNTY	RTE.	JOB NO.	ADT	DESCRIPTION	BID	LENGTH	FED FUND	PROGRAM AMOUNT	NO. OF BIDS	DBE %
H01	CAPE GIRARDEAU	74	J9P3308	10,578	BRIDGE REHABILITATION		1.032	80%			
LOW	CONCRETE STRATEGIES, LLC					\$16,454,287.85			\$15,150,000.00	6	3
	FREYSSINET, INC.					\$17,898,124.53					
	AMERICAN CIVIL CONSTRUCTORS WEST COAST, LLC					\$19,800,000.00					
	SOUTHERN ROAD & BRIDGE, LLC					\$20,418,196.05					
	MASSMAN CONSTRUCTION CO.					\$20,519,594.56					
	KCI CONSTRUCTION COMPANY					\$21,934,655.00					
H02	TEXAS	17	J9P3690	619	BRIDGE DECK REPLACEMENT		0.127	80%			
LOW	WEST PLAINS BRIDGE & GRADING, LLC DBA WEST PLAINS BRIDGE & GRADING					\$1,847,000.00			\$1,809,000.00	2	4
	ROBERTSON CONTRACTORS, INC.					\$2,482,036.86					
H03	BOLLINGER	72	J9P3842	2,824	ROUNDAABOUT		0.492	80%			
LOW	FRONABARGER CONCRETTERS, INC.					\$2,720,535.77			\$1,910,000.00	4	6
	RL PERSONS CONSTRUCTION, INC.					\$3,499,999.00					
	ROBERTSON CONTRACTORS, INC.					\$3,909,660.57					
	LAPPE CEMENT FINISHING, INC.					\$3,952,097.56					
H04	BOLLINGER, CAPE GIRARDEAU	N	J9S3716	1,248, 2,217	SCRUB SEAL AND SHOULDER IMPROVEMENTS		17.377	80%			
LOW	APEX PAVING CO.					\$3,147,555.64			\$4,011,000.00	2	5
	PACE CONSTRUCTION COMPANY, LLC					\$3,326,000.00					
H05	SCOTT	M	J9S3813	4,378	COLDMILL, RESURFACE AND BRIDGE REHABILITATION		7.053	80%			
LOW	APEX PAVING CO.					\$1,809,930.96			\$1,518,000.00	2	5
	PACE CONSTRUCTION COMPANY, LLC					\$1,910,000.00					
H06	TEXAS	137	JSE0027	498	BRIDGE REPLACEMENT		0.133	80%			
	TEXAS	137	JSE0028	204	BRIDGE REPLACEMENT		0.146	80%			
	TEXAS	137	JSE0029	172	BRIDGE REPLACEMENT		0.177	80%			
LOW	WEST PLAINS BRIDGE & GRADING, LLC DBA WEST PLAINS BRIDGE & GRADING					\$3,964,000.00			\$4,993,000.00	3	5
	ROBERTSON CONTRACTORS, INC.					\$4,426,323.60					
	HARTMAN AND COMPANY, INC.					\$4,569,720.00					
H10	WRIGHT	60	JSEM0069	15,384	DRAINAGE IMPROVEMENTS		0.010	STATE			
LOW	COURTNEY CONSTRUCTION, LLC DBA COURTNEY EXCAVATING & CONSTRUCTION					\$187,148.08			\$230,000.00	3	n/a
	APAC-CENTRAL, INC.					\$208,230.23					
	H.R. QUADRI CONTRACTORS, LLC					\$215,000.00					

SUMMARY OF BID OPENING

January 17, 2025

CALL NO.	COUNTY	RTE.	JOB NO.	ADT	DESCRIPTION	BID	LENGTH	FED FUND	PROGRAM AMOUNT	NO. OF BIDS	DBE %
SE	H9A	DUNKLIN	N	JSE0054	1,056	SCRUB SEAL	6.884				
		DUNKLIN	WW	JSE0053	1,312	SCRUB SEAL	5.579				
		DUNKLIN, NEW MADRID	D	JSE0079	2,106	SCRUB SEAL	22.103				
		NEW MADRID	U	JSE0080	4,198	SCRUB SEAL	4.458	80%			0
		SCOTT	E	JSE0082	839	SCRUB SEAL	7.942				
		SCOTT	H	JSE0081	1,424	SCRUB SEAL	5.770				
		SCOTT, STODDARD	Y	JSE0052	5,826	SCRUB SEAL	20.130				
		DUNKLIN	F	JSE0055	1,220	SCRUB SEAL	5.701	STATE			n/a
LOW	APEX PAVING CO. MISSOURI PETROLEUM PRODUCTS COMPANY, LLC					\$2,426,126.38 \$2,427,661.64			\$3,702,000.00	2	
LOW BID TOTAL						\$120,909,005.22			\$112,984,000.00	93	
NOTE: AWARD AMOUNT FOR FIXED SCOPE VARIABLE CONTRACTS (PROGRAM CAP)						\$1,875,000.00					
NOTE: TOTAL AWARD AMOUNT CHANGED TO REFLECT PROGRAM CAP ON FIXED SCOPE VARIABLE CONTRACTS						\$121,065,794.72					
						% DIFFERENCE PRGRM VS BID				7.2%	

OFFICIAL MoDOT AWARDS

The summary below represents the status of this month's awards, design-build project awards, state-fiscal-year-to-date awards and completed project costs. "STIP Projects" represents the projects included in the Highway & Bridge Construction Schedule portion of the Statewide Transportation Improvement Program. "Total all projects" includes all "STIP projects" and any of the following: contract maintenance projects funded with operations funds, Corps of Engineer access road projects or park road projects. All program and award amounts include 2% for construction contingencies.

December 4, 2024 Letting (January 8, 2025 Awards, SFY 2025)				
	Number of Projects	Program Construction Estimate with Contingencies	Award Amount with Contingencies	% Difference
TOTAL ALL PROJECTS	31	\$135,992,520	\$124,053,559	-8.8
STIP PROJECTS	31	\$135,992,520	\$124,053,559	-8.8
FUNDING BY OTHERS	1	\$76,500		
	Number of Projects	Program Construction Estimate	Award Amount	% Difference
DESIGN BUILD PROJECTS				
PROJECTS LET BY OTHERS				
PROJECTS LET BY DISTRICT				

Awards Year-to-Date for SFY 2025				
	Number of Projects	Program Construction Estimate with Contingencies	Award Amount with Contingencies	% Difference
TOTAL ALL PROJECTS	240	\$1,704,882,243	\$1,632,569,175	-4.2
STIP PROJECTS	235	\$1,691,639,583	\$1,622,887,678	-4.1
FUNDING BY OTHERS	13	\$12,699,986		
* Includes Design Build Projects				

Completed Projects Year-to-Date for SFY 2025				
	Program Constr. Est.	Final Project Cost	Difference	% Difference
STIP PROJECTS	\$318,828,000	\$353,065,000	\$34,237,000	10.7

Completed Projects as Reported in the Annual Accountability Report					
	No. of Projects	Program Construction Estimate	Final Project Cost	Difference	% Difference
STIP PROJECTS SFY 2024	389	\$794,917,000	\$813,402,000	\$18,485,000	2.3
STIP PROJECTS SFY 2023	377	\$859,306,000	\$834,472,000	(\$24,834,000)	-2.9
STIP PROJECTS SFY 2022	505	\$972,133,000	\$928,421,000	(\$43,712,000)	-4.5
STIP PROJECTS SFY 2021	440	\$997,692,000	\$954,892,000	(\$42,800,000)	-4.3
STIP PROJECTS SFY 2020	458	\$947,494,000	\$860,529,000	(\$86,965,000)	-9.2
STIP PROJECTS SFY 2019	368	\$763,405,000	\$732,075,000	(\$31,330,000)	-4.1
STIP PROJECTS SFY 2018	381	\$897,599,000	\$843,780,000	(\$53,819,000)	-6.0
STIP PROJECTS SFY 2017	385	\$1,245,006,000	\$1,238,314,000	(\$6,692,000)	-0.5
STIP PROJECTS SFY 2016	514	\$1,094,935,000	\$1,065,982,000	(\$28,953,000)	-2.6
STIP PROJECTS SFY 2015	349	\$1,542,292,000	\$1,456,588,000	(\$85,704,000)	-5.6
ALL PROJECTS TOTAL	4166	\$8,460,556,000	\$8,080,581,000	(\$379,975,000)	-4.5

Program vs. Award SFY 2015 to SFY 2024 (STIP PROJECTS ONLY)					
	No. of Projects	Program Construction Estimate	Award Amount	Difference	% Difference
STIP PROJECTS SFY 2024	416	\$1,513,886,000	\$1,544,214,165	\$30,328,165	2.0
STIP PROJECTS SFY 2023	440	\$1,541,154,038	\$1,829,466,011	\$288,311,973	18.7
STIP PROJECTS SFY 2022	378	\$1,196,528,100	\$1,334,617,879	\$138,089,779	11.5
STIP PROJECTS SFY 2021	417	\$947,553,080	\$886,655,637	(\$60,897,443)	-6.4
STIP PROJECTS SFY 2020	483	\$1,140,034,580	\$1,123,411,535	(\$16,623,045)	-1.5
STIP PROJECTS SFY 2019	425	\$754,917,088	\$725,101,495	(\$29,815,593)	-3.9
STIP PROJECTS SFY 2018	443	\$924,996,126	\$831,467,050	(\$93,529,076)	-10.1
STIP PROJECTS SFY 2017	389	\$768,067,900	\$706,240,778	(\$61,827,122)	-8.0
STIP PROJECTS SFY 2016	299	\$559,268,280	\$516,418,575	(\$42,849,705)	-7.7
STIP PROJECTS SFY 2015	383	\$741,080,860	\$725,190,141	(\$15,890,719)	-2.1
STIP PROJECTS TOTAL	4073	\$10,087,486,052	\$10,222,783,266	\$135,297,214	1.3



2

ENTERPRISE RISK MANAGEMENT (ERM)

-- Presented by Kelly Niekamp, Audit Manager, 573-751-6812.

ISSUE: Enterprise Risk Management (ERM) is a process designed to identify potential events that may affect the entity, manage risk to be within an acceptable level, and to provide reasonable assurance regarding the achievement of entity objectives.

Commission policy requires MoDOT to have an ERM process and provide an annual report to the Commission regarding that process.

RECOMMEND that the Commission:

- This item is for informational purposes.

DEPARTMENT VIEW:

- ERM has the potential to benefit the department by raising risk management to a strategic level within the organization.

OTHER VIEWS:

- The existence of an ERM process within an organization is recognized as an example of good governance and is important to strategic management of organizational risk.

MHTC POLICY:

- Enterprise Risk Management.

OTHER PERTINENT INFORMATION:

- Attachment 1 is a historical summary of MoDOT's ERM process. The results of the 2024 risk rating performed by the Senior Management Team is Attachment 2. Attachment 3 plots the risk areas on a heat map based on risk exposure (likelihood x impact) compared to preparedness. Attachment 4 is the updated inventory of risk abatement strategies and gaps.

SOURCE OF FUNDING: Not applicable.

Enterprise Risk Management

MISSOURI DEPARTMENT OF TRANSPORTATION
FEBRUARY 5, 2025



Enterprise Risk Management

An organization's continuously evolving strategy for identifying, assessing and managing the overall risk of an organization to be within an acceptable level.



MoDOT's ERM Process

Process Owners

- Executive Management Team
- District Engineers
- Division Leaders

Process

- Ongoing
- Annual Process Inventory Review
- Annual Risk Assessment Scoring

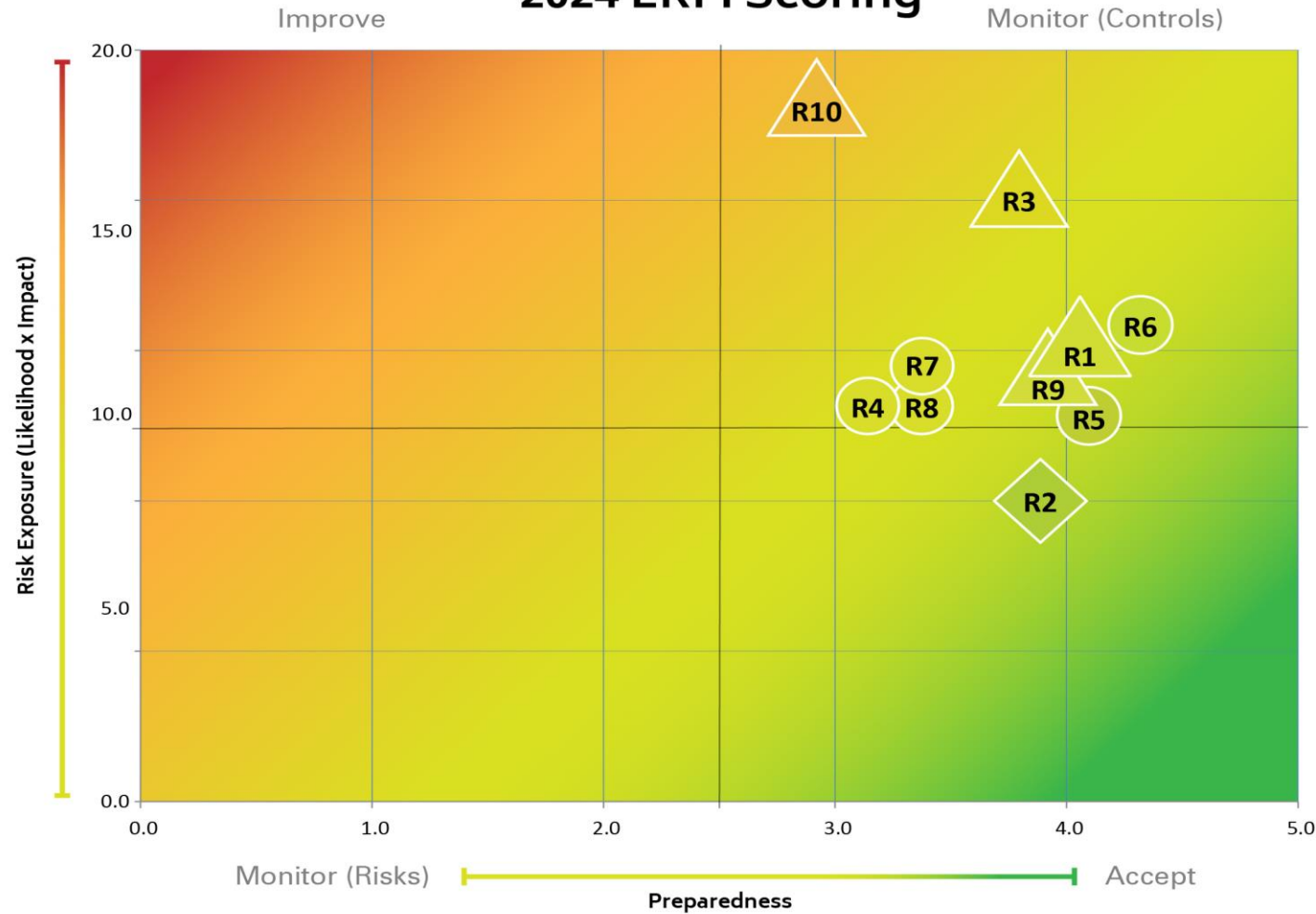



2024 MoDOT Risk Assessment


The categories listed below have been determined to be risk factors elevated in the department's Enterprise Risk Management (ERM) process.


RISK CATEGORY	PREPAREDNESS	LIKELIHOOD	IMPACT
	Unprepared ----- Plans in Place and Tested 0.0 1.0 2.0 3.0 4.0 5.0	Little Chance ----- Fairly Certain 0.0 1.0 2.0 3.0 4.0 5.0	Little Impact ----- Devastating 0.0 1.0 2.0 3.0 4.0 5.0
Financial	4.1	2.9	3.9
Fraud/Theft	3.9	3.2	2.5
Information Technology	3.8	3.8	4.2
Legal & Regulatory Changes	3.2	3.4	3.1
Transportation System Failures	4.1	2.7	3.8
Natural Disasters	4.3	3.6	3.5
Political	3.4	3.3	3.4
Public Opinion/Support	3.4	3.2	3.3
Safety/Security	3.9	3.2	3.4
Work Force	2.9	4.3	4.3


2024 ERM Scoring













2024 Risk Description	Risk Category
Financial	R1 
Fraud/Theft	R2 
Information Tech	R3 
Legal/Reg Changes	R4 
Trans System Failures	R5 
Natural Disasters	R6 
Political	R7 
Public Opinion/Support	R8 
Safety/Security	R9 
Work Force	R10 


 Tracker/Focus measures and/or Annual Report or other major publications*, as well as, planned audit procedures for these areas


 Tracker/Focus measures and/or Annual Report or other major publications*, but no audit procedures for these areas


 Audit procedures planned for this area; no Tracker/Focus measures and/or Annual Report or other major publications*

2024 Risk Description	Risk Category	Tracker/Focus Measures	Annual Report/Other*	Audit Procedures
Financial	R1 	x	x	x
Fraud/Theft	R2 			x
Information Tech	R3 	x		x
Legal/Reg Changes	R4 	x		
Trans System Failures	R5 	x		
Natural Disasters	R6 	x		
Political	R7 	x	x	
Public Opinion/Support	R8 	x	x	
Safety/Security	R9 	x		x
Work Force	R10 	x	x	x

*Includes, but not limited to, Citizen’s Guide to Transportation, STIP, High-Priority Unfunded Needs, and Long-Range Transportation Plan

 Tracker/Focus measures and/or Annual Report or other major publications*, as well as, planned audit procedures for these areas

 Tracker/Focus measures and/or Annual Report or other major publications*, but no audit procedures for these areas

 Audit procedures planned for this area; no Tracker/Focus measures and/or Annual Report or other major publications*

Workforce

Employee Turnover

- 14.24% Overall turnover fiscal year 2024
- 6.56% Overall turnover to-date fiscal year 2025 (July 2024 – December 2024)
- 34.97% First year turnover fiscal year 2024
- 13.93% First year turnover fiscal year 2025 to-date

Financial

- 12 Month View - Cost of Employee Turnover \$47.13 million for calendar year 2024
- Historically significant construction program

Enterprise Risk Management

History

At the April 5, 2011, Audit Committee meeting, the Audit Committee discussed Enterprise Risk Management (ERM). The Audit Committee asked staff to research the concept of ERM, assess MoDOT's ERM efforts and the opportunities for improvement, incorporate the Commission's input in the identification/mitigation of enterprise risk, and provide for regular reporting to the Commission on the status of enterprise risk management.

