



**MISSOURI HIGHWAYS AND TRANSPORTATION COMMISSION
Official Minutes**

**TABLE OF CONTENTS
December 3, 2025**

COMMISSION/DIRECTOR ITEMS

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

PUBLIC PRESENTATIONS

Enhancing, Growing, Thriving Together – Local Partners Presentation.....	8
--------------------------------------------------------------------------	---

MODOT PRESENTATIONS

Update from MoDOT’S Southwest District	10
Consideration of Proposals for the Improve I-70: Project #4 Rocheport to Columbia Design-Build Project	12
MoDOT Annual Report 2025	14
State Appropriations Mega Projects State Road Bonds, Series A 2025 Pricing Summary	18
Request for Approval of Location and Design of Highways: U.S. Route 63 Corridor Improvements	18

STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)

Consideration of Bids for Transportation Improvements	22
Approval of Plans for Condemnation	27
Improve I-70 Project Contract Authorizations	28
Updated Report and Recommendations Regarding St. Louis District’s I-44 General Revenue Projects in Franklin and St. Louis Counties, Including Modification to Authority for Design-Build and Delegation Authority	29

PROPERTY ACQUISITION AND CONVEYANCES

Consideration of Disposal of Excess Property, Route Z in St. Charles County, Excess Parcel Number SL-277044	30
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REPORTS

Financial Accountability Report – Quarterly Report..... 31
MoDOT Briefing Report 31
Missouri Department of Transportaton Financial Report – Fiscal Year 2026 31
Consultant Services Contract Report..... 31

**MINUTES OF THE REGULARLY SCHEDULED
HIGHWAYS AND TRANSPORTATION COMMISSION MEETING
HELD IN SPRINGFIELD, MISSOURI,
WEDNESDAY, DECEMBER 3, 2025**

A regularly scheduled meeting of the Missouri Highways and Transportation Commission was held on Wednesday, December 3, 2025, at DoubleTree by Hilton, Glendalough I, 2431 North Glenstone Avenue, Springfield, Missouri and was available via live stream. Warren K. Erdman, Chair, called the meeting to order at 9:00 a.m. The following Commissioners were present: W. Dustin Boatwright, P.E., Gregg C. Smith, Daniel J. Hegeman, Francis G. Slay, and Ann Marie Baker.

The meeting was called pursuant to Section 226.120 of the Revised Statutes of Missouri, as amended. The Secretary verified that notice of the meeting was posted in keeping with Section 610.020 of the Revised Statutes of Missouri, as amended.

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Ed Hassinger, Director of the Missouri Department of Transportation; Terri Parker, Chief Counsel to the Commission; and Jennifer Jorgensen, Secretary to the Commission, were present on Wednesday, December 3, 2025.

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*“Department” or “MoDOT” herein refers to Missouri Department of Transportation.
“Commission” or “MHTC” herein refers to Missouri Highways and Transportation Commission.*

-- OPEN MEETING --

COMMISSION/DIRECTOR ITEMS

APPROVAL OF MINUTES

The Commission tabled for future consideration the approval of the minutes of the regular meeting held on November 6, 2025, and the special meeting held on November 5, 2025.

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CONSENT AGENDA

Consent Agenda Process

In order to make the most efficient use of Commission meeting time and to ensure Commission members are well informed on issues requiring their action, staff prepares and submits to the Commission members, in advance of their meeting, internal memoranda consisting of advice, opinions, and recommendations related to the items of the Commission meeting agenda. Those items considered by staff to be of a routine or non-controversial nature are placed on a consent agenda. During the meeting, items can be removed from the consent agenda at the request of any one Commission member. The items that are not removed from the consent agenda are approved with a single motion and unanimous vote by a quorum of the members.

Minutes reflecting approval of items on the consent agenda are singly reported herein and intermingled with minutes reflecting action on related subjects that were openly discussed. Reference to “consent agenda” is made in each minute approved via the process described in the paragraph above. Minutes reflecting action on items removed from the consent agenda and openly discussed reflect the open discussion and vote thereon.

Consideration of December 3, 2025, Consent Agenda

Consent agenda item Number 2, Improve I-70 Project Contract Authorization, was pulled for later consideration. Upon motion by Commissioner Smith, seconded by Commissioner Boatwright, the remaining consent agenda items were unanimously approved by a quorum of Commission members present.

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COMMISSION COMMITTEES AND COMMISSION RELATED BOARDS

The Commission has two standing committees: Audit and Legislative. In addition, it elects Commission representatives to two boards: Missouri Transportation Finance Corporation Board of Directors and MoDOT and Patrol Employees' Retirement System Board of Trustees. A Commissioner also serves on the Missouri Coalition for Roadway Safety Executive Committee. The following committee and board reports were made during the December 3, 2025, meeting.

Audit Committee – Commissioner Slay stated there was no report. The next audit committee meeting will be in January 2026.

Legislative Committee – Commissioner Boatwright reported prefiling state legislation for the state's General Assembly began on December 1. The department monitors all transportation-related proposals.

Passage of the supplemental budget request of \$642.7 million will be the department's primary focus this session. The department has had some legislators express interest in its legislative agenda and are hopeful those proposals will be fulfilled soon.

The federal government shutdown ended since the last Commission meeting and a continuing resolution was passed that will keep the federal government operating through the end of January.

The department continues to prepare for the next federal reauthorization for transportation but realizes that the shutdown slowed the quick advancement that was anticipated earlier this year. The department is hopeful that Congress can pick this back up in late winter or early spring.

Missouri Transportation Finance Corporation (MTFC) – Commissioner Smith stated there was no report. The next board meeting is scheduled for February 4, 2026.

MoDOT and Patrol Employees' Retirement System (MPERS) – Commissioner Hegeman stated that the board met on November 20. At this meeting the board approved the 2026 meeting schedule. The board received the annual audit report and an unmodified, or clean, opinion.

Missouri Coalition for Roadway Safety Executive Committee – Commissioner Boatwright reported with one month to go in the year, traffic fatalities remain about two percent lower than this same time last year. It will take a strong December, but there is still an opportunity to end 2025 with a reduction in traffic fatalities. If successful, it would be three years in a row of declines and a meaningful step forward in the goal to eliminate traffic fatalities in Missouri.

