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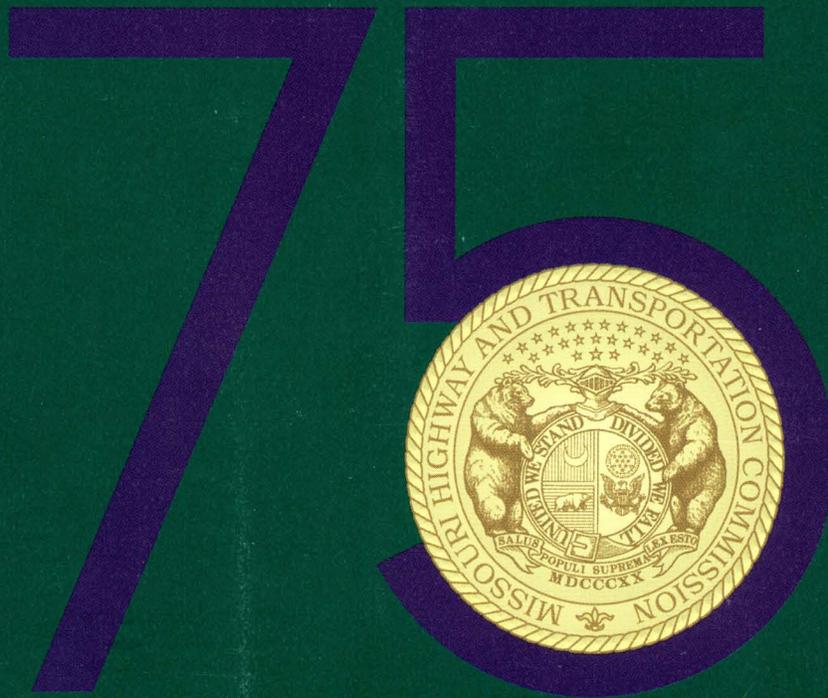
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The Missouri Highway and Transportation Commission



*Serving Missouri's
Transportation Needs
for 75 Years*

The Missouri Highway and Transportation Commission

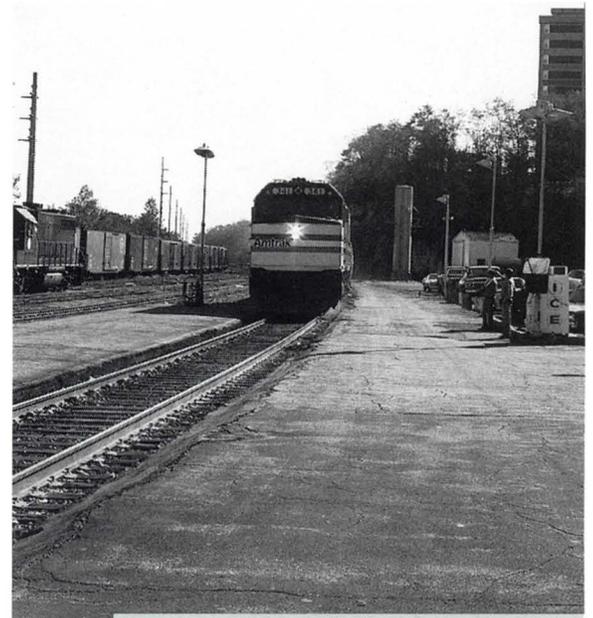


Serving Missouri's Transportation Needs for 75 Years

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U.S. Route 71 in McDonald County.



An Amtrak train arrives at the Jefferson City station.

The mission of the Missouri Department of Transportation is to preserve, enhance and support Missouri's Transportation Systems.

The History of the Missouri Highway and Transportation Commission is compiled and produced by Chief Counsel and Public Affairs staff. Correspondence should be directed to the Public Affairs Office, 105 West Capitol, Jefferson City, Missouri 65102.

The Missouri Highway and Transportation Commission: Thomas M. Boland, chairman; Robert E. Jones, vice chairman; Edward D. Douglas, James W. Gamble, S. Lee Kling, H. Mark Preyer

Chief Engineer: Joe Mickes

Chief Counsel: Rich Tiemeyer

Commission Secretary: Mari Ann Winters

Writers and Editors:

Donna Ferkel

Jim Coleman

Composition and Layout:

Melissa Black

Introduction



An early Missouri road.

The State Highway Commission, being bipartisan, submits that a highway program should be considered without regard to political affiliation or to party politics. Likewise, the problem of improving our highway program is both urban and rural. The busiest thoroughfare in our largest metropolitan area leads to our most remote country road. The State Highway Commission submits that the road problem in Missouri is not one involving one political party as against the other, or involving one area or section of the state as against another, or involving metropolitan areas as against rural areas. The highway problem is state-wide and involves all the people of Missouri.