Staff provided the Audit Committee a primer on ERM at the November 1, 2011, meeting, including seven high-level steps to developing an ERM Plan. The Audit Committee agreed that staff would begin an ERM effort by first working with Senior Management Team (SMT) to identify what management believes to be MoDOT's significant enterprise-wide risks.

Between January 2012 and August 2013, the following process steps occurred:

- SMT brainstormed an unfiltered list of the wide range of risks to which MoDOT is susceptible;
- SMT discussed the 10 broad risk categories into which the specific risks could be categorized;
- SMT members used a risk category ranking sheet to rank the 10 risk categories and assess impact, likelihood and readiness;
- Process work performed by SMT, along with results of the risk category ranking and rating was shared with the Audit Committee and then with the Commission and;
- SMT prepared an inventory of existing risk management strategies for each risk area, to assess organizational readiness and help identify gaps. Over the subsequent months, inventories for each major organizational risk area were shared with the Commission and edited to include any suggestions from the Commission. This process concluded in August 2013.

In November 2013, the Commission adopted the following Enterprise Risk Management policy:

ENTERPRISE RISK MANAGEMENT

The Commission believes in an integrated approach to managing the various risks MoDOT faces in managing Missouri's extensive transportation system. Accordingly, the Commission has delegated to the Director the responsibility for ensuring an enterprise risk management system is adopted by the department and used to appropriately identify and mitigate risk. The Director will conduct an executive management review of the Enterprise Risk Management Program and will provide an annual report thereon to the Commission.

In accordance with the policy, SMT recently completed the required management review. The results are summarized in the following documents.

RISK CATEGORY

PREPAREDNESS

Unprepared | Plans in Place and Tested

0.0 1.0 2.0 3.0 4.0 5.0

LIKELIHOOD

Little Chance | Fairly Certain

0.0 1.0 2.0 3.0 4.0 5.0

IMPACT

Little Impact | Devastating

0.0 1.0 2.0 3.0 4.0 5.0

Financial

4.1

2.9

3.9

Fraud/Theft

3.9

3.2

2.5

Information Technology

3.8

3.8

4.2

Legal & Regulatory Changes

3.2

3.4

3.1

Transportation System Failures

4.1

2.7

3.8

Natural Disasters

4.3

3.6

3.5

Political

3.4

3.3

3.4

Public Opinion/Support

3.4

3.2

3.3

Safety/Security

3.9

3.2

3.4

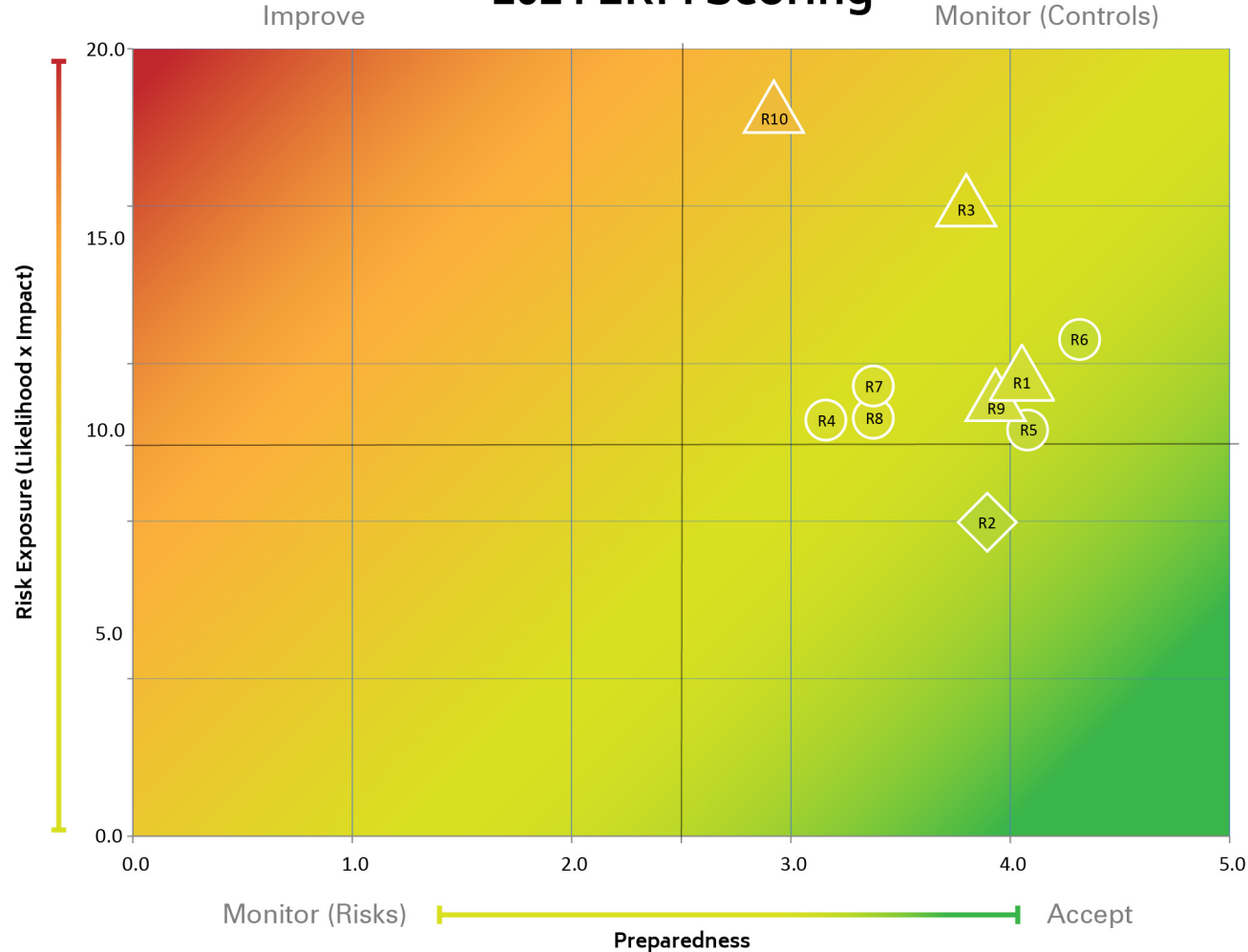
Work Force

2.9

4.3











4.3

2024 ERM Scoring



2024 Risk Description	Risk Category
Financial	R1
Fraud/Theft	R2
Information Tech	R3
Legal/Reg Changes	R4
Trans System Failures	R5
Natural Disasters	R6
Political	R7
Public Opinion/Support	R8
Safety/Security	R9
Work Force	R10

- Tracker/Focus measures and/or Annual Report or other major publications*, as well as, planned audit procedures for these areas
- Tracker/Focus measures and/or Annual Report or other major publications*, but no audit procedures for these areas
- Audit procedures planned for this area; no Tracker/Focus measures and/or Annual Report or other major publications*

2024 Risk Description	Risk Category	Tracker/Focus Measures	Annual Report/Other*	Audit Procedures
Financial	R1 	x	x	x
Fraud/Theft	R2 			x
Information Tech	R3 	x		x
Legal/Reg Changes	R4 	x		
Trans System Failures	R5 	x		
Natural Disasters	R6 	x		
Political	R7 	x	x	
Public Opinion/Support	R8 	x	x	
Safety/Security	R9 	x		x
Work Force	R10 	x	x	x

*Includes, but not limited to, Citizen's Guide to Transportation, STIP, High-Priority Unfunded Needs, and Long-Range Transportation Plan



Tracker/Focus measures and/or Annual Report or other major publications*, as well as, planned audit procedures for these areas



Tracker/Focus measures and/or Annual Report or other major publications*, but no audit procedures for these areas



Audit procedures planned for this area; no Tracker/Focus measures and/or Annual Report or other major publications*

Processes in Place to Monitor and Mitigate Risk - FINANCIAL	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Financial risk category includes risks such as uncertainty of federal funds, viability of fuel tax as a revenue source, an unstable economy, the inability to match federal funds, inflation in commodities and/or contract prices, and rising benefit costs.</i></p> <p>NOTE - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</p>			
Prepare an annual financial forecast	Financial Services	Approved by Executive Team and provided to Commission	Annual
Innovative project delivery, including Practical Design; Design-Build; value engineering; alternative technical concepts; add alternates; and use of commodity indexes. Used to mitigate contractor risk of price increases, thereby improving bids.	Chief Engineer, Design, and districts	Monitoring through bid process and Staff Bid Review; 10 Years Completed Projects report	Monthly
Do not fully program years four and five of the Statewide Transportation Improvement Program (STIP).	Transportation Planning, and districts	Reviewed by Executive Team and approved by Commission	Annual
Build operating budget and STIP based on results of financial forecast	Financial Services and Transportation Planning	Reviewed by Executive Team and approved by Commission; Financial forecast presented to the Commission	Annual
Maintain updated Asset Management Plan (statewide and district specific) to ensure existing system is maintained before new elements are added. STIP is developed in unison with Asset Management Plan.	Transportation Planning and districts	Reviewed with Executive Team during Draft STIP development	Annual
Prepare monthly cash basis financial statements	Financial Services	Provided to Senior Management Team and Commission	Monthly
Prepare quarterly Generally Accepted Accounting Principles (GAAP) basis financial statements	Financial Services	Provided to Senior Management Team and Commission	Quarterly
Prepare monthly comparison of state highway user revenues to projections	Financial Services	Provided to Executive Team and Commission	Monthly

Processes in Place to Monitor and Mitigate Risk - FINANCIAL	Process Owner	Monitoring and Reporting	Cycle
Monitor status of/changes to federal funding	Financial Services and Governmental Relations	Update Senior Management Team and Commission as necessary	As needed
Maximize use of federal funds on projects and approved operations functions	Financial Services and Transportation Planning	Report changes to Senior Management Team	As needed
Educate the public, legislators, and employees on limitations of fuel tax as an adequate on going source of revenue and uncertainty of federal funding . Includes the periodic Long-Range Transportation Plan and the Citizen's Guide to Transportation Funding.	Governmental Relations, Community Relations, and Transportation Planning	Discussed as necessary for inclusion in public outreach; Citizen's Guide to Transportation Funding, High-Priority Unfunded Needs, Long-Range Transportation Plan	As needed
Internal Audit function performs assessments of internal controls. Contract Monitoring function monitors competitive bidding and conducts contract compliance reviews.	Audits and Investigations	Internal audit results are reported to Commission's Audit Committee. Contract Monitoring confers frequently with divisions involved. An Audits and Investigations annual report summarizes all Audits and Investigations activity.	As needed and Annual
Use of competitive bidding to get best price	Design, General Services, and districts	Monthly review by management. Reported to and approved by Commission for STIP projects; no specific reporting for non-STIP procurement.	Monthly
Wellness program and active management of health care program to lower medical costs	Employee Health and Wellness	Monthly review by Medical Board of Trustees through internal and external reporting. Bi-annual reporting submitted to Commission.	Monthly and Bi-annual

Processes in Place to Monitor and Mitigate Risk - FINANCIAL	Process Owner	Monitoring and Reporting	Cycle
"Federalizing" more work types to provide additional match	Design, Maintenance, Transportation Planning, and Financial Services	Review by Federal Aid program staff as projects are entered in the federal aid computer system.	On going
Cost Share Program to leverage state resources for on-system projects	Cost Share Committee	Meeting materials and STIP amendments	On going
Conservative approach to debt management	Financial Services	Annual debt report and debt workshops prior to debt issuance; monitoring for any opportunities to call or refund debt	Annual and as needed
Use of Asset Management Plan approach for fleet replacement and facilities management	General Services and districts	Budget allocation is determined with Assistant District Engineers	Annual
GAPS			
Growing appropriations to Missouri State Highway Patrol			
Rapidly increasing cost of health care			
Challenged with hiring and retaining qualified personnel and consultant resources to ensure adequate program management and funding oversight.			

Processes in Place to Monitor and Mitigate Risk - FRAUD AND THEFT	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Fraud and Theft risk category includes items such as theft of equipment and supplies, theft of financial resources, and fraud by subgrantees and subrecipients.</i></p> <p>NOTE - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p><i>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</i></p>			
Audits and Investigations conducts audits, including internal control audits, of MoDOT and subrecipients to assess whether controls are sufficient to provide reasonable assurance of the prevention and detection of fraud.	Audits and Investigations	Reports are presented to the Commission Audit Committee.	Three to four times per year
Annual financial statement audit by an independent CPA firm. The audit includes a report on internal controls over financial reporting.	Financial Services	Report is presented to the Commission Audit Committee and to the Commission as a whole.	Annual
Comprehensive system of internal controls to prevent and detect fraud and waste of resources.	Financial Services	control plan to Office of Administration on an annual basis.	On going and Annual
Audits and Investigations communicates fraud related information to employee groups in training sessions and during audit field work and to the Senior Management Team in the form of periodic presentations and emails.	Audits and Investigations	On going	On going
There is a fraud, waste, and abuse hotline where employees can confidentially report activities of concern. The phone number is displayed on Audits and Investigations staff business cards, email signature blocks, and on posters throughout MoDOT facilities. Audits and Investigations SharePoint site also provides information on how to report suspected fraud.	Audits and Investigations	On going	On going
Audits and Investigations monitors construction contracts and bidding for indications of collusion and market allocation.	Audits and Investigations	On going	On going
Audits and Investigations partners with law enforcement to investigate and prosecute fraud.	Audits and Investigations	On going	On going

Processes in Place to Monitor and Mitigate Risk - FRAUD AND THEFT	Process Owner	Monitoring and Reporting	Cycle
Physical security systems deter unauthorized access to MoDOT facilities and monitor activity through security cameras. A comprehensive funding proposal is being prepared to address ageing security access control and monitoring systems statewide.	Safety and Emergency Management	On going	On going
GAPS			
None noted.			

Processes in Place to Monitor and Mitigate Risk - INFORMATION TECHNOLOGY	Process Owner	Monitoring and Reporting	Cycle
<i>The Information Technology risk category includes items such as system failure, system destruction, hacking, and cyber-terrorism.</i>			
NOTE - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.			
<i>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</i>			
Backup generators are in place at two geographically-separated data centers. The diesel powered generators engage automatically during a loss of electrical power.	Information Systems and General Services	Annual load balancing and monthly testing.	Monthly and Annual
Firewalls, anti-virus software, spyware detection software, and intrusion detection software are in place.	Information Systems	Firewall Intrusion detection: Alerts generated and sent to technologists in the event of thresholds being exceeded. Antivirus/Spyware: Alerts of viruses/spyware sent to technologists, escalation if multiple events.	On going
Cable is located in a redundant ring configuration to reroute internet traffic in the event of a fiber optic cable disruption.	Information Systems	Reported on in the event of a break or cut.	On going and As needed
The data centers are geographically distant to make it unlikely that a single natural disaster would significantly impact both at the same time.	Information Systems and General Services	N/A	N/A
All production systems are backed up in one data center and also copied to a data center in a differing geographical location. Servers hosted by Office of Administration are backed up to a differing disaster recovery center location.	Information Systems	Daily monitoring; Reporting thru backup log files to technologists that attend to backup issues per incident.	On going
Many critical components (power supplies, hard drives, central processing units) have redundant twins within the data centers.	Information Systems	Failure/faults reported via text or email to technologists, and in some cases directly to vendor, who then ships replacement unit. Office of Administration Data Center is a service and Office of Administration Information Technology Services Division is a support.	On going and As needed

Processes in Place to Monitor and Mitigate Risk - INFORMATION TECHNOLOGY	Process Owner	Monitoring and Reporting	Cycle
Data center is secured 24/7 using key cards to gain entry. Key card and security code are necessary for after-hours entry. Security cameras are placed in strategic locations. Intrusion alarms notify law enforcement in case of after-hours access attempts.	Information Systems	On going; Failed entry attempts are logged and the logs are monitored.	On going
There are fire suppression systems in the data centers.	Information Systems	System is serviced by the vendor.	Annual
Virtual private network software is used by staff to access the network when outside of MoDOT facilities.	Information Systems	On going	On going
Office of Administration (which provides our Internet access) also monitors our internet traffic for signs of hacking, intrusion, virus activity, etc.	Information Systems	Office of Administration reports problem to MoDOT technologists to identify the offending personal computer for corrective action.	On going
Cybersecurity position to address security issues and participates in the Office of Administration information technology security team.	Information Systems	Monthly meeting participation.	Monthly
Four external hard drives store all bridge plans and three are stored off premises at three different locations.	Bridge	"As Built" bridge plans are loaded on these drives and updated annually in July.	Annual, during July
Security logs exist that can be used to track where users are going.	Information Systems	On going thru Internet traffic filtering software. Reporting to Audits and Investigations as requested.	On going and As needed
SPAM alerts and other informational emails are used to educate users about information technology related behaviors to avoid.	Information Systems	On going monitoring. Events are addressed as they occur.	On going
Information Systems uses hard drive encryption on all desktops and laptops.	Information Systems	N/A	N/A

Processes in Place to Monitor and Mitigate Risk - INFORMATION TECHNOLOGY	Process Owner	Monitoring and Reporting	Cycle
A disaster recovery plan, utilizing a geographically-separated data center, server virtualization, and Site Recovery Manager software exist to bring back critical systems in the proper sequence. Office of Administration conducts an annual disaster recovery exercise and documents systems and processes for recovery.	Information Systems	Continued refinement of processes, procedures, documentation, and testing is on going. Disaster recovery is tested bi-annually.	On going and Bi-annual
MoDOT staff trained via regular phishing campaigns	Information Systems	Continued refinement of processes, procedures, documentation, and testing. Disaster recovery is tested bi-annually.	On going and Bi-annual
MoDOT's Missouri Vital Enterprise Resource System (MOVERS) project implementation team was formed to facilitate transitioning from SAM II to MOVERS. SAM II can no longer receive updates or changes and is at high risk of failure with only two Missouri resources (staff) to support it.	Enterprise Resource Planning and Information Systems	Embedded project team within the MOVERS project. On going communication with Office of Administration about MoDOT's needs related to SAM II.	On going
Additional Information: MoDOT is a hybrid environment - servers in Office of Administration's Data Center and some in the MoDOT Jefferson City Data Center. All web traffic traverses Office of Administration's Internet connection and is scrubbed by the Office of Administration's Office of Cyber Security which looks for intrusions, data loss, illicit execution on desktops, and incident remediation.			
GAPS			
None noted.			