This week marked the beginning of pre-filing for proposed legislation in the Missouri General Assembly. The Commission and the Coalition continue to promote several public safety measures the state should consider to improve highway safety. This year, the Coalition will be focusing on the need for stronger requirements related to ignition interlock devices, child passenger restraints, and child booster seats. Coalition partners are also exploring opportunities to bolster driver's education in Missouri. The Coalition is hopeful several of these items will be taken up for discussion during the 2026 session.

The state's new strategic highway safety plan officially takes effect on January 1. The new Show-Me Zero plan is built on the Safe System Approach which aims to address traffic crashes on multiple fronts, including safer people, safer vehicles, safer speeds, safer infrastructure, and safer response. The plan can be viewed online at saveMOLives.com.

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DIRECTOR'S REPORT

During the December 3, 2025, Commission meeting, Director Ed Hassinger provided the following report:

Bonds Sale – Director Hassinger noted the recent sale of bonds for the Improve I-70 Program were sold last month at a phenomenally low interest rate, and Brenda Morris, Chief Financial Officer, would report more about the sale later in the meeting. The Director acknowledged the Commission is the issuer of the bonds. The Commission has a responsibility to the citizens of Missouri to do everything they can to ensure that those bonds receive the best interest rates possible by establishing a conservative debt management policy. The members of this Commission have been especially hands-on and actively engaged in the details and processes that define these responsibilities. The Director thanked the Commission members for their dedication and commitment to this fiduciary responsibility on behalf of Missourians.

AASHTO Recap – Director Hassinger reported last month many MoDOT team members had the pleasure to travel to Salt Lake City for the American Association of State Highway and Transportation Officials' (AASHTO) Annual Meeting. Although MoDOT's Focus on Bridges Program did not win the national award, team members returned with a lot more than they traveled to Utah with. This meeting is such an invaluable opportunity to connect with and learn from department peers throughout the nation's Departments of Transportation. It provides a little moral support to know MoDOT's counterparts are enduring similar challenges. It also puts into perspective the progress being made on those challenges. MoDOT is hearing from states about different issues they are encountering that MoDOT has already made great progress to overcome. This annual meeting remains a great place to workshop and share those best practices.

The Director highlighted the involvement at this year's meeting by the Federal Rail Administration and Federal Highway Administration. The administrators were not only engaged throughout the meeting but made themselves available to anyone who wanted to meet one-on-one. He noted that he took them up on their offer. It was a highly productive week in Salt Lake City.

Recruitment Efforts – The Director shared positive news on the hiring front. Department-wide, as of mid-November, MoDOT has hired 735 new employees over the past year. MoDOT is now averaging a net gain of employee's month over month. MoDOT is making great strides to recruit new talent to the workforce, which is a most welcome development. It would not be possible without a lot of hard work.

MoDOT now has two full-time employees dedicated wholly to statewide recruiters, and each district has dedicated one Human Resources (HR) staff member to recruiting. Clearly, that approach is specifically making an impact in filling maintenance vacancies. MoDOT started the fiscal year this summer with 219 maintenance vacancies, thanks in part to an addition of 90 positions. The MoDOT team wasted no time trying to fill those and quickly brought that number down to 162. This is reflective of a targeted effort, and the Director is pleased to see the progress made so far.

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PUBLIC PRESENTATIONS

ENHANCING, GROWING, THRIVING TOGETHER – LOCAL PARTNERS PRESENTATION

David Cameron, City Manager of Springfield; Matt Morrow, President of Springfield Area Chamber of Commerce; and Sara Fields, Executive Director of Ozarks Transportation Organization (OTO), shared with the Commission their appreciation for being partners in transportation. Mr. Cameron recognized the district’s hard work and appreciated their collaboration on complex transportation opportunities. He focused on regional growth, transportation priorities, and collaborative efforts to enhance shared corridors and economic development opportunities.

Mr. Cameron highlighted the City of Springfield’s comprehensive plan, Forward SGF, which prioritizes reinvestment in major corridors and gateways through consistent design standards and aesthetics. These corridors, including Glenstone, Kansas Expressway, Sunshine, Kearney, Chestnut, Division, West Bypass, and U.S. 65, are critical to the city’s image and economic vitality. Springfield has implemented a local funding mechanism, a three-quarter cent sales tax, to partner with MoDOT on these improvements. He noted that these projects are not just beautification efforts but also an opportunity to improve safety.

Mr. Morrow reported that the Springfield region leads Missouri in job growth, with a 9.92 percent increase from 2020 to 2024, and population growth of 4.32 percent during the same period. Economic development efforts are concentrated in manufacturing, construction, transportation, and logistics sectors, supported by strategic site development initiatives. The regional gross domestic product is currently \$36

billion and is projected to reach \$46 billion by 2030, with a goal of 75 percent growth over the decade. Plans also include increasing labor force participation by 15,000 individuals and positioning the Ozarks as the Midwest's leading business-friendly region. Mr. Morrow also discussed significant expansion of site development in the region, including the areas near I-44 and U.S. 60 and 65, and the potential for mixed use development including recreational, retail, and industrial.

Ms. Fields stated that transportation infrastructure investments have been pivotal to regional growth. Significant projects include improvements to I-44, James River Freeway, and Route MM, identified as a "Corridor of Opportunity" with 844 acres ready for development and over 3,300 jobs created in the past decade. OTO has successfully suballocated more than \$110 million in federal funds for regional transportation improvements and continues to prioritize safety, congestion mitigation, and connectivity. She highlighted the planning process used to prioritize projects in the region. Public comments and feedback help guide transportation improvements. OTO continues to partner with MoDOT and local governments on cost-share programs, sidewalk projects, and safety and intersection improvements, aligning timelines for efficiency.

Ms. Fields highlighted future initiatives include an access and operational study for the U.S. 60 corridor between U.S. 65 and Highway 125, as well as scenario planning for unfunded needs totaling \$1 billion, with current prioritization limited to \$272 million. OTO has teamed up with the City of Springfield, Greene County, and MoDOT to conduct the access and operational study near Lake Springfield. The study is anticipated to be completed by the end of calendar year 2026. Key unfunded priorities include I-44, Routes MM, 13, 160, 60, and 65, focusing on intersection safety, interchange upgrades, and capacity enhancements. Ms. Fields concluded the presentation by appreciating the partnership with the Commission and MoDOT to enhance and grow the system along with thriving with what is currently underway in the region.