(From the minutes of the March 14, 1961, commission meeting)

The desire to get from one place to another has existed since people first set foot on earth. The fascination with travel has prompted many transportation developments including cars, trains, boats, bicycles and airplanes. As transportation became more complex, it became necessary for government to be involved.

Highways in Missouri began to develop even before Missouri was officially welcomed into the Union in 1821. Early state legislatures outlined highway networks that became the framework for the present-day highways Missourians have come to rely on and enjoy.

The Centennial Road Law of 1921 (51st General Assembly, 1st Executive Session, Mo. Laws 1921, pg. 131) is considered the beginning of the modern-day Highway and Transportation Commission. The Missouri Highway and Transportation Commission is the body responsible for planning for and maintaining the state's highway network and other transportation modes. It is in recognition of the efforts of those past, present and future commissioners that this publication is dedicated.

The Mud Years

Prior to 1907, highway improvements were left entirely to the counties, who for the most part were without trained or experienced engineers. Nor was there any coordination of planning among counties. With the introduction of the motor vehicle, highway transportation needs were not being met. It became evident that insurmountable road deficiencies were no longer curable at the county level.

In 1907, the state highway engineer was responsible to the Department of Agriculture, which was the predecessor of the state's first Highway Commission.

In 1909, the 45th General Assembly passed a law providing for the creation of a "General State Road Fund" to which all monies accruing to the state from any general or special levy taxes for road purposes, including improvements or construction, were to be credited. This fund was to be apportioned and distributed to the several counties when such counties provided the necessary funds to pay for at least one-half of the cost of any road improvement or construction.

In 1913, the 47th General Assembly eliminated the Department of Agriculture's highway responsibilities by passing a law creating a State Highway Department. The law also mandated the governor to appoint a highway commissioner, and F. W. Buffum was named to the position. Buffum's duties were largely advisory, and his principal responsibility was to encourage counties to make road improvements. Buffum remained in office until the spring of 1917.

In 1917, more people were purchasing automobiles (almost 300,000 vehicles were operating on Missouri's highways then, compared to more than four million in 1995) and thus the sentiment for better roads had reached top momentum. In the same year, the State Legislature passed the Hawes Road Law (Laws of

1917, pg. 485), which provided for a bipartisan Highway Board of four members. The members appointed under this law were E. L. Sanford, George E. McIninch, S. S. Pingree and C. O. Raine. John M. Malang was appointed state highway superintendent and Alexander W. Graham was appointed highway engineer. The state was divided into six districts and a division engineer appointed for each district.

The Hawes Law also jump-started a surge in roadbuilding that culminated in approval of 122 projects, 61 of which were put under contract in 1917. By the end of that year, more than 11,000 miles were improved.

The McCullough-Morgan law of 1919 (Laws of 1919, pg. 650) created the position of state highway superintendent and made the position the ex-officio secretary to the highway board. The law also guaranteed each county in the state at least two state roads, including not less than 50 miles on which state and federal funds were to be spent.



Most of Missouri's early roads were dirt—or mud or dust, depending on the season. Rutting was so bad that traveling was often difficult.

