



**MISSOURI HIGHWAYS AND TRANSPORTATION
COMMISSION**

Official Minutes

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**MINUTES OF THE HIGHWAYS AND TRANSPORTATION COMMISSION
MEETING HELD IN COLUMBIA, MISSOURI,
WEDNESDAY, JUNE 22, 2022**

A meeting of the Missouri Highways and Transportation Commission was held on Wednesday, June 22, 2021, at Stoney Creek Hotel, 2601 South Providence Road, Columbia, Missouri. Robert G. Brinkmann, P.E., Chair, called the meeting to order at 8:00 a.m. The following Commissioners were present: John W. Briscoe, Gregg C. Smith, Michael T. Waters, Jr., Terry L. Ecker, and W. Dustin Boatwright, P.E.

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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Patrick McKenna, Director of the Missouri Department of Transportation; Rich Tiemeyer, Chief Counsel for the Commission; and Pamela J. Harlan, Secretary to the Commission, were present on Wednesday, June 22, 2022.

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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.*

-- CLOSED MEETING --

VOTE TO CLOSE MEETING

The agenda of the closed meeting was posted in keeping with Sections 610.020 and 610.022, RSMo, including the following statutory citations allowing the meeting to be closed:

1. Section 610.021(3), (13) – Personnel administration regarding particular employees.

Upon motion duly made and seconded to convene in closed session, the Chairman called for a voice vote of the members. The vote was as follows:

Commissioner Brinkmann, Aye
Commissioner Briscoe, Aye
Commissioner Smith, Aye
Commissioner Waters, Aye
Commissioner Ecker, Aye
Commissioner Boatwright, Aye

The Commission met in closed session on Wednesday, June 22, 2022, at 12:00 p.m. and adjourned at 11:00 a.m., Thursday, June 23, 2022.

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-- OPEN MEETING --

COMMISSION/DIRECTOR ITEMS

COMMISSION WORKSHOP: CONVERSATION WITH THE COMMISSION

On June 22 and 23, 2022 the Missouri Highways and Transportation Commission (Commission or MHTC) met with Missouri Department of Transportation (department or MoDOT) employees during a series of special meetings to discuss two areas: workforce and infrastructure. This is the longest tenured commission that has served Missouri in quite some time. There is a desire to leave the Commission and MoDOT in a better place for the future.

Lester Woods, Chief Administrative Officer, reminded the Commission, in June 2018 a report was prepared by Transpro for the department to help address workforce turnover, suggest organizational changes, and develop a succession plan. The report had two major findings: (1) MoDOT is a high performing department of transportation with a team that is dedicated to public service; (2) MoDOT is in a workforce crisis with high turnover. As the department continues to have high workforce turnover, it is time to revisit and update the information from this report to assist the Commission and department in planning the next steps to take to address turnover and other workforce concerns.

Mr. Woods reviewed the succession plan elements that were included in the report.

1. Need to modernize organizational structure.
2. Standardize processes, procedures, and systems which includes standardizing staffing and operations in the districts.
3. Establish an updated salary structure which has been in the works for years.
4. Find balance between the purchase and performance where maintaining a quality workforce will require a portion of work to be contracted.

He also noted MoDOT has approximately 4,900 employees that we need to look after and who have a keen interest in this effort. These employees continued to work through the pandemic, and the department and Commission need to look out for their health and well-being. Employee morale, burnout, and stress are compounded at work and yet the department still accomplishes many achievements.

The department needs to work on retention; data indicates there has been an average 18% decrease in staff over the past 15 years. Additional statistics were shared regarding turnover throughout the department. Additional review of the data is necessary to show where the gaps are.

There was discussion regarding what is drawing employees away and ideas were proposed on what can be done to help attract and retain employees.

Eric Schroeter, Assistant Chief Engineer, provided a review of the department's capital assets. He reviewed the major, minor, and low volume roads, their condition, and the goals for those types of roadways. He reviewed the systems bridges, their condition, and the wave of bridges the department is facing that will need significant repairs or replacement.

The draft Statewide Transportation Improvement Program (STIP) is out for public comment currently and includes \$9.9 billion for road and bridge work for the next five years. He reviewed the work that will be accomplished in this STIP to address minor and low volume routes not only with STIP funding, but also with the Governor's Rural Routes Funding. Discussion occurred on the use of the Asset Management Deficit program that uses both STIP and Operating Budget funds to address minor and low volume road condition.

Mr. Schroeter reviewed the long-range transportation plan (LRTP) and goals that were approved in June 2018. He noted that it is time to go back out and update the long-range plan. The long-range plan led to the unfunded needs list. Ed Hassinger, Chief Engineer, noted the new LRTP needs to have a conversation on technology including electric vehicles and autonomous vehicles. The new plan should also include planning for and operating during events such as the pandemic. There was additional

discussion regarding inflation, growing freight demand, the current allocation policy and how funds are distributed to address transportation needs.

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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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