Commissioner Baker thanked them for their joint presentation and expressed appreciation for the region's proactive planning, strong partnerships, and commitment to economic development and transportation improvements. The presentation is a reminder of how critical it is to work together to deliver a transportation system that can accommodate the region's growth. She noted it takes everyone – local communities, regional planners, and MoDOT – to identify, prioritize and develop the projects.

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MODOT PRESENTATIONS

UPDATE FROM MODOT'S SOUTHWEST DISTRICT

On behalf of the Director, Stacy Reese, Southwest District Engineer, presented a brief overview of the current state of roads, bridges, projects, and other critical issues in the Southwest (SW) District. The SW District is comprised of 21 counties, covering approximately 13,000 square miles with 14,889 lane miles of highway and 1,850 bridges. The district serves over one million residents and manages 243 projects in the Statewide Transportation Improvement Program (STIP) valued at approximately \$1.57 billion.

The district's priorities include maintaining existing infrastructure, improving safety, and expanding capacity. Comparisons were drawn with Rhode Island Department of Transportation to illustrate the scale of operations, noting that Missouri's Southwest District is significantly larger in area and responsibilities. Ms. Reese highlighted active projects include improvements to Chestnut Expressway in Greene County, construction of a new interchange at U.S. 60 and Route A in Webster County, and multiple roundabout and turn lane additions in Newton County. Furthermore, the Kaysinger Bridge Bundle is underway, targeting 20 bridges for replacement or rehabilitation across seven counties.

Ms. Reese reported a major initiative, Forward 44, focuses on Interstate 44 corridor improvements. Environmental studies were completed in May 2025, and significant funding allocations have been secured, including \$328 million in general revenue and \$143 million in STIP funds for design-build

projects totaling \$471 million. Planned work includes widening I-44 to six lanes from Kansas Expressway to Route 65, pavement reconstruction, pedestrian enhancements, and bridge replacements, with completion expected by summer 2027. Additional upcoming projects include Route MM realignment in Republic, Route 66 safety improvements in Jasper County, intersection upgrades in Christian County, and capacity improvements along Route 65 in Benton, Hickory, and Dallas Counties. Long-term plans extend through 2030, addressing railroad overpasses, freeway upgrades, and bridge improvements.

Ms. Reese provided operational updates highlighting significant efforts in mowing, litter removal, and signage replacement. Year-to-date, crews have mowed over 34,000 shoulder miles, removed more than 367,000 pounds of litter, and replaced over 10,000 signs. Safety initiatives have resulted in a seven percent decrease in fatalities compared to 2024, with notable contributions from partners such as Sparta School Resource Officer Heather Usher, whose efforts increased seatbelt usage among students from 58 percent in 2022 to 97 percent in 2024.

Public involvement remains a cornerstone of district operations, with 27 public meetings and four virtual meetings held in 2025, engaging over 1,700 participants. The district also actively participates in community outreach, recruitment events, and charitable activities. Employee achievements were recognized nationally, including innovation awards and presentations at the American Association of State Highway Transportation Officials (AASHTO) Spring Meeting. The district dedicated its Fallen Worker Memorial during the Day of Remembrance in September, honoring employees who lost their lives in service.

Commissioner Smith thanked Ms. Reese for her presentation and expressed his appreciation to the Southwest District team. He commended the team for local involvement recently in Clinton to educate the public about upcoming projects in the region. Commissioner Baker also acknowledged the importance of communication and keeping constituents and drivers up to date on the roads and projects.

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CONSIDERATION OF PROPOSALS FOR THE IMPROVE I-70: PROJECT #4 ROCHEPORT TO COLUMBIA DESIGN-BUILD PROJECT

On behalf of the Director, Eric Schroeter, Deputy Director/Chief Engineer, and Project Director Spencer Robinson described the project that will improve Interstate 70 from Rocheport to Columbia. The Project will improve safety and reliability, maintain the serviceability of bridges and pavement, improve accessibility for local community, and minimize overall traffic impacts along the corridor.

Project Goals

MoDOT has established the following goals for the project which were used in evaluating and determining the Best Value Proposal:

1. Deliver the project by December 31, 2029, within the program budget.
2. Provide a third lane of travel for eastbound and westbound I-70 from Rocheport to Columbia.
3. Modernize I-70 while improving the existing pavement, bridges, and interchanges to enhance safety and mobility.
4. Minimize construction impacts with a focus on work zone safety, communication, and construction staging while maintaining mobility.
5. Provide expanded employment opportunities while developing and using a diverse workforce.

MoDOT's Business Development and Compliance Office established a zero percent disadvantaged business enterprise goal for construction work and a zero percent disadvantaged business enterprise goal for professional services for the project. The best value proposer will be required to meet federal workforce goals per trade of 6.3 percent minority and 6.9 percent female.

Procurement Process

By Commission action on July 12, 2023, the Commission approved the use of Design-Build for Statewide Improve I-70. Since then, MoDOT's Design-Build team has been working through the procurement process. Three teams were prequalified on June 5, 2025, to compete for the contract. The Request for Proposals was issued June 9, 2025. The MoDOT Design-Build team held eleven confidential discussions with each team over a period of twenty-one weeks to discuss their proposal ideas. Final proposals were submitted by the teams on November 14, 2025. The MoDOT Design-Build team reviewed and evaluated the proposals. The three teams that submitted proposals include:

- *The Ames Millstone Weber – Joint Venture – major participants include Ames Construction, Inc Millstone Weber, and Jacobs Engineering Group.*
- *The ESS Team – major participants include Emery Sapp & Sons, Inc., and Parsons Transportation Group*
- *The Lunda Team – major participants include Lunda, Michels Road & Stone, Inc. and AECOM*

Evaluation

The items that were evaluated by the MoDOT Design-Build team included: Project Definition (70 points available), Maintenance of Traffic (25 points available), and Workforce Development (5 points available) for a total of 100 points. Project Director Robinson provided a summary of the proposals submitted by each team.

- The Ames Millstone Weber Joint Venture – 78.1 points
- The ESS Team – 81.3 points
- The Lunda Team – 51.2 points

Commission Consideration and Action

Project Director Robinson recommended the ESS Team as the best value proposer. Their proposal included:

- Constructing a third lane of I-70 from Rocheport Bridge to US 63.
- Replacement of the existing I-70 lanes with all new full-depth concrete pavement.
- Improved I-70 interchanges at Route 40, Route 740, Route 163, Rout 763, and US 63.
- North and South Outer roads across Perche Creek.