The First Official State Highway Commission

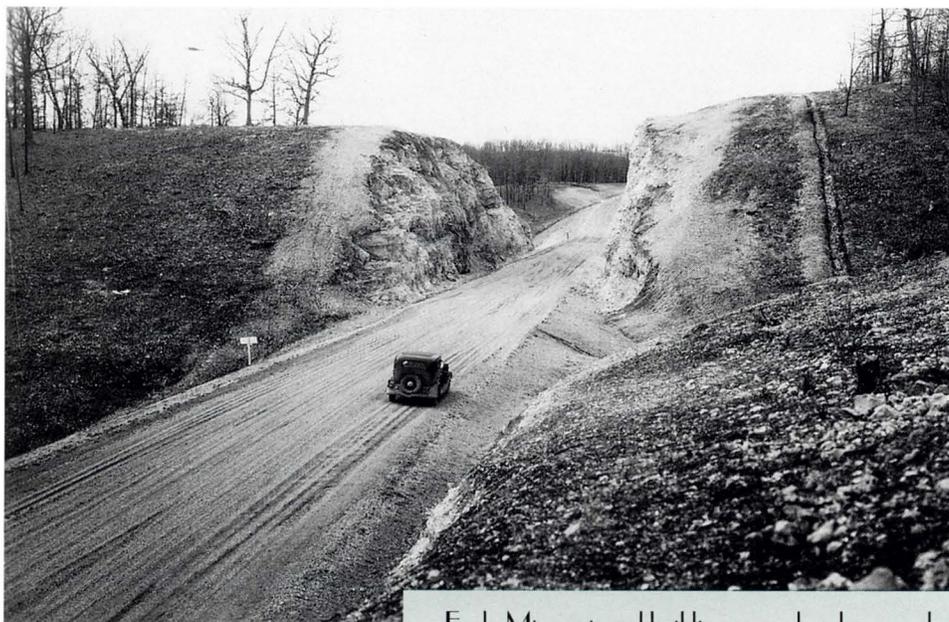
In commemoration of Missouri's 100th year of statehood, the first bipartisan State Highway Commission was created by the Centennial Road Law in a special legislative session on Dec. 1, 1921. This law shifted the focus of Missouri highway building from the local to the state level. Gov. Arthur M. Hyde appointed Theodore Gary, chairman; S. S. Connett, vice chairman; Murray Carleton and C. D. Matthews as members. State Geologist H. A. Buehler was appointed as an ex-officio member.

The Centennial Road Law empowered the commission to locate, design, construct and maintain a state highway system. This system was to include approximately 6,000 miles of secondary roads and 1,500 miles of primary roads. The commission was also authorized to:

- ◆ make the rules governing its own organization
- ◆ compile highway statistics
- ◆ prepare plans and make estimates
- ◆ let all contracts
- ◆ prescribe uniform highway markings
- ◆ purchase or lease land

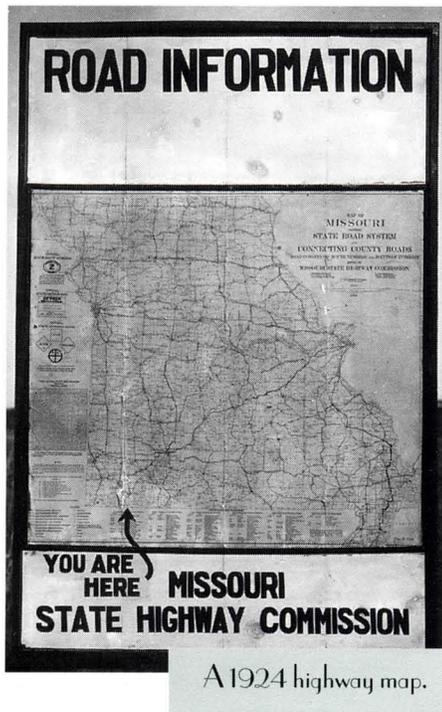


The 1933 Commission. Front row (left to right): Louis V. Stigall, chief counsel; W.F. Phares; R.S. Brownlee. Second row: Charles Ferguson, H.A. Buehler.



Early Missouri road building—gravel replaces mud.

The Centennial Road Law gave the State Highway Commission the authority to have “supervision of highways and bridges which are constructed, improved, and maintained in whole or in part by the aid of state monies, and of highways constructed in whole or in part by the aid of monies appropriated by the United States government, so far as such supervision is consistent with the acts of Congress relating thereto.” It also provided for the commission’s appointment of the positions of commission secretary, chief engineer and chief counsel.



A 1924 highway map.

The Centennial Road Law proved to be a solid foundation for Missouri’s current modern highway system. The members of the first 1921 State Highway Commission pledged to “conduct the highway program broadly and, so nearly as possible, with a vision of the needs of the state as a whole.” This policy remains an important goal of the Missouri Highway and Transportation Commission today and the vision has been expanded to include other modes of transportation which it became responsible for in 1980.

In the 1920s and ’30s, the commission undertook an aggressive roadbuilding program to improve the state’s highway system and get Missouri “out of the mud.” The state’s highway-building efforts slowed as the nation struggled with the Great Depression.



A crew surveys for a new highway in 1931.



Route 46 near Grant City in the 1930s.

The members of the first State Highway Commission pledged to “conduct the highway program broadly and, so nearly as possible, with a vision of the needs of the state as a whole.”

The Middle Years — the 1940s through the 1970s

The United States' entry into World War II in 1942 presented new challenges for both the Highway Commission and Missouri. The normal peace-time economy was giving way to an all-out war effort that affected every business in America. Materials were scarce, and the expenditure of every dollar required earnest consideration, foresight and careful planning.