Processes in Place to Monitor and Mitigate Risk - MAJOR TRANSPORTATION SYSTEM FAILURE	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Major Transportation System Failure risk category includes items such as a bridge collapse, interstate system condition and capacity issues, and metropolitan area system gridlock.</i></p> <p>NOTE - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</p>			
<p>All bridges are inspected in accordance with a Federal Highway Administration (FHWA) approved risk-based set of criteria. Inspection frequencies are typically 24 months; however, they may go as high as 48 months for simple/newer bridges. Bridges in worse condition are inspected more frequently. Employees trained in bridge inspection are empowered to immediately close an unsafe bridge.</p>	<p>Bridge</p>	<p>Monthly status checks with report to FHWA each March 15</p>	<p>Monthly and Annual</p>
<p>Emergency contracting authority allows for fast contractor mobilization</p>	<p>Design</p>	<p>Approved by Chief Engineer and reported to Commission at the next Commission meeting following award</p>	<p>As needed</p>
<p>Use of the National Incident Management System (NIMS) model, developed by the Federal Emergency Management Agency, to manage incidents. Training in and use of this scalable incident management framework allows a consistent response to incidents.</p>	<p>Maintenance and Safety and Emergency Management</p>	<p>Drills conducted periodically, alone, or in cooperation with other agencies. Training is on going.</p>	<p>As needed and On going</p>
<p>Dedicated major bridge funding within Commission funding distribution formula and based on MoDOT's Asset Management Plan</p>	<p>Transportation Planning and districts</p>	<p>Reviewed by Executive Management Team and approved by Commission.</p>	<p>Annual</p>
<p>Development and Implementation of an Asset Management Plan that strategically identifies the best use of very limited resources in maintaining the transportation system</p>	<p>Transportation Planning and the Asset Management Steering Committee</p>	<p>Plan development with annual Tracker measures</p>	<p>Annual</p>

Processes in Place to Monitor and Mitigate Risk - MAJOR TRANSPORTATION SYSTEM FAILURE	Process Owner	Monitoring and Reporting	Cycle
Motorist Assist Program and Intelligent Transportation System technology mitigate congestion	Highway Safety and Traffic, Safety and Emergency Management, and districts	Operating a Reliable Transportation System Tracker measures and programming improvements in STIP	Quarterly and Annual
Dynamic message boards and Traveler Information Map inform customers to mitigate impact on the traveling public	Highway Safety and Traffic, Communications , and districts	On going	As needed
Aviation inspections every three years of public use airports that do not have scheduled service, to determine asset condition. Federal Aviation Administration (FAA) inspects airports annually with scheduled service.	Multimodal	Data on one-third of airports provided to FAA by September 30. Inspection results also provided to airport sponsor and used to develop the STIP.	Annual
Bridge inspections	Bridge		On going
Missouri General Assembly approved \$2.8 billion as part of the FY24 budget to improve I-70 and \$577.5 million as part of the FY25 budget to improve I-44.	Deputy Director/Chief Engineer and Assistant Chief Engineer	On going monitoring and reporting reviewed by Executive Management Team.	On going
GAPS			
759 poor bridges with no identified funding to address			

Processes in Place to Monitor and Mitigate Risk - LEGAL AND REGULATORY CHANGES	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Legal and Regulatory Changes risk category includes items such as unfunded mandates, prescriptive federal rules and regulations, binding arbitration, and unfavorable state legislation such as increased truck weights and revenue exemptions and diversions.</i></p> <p>NOTE - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p><i>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</i></p>			
Existence of Governmental Relations Division with dedicated staff to monitor potential changes to laws that will adversely affect MoDOT, educate on behalf of MoDOT, and engage the Commission and MoDOT management as appropriate	Governmental Relations	Reporting to Commission and Legislative Committee meetings	On going
Strong relationships with stakeholders and industry partners that will educate on MoDOT's behalf	Executive Management	Informal	On going
Good working relationships with FHWA, FAA, Federal Transit Administration (FTA), Federal Rail Administration (FRA), and to challenge and influence direction of burdensome federal regulations	Executive Management Team and Multimodal	Informal	On going
Availability of Chief Counsel's Office staff to draft bill language that will mitigate/eliminate the impacts of harmful state law changes	Chief Counsel's Office	Informal	On going
Active participation in American Association of State Highway and Transportation Officials (AASHTO) committees and task forces. Use this connection as an avenue to redirect burdensome federal regulations.	Executive Management Team	Informal	On going
Emphasis on compliance with existing rules and regulations	Financial Services	Status report on implementing recommendations from audits and reviews prepared for Executive Management Team and Audit Committee	Three to four times per year
Involve stakeholder groups in the rulemaking process to demonstrate commitment to collaboration and an outcome that can work for all parties	Central Office and districts	Commission approval of proposed and final rules	As needed

Processes in Place to Monitor and Mitigate Risk - LEGAL AND REGULATORY CHANGES	Process Owner	Monitoring and Reporting	Cycle
GAPS			
<p>The need to create and maintain a positive working relationship with key positions on the federal level is vitally important.</p> <p>MoDOT works through AASHTO, Mid-America Association of State Transportation officials (MAASTO), and other national industry groups; however, additional Missouri Congressional members with interests in transportation would benefit MoDOT's ability to positively influence legislative issues at the federal level.</p>			

Processes in Place to Monitor and Mitigate Risk - NATURAL DISASTER	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Natural Disaster risk category includes items such as an earthquake, a blizzard, flooding, a tornado, a nuclear power plant event, and a pandemic.</i></p> <p><u>NOTE</u> - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p><i>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</i></p>			
<p>MoDOT has an Incident Response Plan containing subplans to address continuity of operations and specific risks such as severe weather, a pandemic, radiological response, and an earthquake.</p>	<p>Safety and Emergency Management</p>	<p>Plan reviews and updates (as applicable) by Incident Response Plan Team</p>	<p>Annual</p>
<p>Use of the National Incident Management System (NIMS) model, developed by the Federal Emergency Management Agency, to manage incidents. Training in and use of this scalable incident management framework allows a consistent response to incidents.</p>	<p>Safety and Emergency Management</p>	<p>Training and exercises are conducted periodically, alone or in cooperation with other agencies, including disaster drills</p>	<p>As needed</p>
<p>Emergency Operations Centers at Central Office and in each district are activated based on need. Staffing of Emergency Support Function #1 at Missouri State Emergency Management Agency (SEMA) State Emergency Operations Center as required. Statewide conference calls (multiple per day) are used to communicate weather predictions, evaluate resource needs and availability of those resources, and when necessary, mobilize crews and equipment to other parts of the state.</p>	<p>Maintenance and Safety and Emergency Management</p>	<p>As needed</p>	<p>As needed</p>
<p>Inventory maintained around the state to respond to natural disasters (e.g. traffic control devices, fuel, steel girders, chemicals to fight snow, sand, sand bags, big bags) with contracts in place to replenish supplies.</p>	<p>Maintenance</p>	<p>Inventories monitored in the financial accounting system</p>	<p>On going</p>
<p>Employees receive NIMS training and Red Cross CPR/First Aid training</p>	<p>Safety and Emergency Management</p>	<p>Tracked for employees in MOVERS Learn</p>	<p>On going</p>

Processes in Place to Monitor and Mitigate Risk - NATURAL DISASTER	Process Owner	Monitoring and Reporting	Cycle
Maintain a radio and satellite system and train personnel in its use as a communication system in addition to phones and email	Safety and Emergency Management	On going	On going
Two Mobile Emergency Response Operations Center trailers allow interoperable communication.	Safety and Emergency Management	As needed	As needed
GAPS			
None noted.			

Processes in Place to Monitor and Mitigate Risk - POLITICAL	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Political risk category includes risks such as Congressional inaction, inability to pass needed legislation due to polarization of viewpoints, loss of the MHTC form of government, loss of political support, and lack of a compelling vision for transportation.</i></p> <p>NOTE - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</p>			
Existence of Governmental Relations Division with dedicated staff to monitor issues of political concern, educate on behalf of MoDOT, and engage the Commission and MoDOT management as appropriate.	Governmental Relations	Reporting to Commission and MoDOT Legislative Committee meetings	On going
Commission funding distribution formula and planning process to de-politicize decision-making	Transportation Planning	STIP, Citizen's Guide to Transportation Funding, High- Priority Unfunded Needs	Annual
Strong relationships with stakeholders and industry partners that will educate on MoDOT's behalf	Management Team, Governmental Relations, and key district personnel	Informal	On going
Congressional visits to promote the importance of transportation	Governmental Relations	Informal - visits completed on both state and federal levels.	On going
Participation in AASHTO, MAASTO, and other organizations that support transportation at the national and regional level	Director and key MoDOT staff	MoDOT staff participation is key to creating and advancing transportation-related policies that are good for the state of Missouri.	On going
Strong working relationship with FHWA Division Administrator	Executive Management	Informal	On going
GAPS			
None Noted			

Processes in Place to Monitor and Mitigate Risk - PUBLIC OPINION/SUPPORT	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Public Opinion/Support risk category includes events such as loss of reputation, lack of understanding of the cost of building/maintaining infrastructure, and general mistrust of government.</i></p> <p><u>NOTE</u> - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p><i>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</i></p>			
Funding distribution formula to distribute funds to regions	Commission and Transportation Planning	STIP	Annual
Customer Satisfaction Survey	Transportation Planning	Report provided to Commission and Senior Management Team and shared with customers through multiple communication tools	Biennial and On going
Tracker exists and is actively used to manage MoDOT's performance and publicly reported information to maintain accountability and transparency.	Transportation Planning	Tracker	Quarterly
Monthly Customer Satisfaction Survey shared with Districts	Communications	Monthly Customer Satisfaction Survey	Monthly
Organizational emphasis on honoring our commitments	Central Office and districts	On going	On going
Organizational emphasis on providing outstanding customer service	Communications	Tracker and detailed customer service reports to districts	Quarterly
Embedded communication strategies for public meetings from routine project specific meetings to major campaigns keep communicators on-message and consistent.	Communications and Executive Management	Public Involvement Plan from planning through construction phase included with every project	Per Project

Processes in Place to Monitor and Mitigate Risk - PUBLIC OPINION/SUPPORT	Process Owner	Monitoring and Reporting	Cycle
Accountability Report to the Joint Committee on Transportation Oversight. Results document, Citizens Guide to Transportation Funding in Missouri, annual financial statement audit, and Financial Snapshot	Communications, Financial Services, Transportation Planning, and District Engineers	Report contents are prescribed by statute.	Annual
Use of multiple communication venues (e.g. press releases, internet webpage, Facebook, Twitter, YouTube, public meetings) to reach constituents with transportation information	Communications	Tracker and Communications Division Tracker	Quarterly
Role of Area Engineer as the "go to" person to solve problems in their area	Districts	On going	On going
Use of Planning Framework to pick projects	Transportation Planning	STIP, High-Priority Unfunded Needs	Annual
Relationships with industry partners (e.g. contractors, design firms, trucking, modal associations, metropolitan planning organizations, and regional planning commissions) to generate support for MoDOT	Commission and Senior Management Team	On going	On going
Preparation of an Annual Comprehensive Financial Report to demonstrate a standard of excellence in financial reporting	Financial Services	Presented to Commission Audit Committee and Commission, included in Accountability Report to Joint Committee on Transportation Oversight, and posted on MoDOT website	Annual
Engage and educate the public and partners in the development of a Long-Range Plan, STIP, and High-Priority Unfunded Needs	Transportation Planning and Communications	Long-Range Transportation Plan, STIP, and High-Priority Unfunded Needs	Annual and Periodic (Long Range Plan)
Speaker's Bureau to provide speakers, upon request, on transportation topics	Communications and districts	On going	On going

Processes in Place to Monitor and Mitigate Risk - PUBLIC OPINION/SUPPORT	Process Owner	Monitoring and Reporting	Cycle
Daily media monitoring	Communications	Daily clipping service subscription and weekly summary of clips sent to ExecTeam	On going and Weekly
Contracts are reviewed by the Chief Counsel's Office prior to signature.	Chief Counsel's Office	On going	On going
GAPS			
None Noted			

Processes in Place to Monitor and Mitigate Risk - SAFETY AND SECURITY	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Safety and Security risk category includes items such as customer safety, employee safety, workplace violence, and terrorist acts.</i></p> <p>NOTE - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</p>			
MoDOT has an Incident Response Plan containing subplans to address continuity of operations and specific risks such as severe weather, hazardous materials, radiological incidents, terrorism, a pandemic, an earthquake, and workplace security.	Safety and Emergency Management	Plan review and updates (as applicable) by Incident Response Plan Team	Annual
Security infrastructure such as cameras, access control with key cards, photo IDs, panic buttons, and door lockdown systems. A comprehensive funding proposal is being prepared to address aging security access control and monitoring systems statewide.	Safety and Emergency Management	On going	On going
Organizational safety emphasis, supported with training, to drive safe behaviors in all activities	Safety and Emergency Management	Tracker	Quarterly
Safety Focus Team and Safety Response Team.	Safety and Emergency Management	Stand Up for Safety Day held in July	Annual
Law enforcement officers are present at Commission meetings.	Commission and Safety and Emergency Management	On going	On going
Central Office and each district has a Threat Assessment Team	Safety and Emergency Management	As needed; Team meets and addresses issue as things arise.	As needed
Safety Policy 1, "Your Voice", and the "Safety Concern" hotlines/email - an anonymous hotline/email for employee reporting of safety and security concerns	Safety and Emergency Management	Reports are investigated as received	As needed

Processes in Place to Monitor and Mitigate Risk - SAFETY AND SECURITY	Process Owner	Monitoring and Reporting	Cycle
Fire and hazardous weather drills	Safety and Emergency Management	Any problems are addressed by Safety and Emergency Management. Informal reporting after each drill by each division/district regarding drill results.	As needed and Annual
Procedures for handling suspicious letters and packages	Safety and Emergency Management	Incident Response Plan - Workplace Security Plan - Suspicious Letters and Packages	As needed and Annual
Periodic security awareness training for all employees.	Safety and Emergency Management	Recorded in MOVERS Learn ; Gap report utilized for employees needing the training.	On going
Mandatory referrals under the Employee Assistance Program for those who display behaviors indicating they might harm themselves or others	Human Resources	As needed	As needed
Strong relationship with Capitol Police and Missouri State Highway Patrol	Safety and Emergency Management	On going	On going
Controlled access to bridge plans and the Incident Response Plan	Director, Chief Counsel's Office, and State Bridge Engineer	On going	On going
Strategic approach to reducing fatalities and serious injuries. Buckle Up/Phone Down Challenge. Seek legislation to pass safety initiatives as outlined in the Safer Access for Everyone on the Roadways (SAFER) document.	Highway Safety and Traffic and Governmental Relations, and Communications	Tracker and Highway Safety and Traffic D-Trackers.	Quarterly and Annual
Railroad and airport safety inspections	Multimodal	Multimodal Tracker	Quarterly
Beginning in FY24, Missouri General Assembly approved corridor-wide rail crossing safety improvements.	Multimodal	MoDOT Focus measure	Quarterly
GAPS			
None noted.			

Processes in Place to Monitor and Mitigate Risk - WORK FORCE	Process Owner	Monitoring and Reporting	Cycle
<p><i>The Work Force risk category includes events such as significant turnover in key personnel, significant turnover in the senior management team, the existence of single points of failure for key functions or activities at MoDOT, poor morale, the loss of trust and a One Team culture, and insufficient potential employees in the pipeline for skill areas critical to MoDOT.</i></p> <p><u>NOTE</u> - The strategies in BOLD font have been identified by management as those most critical to mitigating this risk.</p> <p><i>**Add Updates For This Reporting Period in RED with Initials and Date of Change**</i></p>			
<p>Division leader/Assistant District Engineer and District Administrative Officer are used as career paths to the Senior Management Team. Allows for continuous assessment of bench level strength and coaching/career development of those employees</p>	<p>Human Resources, but responsibility lies with entire Senior Management Team</p>	<p>Informal</p>	<p>On going</p>
<p>Comprehensive employee benefits including pension plan and health care, as well as training and support programs that assist with an appropriate work/life balance</p>	<p>Commission, Executive Management Team, Employee Health and Wellness, and Human Resources</p>	<p>Evaluations conducted as opportunities arise</p>	<p>On going</p>
<p>Accelerated Leadership Development Program emulates the Senior Management Team experience to develop employees for senior management positions.</p>	<p>Human Resources and Equal Opportunity and Diversity</p>	<p>Annual enrollment. On going efforts to monitor and review the program</p>	<p>Annual and On going</p>
<p>Strong liaison relationship between Central Office and district Human Resources staff and Chief Counsel's Office to ensure consistent approach and advice on workforce issues</p>	<p>Human Resources and Chief Counsel's Office</p>	<p>On going</p>	<p>On going</p>

Processes in Place to Monitor and Mitigate Risk - WORK FORCE	Process Owner	Monitoring and Reporting	Cycle
Use Governor's Organizational Health Index survey to target and implement improvements	Executive Management	First survey conducted in 2017.	Quarterly
Exit Interview offered to every employee who is leaving voluntarily. Online versions are available and are returned to the Equal Opportunity and Diversity Director for review and follow up with employee, if appropriate.	Equal Opportunity and Diversity and Human Resources	Completed interviews are shared with the applicable district Human Resources Manager. Equal Opportunity and Diversity Director informs District Engineers and Central Office division directors of comments they should know about. Equal Opportunity and Diversity Tracker.	On going and Quarterly
Use of employee "influencers" group to develop strategic initiatives.	Director's Office and Strategic Initiatives Champions	Update meetings as needed.	As needed
Grievance/Equal Employment Opportunity (EEO) complaint/mediation processes exist and are well defined in policy to provide employees opportunities outside their chain of command to be heard when they believe management action or inaction has harmed them.	Audits and Investigations	All grievance reports and EEO complaint investigations, unless a potential conflict exists, are reviewed by the Deputy Director/Chief Engineer and Chief Administrative Officer prior to review/signature by the Director. Reports that allege unlawful discrimination or retaliation are submitted to the Commission as final arbiter for final determination and approval. An Audits and Investigations annual report summarizes all Audits and Investigations activity.	On going and Annual
Accelerated Professional Engineering Cross-Training Program (APEX) allows engineering employees to rotate among engineering functions at the district level to help ensure at least one back-up designee is trained and available on critical tasks within the work unit	Senior Management Team	Informal and formal rotation (APEX) programs. Review of programs and collection of feedback from participants to make improvements.	On going
Learning Management System MOVERS Learn and MO Learning to track training readiness of staff.	Human Resources	Annual Report	Annual and As needed