- The team has also committed to keeping two lanes of traffic open in each direction during peak travel times.

Commissioner Slay thanked Project Director Robinson for his presentation and the MoDOT Design-Build team for their work on this project to date. He expressed his amazement that the fourth project of the Improve I-70 has been awarded in such a short amount of time. It highlights the fast pace and hard work the Improve I-70 team has put into each project.

After consideration, Commissioner Boatwright moved that the Commission adopt staff recommendations to award the ESS Design-Build team for submitting the best value proposal for the Improve I-70: Rocheport to Columbia Design-Build Project; authorize the Director, Deputy Director/Chief Engineer, Assistant Chief Engineer, or their designee to negotiate and execute a contract with the ESS Team subject to approval as to form by the Chief Counsel's Office and contingent on the transfer of funds to the State Road Fund I-70 Project Fund (SRF I-70 Project Fund); and authorize payment of the agreed stipend to the one unsuccessful proposing team. This motion was seconded by Commissioner Smith. Upon motion duly made and seconded, the Chairman called for a voice vote of the members. The vote was as follows:

Commissioner Erdman, Aye
Commissioner Boatwright, Aye
Commissioner Smith, Aye
Commissioner Hegeman, Aye
Commissioner Slay, Aye
Commissioner Baker, Aye

The Commission unanimously approved the motion.

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MODOT ANNUAL REPORT 2025

On behalf of the Director, Eric Schroeter, Deputy Director/Chief Engineer, shared the department's annual report with the Commission. Mr. Schroeter explained that the Missouri Department of Transportation's Annual Report is a collection of five comprehensive documents which include the

Year in Review, the Citizen's Guide to Transportation Funding, the MoDOT Results Document, the Financial Snapshot, and the Annual Comprehensive Financial Report. MoDOT's Year in Review looks back on the highlights of the year, from the completion of major projects to national awards won by the department. The department delivers this report in December, and the Director will formally present the annual report to the Joint Committee on Transportation Oversight in January or February 2026.

Mr. Schroeter reviewed the highlights of 2025 including the Commission's approval of the fiscal year 2026 to 2030 Statewide Transportation Improvement Program (STIP) totaling \$13.3 billion of federal and state revenues for all modes of transportation. In 2025, work continued on many of these improvements, including the Governor's Rural Routes Program. With Governor Kehoe's signing of the fiscal year 2026 budget, General Revenue investments in the program totaled \$320 million since 2022 to improve many of the state's low volume roads in poor condition. Those investments have resulted in nearly 5,700 lane miles of improvements, with an additional 500 underway or planned. With significant investment comes significant construction. This year, MoDOT surpassed \$2 billion worth of contracted work – a first-time milestone for the organization. As a result, the construction season was the busiest in MoDOT history. At its peak this summer, there were over 1,000 active work zones across the state.

Mr. Schroeter stated that during the 2024-2025 winter season, MoDOT faced nine statewide snowstorms, costing the department a total of \$64 million in labor, equipment and materials. In comparison, an average Missouri winter costs MoDOT \$50 million. In addition to a busy winter season, MoDOT responded to a series of severe weather events in 2025 including widespread flooding, windstorms and tornadoes, that affected nearly every county in Missouri. These events resulted in a total response cost of \$6 million in labor, equipment and materials, which is 50 percent higher than the department's annual average of \$4 million. Despite facing ongoing challenges with staffing and labor hour shortages, MoDOT continues to deliver during its winter operations, strongly due to preparedness, efficiency, partnerships and its dedicated workers.

The Citizen's Guide serves as the core document of the Accountability Report and helps educate legislators, partners, and the general public on the challenges faced by the department. The document is updated each year through a collaborative effort by Financial Services, Transportation Planning, Communications, and others. The Citizen's Guide reports transportation funding totals over \$4.4 billion from many sources including state, federal, and bond proceeds. These funds are then distributed to not only MoDOT but also cities, counties, other state agencies, and to make debt payments. Mr. Schroeter highlighted that MoDOT invested \$725 million to provide services such as repairing and sealing pavement, winter operations, bridge maintenance, striping, traffic signs and signals, and mowing and litter pickup. MoDOT employs approximately 3,000 field employees throughout the state to operate and maintain the transportation system. The most significant cost of operations is roadway maintenance.

Finally, one of the most important messages shared by the Citizen's Guide addresses unfunded needs. There is no shortage of transportation needs across the state. In fact, Missouri has \$1.1 billion in unfunded high priority annual transportation needs. Last year, working with regional partners, MoDOT moved 25 needs worth \$328 million from the unfunded list to the Statewide Transportation Improvement Program (STIP). Earlier in the year, Missouri regional planning partners assisted the department in prioritizing \$4.4 billion in road and bridge unfunded project needs in three tiers. Tier one includes \$525 million and includes project needs that could be accomplished in the time frame of the current five-year STIP. These projects have more refined estimates. Tier two totals \$2.2 billion and includes project needs beyond the current STIP timeframe with broader estimates. Tier three includes \$2.0 billion of project needs also beyond the current STIP timeframe with even broader estimates. In addition, staff worked with planning partners to identify \$1 billion in multimodal needs.

Mr. Schroeter then explained that the Financial Snapshot document provides answers to frequently asked questions regarding MoDOT's finances. The first section is titled transportation funding. It provides historical five-year revenue and expenditure tables, overviews of federal aid and bonding programs, and

revenues shared with local governments. He noted the Snapshot includes key statistics: there are 4.3 million licensed drivers in Missouri, and 4.1 billion gallons of fuel purchased last year. There are 3.7 million passenger cars, 1.6 million trucks, 15,823 recreational vehicles, 23,935 buses, and 136,274 motorcycles licensed in Missouri. Interesting information to know about the users of Missouri's transportation system.

Mr. Schroeter then described how the MoDOT Results document helps citizens and partners understand how MoDOT delivers results through accountability, innovations, and efficiency. The publication shows the department delivers these measurable results while being good stewards of the state's transportation dollars. It shares this information under the four focus areas of the organization: deliver the program, restore operations, work safely for ourselves and the traveling public, and focus on customers. In the last 18 years, reinvestment in safety enhancements resulted in an estimated 1,200 lives saved. In the last 10 years MoDOT completed 4,211 projects totaling \$8.3 billion worth of work completed on time and on budget. MoDOT has documented more than \$6.2 billion in one-time or on-going savings.