1945 Constitution

Prior to adoption of the 1945 Missouri Constitution, extensive legislative debates were held. One area within Article IV, Section 30, which was heavily debated was urban vs. rural funding. Many legislators worried that all state and federal monies would be apportioned to large cities for “super highways”, and areas between the large cities where highways had not yet been built would be severely neglected.

The Takeover Program

The Missouri 10-Year Highway Modernization and Expansion Program, better known as the Takeover Program, began in 1952. The department's goal was to incorporate and upgrade 12,000 miles of additional roads into the state's supplementary or farm-to-market highway system. The state relieved the counties of maintenance costs of these roads, providing welcome relief to rural Missouri.

At the conclusion of this program, the department had met and even exceeded its goal of providing Missourians with a state-maintained road within at least 2 miles of more than 95 percent of all rural family units - a family unit being a farm home, school, church, cemetery or store.



A modern 1932 highway — Route 54 in Callaway County.

Missouri - First in the Interstate System

On Aug. 2, 1956, Missouri became the first state in the nation to take bids and begin work on the interstate highway system under provisions of the new Federal Aid Highway Program enacted by Congress late in June of that same year. Three highway construction projects worth over \$5 million were completed by the department; one on U.S. Route 66 in Laclede County and the others on U.S. Route 40 in the city of St. Louis and in St. Charles County.

Highway Beautification

Congress initiated outdoor advertising legislation in 1965. At the June 10, 1965 commission meeting, the chief engineer reported that he attended a conference in Washington D.C., called by the president of the United States, to discuss preservation of natural beauty along the nation's highways. Congress introduced four bills that year regarding beautification of the interstate and primary highway systems, including billboard removal and junkyard disposition. Compliance with national government outdoor advertising laws became a major departmental effort over the next several years and is still a major effort today.



The "Takeover Program" began in 1952 to upgrade 12,000 miles of former county highways into the state system.



In 1956 Missouri became the first state to take bids and begin construction on the Interstate Highway System. Pictured above are (left to right) Dan Cane, Cameron, Joyce & Company; Chick Sayles, Alpha Portland Cement; John Latham, Charles Tevis, both of the State Highway Department; and Jack Gammon, Tinch Gammon, both of Cameron, Joyce & Company.

The Middle Years—
Continued on next page



Construction begins on Interstate 70 in St. Charles.

Commission Membership Increased

State law increased the Highway Commission membership from four to six in 1965. Bruce Ring, chief counsel for the commission between 1975-1986 recalls that “this bill, in its initial version, was very controversial because the amendment proposed requiring one commission member per each congressional district.” The commission strongly opposed this version because it felt the entire state would not receive fair representation, so the version adding two commissioners was adopted.

Again in 1981 and 1995, bills were introduced in both the House and the Senate to increase commission membership from six to 10 members, one representing each of the 10 Congressional districts, but no legislation was passed.

Highway and Transportation Departments Combined

Missouri voters passed Amendment 2 on Nov. 6, 1979, which combined the Missouri Highway Department with the Department of Transportation to form the Missouri Highway and Transportation Department on Jan. 1, 1980. This constitutional amendment gave the newly-created Highway and Transportation Commission responsibilities in all state transportation programs and facilities, but did little to enhance funding for non-highway activities.



An Amtrak train runs along the Missouri River.

Commitment and Dedication

The following resolution was adopted by the Missouri Good Roads Association at its annual meeting on Oct. 28, 1960. It was presented to the Missouri Highway and Transportation Commission at its meeting on Nov. 15, 1960. These words still sum up the dedication and commitment provided to Missourians by the members of the Missouri Highway and Transportation Commission and employees of the department.



RESOLUTION

WHEREAS, *the Missouri State Highway Department, under the effective and able direction of the Missouri State Highway Commission and the Chief Engineer of the Highway Department, enjoys a reputation unsurpassed in these United States; and,*

WHEREAS, *this reputation is well earned and deserved by virtue of the dedicated, unselfish and loyal service of the employees of the department who have demonstrated highest professional ability and unimpeachable integrity; and,*

WHEREAS, *the Missouri State Highway Department has effectively prosecuted an outstanding program of construction and maintenance in spite of woefully inadequate funds; and,*

WHEREAS, *the people of Missouri owe a debt of gratitude to these loyal and faithful public servants; and,*

NOW, THEREFORE, LET IT BE RESOLVED *that the Missouri Good Roads Association, for and on behalf of the people of Missouri, at its annual meeting this 28th day of October, 1960, extend thanks and congratulations to the Missouri Highway Department on the performance of a vital public function executed faithfully, and well in the best interest of the great State of Missouri.*

A Brief Funding History

An essential element in building Missouri's highways is funding, and it has been a concern of the commission since its inception. In November 1921, the General Assembly passed legislation providing for the Board of Fund Commissioners to borrow \$60 million dollars. Money from the sale of the bonds was to be credited to the State Road Fund.