Processes in Place to Monitor and Mitigate Risk - WORK FORCE	Process Owner	Monitoring and Reporting	Cycle
Flexible work schedules/telecommuting/remote working. Current telework practice was modified in coordination with Missouri State Government.	Senior Management Team and Human Resources	Human Resources Tracker measure reports number of telecommuting and remote work arrangements on file. Flexible work schedules are a long standing practice without a periodic reporting mechanism.	Quarterly and periodic
Professional Development Institute (PDI) exists as a Self-paced development program designed to help professional-level employees (typically Salary Grade M7 to M9) to be well-rounded and have greater organizational awareness. The ultimate goal of PDI is to enhance participants' business, interpersonal, and professional skills through high-quality curriculum, live webinars, networking, and group discussion.	Human Resources	On going	On going
Internal and external technical and soft skills training including leadership develop programs such as the Maintenance Leadership Academy, High Performance Supervision, Crew Leader "Leading From Where You Are" training program, and the Management Development Institute	Human Resources	Completed training reported in Learning Management System. Gap analysis reports are generated to identify and respond to training deficiencies. Training surveys are completed to improve training. QA reviews to assess effectiveness and improve programs.	On going
Mentoring program provides employees one-on-one coaching and strategic planning opportunities from a more senior-level employee who is not their supervisor. Many mentors report they also benefit from the relationship.	Equal Opportunity and Diversity	Number of mentoring partnerships reported in Equal Opportunity and Diversity Tracker	Quarterly
Outsourcing/on-call contracting to fill expertise gaps or respond with the necessary workers to meet temporary needs	General Services, Design, and district procurement staff	Reporting on new contracts to Commission	Monthly
On-the-Job Training Program (external workforce).	External Civil Rights	External Civil Rights Tracker	Quarterly

Processes in Place to Monitor and Mitigate Risk - WORK FORCE	Process Owner	Monitoring and Reporting	Cycle
Ongoing and expanding programming in diversity and inclusion initiatives to improve employee satisfaction.	Equal Opportunity and Diversity	Equal Opportunity and Diversity Tracker	Quarterly
Employee Resource Groups exist to support employees and improve the culture of inclusion.	Equal Opportunity and Diversity	Employee survey - Action items identified from 2014 survey assigned and in progress to address employee concerns.	Periodic
Employee recognition programs (service awards, safety awards, High Achiever, Noteworthy, Leadership Coins, etc.)	Senior Management Team, Human Resources, and Safety and Emergency Management	Ongoing review with Statewide Employee Advisory Council (EAC), District Safety and Health Managers, and employees regarding safety award programs. Periodic reviews of recognition programs. For the leadership coin, review movements of coins on a bi-annual basis through Human Resources Tracker measure, but also as needed.	On going, Periodic, Bi-annual, and As needed
EAC and district Employee Advisory Extension Councils (EAEC) meet with management to address concerns, offer feedback on policies and practices, provide a written concerns system, and attend Senior Management Team and district management meetings to offer input and feedback and communicate information back to employees.	Equal Opportunity and Diversity	The EAC and EAECs maintain a database of written concerns with management responses. Meeting minutes are published.	On going and Monthly
Performance development approach sets individual employee expectations and provides documented supervisory assessment of employee performance, encourages continuous conversations. Engage 2.0 tools to strengthen our performance development approach.	Senior Management Team and Human Resources	On going calibration of ratings and leadership.	Bi-annual evaluations and conversations at least monthly in non-evaluation periods
Addition of Situational Leadership training for supervisors to support performance development	Human Resources	Human Resources monitors use of online trainings.	Quarterly

Processes in Place to Monitor and Mitigate Risk - WORK FORCE	Process Owner	Monitoring and Reporting	Cycle
Periodic salary studies including benchmarking of anchor jobs and emergency operations to assess salary grade assignments relative to the job market	Human Resources	Internal to Human Resources unless findings warrant Executive Management consultation.	Annual
Participation in the AASHTO' Salary Survey	Human Resources	Human Resources Compensation section completes annually.	Annual
Internship program provides avenues to new talent and creates a relationship with potential future full-time employees. Students majoring in business, information technology, criminal justice and civil engineering can work up to 1040 hours annually in districts and divisions.	Human Resources and Equal Opportunity and Diversity	Equal Opportunity and Diversity Tracker reports on number of participants.	Quarterly
Use of temporary, seasonal, and emergency workers to staff-up for peak needs such as snow events and to cover gaps in the full-time workforce.	Human Resources and districts	Tracker reports hours provided by non-full-time employees and monthly Winter Staffing Reports available through the winter months.	Quarterly and monthly
Utilization of 30 day, 90 day, 180 day, and 1 year onboarding survey to identify improvement with onboarding new hires.	Human Resources	Surveying new hires.	On going
Innovations Challenge and Showcase seeks out employee ideas for improving tools, equipment products, services, and processes to share the value and improve employee morale through recognition of achievements	Transportation Planning	Innovations shared with maintenance supervisory personnel and Central Office and district leadership at the event. Publicized using various MoDOT communications tools	Annual
Desk procedures and policy and procedure manuals exist to document expectations and how to perform tasks	Central Office and districts	Reviewed and revised as needed	As needed
Use of statewide teams to train and build employee knowledge and relationships	Senior Management Team	Evaluated as needs arise	As needed
Commercial Drivers License Statewide Training Contract	Safety and Emergency Management and districts	Evaluated as needed	Contract term/On going
Annual Turnover Report	Human Resources	Annual Report	Annual

Processes in Place to Monitor and Mitigate Risk - WORK FORCE	Process Owner	Monitoring and Reporting	Cycle
Open and transparent selection process for job vacancies and competitive promotions including having employees participate on interview panels	Human Resources	N/A	On going
Web-based job posting and application process and use of social media helps outreach	Human Resources	N/A	On going
Providing more technology tools to facilitate and streamline work efforts and improve job satisfaction	Information Systems	N/A	On going
Commission endorsed a pay strategy to address pay compression and market concerns that includes annual legislative appropriations requests and final approval of MoDOT's operating budget.	Human Resources and Financial Services	Revisit annually during budget process to seek authorization to increase appropriation to execute annual plan.	Annual
Voluntary use of Career Development Plans and the Growth Models in discussions during Engage 2.0 conversations to develop employees in current position and/or prepare for promotion.	Human Resources	Bi-annual quality assurance reviews on evaluation completions.	On going and Bi-annual
Participation in leadership offered through Institute for Management Studies, Leadership Missouri, Governor's Leadership Academy, and Missouri Way Training.	Human Resources	N/A	On going
Continued use of referral incentive program to improve recruiting of workforce.	Human Resources	Quality Assurance Review.	As needed
Participation in the USDOL Registered Apprenticeship Program.	Human Resources	Monitoring of participants.	Quarterly
Implementation of Traffic Signal and Lighting Apprenticeship Program.	Human Resources	Monitoring of participants.	As needed
Implementation of the July 1, 2022, Commission approved partial market adjustment for staff. Additionally, Commission approved FY26 Pay Plan that will go to the legislature to fully implement the market-based compensation plan.	Human Resources and Financial Services	N/A	Annual
GAPS			

Processes in Place to Monitor and Mitigate Risk - WORK FORCE	Process Owner	Monitoring and Reporting	Cycle
Lack of systematic method to raise salaries previously identified. Annual pay strategies are designed to address these concerns, but still have not been approved by legislature. Continued gap is lack of pay plan to fully correct pay issues.			
No incentive for Senior Management Team members to remain after earning their maximum backdrop.			
No longer able to attract needed sufficient number of contingent employees in the urban areas of the state to cover winter operations events and, in some cases, emergency work. Will require increased use of outsourced engineer consultants if trend continues.			
The significantly larger construction program due to increased funding is welcomed; however, the challenge with hiring and retaining staff overall to manage programs and maintain infrastructure will continue to be a challenge for several years.			
Increased use of consultants and other outsourced services to support MoDOT's mission. Consultants are also indicating some difficulty in attracting a sufficient number of qualified employees.			
Increased challenge with training, testing and obtaining Commercial Drivers License.			
Need stronger incentives for new professionals, such as Professional Engineer, Certified Appraiser, or registered land surveyor, in order to take on more responsibility.			



1

**2025-2029 STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM
AMENDMENT**

-- Presented by Eric Schroeter, Deputy Director/Chief Engineer, 573-526-2903.

ISSUE: In accordance with Commission policy, revisions to the Statewide Transportation Improvement Program (STIP) must be approved by the Commission. MoDOT is requesting approval to revise the 2025-2029 STIP approved in July 2024 for the implementation of one Highway and Bridge project.

RECOMMEND that the Commission:

- Approve the attached February 2025 project amendment to the 2025-2029 STIP.

DEPARTMENT VIEW:

- Highway and Bridge Projects:
 - MoDOT requests approval for one project (Attachment 1).
 - One new project is being added to improve intersection for Improve I-70.

OTHER VIEWS:

- Not applicable.

MHTC POLICY:

- Statewide Transportation Improvement Program – Approval – Statewide Transportation Improvement Program Approval.

OTHER PERTINENT INFORMATION:

- A seven day public comment period will be provided from January 29, 2025 to February 4, 2025. MoDOT does not anticipate receiving public comments. If any are received, a summary will be provided.
- Projects in Metropolitan Planning Organization (MPO) areas also require separate MPO, Governor, and ONEDOT approval.

SOURCE OF FUNDING: All projects will be funded from existing construction funds unless other funding sources are specifically identified in the following attachment.

2025 - 2029 STIP
 Highway and Bridge Construction Schedule
 February Amendment

Attachment 1

(Dollars in Thousands)

District	County	Route	Job No.	Tentative Award State Fiscal Year and Change by Type	Description of Location/Improvement/Funding	Change in Construction and Right of Way Funds	Change in Engineering Funds
CD	Cooper	RT B	ST0017C	2026 CN 2025 RW	Construct roundabout at Americana in Boonville. \$1,177,836 Cost Share and \$1,181,437 Boonville funds. Reason: To add project to improve intersection. Funding Source: Cost Share and Boonville funds.	\$2,214	\$234
Total:						\$2,214	\$234

Contingent upon the execution of an agreement



2

REQUEST FOR APPROVAL OF LOCATION AND/OR DESIGN OF HIGHWAYS

-- Presented by Stacy Reese, Southwest District Engineer, 417-895-7689.

ISSUE: The public meeting process has been completed for the following project. Commission action regarding the roadway design is required prior to acquisition of right of way.

- **Location:** Route 66 (7th Street), City of Joplin, Jasper County
Pavement, Operational, and ADA Improvements
- **Project Description:** Project J7S2185B will construct pavement and operational improvements between Route P (Schifferdecker Avenue) and Maiden Lane. Project J7S2185C will construct pavement, operational, and ADA Transition Plan improvements between Maiden Lane and Route 43 (Main Street). Project J7S2185D will construct pavement, operational, and ADA Transition Plan improvements between Route 43 (Main Street) and St. Louis Avenue. Project J7S2185E will construct pavement and operational improvements between St. Louis Avenue and Loop 49 (Range Line Road). Project J7S2185F will construct ADA Transition Plan improvements between Route P (Schifferdecker Avenue) and Maiden Lane. Project J7S2185G will construct ADA Transition Plan improvements between St. Louis Avenue and Loop 49 (Range Line Road). All six (6) projects will be awarded in combination.

The proposed pavement improvements involve rebuilding the existing concrete pavement and improving the stormwater handling capacity along the corridor. Operational improvements include replacing and upgrading traffic signals, interconnecting the traffic signals for improved traffic flow, and improving the turning radii at several intersections. The ADA Transition Plan improvements will involve constructing sidewalks, curb ramps, paved approaches, and pedestrian signals that are compliant with the Americans with Disabilities Act.

- **Project Length:** 3.920 miles
- **Right of Way Type:** Normal Access
- **Traffic:** One lane in each direction will be kept open at all times. Construction impacting access to businesses will be done during non-business hours.
- **Meetings Held:** October 31 to November 14, 2024: Online Public Meeting
November 7, 2024: Public Hearing at Joplin City Hall
- **Attendance:** 65 people viewed the project website during the online public meeting.
21 people signed the attendance roster at the public hearing.
- **Job No.:** J7S2185B, J7S2185C, J7S2185D, J7S2185E, J7S2185F, J7S2185G

RECOMMEND that the Commission:

- Approve the design as presented at the public meeting.

DEPARTMENT VIEW:

- A majority of the corridor is a 5-lane highway with a center two-way left turn lane. The segment between Winfield Avenue and Illinois Avenue is a 4-lane highway. There are 12 signalized intersections located within a mature, built-out environment with sections of high driveway density, closely spaced signals, and developments of varying size, age, and access. A 5-lane highway can safely accommodate up to 28,000 vehicles per day. The crash rate for the project is 791.55, which is more than double the statewide crash rate of 366.32. Up to 18,000 vehicles per day use Route 66. This traffic volume is projected to grow to over 20,000 vehicles per day by the year 2045.
- Safety will be improved along the corridor due to the improved pavement condition and drainage, better traffic flow, and wider turning radii.
- Pedestrian safety will be improved through the installation of wider sidewalks and signalized pedestrian crossings with audible push buttons at all traffic signals.

OTHER VIEWS:

- Thirteen (13) comments were received through the project website and via email during the online public meeting. Seven (7) written comments were received at the public hearing.
- There was no opposition to the project.
- Business impacts and construction timeline were the primary concerns from the public.
- No concerns were received regarding the proposed impacts to Ewert Park.

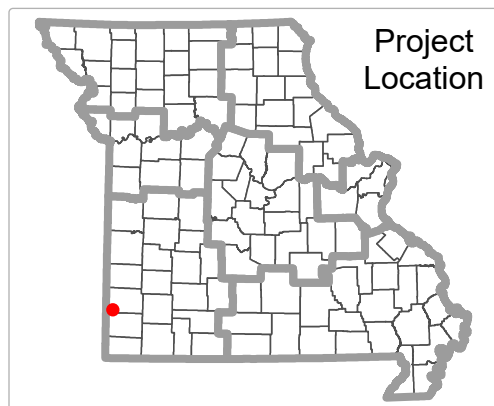
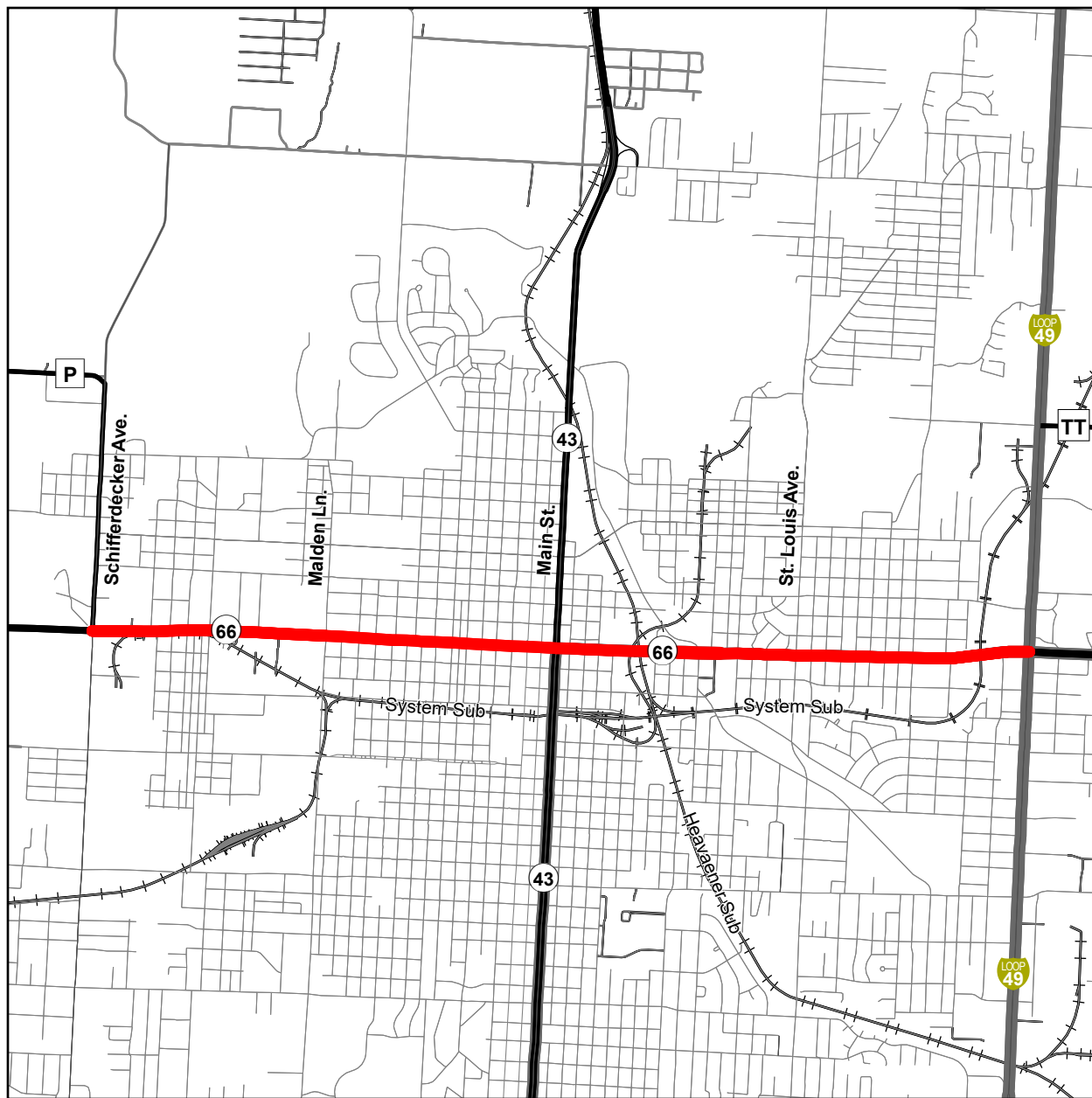
MHTC POLICY:

- Highways – Location and Design – Design Approval.

OTHER PERTINENT INFORMATION:

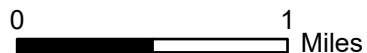
- The Revised Statutes of Missouri charge the Commission with the responsibility for approving roadway designs, based on that approval, property needed for the improvement is acquired by negotiations and/or condemnation. Award of these projects is scheduled for FY2025 of the STIP.

SOURCE OF FUNDING: Funds to accomplish this improvement have already been committed in the FY2025-FY2029 Statewide Transportation Improvement Program (STIP). Any overruns or savings will be the responsibility of the Commission. No additional funds need to be committed as a result of this particular action.



 **Project Location**

**DESIGN APPROVAL
ROUTE 66
JASPER COUNTY
JOB NO. J7S2185B, J7S2185C,
J7S2185D, J7S2185E,
J7S2185F, J7S2185G**





3

DISPOSAL OF EXCESS PROPERTY, ROUTE 50 IN JACKSON COUNTY, EXCESS PARCEL NUMBERS KC-274331, KC-274333, AND KC-274334

-- Presented by Chris Redline, Kansas City District Engineer, 816-607-2281.

ISSUE: In keeping with the Commission policy, the sale of all properties owned by the Commission with appraised or sale values in excess of \$200,000 or considered controversial in nature must be approved by specific Commission action. The subject tract contains 0.226 miles, (5.05 acres) of Old Oldham Parkway located on the southwest side of Route 50 and Route 291 interchange in the City of Lee's Summit, and will be conveyed to Oldham Investors, LLC for a consideration of \$579,100 and other valuable consideration.