Mr. Schroeter concluded his presentation with highlighting some program delivery accomplishments including the Improve I-70 Program awards of Blue Springs to Odessa, Warrenton to Wentzville, and Columbia to Kingdom City, the Forward 44 project, and the construction underway on the Don Welge Memorial Bridge, which is replacing a 100 year old Mississippi River Bridge and should be completed late 2026.

Commissioner Hegeman thanked Mr. Schroeter for the overview of the Annual Report. He stated the annual report is so helpful and so easy for the citizens to review the summary of all the work and funds that are spent to improve the state's transportation system.

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STATE APPROPRIATIONS MEGA PROJECTS STATE ROAD BONDS, SERIES A 2025 PRICING SUMMARY

On behalf of the Director, Brenda Morris, Chief Financial Officer, reminded the Commission at the November 6, 2025, Commission meeting they authorized the sale of bonds to fund the costs to plan, design, construct, reconstruct, rehabilitate, and repair a portion of the Improve I-70 Program. Ms. Morris was pleased to report on the competitive sale of the State Appropriations Mega Projects State Road Bonds, Series A 2025 took place on November 18, 2025. The Commission issued \$481.8 million of bonds to receive proceeds of \$518.6 million.

The bonds were sold at a premium because investors were willing to pay more for the bonds to ensure they received the coupon rate that was on the bonds. The bond proceeds will be deposited on December 16, 2025. The interest rate on the bonds was 2.5680 percent, which is a good rate given the current market environment.

The financing attracted significant attention with five bids received. While some banks placed individual bids, some formed syndicates and bid as a group. Altogether, 20 banks placed bids, this included six members of the Commission’s pre-qualified investment banking pool. Competition was tight with the winning bid coming from Wells Fargo Bank, N.A. The newly issued debt follows the parameters established in the Commission’s Debt Management Policy.

Commissioner Baker stated it was great to see such competitive bids for these bonds, and even better to see them sold at fantastic rates.

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REQUEST FOR APPROVAL OF LOCATION AND DESIGN OF HIGHWAYS: U.S. ROUTE 63 CORRIDOR IMPROVEMENTS

On behalf of the Director, Machelles Watkins, Central District Engineer, and Randall Aulbur, Central District Assistant District Engineer, described the project that will extend the four-lane freeway from U.S. Route 50 south to the Maries River bridge, south of Westphalia. Staff presented to the

Commission at its November 6, 2025, meeting. Out of that presentation and public testimony, there were 34 specific questions that were identified. Mr. Aulbur highlighted the project extends from U.S. Route 50 south to the Maries River bridge and includes construction of a new interchange near Westphalia and a bridge at Missouri Route 133. The estimated cost is \$83.7 million for a 4.8-mile section with fully controlled access.

Mr. Aulbur explained the purpose of the project is to improve operational efficiency and safety for both through and local traffic, enhance traffic flow, and maintain north-south four-lane continuity. He provided an overview of the project history, noting that the need for improvements was first identified in the early 2000s due to increased usage and crash history, including seven fatalities and twelve serious injuries over the past ten years. The project was ranked as a high transportation priority in 2006 and included in the Final Environmental Impact Statement (EIS) in 2009. A reevaluation of the EIS was completed and approved by the Federal Highway Administration in June 2025. At that time, the west corridor was reaffirmed as the preferred alternative as this alignment minimizes impacts compared to the eastern alternative and addresses safety concerns, including a history of fatal and serious injury crashes. He noted that the east alignment requires the removal and replacement of large amounts of earthen material and also requires two large bridges in the river valley. It would not use the existing climbing lane that exists on the south end and also requires the community of Westphalia to use all the existing system to make their connection. The construction cost for the eastern alignment is significantly higher than what the western alignment was found to be.

The preliminary design is a four-lane divided highway, west of the current alignment. It would include a new interchange to access Westphalia and a new overpass bridge on Route 133. The separation of the north and south traffic by a wide median with limited access reduces the number of conflict points for drivers and provides more clear zones for recovery. This allows drivers the ability to recover when an error is made. In the proposed new alignment, access to this corridor will be managed with four lane

divided highway and will improve efficiency and safety. A new interchange near the southern end of the limits of this project will provide connectivity to the city of Westphalia with another overpass that will be constructed that will carry Route 133 traffic over the new alignment.

Mr. Aulbur reported that public involvement included hearings and comment periods, with over 240 attendees and 270 comments received. Two of the main concerns focused on access and emergency response times to Westphalia. As a result, design adjustments were made, including additional north-end access near the soccer fields, j-turns for emergency response and local connectivity, and an extension of dual lanes south of the Maries River. He noted the existing Maries River overflow bridge south of town will be removed. That bridge will be replaced by a new Maries River overflow bridge that carries the new alignment. Additionally, removing the access south of town will remove conflict points for students entering the school system on the roadway currently prior to the overflow bridge.

Right-of-way acquisition will begin in spring 2026, with contract award anticipated in fall 2027 and project completion by the end of 2029. The department committed to minimizing traffic disruption during construction, reducing property impacts where feasible, and continuing collaboration with local stakeholders.

Route 63, Osage County
Job No. JCD0108
Public Hearings August 21, 2025
Online Public Comments Received until September 4, 2025

This project will extend the four-lane freeway from U.S. Route 50 south to the Maries River bridge, south of Westphalia. Construction of an interchange connecting Westphalia is included. A new bridge at Route 133 over U.S. Route 63 is required. The project has an estimated cost of \$84 million. Majority of construction will be new, not requiring traffic control. The project is 4.8 miles in length.

Commissioner Boatwright thanked Mr. Aulbur for this presentation and appreciated the district's deep dive into the questions and concerns received at the November 6, 2025, Commission meeting. He

noted that while the project is safety focused, being able to see the project at ground level and meet with community members is a vital part of the conversation. Listening and working with the legislature and the citizens of the state and taking care of the system and safety improvements when doing improvements is extremely important, and the Commission and MoDOT do not get to this point without that collaboration. Commissioner Hegeman commented that public input is vital, and this project demonstrates that changes were incorporated because of public input that might not have otherwise happened. Commissioner Erdman specified that the requested action is to authorize the west alternative as the preferred alternative and authorizing engineering to go forward accordingly and that certain elements of this project be given additional scrutiny during engineering in collaboration with local leaders.