An initiative petition adopted in 1924 (Proposition 5) increased the motor vehicle tax 50 percent, levied a 2-cent per gallon tax on gasoline and authorized the sale of the remaining unsold bonds. It also provided that funds available under the act should be distributed on the basis of 48.8 percent to the primary highway system and 51.2 percent to the secondary system.

In 1928, a constitutional amendment (Proposition 3), was adopted which provided for a \$75 million bond issue, not to exceed \$25 million per year.

The last installment of those road bonds was sold Sept. 1, 1936. Since the expenditure of the proceeds from the bonds, the Highway Department operated on the residual registration and license taxes and the proceeds derived from motor fuel taxes.

In 1952, the General Assembly raised the state motor fuel tax from 2 to 3 cents per gallon, and at the March 14, 1961 commission meeting, the commission endorsed an increase in the state gasoline tax from 3 to 5 cents:

The Commission believes approval of this amendment by the voters is of vital importance to the safety of highway users and to the economic progress of Missouri. With our present state gasoline tax of three cents a gallon, the lowest in the nation, Missouri is rapidly losing ground in trying to keep abreast of growing highway needs. Therefore, we pledge to do everything in our power to help the amendment pass.

The measure passed and was signed into law July 10, 1961. The bill, however, provided that a constitutional amendment be put before the people, within six months, which would allow cities and counties to share in the state motor vehicle tax revenues. If the amendment was rejected, the tax would revert back to 3 cents. So on March 6, 1962, the people of Missouri voted in

favor of Amendment One and affirmed their trust in the Missouri State Highway Commission by an overwhelming margin. Income for counties increased about \$1.3 million annually, for cities about \$3.5 million and the Highway Department's income increased approximately \$16 million per year.

At the July 6, 1979, commission meeting, the commissioners commended the chief engineer and department staff for their diligent long-range planning which resulted in Missouri receiving Federal Highway Administration discretionary funds of \$121 million. According to an article titled "Bonanza Fuels Road Work in Missouri" in the *Kansas City Star*, "The measure of Missouri's success is that more than 10 percent of all the federal discretionary funds released so far will go to Missouri. Only Florida and West Virginia will receive more."

In 1987, voters approved Proposition A, a constitutional amendment that increased the motor fuel tax to 11 cents per gallon and outlined a 15-year highway construction program.

Current Funding

In 1991, the federal government enacted new highway legislation that provided more federal funding to Missouri and placed emphasis on all transportation modes. To take advantage of the increased federal money, the General Assembly passed a 6-cent motor fuel tax in 1992 that was to be phased in over five years. The tax was raised from 11 cents to 13 cents per gallon in 1992, to 15 cents per gallon in 1994 and to 17 cents per gallon in 1996.

Highway revenues come from user fees, so-called because they are generated entirely from funds collected from those who use the highway system. The federal government provides matching money. The three main state sources of Missouri highway revenue are motor fuel taxes, vehicle license fees and a portion of the motor vehicle sales tax. Federal funds come to the department through mechanisms established by the Intermodal Surface Transportation Efficiency Act of 1991. This legislation put more emphasis on non-highway programs and gave more transportation planning responsibilities to the state's metropolitan planning organizations (MPOs).

Department's Dollar in 1944

WHERE IT CAME FROM

\$10,093,848



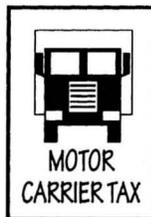
\$8,954,631



\$784,280



\$601,943



\$126,266



\$98,617



WHERE IT WENT

\$8,854,800



\$5,549,995



\$2,752,030



\$1,476,008



\$500,314



Department's Dollar in 1994

WHERE IT CAME FROM

\$412,921,000



\$344,889,000



\$186,073,000



\$113,931,000



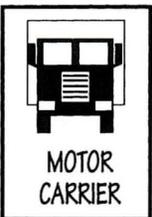
\$34,665,000



\$12,791,000



\$1,918,000



WHERE IT WENT

\$584,611,000



\$287,030,000



\$91,302,000



\$82,527,000



\$56,958,000



A funding comparison – 1944-1994.