RECOMMEND that the Commission:

- Convey 0.226 miles (5.05 acres) of Old Oldham Parkway to Oldham Investors, LLC for the consideration of \$579,100 and other valuable consideration. Oldham Investors, LLC agreed to relocate and take over maintenance of the relocated Old Oldham Parkway. The property is located on the southwest side of the Route 50 and Route 291 interchange in the City of Lee's Summit.

DEPARTMENT VIEW:

- The adjoining property owner and developer is proposing a development in the southwest quadrant of Route 50 and Route 291. The development will include the relocation of the outer road (Old Oldham Parkway) through and across the development, moving the outer road traffic to the south of the development.
- Enhancements include several safety and traffic benefits for MoDOT. The Traffic Impact Study (TIS) indicated better storage, traffic flow, and capacity at Route 291 and Oldham Parkway.
- The south end of the Development's TIS indicated better storage, traffic flow, and capacity on Persels Road.
- The property is held by the Commission in less than fee simple title. The full disclosure clause is included in the quitclaim deed.
- The parcel was appraised for \$579,100 in August 2024.
- The Commission will reserve access to Route 50 and Route 291.

OTHER VIEWS:

- Not applicable.

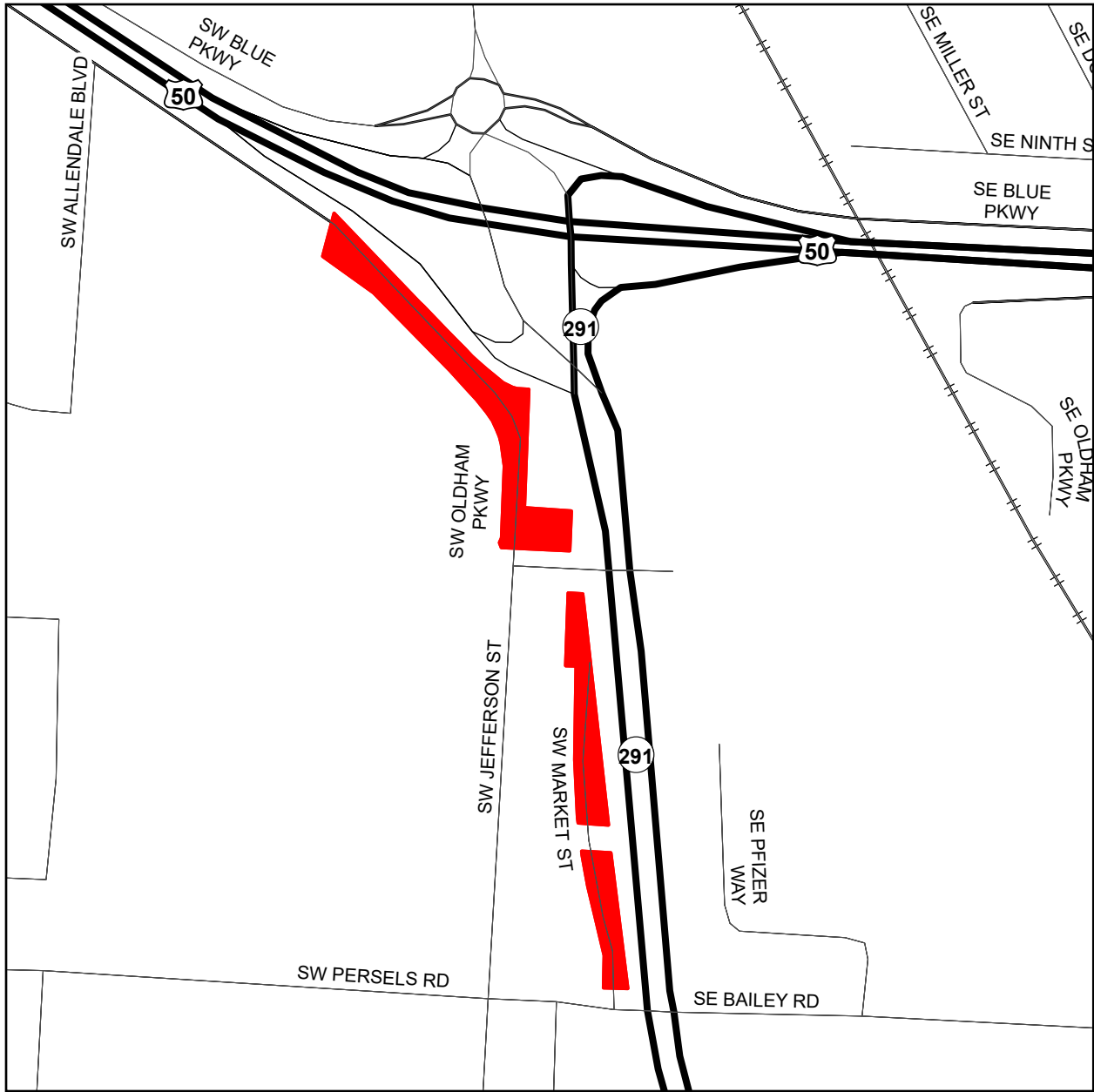
MHTC POLICY:

- Highways – Right of Way – Disposal of Excess Real Property – Disposal of Excess Real Property, Excess Right of Way, and Uneconomic Remnants.

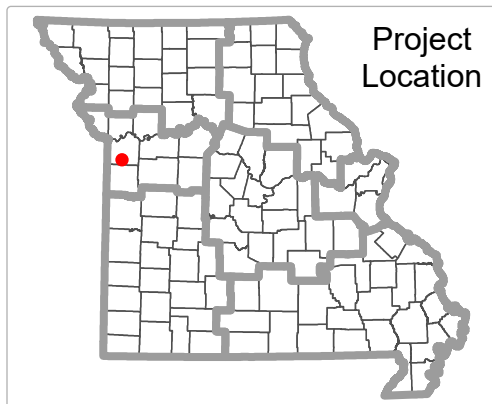
OTHER PERTINENT INFORMATION:

- A Sales Agreement was executed by on November 5, 2024 by MoDOT and Oldham Investors, LLC who provided the 10% down payment of \$57,910.

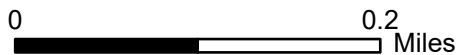
SOURCE OF FUNDING: Not applicable.

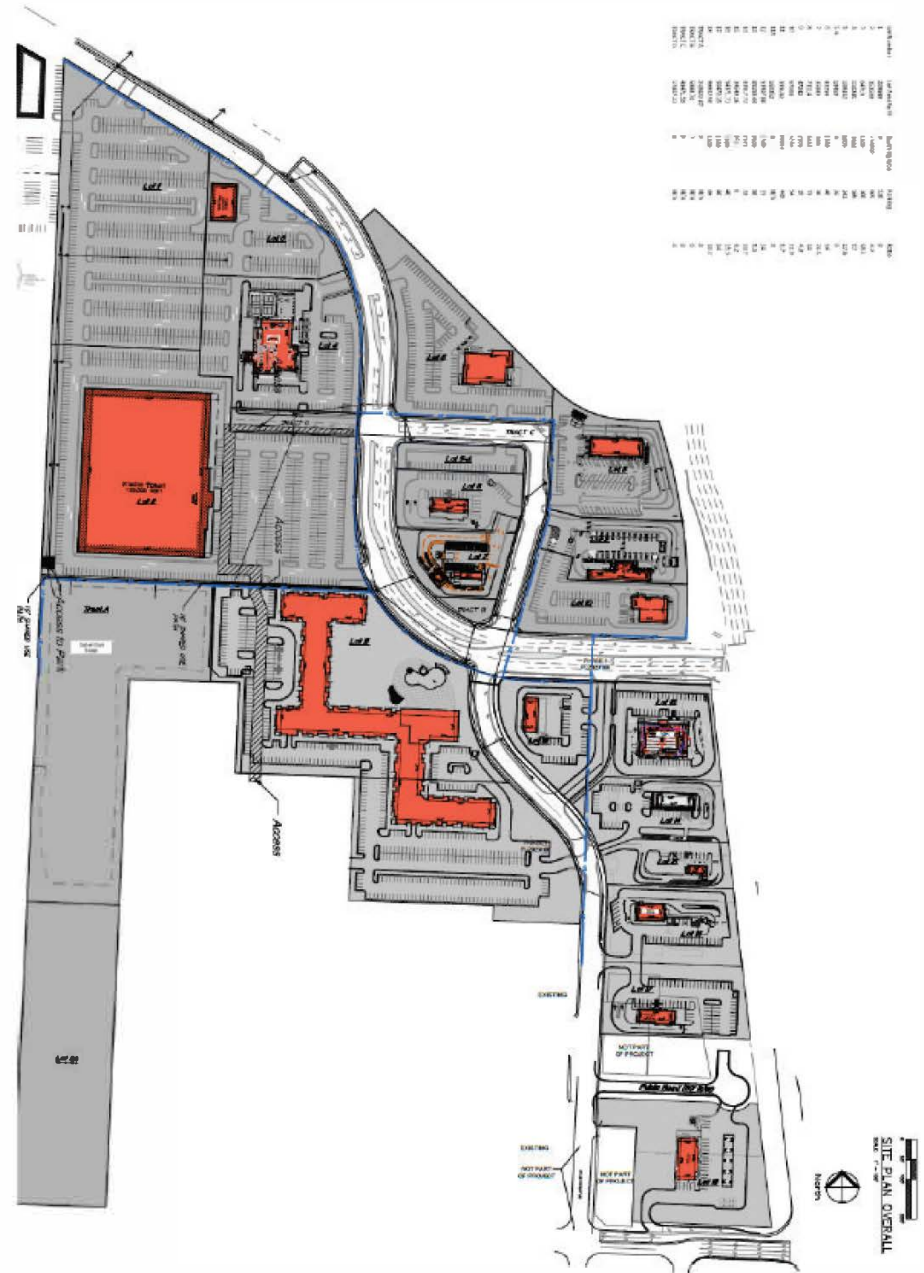


 **Project Location**



**DISPOSAL OF EXCESS PROPERTY
KC-274331, KC-274333 & KC-274334
ROUTE 50 OUTER ROAD
AKA OLD OLDHAM PARKWAY
JACKSON COUNTY**







1

AUDITS AND INVESTIGATIONS ANNUAL REPORT

-- Presented by Misty Volkart, Audits and Investigations Director, 573-751-7446.

ISSUE:

- To keep the Commission reasonably informed on accountability and integrity in department operations.

RECOMMEND that the Commission:

- This report is for information only; no action is required.

DEPARTMENT VIEW:

- Audits and Investigations (AI) emphasizes the values of accountability and integrity in department operations. To ensure these values are an integral part of MoDOT's culture, AI works to instill in all employees a sense of responsibility for their actions and honesty in their dealings with other employees, transportation stakeholders, and the citizens of Missouri.
- AI performs internal audits of department operations, external audits of contracts and grant agreements, and motor carrier audits of motor carrier tax returns and registration applications. AI is responsible for investigating allegations of fraud, waste, and abuse, and making recommendations to management to reduce the opportunities for the misuse of department resources. AI also monitors construction contracts and investigates employee grievances, Equal Employment Opportunity complaints, and employee misconduct allegations.

OTHER VIEWS:

- Not applicable.

MHTC POLICIES:

- Employees – General – Grievances and Complaints.
- Audits – Audits and Investigations Division Audit Charter.

OTHER PERTINENT INFORMATION:

- This annual report covers activity for calendar year 2024.
- See Attachment 1 for details.

SOURCE OF FUNDING: Not applicable.

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Annual Report **2024**



RESPONSIBILITY AND ORGANIZATION

Audits and Investigations (AI) emphasizes the values of accountability and integrity in department operations. To ensure these values are an integral part of MoDOT's culture, AI works to instill in all employees a sense of responsibility for their actions and honesty in their dealings with other employees, transportation stakeholders, and the citizens of Missouri.

The Audits and Investigations Director reports to the Director of MoDOT with an organizational dotted line reporting relationship directly to the Missouri Highways and Transportation Commission (MHTC). This dual reporting ensures the entire enterprise and management structure is subject to independent review. AI's audit authority and independence are granted by an audit charter, which is approved by the MHTC's Audit Committee. The charter establishes AI's audit reporting responsibility to the department Director and the Audit Committee. The charter states AI will not be organizationally located within the staff or line management functions of the department, ensuring AI's organizational independence. The unit consists of five sections whose employees report to the Director of Audits and Investigations. These sections are as follows:

- * Investigations (including employee grievance and complaint investigations)
- * Contract monitoring (construction contracts)
- * External audit (audits of contracts and grant agreements)
- * Internal audit (audits of MoDOT operations)
- * Motor Carrier audit (audits of motor carrier tax returns and registration applications)

Staff consists of 26 professional positions and 2 administrative support positions. Staff certifications include Certified Public Accountant, Certified Fraud Examiner, Missouri Certified Peace Officer, and Certified Managerial Accountant.

2024 ACCOMPLISHMENTS

INVESTIGATIONS

AI investigates allegations of fraud, waste, and abuse of resources, theft, employee or contractor misconduct, conflicts of interest, etc. Tips come from department employees, the public, and other agencies. AI receives investigative assistance from agencies such as the U.S. Department of Transportation Office of Inspector General, U.S. Department of Labor Office of Inspector General, the Federal Bureau of Investigation, the U.S. Attorney's Office, Missouri State Highway Patrol, Capitol Police, and other local law enforcement agencies.

During 2024, AI opened 139 investigations (compared to 131 in 2023) and logged 25 inquiries (compared to 14 in 2023). Inquiries are often questions or complaints about MoDOT or employee actions that do not result in AI investigations or anonymous complaints that provide insufficient information to initiate an investigation. In many cases, inquiries are referred to the appropriate district or division for any action deemed necessary.

There were 83 open cases on December 31, 2024. The investigative caseload was as follows:

Location	Open at 12/31/23	Opened during 2024	Completed during 2024	Open at 12/31/24
NW District	15	13	10	18
NE District	2	7	7	2
KC District	12	21	21	12
CD District	4	18	9	13
SL District	9	33	27	15
SW District	4	13	10	7
SE District	1	11	4	8
Central Office	11	23	26	8
Total	58	139	114	83

For the 114 investigations completed in 2024, results were as follows:

Case Type	Substantiated	Partially Substantiated	Unsubstantiated	Total
Assault/Workplace Violence/Security	3	0	1	4
Harassment	0	0	4	4
Policy Violation	0	1	10	11
Employee Misconduct	22	4	20	46
Fraud/Contractor Fraud or Misconduct	3	1	11	15
Misuse/Waste of MoDOT Resources	3	3	0	6
Theft/Vandalism	16	1	3	20
Conflict of Interest	5	0	3	8
Total	52	10	52	114

For substantiated and partially substantiated investigations, management took disciplinary action when appropriate. As a result of AI investigations, 7 employees were terminated, 2 employees resigned, 6 employees were suspended, 12 employees were placed on probation, 24 employees received a written warning, and 61 employees received training, counseling, or verbal warnings.

Completed investigations also resulted in recommendations to MoDOT management such as reviewing department policies for inconsistencies, counseling employees and supervisors on proper workplace behavior, supervisor and employee training, and reviewing bidding and purchasing policies.

AI referred 6 investigations to outside law enforcement for criminal action or prosecution in 2024.

Grievances and Complaints

AI investigates employee grievances and equal employment opportunity (EEO) complaints filed internally and externally. These investigations can result in recommendations for supervisory training or improving communication skills. At the beginning of 2024, there were 6 external complaints, 13 internal complaints, and 13 grievances open. During 2024, 76 complaints, grievances, and inquiries were received, compared to 75 in 2023. There were 7 external EEO complaints, 10 internal EEO complaints, and 9 grievances open on December 31, 2024.

Internal EEO complaints involve employee allegations of unlawful discrimination or retaliation in, but not limited to, hiring, promotions, discipline, training, work assignments, and harassment due to race, gender, age, religion, national origin, or disability. There were 17 internal EEO complaints opened in 2024, 2 of which came from appeals of termination.

External EEO complaints are employee allegations of unlawful discrimination or retaliation that have been filed with the Missouri Commission on Human Rights (MCHR) and/or the U.S. Equal Employment Opportunity Commission (EEOC). AI gathers information and answers questions posed by the outside enforcement agency; however, the case is investigated and determination reached by the outside enforcement agency. There were 3 external EEO complaints opened in 2024.

Grievances involve employees alleging they have been unfairly penalized by an action committed or omitted by MoDOT, but the action is unrelated to unlawful discrimination or retaliation. Effective September 1, 2018, appeals of terminations are filed as grievances or internal EEO complaints. There were 11 grievances opened in 2024, 6 of which came from appeals of termination.

Inquiries come from MoDOT employees seeking limited advice about their rights or obligations under department policies and procedures. During 2024, AI logged 45 inquiries.

The results of completed investigations of grievances and internal EEO complaints during 2024 were as follows:

Type	Upheld	Upheld in Part	Denied	Settled	Denied by AI	Admin. Closure	Total
Grievances	0	3	10	0	2	0	15
Internal EEO	0	0	15	0	3	2	20
Total	0	3	25	0	5	2	35

During 2024, 2 external complaints were closed by MCHR and EEOC. Right-to-sue letters were routinely issued. No complaints closed in 2024 were upheld by MCHR or EEOC. In 2024, 2 complainants filed lawsuits against MHTC after being issued the right-to-sue letters.

CONTRACT MONITORING

The Contract Monitoring section monitors the construction industry for anti-competitive business activities, assesses the potential for fraud and antitrust violations in MoDOT's construction contracts, and advises MoDOT staff on preserving and enhancing competition. Contract Monitoring additionally plans, conducts, and oversees special reviews of construction contracts; writes reports summarizing review work performed, problems noted, and recommended corrective action. Contract Monitoring staff confer frequently with staff from the Construction and Materials Division, Design Division, External Civil Rights, and the Chief Counsel's Office. When inconsistencies or unusual patterns cannot be explained by business practices or market influences, findings are further analyzed and, if appropriate, investigated.

During this calendar year, Contract Monitoring made referrals to the United States Department of Transportation Office of Inspector General (USDOT OIG) and to the Missouri State Highway Patrol. Contract Monitoring also provided assistance to the USDOT OIG. Additionally, Contract Monitoring identified instances of vendor non-compliance with Highway Specifications or federal/state regulations. Contract Monitoring efforts resulted in requests for further information and/or warnings issued to contractors, notifying them of potential areas of non-compliance, back wages paid to contractor employees, policy and process changes, and identification of internal control weaknesses that were reported to applicable divisions.