The Commission received public comments from property owners, community members, business owners, and Westphalia residents concerning access, truck traffic, economic impacts, and suggested alternatives. The Commission thanked Mr. Logan, Mr. Lepper, and Mr. Reinkemeyer for their public comments. After inquiries and discussion, Commissioner Smith moved that the Commission adopt the recommendation as amended by Commissioner Hegeman, which is as follows:

- The Commission approves the west corridor, which is the “preferred alternative” as identified in the Environmental Impact Statement approved by the Federal Highway Administration. The project will extend the four-lane freeway from U.S. Route 50 south to the Maries River bridge and include the construction of a new bridge and a new interchange.
- Other improvements include J-Turn access at the north and mid-section of the new alignment and the extension of the southbound dual lane to the existing climbing lanes south of the Maries River.
- As detailed design progresses, the department will apply its engineering judgement to consider and incorporate, if possible, any reasonable options to avoid disruption of traffic during the construction process and any reasonable options to minimize or avoid the acquisition of

property and property rights along the corridor; and, additional review of the south end design, its bridge, and the possible northbound right only access into Westphalia.

- The department will review traffic flow for Missouri Route 133 to the new U.S. Route 63 alignment for potential improvements.
- The department will continue to collaborate with local stakeholders including the county commission, law enforcement, members of the traveling public, and affected property owners.

This motion was seconded by Commissioner Boatwright. Upon motion duly made and seconded, the Chairman called for a voice vote of the members. The vote was as follows:

Commissioner Erdman, Aye
Commissioner Boatwright, Aye
Commissioner Smith, Aye
Commissioner Hegeman, Aye
Commissioner Slay, Aye
Commissioner Baker, Aye

The Commission unanimously approved the motion.

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STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)

CONSIDERATION OF BIDS FOR TRANSPORTATION IMPROVEMENTS

On behalf of the Director, Sarah Kleinschmit, State Design Engineer, presented the following recommendations pertaining to bids received on federal aid and state highway and bridge projects during the past month. She noted Calls C02, C03, and C06 have local funding, as noted in Table I below, and the department received all the necessary concurrences.

Ms. Kleinschmit recommended: (1) Award of contracts to the lowest responsive bidders for bids received at the November 14, 2025, letting, as recommended, and noted in Table I below; and (2) Declare Black Diamond Paving, LLC dba Paving Pros for Call H08 in Southeast District as non-responsive per

section 102.8 of the Missouri Standard Specifications for Highway Construction due to not completing their bid in accordance with the bidding requirements.

**Table I
Award of Contracts
November 14, 2025, Bid Opening**

Call No.	Route	County	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
A01	65, 136	Mercer	J1S3438	\$1,095,351.62	\$0.00	Ti-Zack Concrete, LLC	ADA Improvements
A02	5	Putnam, Sullivan	JNW0040	\$3,970,777.25	\$0.00	Emery Sapp & Sons, Inc.	Resurface
A05	Various	Various	JST0138	\$1.00	\$0.00	Collins & Hermann, Inc.	Job Order Contract for Guardrail Improvements
A06	E, PP, W	Sullivan	JST0153	\$2,594,172.70	\$0.00	W. L. Miller Company	Resurface
A3A	169	Buchanan	JNW0045	\$1,968,701.24	\$0.00	Hoy Excavating, LLC	Intersection Realignment
A3B	169	Buchanan	JNW0073	\$1,243,802.80	\$0.00	Leavenworth Excavating & Equipment Company, Inc.	Grading, Drainage and Pavement for Turn Lanes
B2A B2B	NN 22	Audrain	JNE0062 JNE0211	\$2,324,480.68	\$0.00	Emery Sapp & Sons, Inc.	Resurface
B4A B4B	D, J, V, U H P	Schuyler, Scotland Adair	JST0164 JNE0212 JNE0025 JNE0209	\$4,759,638.80	\$0.00	W. L. Miller Company	Resurface Coldmill and Resurface Resurface
C01	10	Ray Carroll, Ray Ray	JKR0077 JKR0078 JKU0419	\$8,632,050.57	\$0.00	Emery Sapp & Sons, Inc.	Coldmill, Resurface and ADA Improvements Coldmill and Resurface
C02*	7	Jackson	JKU0010 JKU0415	\$5,625,143.82	\$0.00	Radmacher Brothers Excavating Co., Inc.	ADA Improvements Add Turn Lanes
C03**	33	Clay	JKU0035	\$2,033,180.45	\$0.00	Ideker, Inc.	Resurface and ADA Improvements
C04	273	Platte	JKU0041	\$1,822,269.37	\$0.00	Ideker, Inc.	Coldmill and Resurface
C05	7	Cass	JKU0098	\$5,574,627.16	\$0.00	Louis-Company, LLC	Bridge Replacement

Call No.	Route	County	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
C06***	NW 76th St	Platte	JKU0238	\$1,168,837.30	\$0.00	Epic Concrete Construction, Inc.	Bridge Replacement
C08	Various	Cass, Clay, Jackson, Platte, Ray	JKU0308	\$0.82	\$0.00	Custom Lighting Services, LLC dba Black & McDonald	Job Order Contracting for Lighting Repair
C11	I-29	Clay	JKU0292	\$3,652,483.87	\$0.00	Clarkson Construction Company	One Bridge Replacement and One Bridge Rehabilitation
C7A C7B	C CC Y, D	Clay Johnson Platte, Ray	JKU0276 JST0167 JST0168	\$2,128,647.42	\$0.00	Ideker, Inc.	Resurface
D01	I-44	Pulaski	JCD0111B	\$17,096,648.91	\$0.00	Emery Sapp & Sons, Inc.	Pavement Widening
			JCD0111				Pavement Widening and Shoulder Improvements
			JCD0112				
D02	I-44 SP	Pulaski	JCD0127	\$1,889,500.00	\$0.00	N.B. West Contracting Company	ADA Improvements
D03	BU 50	Moniteau	JCD0142	\$1,738,288.79	\$0.00	Magruder Paving, LLC	Resurface
	F		JCD0154				
D04	89	Maries, Osage	JCD0150	\$3,333,000.00	\$0.00	Pace Construction Company, LLC	Resurface
		Osage	JCD0151				
	89 SP	JCD0327					
D05	163, 63 OR	Boone	JCD0193	\$1,000,000.00	\$0.00	Capital Paving & Construction, LLC	Coldmill and Resurface
D06	32	Dent, Iron, Texas	JCD0249	\$5,130,000.00	\$0.00	Pace Construction Company, LLC	Coldmill and Resurface
F01	I-64, I-170	St Charles, St Louis, St Louis City	J6I3650	\$5,884,668.11	\$0.00	CSD Environmental Services, Inc.	Sign Improvements
F02	67	St Louis	J6S3557	\$13,515,221.28	\$3,000.00	Gershenson Construction Co., Inc.	Resurface and ADA Improvement
F03	T	Franklin, St Louis	J6S3611	\$4,098,127.08	\$0.00	N.B. West Contracting Company	Resurface, Pavement Repairs, Sign Replacement, ADA Improvements, and Slope Stabilization