Commission Members Through the Years

As of January 1996, 71 individuals have served the citizens of Missouri as members of the Highway and Transportation Commission. They come from all walks of life and from all parts of the state. Commissioners serve the state as a whole, not the needs of particular areas. To carry out the day-to-day transportation operations, the commission appoints three positions to assist: commission secretary, chief engineer and chief counsel. The individuals appointed to these positions have brought to their jobs a wide range of depth and experience and have assisted the commission in making transportation decisions.

Not everyone sought a position on the commission. Jay Dillingham of Kansas City, who served on the commission from 1978 to 1983, noted that he was “appointed by Gov. Joe Teasdale to a job I didn’t seek or want. But when the governor asks you as a citizen, you do it. And it was one of the most enjoyable tours of duty you could expect.”

A.C. Riley, who served one of the longest tenures on the commission - 18 years, from 1965 to 1983 - said, “I knew what I was getting into, and I looked forward to it. I enjoyed serving on the commission.

“One of your duties is to have a sound policy of running the commission and have a say in improvements that will meet the demand of the public and provide adequate transportation for commerce, people and industry of the state. Every member of the commission has a responsibility for the whole state. It isn’t an easy task to fill, but I enjoyed it.”

Harry Morley of St. Louis, who served on the commission from 1987 to 1994, found the job rewarding. “My six years on the commission were rewarding from the standpoint of seeing firsthand the planning that goes

into our road and bridge network throughout the state and how highway transportation contributes to and enhances the economic well-being of the state. My most rewarding experience as chairman was adoption of a series of recommendations on a total transportation system for the state of Missouri that went far beyond the present role of highways and bridges,” Morley said.

But serving on the commission is not without sacrifices. “The hardest part was working out the conflicts between my work and the work of the commission. I needed to put the personal work aside and do the state’s business because that came first,” Riley said.

Morley echoed Riley’s observation. “The hardest part of serving as a commissioner is two-pronged. First, you have to recognize the need to serve the entire state in an advisory and policy-making capacity. Second is the time factor. The time I devoted to the job of chairman was tremendous. There’s a lot of travel and a lot of time involved.”

But in spite of the time and personal sacrifices, those

who have served on the commission have always rallied to the cause of furthering transportation in Missouri, a cause it will continue to promote in the future.

A complete list of commissioners and commission appointees is included in the Appendix.

“Every member of the commission has a responsibility for the whole state. It isn’t an easy task to fill, but I enjoyed it.”
— A.C. Riley

The Modern Challenges of the Commission

Missouri Department of Transportation

One of the most important elements of change is the move to become a total transportation department. In July 1996, the commission endorsed legislation changing the department's name to Missouri Department of Transportation, a name that accurately reflects the department's mission, goals and objectives. The Highway and Transportation Commission retains its name because it is established by the Missouri Constitution, which was not affected by legislation.

Environmental Issues and Federal Mandates

Since the federal Clean Air Act was amended in 1990, federal law requires cooperative planning efforts on the part of state and regional transportation, environmental and air quality agencies for the implementation of mandated air quality control strategies. Failure of the state to comply with Clean Air Act provisions could result in loss of federal funds to Missouri. The commission and department continue to monitor federal mandates for adverse effects on transportation funding.

Membership

Commission term membership has resurfaced in the Missouri Legislature. The commission still feels the transportation needs of the people of Missouri are statewide, and representation should not focus on a particular geographical area.

Funding for Non-Highway Transportation Modes

Only the state's highway system has a dedicated source of funding, and the commission is challenged with the task of finding other revenue sources so it can provide a transportation mix to serve the needs of the state. Various legislative measures have been supported through the commission's history that would have funded rail, aviation, waterways and transit, and the commission continues today to seek adequate funding for these other modes.

Planning for the Future

Charting the course for the future is probably one of the greatest tasks for the department and commission. Fund-

ing is never set in stone and may fluctuate because of a variety of factors such as state and federal legislation. The commission is committed to providing a sound transportation network for Missouri, and all its actions are taken with that in mind.

Short-Term Action Plan

The department, in early 1995, undertook an ambitious plan to place under contract by Dec. 31, 1999, a schedule of high-priority highway projects the public wants. Successful completion of the Short Term Action Plan depends on additional funding and federal and state funds remaining at current levels.

Change

The department must change the way it operates so it can respond to its customers' needs and provide the transportation improvements Missourians want. Managing change is difficult, but the result will be an efficient organization that preserves, enhances and supports Missouri's transportation systems. To help implement change, the department adopted a quality improvement philosophy that centers on achieving excellence through empowering employees. Key to success of quality programs have been the Mercury Team and various breakthrough teams. The Mercury Team was a special employee group that focused exclusively on important department areas such as budget and project tracking. Breakthrough teams were formed to concentrate on the major areas and processes identified by the Mercury Team.