EXTERNAL AUDIT

External Audit section activity in 2024 continued to center around pre-qualification reviews, cognizant reviews of overhead rates, and subrecipient Single Audit reviews to ensure compliance with federal and state regulations and department requirements.

Staff continued to provide technical advice and assistance to department personnel on issues related to federal and state project costs, guidance on the American Association of State Highway and Transportation Officials (AASHTO) Uniform Audit and Accounting Guide, and 2 Code of Federal Regulations (CFR) Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.¹ The types of services provided by the External Audit section are described in more detail below.

Pre-qualification and local/non-profit indirect cost rate reviews analyze a consultant's or local/non-profit entity's financial and internal control documents to ensure the entity has an acceptable accounting system, rates have been developed in accordance with federal cost principles, and the entity is familiar with cost eligibility and documentation requirements for federal and state projects. During 2024, 189 consultant pre-qualification reviews and three local/non-profit reviews were completed. (Finalized PreQuals report, pg. 10)

Cognizant reviews are conducted on overhead rate audits performed by an independent CPA for large multi-state consulting firms. Cognizant reviews are utilized by other states and federal

¹ Federal requirement revisions on April 22, 2024, changed this title to OMB Guidance for Federal Financial Assistance.

Audits and Investigations

entities in determining overhead rate applications and verifying project costs. During 2024, three cognizant reviews were completed. (AI Tracker (3a) – Final Invoice Engagements report, pg.1)

Subrecipient Single Audit reviews are part of MoDOT’s required monitoring of the federal funds passed through to other entities. CPA firms or the Missouri State Auditor’s Office conduct the subrecipient Single Audits on entities that receive \$750,000² or more in federal funds per year. Audit reports are reviewed to ensure compliance with federal Single Audit requirements and to follow up on audit findings related to department programs. If applicable, recommendations are made to MoDOT’s program personnel on the disposition of findings and questioned costs noted in the Single Audits. During 2024, 107 Single Audit reports totaling \$1.4 billion in federal assistance were reviewed. There were no questioned costs related to MoDOT programs; however, 21 of the 107 Single Audit reports included findings related to MoDOT’s federal pass-through programs and required follow up. Finding types requiring follow up included internal control deficiencies, lack of suspension/debarment and/or risk management documentation, and incorrect and/or untimely filed Schedules of Expenditures of Federal Awards (SEFA). (AI Tracker (3a) – Number of Entities w Findings Related to MoDOT_2024 report, pg. 19)

Final invoice engagements are conducted on consultant agreements, utility relocations, railroad agreements, and agreements with counties and cities where federal and/or state funds are passed through for local projects. These engagements provide verification of project costs, contract compliance, cost eligibility, and compliance with federal and state regulations and department requirements. Findings may result in monies due to or from MoDOT. In 2024, three final invoice engagements with project expenditures totaling \$33 million were completed. Findings included overhead rate adjustment, incorrect labor wages and hours, incomplete project and/or payment diaries, ineligible and unallowable costs, change order approvals, costs incurred prior to federal authorization date, retainage, federal cost participation, and cash management. These engagements resulted in no monies due to or from MoDOT. In 2024, MoDOT recovered \$200 associated with findings on final invoice engagements completed during 2023. (AI Tracker (3a) – Final Invoice Engagements report, pg.1) and (AI Tracker (3b) – Amount Recovered report)

2024 External Audit section statistics summary:

Activity	Number Completed	Total Project Amount
Pre-qualification and Local/Non-Profit Indirect Cost Rate Reviews	192	N/A
Cognizant Reviews	3	N/A
Final Invoice Engagements	3	\$ 32,964,689
	Number Completed	Total Federal Assistance
Subrecipient Single Audit Reviews	107	\$ 1,418,105,841

² April 22, 2024, revisions increased the reporting threshold to \$1 million which is effective for audits of fiscal years beginning on or after October 1, 2024.

INTERNAL AUDIT

The Internal Audit section conducts audits of department operations to assess effectiveness and efficiency as well as compliance with department policies and state and federal laws and regulations.

A summary of the audit issued by the Internal Audit section during 2024 is shown below. This, and other completed audit reports, can be viewed on AI's SharePoint site.

Review of Right of Way Safety Device Repairs (2025-01)

Internal Audit reviewed Engineering Policy Guide (EPG) and job order contract (JOC) requirements and processes for selected damaged safety device repairs. Objectives also included determining if selected damaged safety devices were repaired and job orders were administered in accordance with EPG and JOC requirements, with an emphasis on processes and documentation for job order notification, issuance, completion, inspection, and notification of repair acceptance. Findings were related to damage reporting processes; job order information, execution, and completion; and tension logs.

Recommendations regarding damage reporting processes:

- Construction and Materials Division (CM) review and modify EPG 147.3.10 to better define damage identification and reporting processes, including those for administrative roles to be applied statewide for consistency, as well as including a requirement for written district processes. District processes should address, at a minimum, the identification of assigned titles and personnel for each EPG-required process; monitoring processes; and references to applicable requirements and guidance.
- CM should consider utilizing a statewide, access-controlled collaboration site or similar tool, as a central location for all damage reports to be entered whereby the designated district personnel may enter damage reports; provide initial damage identification documents; assign responsibility; and mark items as addressed or assigned.
- CM should modify EPG 147.3.10 to include record retention requirements and/or reference to existing applicable record retention requirements for all JOC-related documentation and work with Financial Services Division (FS) to update the MoDOT Retention Schedule to reflect JOC-related documentation.

Recommendations regarding job order information:

- CM should review and compare the guardrail and guard cable Job Special Provision (JSP) requirements for documentation on the job order. The job order and JSP language, if necessary, should be revised to ensure the job order reflects data needed to monitor job order notification and issuance through completion processes and the job order is clearly labeled to reflect JSP requirements. EPG 147.3.10 language should be modified to specify the standard job order is required for use.
- CM should ensure JOC administrators understand the importance and expectations of completing the job order in accordance with JSP requirements and monitoring delegated responsibilities of such, as well as provide written guidance in the EPG regarding what information to include in the job order if the contractor has not completed required fields in their entirety.

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- JOC administrators should ensure job orders are completed in their entirety and any delegated responsibilities for such activities are understood and monitored for adherence to policy and contractual requirements.
- CM modify EPG 147.3.10 and JSPs to specify the form of a valid signature and/or reference to EPG 105.19 requirements for electronic signatures.
- JOC administrators should ensure all required signatures are affixed to the job order form and any delegated responsibilities for such activities are understood and monitored for adherence to policy and contractual requirements. Further, JOC administrators should discontinue allowance of pre-populated signature fields and use of the contracted company name rather than the contractor-authorized representative's name.

Recommendations regarding job order execution and completion:

- CM should ensure JOC administrators understand the importance and expectations of issuing Notice to Proceed (NTP) dates, contractor notifications, and maintaining documentation appropriately in accordance with EPG 147.3.10 and JSP requirements and of monitoring delegated responsibilities of such.
- JOC administrators should ensure NTP dates and contractor notifications are issued and documented in accordance with EPG and JSP requirements and that any delegated responsibilities for such activities are understood and monitored for adherence to policy and contractual requirements.
- CM review JSP, applicable EPG requirements, and guidance to internal or external personnel and partners (utility, other JOC contract work, excavation, intent to work on right of way, etc.) to determine clarifying modifications needed to JSP or EPG requirements regarding when utility locations should be determined.
- CM further review job order completion timeframes and reasons for the completion dates occurring past EPG and JSP timeframe requirements to determine reasonableness of the current requirements in conjunction with the need for timely repairs for safety needs of the traveling public.
- JOC administrators should ensure monitoring is in place for contractor completion to ensure reasons for any anticipated delay can be identified prior to the end of the approved contract timeframe to determine if extensions should be granted or if liquidated damages may need to be assessed. Any time extensions granted should be documented in accordance with applicable EPG and JSP requirements. JOC administrators should also ensure any delegated responsibilities for such activities are understood and monitored for adherence to policy and contractual requirements.
- CM determine minimum requirements for inspections of job order repairs, including whether risk-based selections should be utilized by JOC administrators to select which job order repairs should be inspected or if all job order repairs, per current JSP requirements, should be inspected. If a risk-based determination is deemed to be acceptable, a prescribed process should be included in the EPG to provide for a consistent method to be utilized statewide. Minimum inspection requirements should also include timing of the inspection; information to be ascertained as part of the inspection; follow-up expectations; and documentation to be maintained. EPG and contractual requirements for other types of inspections should be considered as a starting point, while also considering other state departments' of transportation inspection processes for guardrail and guard cable; available

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district CM and contractor or consultant resources; and the intent of the properly functioning devices to improve safety for the traveling public.

- JOC administrators should ensure all inspections and results of the inspections, including follow-up to any noted issues along with resolution to those issues are documented as part of the job order documentation and maintained in accordance with EPG, JSP, and other applicable MoDOT document retention policies. JOC administrators should also ensure any delegated responsibilities for such activities are understood and monitored for adherence to policy and contractual requirements.
- CM modify JSP requirements to specify the form of written documentation (i.e., Engineer signature in the job order Inspection/Acceptance field, JOC administrator email to the contractor, both a signature and an email, etc.) required for notification to the contractor regarding acceptance for maintenance.
- JOC administrators should ensure all required signatures are affixed to the job order form and any delegated responsibilities for such activities are understood and monitored for adherence to policy and contractual requirements.

Recommendations regarding tension logs:

- CM modify EPG 606.2.4 to include requirements for use of guard cable tension logs and/or reference to applicable JSP requirements.
- JOC administrators should ensure tension logs are completed and maintained in accordance with EPG and JSP requirements and any delegated responsibilities for such activities are understood and monitored for adherence to policy and contractual requirements.

MOTOR CARRIER AUDIT

The Motor Carrier Audit section performs audits to verify International Fuel Tax Agreement (IFTA) tax returns and International Registration Plan (IRP) registration applications and renewals that motor carriers submit to MoDOT's Motor Carrier Services Division (MCS). The Motor Carrier Audit section partners with MCS during Carrier Outreach Sessions to educate carriers on safety and compliance as well as recordkeeping issues. In addition, the Motor Carrier Audit section and MCS share information on carriers in order to identify potential audit or compliance issues.

IFTA allows motor carriers to obtain a single fuel license and decals in Missouri that are honored by all IFTA member jurisdictions, which consist of the contiguous 48 states and 10 Canadian provinces. Carriers pay quarterly fuel taxes based on gallons of fuel purchased and miles driven within each jurisdiction. IRP allows motor carriers to purchase an apportioned license in Missouri or other jurisdiction that is honored by all jurisdictions where the carrier operates. Missouri calculates fees to all affected jurisdictions on a prorated basis depending on the number of miles traveled in each jurisdiction and remits the license fees to the IRP Clearinghouse for distribution to other jurisdictions. IFTA and IRP audits ensure miles driven and fuel purchased are properly reported for each jurisdiction. Carriers found to be noncompliant are assessed taxes due and interest by MCS.

The number of audits to be performed annually for IFTA and IRP are established by the governing bodies of each organization. The total miles driven and the number of carriers registered in the

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state determine the audit requirements for IFTA. The annual audit requirement is 3 percent of the number of licensed carriers in the state during the prior year. The total number of IFTA and IRP carriers is steadily increasing. In 2014, there were 6,243 IFTA carriers and 6,026 IRP carriers compared to 7,891 IFTA carriers (a 26.4% increase) and 7,360 IRP fleets (a 22.1% increase) in 2023.

Missouri's licensed carriers are ranked by total miles driven in the first three quarters of the previous calendar year. In 2024, the bottom 15 percent of the IFTA carriers averaging less than 2,318 miles per quarter are low mileage carriers, the middle 60 percent of carriers averaging between 2,318 and 35,486 miles per quarter are medium mileage carriers, and the top 25 percent of carriers averaging over 35,486 miles per quarter are high mileage carriers. The mileage and number of accounts will fluctuate from year to year.

Statistics on motor carrier audits completed in 2024 are as follows:

	2023 Audits Completed	2023 Audit Goal
IFTA Carriers	310*	237
IRP Carriers	277	221

* During the 2020 IFTA peer review, audits finalized between 2015 and 2019, Motor Carrier Audits was required to complete 1,000 audits; however only 873 audits were finalized resulting in a 127 audit deficit that had to be completed during the 2020 to 2024 peer review period. The audit deficit was made up on December 31, 2023, one calendar year early.



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FINANCIAL ACCOUNTABILITY REPORT - QUARTERLY REPORT

-- Presented by Todd Grosvenor, Financial Services Director, 573-751-4626.

ISSUE: Section 226.040, RSMo, requires MoDOT to provide an unaudited financial report to the Commission on a quarterly basis. This report is for the six months ended December 31, 2024.

RECOMMEND that the Commission:

- This item is for information only; no action is required.

DEPARTMENT VIEW:

- Significant differences between the current and prior year on the Statements of Net Position and the Statements of Activities, pages 1 and 2 of Attachment 1, are described below:
 - Cash and cash equivalents, investments, and restricted cash and investments decreased \$101.7 million compared to the previous fiscal year. The decrease can be attributed to an increase in capital expenditures related to a larger construction program.
 - Receivables increased \$51.4 million compared to the previous fiscal year. The majority of the increase can be attributed to an increase in federal government receivables related to the timing of reimbursements for project expenditures associated with advance construction conversions. Advance construction is a Federal Highway Administration financing technique that allows states to initiate a project using non-federal funds and claim reimbursement later when additional federal funds are available. Additionally, state taxes and fees receivable increased due to the passage of Senate Bill 262, which increased the state motor fuel tax rate.
 - Capital assets increased \$1.1 billion compared to the previous fiscal year, primarily for Assets not being depreciated, due to a larger construction program. As expenditures are made on infrastructure projects, the expenditures are accumulated in the Assets not being depreciated category. Once the projects are completed, the expenditures are moved to the Assets being depreciated.
 - Pension related deferred outflows of resources increased \$155.1 million, while pension related deferred inflows increased \$34.4 million compared to the same period last fiscal year. Additionally, net pension liability increased \$91.9 million compared to the same period last fiscal year. These variances are due to changes in actuarial estimates, such as the difference between projected and actual investment earnings on pension plan investments.
 - Deferred outflows related to other post-employment benefit (OPEB) obligations decreased \$27.1 million, while deferred inflows related to OPEB obligations increased \$348.3 million. These variances are due changes in actuarial assumptions. Additionally, OPEB obligations decreased \$480.1 million due to a change in the administration of Medicare benefits, which resulted in significant savings in the Department's medical claims liability.
 - Accounts payable decreased \$47.6 million compared to last fiscal year due to the timing of contractor payments.

- Unearned revenue decreased \$13.6 million compared to fiscal year 2024 due to a decrease in the cash deposits in the Local Fund. The Local Fund holds monies deposited by cities and counties for their portion of partnering projects, such as cost share, as well as for work the local entity would like to do in conjunction with the work the department is doing. The deposits for these projects are considered unearned revenue until the expenditures are made for the projects, and the money is transferred out of the Local Fund to reimburse the State Road Fund.
- Financing and other obligations decreased \$375.1 million due to scheduled debt repayment.
- Program delivery expenses increased \$20.7 million compared to fiscal year 2024 due to an increase in expenditures related to administering program delivery, but not expenses for capitalizable projects. These types of expenses could include salaries and fringe benefits not charged to a specific construction project, training, and/or projects to repair guard rail and guard cable. The costs tied to construction projects are included in capital assets and are expensed as depreciation expense.
- Multimodal operations expenses increased \$33.1 million due to a land acquisition for the Jefferson County Port, the delivery of transit vehicles, and the timing of reimbursement requests for aviation, transit, and rail projects.
- Intergovernmental/cost reimbursements/miscellaneous revenues decreased \$10.5 million compared to fiscal year 2024 due to the timing and completion of partnership projects between MoDOT and local entities.
- Revenues from fuel taxes increased \$39.5 million due to the passage of Senate Bill 262, which increased motor fuel tax rates. Revenues from sales taxes increased \$8.6 million compared to last fiscal year due to an increase in motor vehicle sales taxes collected.
- Revenues from state appropriations increased \$47.3 million from fiscal year 2024. The majority of the increase can be attributed to funding received for low volume roads and other general assembly designated projects.

OTHER VIEWS:

- Not applicable.

MHTC POLICY:

- Not applicable.

OTHER PERTINENT INFORMATION:

- Information provided in these financial statements contains estimates and has not been audited.
- Pages 1 and 2 of Attachment 1 report department-wide financial information and are presented on a full accrual basis. This basis uses essentially the same accounting as private-sector businesses. Revenues are recognized when earned and expenses are recognized when the liability is incurred, rather than when cash is exchanged. Pages 3 and 4 report financial information by fund and are presented on a modified accrual basis. This basis recognizes revenues when they become available in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are

recorded only to the extent the related liability has matured or is currently due. Pages 5 and 6 provide reconciliations between the modified and full accrual statements.

- The footnote on page 4 of Attachment 1 provides the total outstanding construction contracts for active state road and bridge projects and construction projects programmed in the Statewide Transportation Improvement Program (STIP) for fiscal years 2025 through 2029.

SOURCE OF FUNDING: Not applicable.