Call No.	Route	County	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
F04	67	St Louis	J6S3625	\$4,685,926.75	\$0.00	Gershenson Construction Co., Inc.	Resurface and ADA Improvements
F05	30	St Louis	JSL0081	\$8,493,811.97	\$0.00	N.B. West Contracting Company	Resurface, Signal Improvements, ADA Improvements, and Bridge Rehabilitation
F06	100	Franklin	JSLM0079	\$114,600.00	\$0.00	K.J.U., Inc. dba K.J. Unnerstall Construction Co.	Pipe Replacement
F07	D	Franklin	JSLM0087	\$414,686.54	\$0.00	Plattin Creek Excavating, LLC dba PCX Construction, LLC	Bridge Rehabilitation
F08	I-55	Jefferson, St Louis	J6I3290	\$16,519,421.00	\$0.00	Kozeny-Wagner, Inc.	Bridge Rehabilitation
G01	60	Barry, Newton	J7P3386	\$6,242,623.02	\$0.00	Blevins Asphalt Construction Company, Inc.	Resurface, Bridge Rehabilitation
G02	66	Jasper	J7S2185B	\$33,698,256.71	\$0.00	D & E Plumbing and Heating, Inc.	Pavement Rebuild and ADA Improvements
			J7S2185C				ADA Improvements and Bridge Rehabilitation
	Oak St.		JSR0314				ADA Improvements
	66		J7S2185G				Pavement Rebuild, Bridge Rehabilitation, and ADA Improvements
			J7S2185F				Pavement Rebuild and ADA Improvements
			J7S2185D				
			J7S2185E				
G04	Various	Various	JSR0324	\$3,143,055.00	\$0.00	Blevins Asphalt Construction Company, Inc.	Seal Coat
G05	Various	Various	JSR0324B	\$1,711,050.00	\$0.00	Blevins Asphalt Construction Company, Inc.	Seal Coat
G06	Various	Various	JST0143	\$1.25	\$1.00	Collins & Hermann, Inc.	Job Order Contract for Guardrail Improvements
			JST0143C				
G07	43	McDonald	J7S3379	\$5,125,000.00	\$0.00	West Plains Bridge & Grading, LLC	Bridge Replacement and Slope Repair
	59		JSR0172				Ditch Stabilization

Call No.	Route	County	Job No.	Bid Amount	Non-Contractual Costs	Contractor	Description
G08	Various	Various	JST0143B	\$1.00	\$0.00	Collins & Hermann, Inc.	Job Order Contract for Guardrail Improvements
G11	248	Barry	JSR0119	\$3,726,689.85	\$0.00	Louis-Company, LLC	Bridge Replacement
G9A G9B	H	Lawrence	JSR0312	\$3,385,939.66	\$0.00	APAC-Central, Inc.	Resurface and Add Shoulders
	O, V, E		JST0166				Resurface
H01	142	Ripley	J9S3685	\$3,768,396.50	\$0.00	Joe's Bridge & Grading, Inc.	Bridge Replacement
			JSE0031				
	W		J9S3817				
	J9S3848						
H02	61	Cape Girardeau	J9S3782	\$848,795.02	\$0.00	Apex Paving Co.	Coldmill and Resurface
H03	160	Ripley	J9S3806	\$5,135,000.00	\$0.00	Pace Construction Company, LLC	Resurface and Bridge Rehabilitation
H04	160	Howell	JSE0006	\$1,850,000.00	\$0.00	Pace Construction Company, LLC	Resurface
	63		JSE0004				
H05	N	Ste Genevieve	JSE0026	\$994,393.50	\$0.00	Joe's Bridge & Grading, Inc.	Bridge Replacement
H06	34	Bollinger, Cape Girardeau	JSE0057	\$3,519,000.00	\$0.00	Pace Construction Company, LLC	Resurface
H07	J	New Madrid	JSE0059	\$369,000.00	\$0.00	Pace Construction Company, LLC	Resurface
H08	FF, N SPUR	Bollinger	JSE0098	\$609,000.00	\$0.00	Pace Construction Company, LLC	Resurface
H09	95	Wright	JSEM0114	\$347,398.00	\$0.00	H.R. Quadri Contractors, LLC	Slope Repair
			TOTAL:	\$206,981,666.81	\$3,001.00		

* Call C02 – Funding by the Illinois DOT (IDOT) – \$1,007,445.78

** Call C03 – Funding by City of Independence – \$77,663.72

*** Call C06 – Funding by the Illinois DOT (IDOT) – \$100,000.00

Commission Consideration and Action

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

1. Awarded contracts to the lowest responsive bidders for bids received at the November 14, 2025, bid opening, as recommended, and noted in Table I above. Non-contractual costs for these projects are shown on the above tabulation.
2. Declared Black Diamond Paving, LLC dba Paving Pros for Call H08 as non-responsive per section 102.8 of the Missouri Standard Specifications for Highway Construction due to not completing their bid in accordance with the bidding requirements.
3. Authorized the Director, Deputy Director/Chief Engineer, Chief Financial Officer, or Assistant Chief Engineer to execute the contracts awarded above.

Commissioner Erdman abstained from voting on Calls B2A, B2B, C02, G01, G02, G05, and G06. Commissioner Smith abstained from voting on Call G02. Commissioner Hegeman abstained from voting on Calls A02 and A06. Commissioner Slay abstained from voting on Call F01. Commissioner Baker abstained from voting on Call D04.

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APPROVAL OF PLANS FOR CONDEMNATION

On behalf of the Director, Sarah Kleinschmit, State Design Engineer, recommended the Commission approve the following detailed project plans, approved by the Chief Engineer, for filing as necessary for the condemnation of right of way.