Salary Increases

The commission has spent much effort over the past few years proposing salary increases for department employees. The fluctuating economy is not always conducive to increased salaries and is a frustration to the commission when it cannot reward employees which it feels are some of the best in the state. In July 1996, the commission approved a pay plan consistent with recommendations by the Governor's Commission on Management and Productivity. The plan will bring department salaries up to market level over a five-year period.

Appendix

Commission Members

Since 1921, 72 individuals have served on the Missouri Highway and Transportation Commission. Commissioners are appointed by the governor, with Senate consent, to serve a six-year term. Commissioners may be reappointed.

Commission Member, Date Appointed–Last Day Served, Hometown (* served as chairman)

S. S. Connett, Dec. 1, 1921–Jan. 23, 1925, St. Joseph
Murray Carleton, Dec. 1, 1921–Sept. 26, 1925, St. Louis
Theodore Gary*, Dec. 1, 1921–Nov. 19, 1926, Macon
C. D. Matthews*, Dec. 1, 1921–Dec. 1, 1931, Sikeston
J. R. Davis, Feb. 10, 1925–Jan. 20, 1930, Nevada
Hugh Stephens, Sept. 28, 1925–Nov. 30, 1926, Jefferson City
E. J. McGrew, Dec. 7, 1926–Jan. 20, 1930, Lexington
R. S. Brownlee*, Dec. 1, 1927–Dec. 14, 1933, Brookfield
Louis T. Golding, Jan. 21, 1930–Oct. 9, 1931, St. Joseph
Jesse McDonald, Jan. 21, 1930–Feb. 24, 1932, St. Louis
Charles Ferguson, Dec. 1, 1931–Mar. 5, 1933, Willow Springs
W. F. Phares*, Oct. 10, 1931–Sept. 17, 1933, Maryville
Samuel B. McPheeters, Feb. 25, 1932–Mar. 5, 1933, St. Louis
Scott Wilson*, Mar. 6, 1933–Dec. 2, 1935, St. Louis
Arthur T. Nelson, Mar. 6, 1933–Nov. 5, 1936, Lebanon
H. B. Pyle, Sept. 18, 1933–Jan. 6, 1937, Mound City
Dulany Mahan, Dec. 15, 1933–Jan. 14, 1936, Hannibal
George F. Olendorf*, Dec. 2, 1935–June 11, 1937, Springfield
H. G. Simpson, Jan. 15, 1936–Feb. 7, 1944, Charleston
Robert B. Brooks, Jan. 27, 1937–Feb. 23, 1942, St. Louis
Edward W. Gray, June 11, 1937–Feb. 23, 1941, Maryville
Claude C. Earp*, June 11, 1937–Feb. 24, 1942, Nevada
Baxter B. Bond, Feb. 24, 1942–July 4, 1944, Hannibal
George H. Davis*, Feb. 24, 1942–June 26, 1945, Kansas City
Eli N. Meador, Feb. 24, 1942–Jan. 20, 1948, Cassville
W. C. Connett, Feb. 8, 1944–June 26, 1945, St. Louis
Lyman A. Matthews, July 5, 1944–Mar. 28, 1945, Cape Girardeau
Paul C. Jones*, Mar. 29, 1945–June 7, 1948, Kennett
Wm. A. Snider, June 27, 1945–June 7, 1947, Albany
John J. Powers, June 27, 1945–Apr. 19, 1954, St. Louis
J. G. Morgan, July 7, 1947–March 4, 1958, Unionville
J. C. Harlin, Jan. 20, 1948–Apr. 13, 1954, Gainesville
Harris D. Rodgers*, Mar. 15, 1949–Feb. 10, 1957, Benton

Commission Member, Date Appointed–Last Day Served, Hometown (* served as chairman)