Statements of Net Position

Governmental Activities

December 31, 2024 and 2023

Attachment 1

	<u>Fiscal Year 2025</u>	<u>Fiscal Year 2024</u> (as restated)
Assets		
Current assets		
Cash and cash equivalents	\$ 450,778,355	\$ 538,169,820
Investments	1,664,677,169	1,652,331,816
Restricted cash and investments	200,000	---
State taxes and fees receivables	212,909,326	192,447,314
Federal government receivables	83,394,863	40,699,204
Interest receivable	11,210,405	15,009,667
Miscellaneous receivables, net	25,123,440	35,024,743
Lease receivable	635,961	663,955
Loans receivable	119,157	115,542
Inventories	51,439,979	50,619,379
Prepaid rents	1,122,943	764,538
Total current assets	<u>2,501,611,598</u>	<u>2,525,845,978</u>
Noncurrent assets		
Investments	86,966,679	113,615,835
Restricted cash and investments	---	200,000
Lease receivable	2,586,540	547,895
Loans receivable	82,653	203,402
Capital assets		
Assets not being depreciated	7,342,386,404	6,444,532,264
Assets being depreciated, net	27,268,555,823	27,064,697,152
Total noncurrent assets	<u>34,700,578,099</u>	<u>33,623,796,548</u>
Total assets	<u>37,202,189,697</u>	<u>36,149,642,526</u>
Deferred Outflows of Resources		
Bond refunding	2,064,414	4,142,803
Pension related items	375,338,907	220,237,173
Other post-employment benefit obligations	64,096,631	91,209,987
Asset retirement obligations	44,000	53,000
Total deferred outflows of resources	<u>441,543,952</u>	<u>315,642,963</u>
Liabilities		
Current liabilities		
Accounts payable	102,886,424	150,522,971
Accrued payroll	31,762,651	29,572,142
Accrued interest payable	12,150,709	12,797,486
Deposits	1,593,182	2,397,719
Unearned revenue	49,918,190	63,484,793
Pending self-insurance claims	19,864,000	18,648,000
Incurred but not reported claims	17,560,000	15,850,000
Other post-employment benefit obligations	17,760,000	17,025,000
Financing and other obligations	417,966,891	229,999,758
Total current liabilities	<u>671,462,047</u>	<u>540,297,869</u>
Noncurrent liabilities		
Pending self-insurance claims	48,509,736	42,915,523
Incurred but not reported claims	18,484,000	15,567,000
Net pension liability	922,721,549	830,772,345
Other post-employment benefit obligations	169,741,985	650,564,925
Financing and other obligations	1,223,294,475	1,786,327,688
Total noncurrent liabilities	<u>2,382,751,745</u>	<u>3,326,147,481</u>
Total liabilities	<u>3,054,213,792</u>	<u>3,866,445,350</u>
Deferred Inflows of Resources		
Deferred bond refunding	57,881	170,872
Lease revenues	3,222,501	1,211,850
Pension related items	123,382,882	89,010,833
Other post-employment benefit obligations	641,742,491	293,453,053
Total deferred inflows of resources	<u>768,405,755</u>	<u>383,846,608</u>
Net Position		
Net investment in capital assets	33,309,599,372	31,927,668,744
Restricted for:		
Internal service fund requirements	200,000	200,000
Highways and transportation	511,314,730	287,124,787
Total net position	<u>\$33,821,114,102</u>	<u>\$32,214,993,531</u>

Statements of Net Position
Governmental Activities
December 31, 2024 and 2023

Attachment 1

	Fiscal Year 2025	Fiscal Year 2024
Transportation Program Expenses		(as restated)
Administration	\$ 8,067,285	\$ 4,028,277
Fleet, facilities, and information systems	16,243,074	20,076,999
Safety and operations	222,316,929	216,829,500
Program delivery	189,341,269	168,690,648
Multimodal operations	81,155,755	48,028,910
Interest	38,667,167	39,519,420
Other state agencies	146,001,138	142,302,605
Self-insurance	13,977,521	12,867,622
Medical and life insurance	80,102,336	74,393,039
Pension	55,344,942	38,815,276
Other post-employment benefits	(29,058,205)	(836,533)
Depreciation	329,131,899	331,574,727
Total transportation program expenses	<u>1,151,291,110</u>	<u>1,096,290,490</u>
Transportation Program Revenues		
Charges for services		
Licenses, fees, and permits	165,478,251	158,629,948
Intergovernmental/costreimbursements/miscellaneous	35,049,610	45,596,977
Interest	4,012	5,603
Employee insurance premiums	18,095,574	17,078,836
Total charges for services	<u>218,627,447</u>	<u>221,311,364</u>
Federal government		
American Recovery and Reinvestment Act	3,120,361	4,811,889
Operating	60,957,086	43,801,128
Capital	737,225,096	758,850,754
Total federal government	<u>801,302,543</u>	<u>807,463,771</u>
Total transportation program revenues	<u>1,019,929,990</u>	<u>1,028,775,135</u>
Net expense of transportation program	<u>(131,361,120)</u>	<u>(67,515,355)</u>
General Revenues		
Fuel taxes	406,172,638	366,711,399
Sales and use taxes	243,773,756	235,175,719
Unrestricted investment earnings	38,789,238	37,611,526
Donated assets	---	366,980
State government	142,288,948	94,959,173
Gain (loss) on sale of capital assets	(1,141,625)	2,216,355
Total general revenues	<u>829,882,955</u>	<u>737,041,152</u>
Changes in net position	698,521,835	669,525,797
Net position, beginning of period	<u>33,122,592,267</u>	<u>31,545,467,734</u>
Net position, end of period	<u>\$ 33,821,114,102</u>	<u>\$ 32,214,993,531</u>

Balance Sheets

Governmental Funds

Six Months Ended December 31, 2024 and 2023

	State Highways and Transportation Department Fund	State Road Fund ¹	State Road Bond Fund	Transportation Nonmajor Funds	Fiscal Year 2025 Total	Fiscal Year 2024 Total (as restated)
Assets						
Cash and cash equivalents	\$ 2,873,571	\$ 354,336,947	\$ 40,424,117	\$ 24,754,912	\$ 422,389,547	\$ 522,776,570
Investments	14,073,759	1,413,698,379	184,921,048	16,486,120	1,629,179,306	1,633,778,842
State taxes and fees receivables	153,666,485	32,877,032	24,990,811	1,374,998	212,909,326	192,447,314
Federal government receivables	---	75,125,102	---	8,269,761	83,394,863	40,699,204
Lease receivable	---	3,222,501	---	---	3,222,501	1,211,850
Interest receivable	471,821	8,775,848	1,395,223	146,091	10,788,983	14,603,376
Miscellaneous receivables, net	4,843,525	12,283,110	---	5,771,644	22,898,279	31,414,485
Loans receivable	---	---	---	201,810	201,810	318,944
Due from other funds	---	111,005	---	---	111,005	79,351
Inventories	---	51,439,979	---	---	51,439,979	50,619,379
Prepaid rents	---	1,122,943	---	---	1,122,943	764,538
Total assets	\$ 175,929,161	\$ 1,952,992,846	\$ 251,731,199	\$ 57,005,336	\$ 2,437,658,542	\$ 2,488,713,853
Liabilities and Fund Balances						
Liabilities						
Accounts payable	\$ 3,930,207	\$ 83,929,853	\$ ---	\$ 14,999,666	\$ 102,859,726	\$ 150,442,915
Accrued payroll	9,874,593	21,708,482	---	179,576	31,762,651	29,572,142
Deposits	---	1,593,182	---	---	1,593,182	2,397,719
Unearned revenue	---	40,885,698	---	1,554,092	42,439,790	56,490,423
Due to other funds	---	---	---	111,005	111,005	79,351
Total liabilities	13,804,800	148,117,215	---	16,844,339	178,766,354	238,982,550
Deferred Inflows of Resources						
Leases	---	3,222,501	---	---	3,222,501	1,211,850
Unavailable revenues	4,225,262	20,564,718	212,730	32,000	25,034,710	12,506,980
Total deferred inflows of resources	4,225,262	23,787,219	212,730	32,000	28,257,211	13,718,830
Fund balances						
Nonspendable – inventories	---	52,562,922	---	---	52,562,922	51,383,917
Unassigned	---	---	---	(206,200)	(206,200)	---
Restricted – highway and transportation	157,899,099	1,728,525,490	251,518,469	40,335,197	2,178,278,255	2,184,628,556
Total fund balances	157,899,099	1,781,088,412	251,518,469	40,128,997	2,230,634,977	2,236,012,473
Total liabilities, deferred inflows of resources and fund balances	\$ 175,929,161	\$ 1,952,992,846	\$ 251,731,199	\$ 57,005,336	\$ 2,437,658,542	\$ 2,488,713,853

¹ Includes assets and liabilities in the State Road Fund, State Road I-70 Project Bond Proceeds Fund, and the State Road I-70 Project Fund.

Statements of Revenues, Expenditures and Changes in Fund Balances

Governmental Funds

Six Months Ended December 31, 2024 and 2023

	State Highways and Transportation Department Fund	State Road Fund ¹	State Road Bond Fund	Transportation Nonmajor Funds	Fiscal Year 2025 Total	Fiscal Year 2024 Total (as restated)
Revenues						
Fuel taxes	\$ 405,969,401	\$ 56,198	\$ ---	\$ 147,039	\$ 406,172,638	\$ 366,711,399
Sales and use taxes	1,108,276	117,180,460	120,363,838	5,121,182	243,773,756	235,175,719
Licenses, fees, and permits	106,954,452	57,684,259	---	839,540	165,478,251	158,629,948
Intergovernmental/cost reimbursements/misc.	1,779,972	26,000,813	---	1,749,564	29,530,349	41,665,315
Investment earnings	1,201,258	29,429,037	3,150,954	379,206	34,160,455	33,433,895
American Recovery and Reinvestment Act	---	---	3,120,361	---	3,120,361	4,811,889
State government	---	---	---	142,288,948	142,288,948	94,959,173
Federal government	---	737,225,096	---	60,957,086	798,182,182	802,651,882
Total revenues	<u>517,013,359</u>	<u>967,575,863</u>	<u>126,635,153</u>	<u>211,482,565</u>	<u>1,822,706,940</u>	<u>1,738,039,220</u>
Expenditures						
Current						
Administration	---	30,738,015	---	---	30,738,015	28,848,445
Fleet, facilities, and information systems	---	22,721,236	---	---	22,721,236	26,415,928
Safety and operations	---	270,876,267	---	16,158,778	287,035,045	279,707,452
Program delivery	---	161,387,995	---	61,256,265	222,644,260	200,126,615
Multimodal operations	---	510,389	---	81,416,278	81,926,667	48,849,752
Capital outlay	---	899,720,348	---	---	899,720,348	909,968,398
Debt service	---	58,763,934	29,004,376	---	87,768,310	96,820,362
Other state agencies	163,865,180	---	---	---	163,865,180	158,027,351
Total expenditures	<u>163,865,180</u>	<u>1,444,718,184</u>	<u>29,004,376</u>	<u>158,831,321</u>	<u>1,796,419,061</u>	<u>1,748,764,303</u>
Excess of revenues over (under) expenditures	<u>353,148,179</u>	<u>(477,142,321)</u>	<u>97,630,777</u>	<u>52,651,244</u>	<u>26,287,879</u>	<u>(10,725,083)</u>
Other Financing Sources (Uses)						
Notes issued	---	13,276,025	---	---	13,276,025	24,828,085
Refunding bonds issued	---	---	---	---	---	381,610,000
Premium on bonds	---	---	---	---	---	9,288,971
Capital asset sales	---	1,570,787	---	---	1,570,787	2,676,587
Transfers in	---	397,072,172	---	5,635,980	402,708,152	352,714,702
Transfers out	(350,472,155)	---	---	(52,235,997)	(402,708,152)	(352,714,702)
Total other financing sources (uses)	<u>(350,472,155)</u>	<u>411,918,984</u>	<u>---</u>	<u>(46,600,017)</u>	<u>14,846,812</u>	<u>418,403,643</u>
Net changes in fund balances	2,676,024	(65,223,337)	97,630,777	6,051,227	41,134,691	407,678,560
Fund balances, beginning of period	155,223,075	1,846,311,749	153,887,692	34,077,770	2,189,500,286	1,828,333,913
Fund balances, end of period²	<u>\$ 157,899,099</u>	<u>\$ 1,781,088,412</u>	<u>\$ 251,518,469</u>	<u>\$ 40,128,997</u>	<u>\$ 2,230,634,977</u>	<u>\$ 2,236,012,473</u>

¹ Includes revenues and expenditures in the State Road Fund, State Road I-70 Project Bond Proceeds Fund, and the State Road I-70 Project Fund.

² The Department has approximately \$2.5 billion of outstanding construction contracts for active transportation improvement projects and \$4.2 billion for construction projects programmed in the Statewide Transportation Improvement Program (STIP) for fiscal years 2025 through 2029.

Reconciliation of the Balance Sheets to the Statements of Net Position

Attachment 1

December 31, 2024 and 2023

	<u>Fiscal Year 2025</u>	<u>Fiscal Year 2024</u> (as restated)
Fund balances – total governmental funds	\$ 2,230,634,977	\$ 2,236,012,473
<p>Amounts reported for governmental activities in the statements of net position are different because:</p>		
Capital assets, net of accumulated depreciation, used in governmental activities are not financial resources and therefore are not reported in the funds.	34,610,942,227	33,509,229,416
Amounts resulting from the difference calculated between the reacquisition price and the net carrying amount of refunded bonds, reported as deferred outflows of resources, are not reported in the funds.	2,064,414	4,142,803
Amounts resulting from the difference calculated between the reacquisition price and the net carrying amount of refunded bonds, reported as deferred inflows of resources, are not reported in the funds.	(57,881)	(170,872)
Some of the Department’s tax revenue will be collected after the 60-day availability period and is deferred in the fund financial statements. However, revenue from this amount is recognized in the government-wide financial statements, net of allowance for uncollectible amounts.	25,034,710	12,506,980
Internal service funds are used to charge the costs of certain activities to individual funds. The assets and liabilities of the internal service funds are included only in the statements of net position.		
Medical and life insurance plan	30,386,346	34,048,626
Self-insurance plan	11,390,753	17,675,033
Certain changes in the net pension liability and other post-employment benefits liability are amortized over time and are not reported in the funds.	(325,645,835)	(70,963,726)
Certain liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds.		
Financing and other obligations	(1,641,261,366)	(2,016,327,446)
Pension obligations	(922,721,549)	(830,772,345)
Other post-employment benefits obligations	(187,501,985)	(667,589,925)
Accrued interest payable	<u>(12,150,709)</u>	<u>(12,797,486)</u>
Total net position – governmental activities	<u>\$ 33,821,114,102</u>	<u>\$ 32,214,993,531</u>

Reconciliation of the Statements of Revenues, Expenditures and Changes in Fund Balances to the Statements of Activities

Attachment 1

Six Months Ended December 31, 2024 and 2023

	<u>Fiscal Year 2025</u>	<u>Fiscal Year 2024</u> (as restated)
Net changes in fund balances – total governmental funds	\$ 41,134,691	\$ 407,678,560
<p>Amounts reported for governmental activities in the statements of activities are different because:</p>		
<p>Governmental funds report capital outlays as expenditures. However, in the statements of activities, the costs of those assets are allocated over their estimated useful lives and reported as depreciation expense. These are the amounts by which capital outlays and donated assets exceeded depreciation.</p>	570,588,449	578,756,749
<p>In the statements of activities, only the gains on the sales of the capital assets are reported, whereas in the governmental funds, the proceeds from the sales increase financial resources. Thus, the changes in net assets differ from the changes in fund balances by the book value of the assets sold.</p>	(2,712,412)	(460,232)
<p>Certain changes in the net pension liability and other post-employment benefits obligation, not applicable to the current period, are not reported in the governmental funds.</p>	84,229,623	85,639,574
<p>Proceeds from the issuance of long-term debt provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statements of net assets. Repayment of principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statements of net assets. These are the net effects of the differences in the treatment of long-term debt obligations and related items.</p>	35,697,452	(366,039,343)
<p>Some expenses reported in the statements of activities do not require the use of current financial resources and therefore are not reported as expenditures in the governmental funds.</p>		
Compensated absences	981,062	2,539,838
Interest expense recognition	127,666	7,613,229
Net pension liability	(55,344,942)	(38,815,276)
Other post-employment benefits	29,058,205	836,533
<p>Internal service funds are used by management for the medical and life insurance plan and the self-insurance plan. The net revenues of internal service funds are reported with governmental activities.</p>		
Medical and life insurance plan	(4,247,118)	(7,776,037)
Self-insurance plan	<u>(990,841)</u>	<u>(447,798)</u>
Changes in net position – governmental activities	<u>\$ 698,521,835</u>	<u>\$ 669,525,797</u>



3

MoDOT BRIEFING REPORT

-- Presented by Ed Hassinger, Director, 573-751-4622.

ISSUE: Governor Mike Kehoe requested all state agencies provide his office with information through standard formats for communication. One of the standards of interactions is an Issue Brief that will educate and inform the Governor regarding significant matters that the departments are addressing.

Each month, this report to the Commission will include the Issue Briefs and Meeting Requests that were sent from MoDOT to the Governor since the previous MoDOT Briefing report. There were no briefing reports provided for the past month.

RECOMMEND that the Commission:

- This item is for information only; no action is required.

DEPARTMENT VIEW:

- Good communication with the administration is important, likewise, keeping the Commission informed is important as well.
- Communication at all levels within the department is essential to providing services to the traveling public.

OTHER VIEWS:

- The public supports government that operates in an open and transparent manner.

MHTC POLICY:

- COMMISSION – Guiding Principles – Transparency – Open Meetings and Records.

OTHER PERTINENT INFORMATION:

- Not applicable.

SOURCE OF FUNDING: Not applicable.



4

MISSOURI DEPARTMENT OF TRANSPORTATION FINANCIAL REPORT – FISCAL YEAR 2025

-- Presented by Todd Grosvenor, Financial Services Director, 573-751-4626.

ISSUE: Attached is a copy of the Financial Report for fiscal year to date December 31, 2024, with budget and prior year comparisons.

RECOMMEND that the Commission:

- This report is for information only; no action is required.

DEPARTMENT VIEW:

- This report is presented based on cash disbursements.
- Significant differences between the current and prior year Financial Report, Attachment 1, are described below:
 - Total MoDOT disbursements are \$55.8 million more than the same period last fiscal year. The increase is due to the net effect of increased spending in Personal Services, Fringe Benefits, Improve I-70 Program, General Assembly Designated and Funded Projects, Multimodal Program, Railroad Grade Crossing Safety Program, and decreased spending in Expense and Equipment and Program Delivery Program.
 - Personal Services and Fringe Benefits disbursements are \$14.4 million more than the same period last fiscal year due to the cost-of-living adjustments effective in July 2024 and fewer vacancies compared to the previous year.
 - Expense and Equipment disbursements are \$9.0 million less than the same period last fiscal year. The majority of the decrease is for Safety and Operations and Fleet, Facilities, and Information Systems. The decrease for Safety and Operations is primarily due to delays in pavement repair due to wet weather conditions. The decrease for Fleet, Facilities, and Information Systems is due to the timing of facility projects and fleet deliveries.
 - The Program disbursements for Program Delivery decreased \$86.7 million compared to the same period last fiscal year due to the timing of contractor payments.
 - The Improve I-70 Program disbursements for Program Delivery are \$54.5 million more than the same period last fiscal year due to the project just beginning in late fiscal year 2024.
 - The General Assembly Designated and Funded Projects disbursements for Program Delivery are \$49.0 million more than the same period last fiscal year due to these projects just beginning in late fiscal year 2024.
 - The Program disbursements for Multimodal increased by \$32.0 million compared to the same period last fiscal year. The majority of the increase is due to a land acquisition for the Jefferson County Port. Additionally, disbursements increased due to the delivery of transit vehicles and the timing of reimbursement requests for aviation, transit, and rail projects.
 - The Railroad Grade Crossing Safety Program disbursements for Multimodal are \$100,000 more than the same period last fiscal year due to the project just beginning in late fiscal year 2024.