<u>County</u>	<u>Route</u>	<u>Job Number</u>
Johnson	13	J3P3109
Johnson and Lafayette	13	J4P2333

In accordance with Section 227.050 RSMo, the Commission, via approval of the consent agenda, approved the detailed project plans for the above noted projects and directed them to be filed as necessary for the condemnation of right of way.

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IMPROVE I-70 PROJECT CONTRACT AUTHORIZATIONS

On behalf of the Director, Eric Kopinski, I-70 Program Coordinator, explained Interstate 70 remains a vital east-west corridor that supports economic activity in Missouri and across the country. Approximately 56,000 vehicles travel on I-70 daily, 25 percent of which are commercial vehicles. Improving I-70 fulfills a critical need for the state. Historic investment in I-70 began in 2023 with Governor Parson's call on the General Assembly to make a generational investment to widen and rebuild the I-70 corridor demonstrating his ongoing commitment to transportation. The General Assembly demonstrated their continued support for improving I-70 through passage of MoDOT's fiscal year 2025 appropriations bills. These bills, approved by Governor Parson, provide unprecedented levels of General Revenue for the costs to plan, design, construct, reconstruct, rehabilitate, and repair three lanes in each direction on approximately two hundred miles of I-70.

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

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

- The amount of \$183,202,691 for a design-build contract with The ESS Team with contract number 251203-D01. This design-build contract includes Job Number JST0017, Boone I-70, which constructs safety and capacity improvements from the Missouri River near Rocheport to Columbia. The total design-build contract is \$425 million to be funded with funds from the SRF I-70 Project Fund, the State Road Fund I-70 Project Bond Proceeds Fund and the State Road Fund.

Mr. Kopinski also recommended the Commission authorize (1) the Director and Chief Financial Officer to request the transfer of funds from the Office of Administration I-70 Project Fund to the State Road Fund I-70 Project Fund, and (2) the Director, Deputy Director/Chief Engineer, Assistant Chief

Engineer, or Chief Financial Officer or their designee to execute the contracts and documents that are part of the Improve I-70 Program, subject to approval as to form by the Chief Counsel's Office.

This item was pulled from the consent agenda for additional discussion and consideration. Following discussion, and upon motion by Commissioner Smith, seconded by Commissioner Slay, the Commission took the following action.

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

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UPDATED REPORT AND RECOMMENDATIONS REGARDING ST. LOUIS DISTRICT'S I-44 GENERAL REVENUE PROJECTS IN FRANKLIN AND ST. LOUIS COUNTIES, INCLUDING MODIFICATION TO AUTHORITY FOR DESIGN-BUILD AND DELEGATION AUTHORITY

On behalf of the Director, Tom Blair, St. Louis District Engineer, recommended the Commission modify its previous approval of the St. Louis I-44 Project Bundle as a Design-Build project and delegation of authority to the Deputy Director/Chief Engineer or his designee. During the September 5, 2024 meeting, the Missouri Highways and Transportation Commission approved the use of Design-Build and delegation of authority for a single project bundle combining two Legislatively Designated (General Revenue funded) projects and delivering them as a single Design-Build project in state fiscal year 2025. The district recommended reorganizing the project bundle to deliver the projects in Franklin County (JST0115) and the Statewide Transportation Improvement (STIP)-funded project (JSL0297) utilizing Design-Build. A revision to the previously proposed schedule is required due to coordination with other planned STIP projects and aligning improvements in the area. The modified schedule provides better analysis of the individual project needs and organization of existing resources with the needs of each interstate segment.

Funds for these projects are included in the state’s General Revenue funds and the STIP as JST0115, JST0117, and JSL0297. All three projects together are currently estimated at approximately \$173 million total for right of way, utility relocation, and the construction contracts.

Staff recommended the Commission revise the combination of projects delivered using Design-Build to JST0115 and JSL0297 in Franklin County. Additionally, project changes resulting from this delegation will not exceed the cap of 2 percent over the programmed cost or those changes will be taken back to the Commission. Via approval of the consent agenda, the Commission unanimously approved the modification to the delegation of authority as recommended and noted above.

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PROPERTY ACQUISITION AND CONVEYANCES

CONSIDERATION OF DISPOSAL OF EXCESS PROPERTY, ROUTE Z IN ST. CHARLES COUNTY, EXCESS PARCEL NUMBER SL-277044

In keeping with the Commission’s, policy regarding disposition of Commission-owned property or property rights, the sale of all properties owned by the Commission with appraised or sale values of \$200,000 or more must be approved by specific Commission action.

On behalf of the Director, Tom Blair, St. Louis District Engineer, recommended conveyance of 1.469 acres of land located on the South of I-70 on the east side of Route Z between Interstate Drive and South Linn Drive in the City of Wentzville, to QuikTrip Corporations for a consideration of \$225,500.

Via approval of the consent agenda, the Commission unanimously approved the property conveyance described.

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-- **REPORTS** --

REPORTS

The Commission received the following written reports.

FINANCIAL ACCOUNTABILITY REPORT – QUARTERLY REPORT

Doug Hood, Financial Services Director, provided to the Commission the written Quarterly Financial Accountability Report for the period ending September 30, 2025.

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MODOT BRIEFING REPORT

Ed Hassinger, Director, provided to the Commission the written monthly Issue Briefs that are sent from the department to the Governor since the previous MoDOT Briefing Report. There were no briefing reports to the Governor for the past month.

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MISSOURI DEPARTMENT OF TRANSPORTATION FINANCIAL REPORT – FISCAL YEAR 2026

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

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CONSULTANT SERVICES CONTRACT REPORT

Sarah Kleinschmit, State Design Engineer, submitted a written report of consultant contracts executed in the month of October 2025, for both engineering and non-engineering related projects. The department utilizes consultants to efficiently manage workload and provide specialized expertise to supplement and support department staff. Expenditures for consultant services are funded from the Commission approved Statewide Transportation Improvement Program and MoDOT Operating Budget. There were 667 active contracts held by individual engineering consultant firms prior to October 1, 2025.

Thirteen engineering consultant services contracts were executed in October 2025, for a total of \$12,971,797. There were zero non-engineering consultant contracts executed in October 2025.

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

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The Mission of the Missouri Highways and Transportation Commission is to:

- Represent the citizens of Missouri pursuant to the Constitution by providing independent and nonpartisan governance of the Missouri Department of Transportation; and
- Establish policies, exercise oversight, and ensure accountability in developing and maintaining a world class transportation system in Missouri which fosters safety and economic development.

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