M. C. Matthes, Apr. 20, 1954–Mar. 1955, Hillsboro
A. D. Sappington, Apr. 20, 1954–Sept. 3, 1963, Columbia
W. M. Robertson, Apr. 28, 1955–Jan. 15, 1961, Joplin
Leo A. Fisher*, Feb. 11, 1957–Dec. 19, 1961, Parma
Henry D. Bradley, Mar. 5, 1958–July 1, 1965, St. Joseph
Roy E. Mayes, Sr., Jan. 16, 1961–Dec. 13, 1972, Carthage
Fred L. Henley*, Dec. 20, 1961–May 27, 1964, Caruthersville
Sam B. Cook, Sept. 4, 1963–Jan. 1965, Jefferson City
Harold B. Treasure*, May 28, 1964–Jan., 1965, Kennett
Jack Stapleton, Sr.*, Jan 12, 1965–Jan.26, 1973, Stanberry
A. C. Riley, Jan. 12, 1965–Nov. 30, 1983, New Madrid
James A. Kearns, Jr., July 2, 1965–Dec. 10, 1967, St. Louis
W. R. Logan, Oct. 13, 1965–Feb. 7, 1978, Silex
Joseph H. Bruening, Nov. 5, 1965–Nov. 9, 1971, Kansas City
Roger R. Linsin, Dec. 11, 1967–Dec. 18, 1975, St. Louis
Lynn W. Bauer, Nov. 10, 1971–Feb. 7, 1978, Kansas City
Daniel W. Duncan, Jan. 27, 1973–Nov. 30, 1979, St. Joseph
Jack Curtis*, Jan. 30, 1973–Nov. 30, 1979, Springfield
Roy Jordan, Dec. 19, 1975–Dec. 30, 1981, St. Louis
Roy Goodhart, Feb. 8, 1978–Nov. 17, 1983, Hannibal
Jay B. Dillingham*, Feb. 8, 1978–Dec. 22, 1983, Kansas City
Eugene J. Feldhausen*, Dec. 1, 1979–Nov. 30, 1985, Platte City
Carl E. Yates, Dec. 1, 1979–Nov. 30, 1985, Springfield
Wm. Schierholz, Dec. 31, 1981–Dec. 2, 1987, St. Louis
Paul L. Ebaugh, Nov. 18, 1983–Dec. 28, 1989, Cape Girardeau
Helen T. Schnare, Dec. 1, 1983–Dec. 28, 1989, St. Charles
C. R. Johnston, Dec. 23, 1983–Dec. 28, 1989, Springfield
John C. Cozad*, Dec. 1, 1985–Feb. 9, 1991, Kansas City
Don Walsworth*, Dec. 1, 1985–Jan. 6, 1992, Marceline
Harry T. Morley*, Dec. 3, 1987–Mar. 23, 1994, St. Louis
Thomas John Barklage, Dec. 29, 1989–Jan. 1, 1996, St. Charles
John L. Oliver, Jr., Dec. 29, 1989–Jan. 1, 1996, Cape Girardeau
Carol L. Williamson, Dec. 29, 1989–Jan. 1, 1996, Springfield
James W. Gamble, Mar. 13, 1991–Present, Kansas City
Thomas M. Boland*, Jan. 6, 1992–Present, Hannibal
Robert E. Jones, Mar. 24, 1994–Present, St. Louis
Edward D. Douglas, Jan. 2, 1996–Present, Chillicothe
H. Mark Preyer, Jan. 2, 1996–Present, Kennett
S. Lee Kling, Jan. 2, 1996–Present, St. Louis

Chief Engineers

The Highway and Transportation Commission appoints the chief engineer. Since 1921, 10 individuals have served in that capacity.

A.W. Graham	1917-1922
B.H. Piepmeier	1922-1927
T.H. Cutler	1927-1936
C.W. Brown	1936-1951
Rex M. Whitton	1951-1961
J.J. Corbett	1961-1962
Robert N. Hunter	1970-1985
Wayne Muri	1985-1994
Paul Taylor	1994-1994
Joseph A. Mickes	1994 to present

Secretaries to the Commission

The Highway and Transportation Commission appoints its secretary. Since 1921, nine individuals have held the position.

Edwin S. Austin	1922-1925
E.J. McGrew	1926-1926
C.M. Hughes	1927-1930
E.E. Cramer	1930-1933
T.A. Wilson	1933-1936
J.B. Funkhouser	1936-1944
J.H. Acuff	1944-1956
Irene Wollenberg	1957-1981
Mari Ann Winters	1981 to present

Chief Counsels

The Highway and Transportation Commission appoints its chief counsel. Since 1921, 10 individuals have served in that position.

L. Newton Wylder	1922-1927
Robert Edgar Shook	1928-1929
John W. Mather	1929-1933
Louis V. Stigal	1933-1942
Raymond S. Barnett	1942-1946
Lue C. Lozier	1927-1928, 1946-1950
Wilkie Cunyningham	1950-1951
Robert L. Hyder	1951-1974
Bruce A. Ring	1974-1986
Rich L. Tiemeyer	1986 to present