- The General Assembly Designated and Funded Projects disbursements for Multimodal are \$1.2 million more than the same period last fiscal year because these are new projects.
- Attachment 2 provides a breakdown of ARPA and General Assembly Designated and Funded projects MoDOT is overseeing. The Office of Administration is responsible for making the disbursements on these projects.
- Attachment 3 provides details for the funding of the Improve I-70 Program.

OTHER VIEWS:

- Not applicable.

MHTC POLICY:

- Financial – Budget – Operating Budget.

OTHER PERTINENT INFORMATION:

- The Financial Report is prepared on a cash basis and does not reflect outstanding construction awards or funds encumbered for expense and equipment.

SOURCE OF FUNDING: Disbursements are funded from the department's various funds.



Fiscal Year 2025 Financial Summary

Six Months Ended December 31, 2024 and 2023

Cash Basis (Dollars in Thousands)

	Fiscal Year 2025 <u>Budget</u>	Amended Fiscal Year 2025 <u>Budget</u>	Fiscal Year 2025 <u>Actual</u>	Percentage of Budget-to- Date	Fiscal Year 2024 <u>Actual</u>
Administration					
Personal Services	\$ 23,990	\$ 23,990	\$ 11,265	47.0 %	\$ 10,593
Expense and Equipment	6,647	6,647	1,698	25.5	1,615
Total Administration	<u>30,637</u>	<u>30,637</u>	<u>12,963</u>	42.3	<u>12,208</u>
Safety and Operations					
Personal Services	184,778	184,778	84,635	45.8	78,285
Expense and Equipment	288,811	288,811	124,024	42.9	126,935
Program	31,001	31,001	15,633	50.4	12,676
Low Volume Roads	100,000	100,000	103	0.1	---
Total Safety and Operations	<u>604,590</u>	<u>604,590</u>	<u>224,395</u>	37.1	<u>217,896</u>
Program Delivery					
Personal Services	95,403	95,403	42,671	44.7	39,759
Expense and Equipment	41,117	41,117	10,263	25.0	10,951
Program	2,869,313	2,829,313	1,030,489	36.4	1,117,181
Improve I-70 Program	2,800,000	2,800,000	56,999	2.0	2,450
Forward 44 Program	727,500	577,500	---	---	---
Gen. Assembly Designated/Funded Projects	375,883	362,650	58,167	16.0	9,156
Total Program Delivery	<u>6,909,216</u>	<u>6,705,983</u>	<u>1,198,589</u>	17.9	<u>1,179,497</u>
Fleet, Facilities, and Information Systems					
Personal Services	14,743	14,743	6,690	45.4	6,230
Expense and Equipment	108,457	108,457	34,025	31.4	39,534
Total Fleet, Facilities, and Information	<u>123,200</u>	<u>123,200</u>	<u>40,715</u>	33.0	<u>45,764</u>
Multimodal					
Personal Services	3,510	3,277	1,304	39.8	1,163
Expense and Equipment	1,138	1,138	211	18.5	194
Program	334,893	323,825	77,880	24.1	45,901
Railroad Grade Crossing Safety Program	49,000	49,000	799	1.6	699
Gen. Assembly Designated/Funded Projects	62,383	67,283	1,171	1.7	---
Total Multimodal	<u>450,924</u>	<u>444,523</u>	<u>81,365</u>	18.3	<u>47,957</u>
Fringe Benefits					
Retirement and Long-Term Disability	188,102	187,967	74,331	39.5	76,228
Medical, Life Insurance, and EAP	58,568	58,531	25,624	43.8	21,688
Retiree Medical Insurance	20,240	20,240	9,441	46.6	8,503
Workers' Compensation	9,227	9,227	4,500	48.8	4,500
Other Fringe Benefits ¹	28,941	28,941	12,659	43.7	11,786
Total Fringe Benefits	<u>305,078</u>	<u>304,906</u>	<u>126,555</u>	41.5	<u>122,705</u>
Subtotal MoDOT Disbursements	<u>8,423,645</u>	<u>8,213,839</u>	<u>1,684,582</u>	<u>20.5</u>	<u>1,626,027</u>
Motor Carrier Refunds	41,000	41,000	10,495	25.6	13,217
Total MoDOT Disbursements	<u>\$ 8,464,645</u>	<u>\$ 8,254,839</u>	<u>\$ 1,695,077</u>	<u>20.5 %</u>	<u>\$ 1,639,244</u>

¹Includes fringe benefits appropriated in House Bill 5 for social security and unemployment tax and the department's share for MoDOT employees who are enrolled in the Missouri Consolidated Health Care Plan (MCHCP), Missouri State Employees' Retirement System (MOSERS), and MO Deferred Compensation Plan.



Fiscal Year 2025 Financial Summary
ARPA¹ of 2021 and General Assembly
Designated and Funded Projects²
Six Months Ended December 31, 2024 and 2023
Cash Basis (Dollars in Thousands)

	Fiscal Year 2025 <u>Budget⁴</u>	Amended Fiscal Year 2025 <u>Budget⁵</u>	Fiscal Year 2025 <u>Actual</u>	Percentage of Budget-to- Date	Fiscal Year 2024 <u>Actual</u>
Projects³					
Waste Water Improvements ¹	\$ 7,829	\$ 7,829	\$ 1,433	18.3 %	\$ 155
Kirkwood Historic Train Station ¹	2,390	2,390	58	2.4	52
Carrolton Amtrak Station ¹	1,000	1,000	33	3.3	---
Washington County Airport ¹	1,000	1,000	---	---	---
Buffalo Municipal Airport ¹	687	687	---	---	---
Port Capital Improvement Projects ¹	13,583	13,583	2,384	17.6	5,193
New Madrid County Port Authority ¹	3,570	3,570	670	18.8	---
Elderly and Disabled Transit Assistant ¹	6,000	6,000	---	---	---
Lambert Airport Terminal Improvements ²	7,000	---	---	---	---
Highway 76 Road Improvements in Branson ²	6,200	6,200	---	---	---
West Plains Regional Airport Perimeter Fence ²	1,500	---	---	---	---
I-35, I-29, and US 169 Road Improvements ²	53,000	30,000	---	---	---
St. Joseph Facility Road Improvements ²	750	---	---	---	---
Total Disbursements	\$ <u>104,509</u>	\$ <u>72,259</u>	\$ <u>4,578</u>	<u>6.3 %</u>	\$ <u>5,400</u>

¹American Rescue Plan Act (ARPA) is federal funding to support public transportation systems as they respond to the pandemic.

²Budget Stabilization funding consists of funds received from the federal government and is a General Revenue look alike.

³These projects are being administered by Office of Administration (OA); however, MoDOT is overseeing the projects.

⁴Fiscal year 2025 budget is Truly Agreed to and Finally Passed appropriation amounts.

⁵Fiscal year 2025 amended budget is Truly Agreed to and Finally Passed appropriation amounts adjusted for vetoes, restrictions, and reverted amounts.



Fiscal Year 2025 Financial Summary
Improve I-70 Program
Six Months Ended December 31, 2024
 Cash Basis (Dollars in Thousands)

	<u>Budget</u>	<u>Bond Proceeds To Date</u>	<u>Prior Fiscal Year Disbursements</u>	<u>Fiscal Year 2025 Disbursements</u>	<u>Remaining</u>
<u>Bonding</u>					
I-70 Bonds	\$ 1,400,000	\$ 390,204	N/A	N/A	\$ 1,009,796
I-70 Construction from Bonds		\$ 390,204	\$ 39,325	\$ 52,302	\$ 298,577

	<u>Budget</u>	<u>Transfers To Date</u>	<u>Prior Fiscal Year Disbursements</u>	<u>Fiscal Year 2025 Disbursements</u>	<u>Remaining</u>
<u>Cash</u>					
OA I-70 Project	\$ 1,400,000	\$ (24,140)	N/A	N/A	\$ 1,375,860
I-70 Construction from General Revenue Transfer		\$ 24,140	\$ 11,345	\$ 4,698	\$ 8,097



5

CONSULTANT SERVICES CONTRACT REPORT

-- Presented by Danica Stovall-Taylor, Assistant State Design Engineer, 573-751-2876.

ISSUE: This report represents consultant contracts executed in the month of December for both engineering and non-engineering related projects separated out by two budgets: Design Bridge Consultants (DBC) and MoDOT Operating Budget.

RECOMMEND that the Commission:

- This report is informational and requires no action.

DEPARTMENT VIEW:

- Fiscal Year 2025 DBC Budget Status as of January 1, 2025:
Budgeted: \$110 million
Expenditures: \$68.4 million
- Attachment 1 (DBC Budget Contracts Only) This attachment shows the active contracts held by individual engineering consultant firms prior to January 1, 2025. The table indicates the number of contracts held by each consultant, the total value of the contracts and the unexpended contract costs for each consultant. The firms certified as Disadvantaged Business Enterprises (DBE) are noted and include both minorities owned and women owned consultant business enterprises.
- Attachment 2 Indicates new contracts executed between December 1-31, 2024.

OTHER VIEWS:

- Engineering percentage of payout per fiscal year
Year 1 51%, Year 2 27%, Year 3 19%, Year 4 3%

MHTC POLICY:

- Highways – Consultant Engineering Services – Consultant Engineer Services – STIP – Negotiated Contract.
- Highways – Consultant Engineering Services – Consultant Engineering Services – STIP – Hourly Rate.
- Equipment and Procurement – Procurement of Professional Services Consultants (Other than STIP Related) – Professional Services (other than engineering).

OTHER PERTINENT INFORMATION:

- Not applicable.

SOURCE OF FUNDING: Expenditures from the Statewide Transportation Improvement Program (STIP) budget are used to fund DBC contracts shown in Attachment 1 and 2.

Engineering Consultant Services Contracts Utilizing the DBC Budget Active Contracts Prior to December 1, 2024				
Consultant	DBE Firm Y/N?	Number of Contracts	Total Contract Cost	Unexpended Contract Cost
Crawford, Murphy & Tilly (CMT)	N	52	\$47,498,538.00	\$39,169,994.00
Wilson & Company	N	22	\$31,448,967.00	\$16,054,653.00
HDR	N	32	\$28,732,619.00	\$13,239,683.00
Bartlett & West	N	53	\$28,074,481.00	\$16,256,544.00
Garver LLC	N	28	\$25,985,184.00	\$12,791,611.00
TREKK Design Group, LLC	Y	21	\$23,509,620.00	\$8,679,422.00
George Butler Associates, Inc. (GBA)	N	38	\$21,939,042.00	\$11,664,424.00
Burns & McDonnell	N	20	\$21,798,839.00	\$13,594,708.00
HNTB	N	39	\$20,402,578.00	\$12,907,515.00
WSP USA Inc.	N	15	\$18,922,544.00	\$1,634,676.00
Olsson Assoc.	N	31	\$18,919,287.00	\$10,257,030.00
Jacobs Engineering Group	N	12	\$16,177,619.00	\$14,130,478.00
CDM Smith	N	3	\$14,619,886.00	\$5,389,792.00
HR Green, Inc.	N	30	\$14,383,511.00	\$6,256,977.00
EFK Moen	Y	39	\$11,138,696.00	\$2,703,991.00
HG Consult, Inc.	Y	8	\$11,061,746.00	\$10,082,366.00
Kapsch TrafficCom USA, Inc.	N	1	\$9,763,797.00	\$9,763,797.00
Horner & Shifrin, Inc.	N	25	\$9,694,148.00	\$6,797,505.00
Oates Associates, Inc.	N	9	\$7,925,601.00	\$3,349,077.00
TranSystems	N	13	\$7,420,046.00	\$3,933,891.00
Thouvenot, Wade & Moerchen, Inc.	N	8	\$7,180,164.00	\$775,943.00
Bacon Farmer Workman Engineering & Testing	N	17	\$5,762,980.00	\$3,013,440.00
Engineering Design Source Inc. (EDSI)	Y	8	\$5,311,679.00	\$5,034,112.00
Hanson Professional Services, Inc.	N	7	\$5,154,918.00	\$2,054,054.00
Gonzalez Companies, LLC	Y	10	\$4,855,170.00	\$2,232,384.00
Alfred Benesch and Company	N	9	\$4,536,494.00	\$814,171.00
Civil Design	Y	9	\$4,493,870.00	\$1,095,831.00
Transcore ITS, LLC	N	4	\$3,948,254.00	\$3,948,254.00
Affinis	N	5	\$3,700,087.00	\$2,951,643.00
AECOM	N	1	\$3,599,267.00	\$3,599,267.00
Veenstra & Kim	N	15	\$3,441,790.00	\$1,205,043.00
Klingner & Associates, P.C.	N	10	\$3,346,902.00	\$1,608,309.00
Lochmueller Group	N	14	\$3,215,838.00	\$1,069,327.00
Hanson Professional Services, Inc.	N	2	\$3,011,360.00	\$1,414,287.00

Consultant	DBE Firm Y/N?	Number of Contracts	Total Contract Cost	Unexpended Contract Cost
Kimley-Horn and Associates	N	5	\$2,976,258.00	\$1,904,079.00
OWN, Inc.	N	5	\$2,817,147.00	\$920,457.00
Anderson Engineering	N	12	\$2,710,584.00	\$1,978,615.00
CDG Engineers	N	4	\$2,580,542.00	\$1,534,973.00
Modjeski and Masters, Inc.	N	2	\$1,986,968.00	\$682,497.00
George L. Crawford & Associates dba CBB	N	11	\$1,963,114.00	\$1,396,655.00
TWM	N	1	\$1,829,245.00	\$1,117,139.00
HW Lochner	N	7	\$1,511,744.00	\$377,748.00
Access Engineering, LLC	Y	3	\$1,438,688.00	\$793,317.00
Powell CWM, Inc.	N	5	\$1,253,051.00	\$878,216.00
Parsons Transportation Group	N	1	\$1,215,898.00	\$1,215,898.00
Powell & Assoc.	N	2	\$1,022,258.00	\$667,653.00
Geotechnology Exploration	N	1	\$1,000,000.00	\$1,000,000.00
Palmerton & Parrish, Inc.	N	1	\$1,000,000.00	\$1,000,000.00
Wiss, Janney, Elstner Associates, Inc.	N	1	\$983,070.00	\$698,533.00
CASCO Diversified Corporation	N	8	\$888,780.00	\$888,780.00
Quigg Engineering, Inc.	Y	10	\$884,361.00	\$422,199.00
Wood Environment & Infrastructure Solutions	N	2	\$820,485.00	\$210,369.00
B & N Inspection and Supply	N	1	\$802,446.00	\$802,446.00
Prairie Engineers P.C.	Y	11	\$753,342.00	\$308,257.00
Terracon Consultants, Inc.	N	6	\$719,180.00	\$292,524.00
EXP U.S. Services, Inc.	N	1	\$691,865.00	\$65,119.00
SCI Engineering, Inc.	N	9	\$676,285.00	\$283,052.00
R. Hitt Consulting, LLC	N	1	\$453,886.00	\$453,886.00
Engineering Surveys & Services, LLC	N	2	\$322,859.00	\$229,183.00
Renaissance Infrastructure Consulting, Inc.	N	2	\$270,562.00	\$70,027.00
Cook, Flatt & Strobel Engineers, P.A.	N	4	\$255,616.00	\$255,616.00
Infrasense, Inc.	N	5	\$251,755.00	\$183,784.00
ABNA Engineering, Inc.	Y	2	\$243,399.00	\$180,356.00
AECOM Technical Services, Inc.	N	3	\$241,852.00	\$197,856.00
GeoEngineers	N	3	\$234,153.00	\$67,280.00
All Civil Engineering, LLC	N	2	\$220,862.00	\$220,862.00
EcoAnalysts, Inc.	N	1	\$203,654.00	\$12,963.00
Parsons Brinkerhoff	N	1	\$199,653.00	\$22,333.00
Cole & Assoc.	N	1	\$198,987.00	\$1,001.00
Pickering Firm, Inc.	N	2	\$195,592.00	\$95,404.00
CB Engineering dba Cochran	N	1	\$194,548.00	\$178,317.00
Lion CSG, LLC	N	1	\$182,835.00	\$182,835.00

Consultant	DBE Firm Y/N?	Number of Contracts	Total Contract Cost	Unexpended Contract Cost
Pickering Firm, Inc.	N	3	\$181,578.00	\$140,631.00
Surveying And Mapping, LLC	N	4	\$179,118.00	\$31,688.00
Midland Surveying	N	4	\$157,719.00	\$157,719.00
St. Charles Engineering & Surveying, Inc.	N	2	\$149,580.00	\$71,687.00
CB Engineering, Inc. dba Cochran	N	1	\$128,273.00	\$128,273.00
Geotechnology, Inc.	N	3	\$125,077.00	\$62,907.00
West Engineers, Inc.	N	1	\$117,619.00	\$7,815.00
S.H. Smith & Co. Inc. (dba Smith & Co.)	N	1	\$99,705.00	\$15,681.00
Farnsworth Group Inc.	N	3	\$94,399.00	\$40,023.00
Bowlby & Assoc.	N	4	\$87,320.00	\$10,145.00
Geotechnology	N	2	\$82,932.00	\$29,451.00
Golder Associates Inc.	N	1	\$82,523.00	\$118.00
Hutchison Engineering, Inc.	N	1	\$76,754.00	\$76,754.00
Merge Midwest Engineering	N	2	\$61,346.00	\$206.00
HS Smith and Company	N	1	\$56,479.00	\$8,086.00
Poepping, Stone, Bach & Associates, Inc.	N	1	\$45,975.00	\$45,975.00
Missouri State University	N	2	\$41,350.00	\$41,350.00
Custom Engineering Inc.	Y	1	\$21,415.00	\$507.00
Allstate Consulting LLC	N	1	\$11,400.00	\$4,054.00
Kaskaskia Engineering	Y	1	\$9,348.00	\$62.00
Lion CSG, LLC	N		\$0.00	\$2,981.00
Totals		744	\$488,980,956.00	\$272,140,541.00

**Engineering Consultant Services
Contracts Utilizing the DBC Budget
Contracts Executed**

Consultant	DBE Firm Y/N?	Number of Contracts	Current Budget Amount	Available Budget Amount
Bacon Farmer Workman Engineering & Testi	N	1	\$197,321	\$197,321
Garver LLC	N	1	\$360,612	\$360,612
Hanson Professional Services, Inc.	N	2	\$378,819	\$378,819
HDR	N	2	\$1,566,016	\$1,566,016
Olsson Assoc.	N	1	\$714,914	\$714,914
SCI Engineering, Inc.	N	1	\$40,385	\$40,385
Surveying and Mapping, LLC	N	1	\$22,470	\$22,470
Wilson & Company	N	2	\$4,733,901	\$4,733,901
		11	\$8,014,437	\$8,014,437