



707 North First Street  
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**NOTICE OF MEETING AND AGENDA  
BI-STATE DEVELOPMENT AGENCY / METRO  
BUSINESS SERVICES & ECONOMIC DEVELOPMENT COMMITTEE  
FRIDAY, MARCH 20, 2015, 8:00 A.M.**

**Headquarters  
707 North First Street  
6<sup>th</sup> Floor Board Room  
St. Louis, Missouri 63102**

**This location is accessible to persons with disabilities. Individuals with disabilities needing information or communication accommodations should call Metro at (314) 982-1400; for TTY access, call Relay 711. Sign language interpreter services or other accommodations for persons with hearing or speech disabilities will be arranged if a request for such service is made at least two days in advance of the meeting. Large print material, Braille material or other formats will also be provided upon request.**

Agenda	Disposition	Presentation
1. Call to Order	Approval	Chair Holman
2. Roll Call	Quorum	Shirley Bryant
3. Public Comment*	Information	Chair Holman
4. Minutes from October 17, 2014 Business Services & Economic Development Committee	Approval	Chair Holman
5. Jefferson National Expansion Memorial Presentation	Information	Jenny Nixon
6. Gateway Arch Operations Update	Information	Justin Struttman
7. Sole Source Contract Modification: Maida Engineering for Engineering/Design Services During Construction for the Replacement of the Arch Transportation System Motor Generator Sets	Approval	Jenny Nixon / Justin Struttman / Larry Jackson
8. Executive Session (If Requested) <i>If such action is approved by a majority vote of The Bi-State Development Agency's Board of Commissioners who constitute a quorum, the Board may go into closed session to discuss legal, confidential, or privileged matters under §610.021(1), RSMo; leasing, purchase or sale of real estate under §610.021(2); personnel actions under §610.021(3); discussions regarding negotiations with employee groups under §610.021(9); sealed bids, proposals and documents related to negotiated contracts under §610.021(12); personnel records or applications under §610.021(13); records which are otherwise protected from disclosure by law under §610.021(14); records relating to hotlines established for reporting abuse and wrongdoing under §610.021(16); or confidential or privileged communications with the District's auditor, including auditor work products under §610.021(17).</i>	Approval	Chair Holman
9. Call of Dates for Future Committee Meetings	Information	Shirley Bryant
10. Adjournment	Approval	Chair Holman

**\*Public comment may be made at the written request of a member of the public specifying the topic(s) to be addressed and provided to the Agency's information officer at least 48 hours prior to the meeting.**

**Open Session Item**

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**BI-STATE DEVELOPMENT AGENCY / METRO  
BUSINESS SERVICES & ECONOMIC DEVELOPMENT COMMITTEE  
OPEN SESSION MINUTES  
OCTOBER 17, 2014**

**Committee Members in Attendance**

**Missouri**

Aliah Holman, (present @ 8:05 a.m.)  
Vincent Schoemehl, (via phone)

**Illinois**

Michael Buehlhorn, Chair  
Fonzy Coleman, (absent)  
Tadas Kicielski, (absent)

**Other Commissioners in Attendance**

Kevin Cahill, (present @ 8:05 a.m.)

**Staff in Attendance**

John Nations, President & CEO  
Barbara Enneking, General Counsel/Deputy Secretary  
Shirley Bryant, Certified Paralegal/Assistant Secretary  
Jenny Nixon, Senior Vice President Business Enterprises  
John Langa, Vice President Economic Development  
Jim Cali, Director Internal Audit  
John Wagner, Project Manager Economic Development  
Jeff Braun, Director Real Estate  
Kyra Nichols, Administrative Assistant  
Thomas Dunn, Director Gateway Arch Riverboats  
Chance Baragary, Project Manager II - Engineering  
Lindsey Erb, Marketing Specialist  
Karen Bollinger, Director Sales & Marketing  
Dave Sanders, Strategic Bus Development Manager

**Others in Attendance**

None

**1. Call to Order**

**8:02 a.m.** Commissioner Buehlhorn called the Open Session Business Services & Economic Development Committee Meeting to order at 8:02 a.m.

**2. Roll Call**

**8:02 a.m.** Roll call was taken.

**3. Public Comment**

**8:02 a.m.** There was no public comment.

**4. Minutes of Prior Open Session Business Services and Economic Development Committee Meeting**

**8:02 a.m.** The February 21, 2014 Open Session Business Services and Economic Development Committee Meeting minutes were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Schoemehl and seconded by Commissioner Buehlhorn. **Motion passed unanimously.**

**5. Freight District Overview**

**8:03 a.m.** The Freight District Overview was provided in the Committee packet. John Nations, President & CEO, provided a brief overview. As the result of a 2013 Regional Freight Study, on September 24, 2014, the East West Gateway Council of Governments (**EWGCG**) unanimously approved the Bi-State Development Agency (**BSDA**) being the new Regional Freight District (**the "District"**) for the St. Louis region. Since then BSDA has been proceeding to implement the District. This will be a partnership with BSDA, EWGCG, the Regional Chamber and the Leadership Council of Southwest Illinois. All of these entities are expected to make a financial contribution in order to have the funding to get this effort underway.

John Langa, Vice President Economic Development, stated that the District's working group will be meeting next week to discuss the District's Executive Director's job description as well as the funding and responsibility. One of the key next steps will be to confirm the funding for and the hiring of the Executive Director, who will report to John Nations, President & CEO for BSDA, as well as creating the organizational paperwork for the District. This newly created position will be responsible for galvanizing public and private investment in the regional freight industry which includes roads, rail, runway, river, and pipeline. As the logistics and the supply chain industries continue to change and emerge, this has taken on an increasing importance in the regional economic development.

**\*\*8:05 a.m. Commissioners Holman and Cahill joined the meeting.**

Mr. Nations stated that while this has not received a lot a press yet, it has certainly received a lot of positive feedback from the business and governmental community as one of the most important prospects and opportunities for the St. Louis region.

Some discussion followed regarding the job creation component of this new initiative, the freight study conducted by MoDOT and the national conversation about freight and what the arterial system for freight is going to be nationwide.

This report was informational only and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

**6. Gateway Arch Construction & Capital Project Update**

**8:12 a.m.** A copy of the Gateway Arch Construction & Capital Project Update was provided in the Committee packet. Chance Baragary, Project Manager II - Engineering, provided a brief overview discussing the status of the Storm Drain Project, the Arch Corrosion Study, the Motor Generator Set Replacement, and the Arch Exhibit Replacement.

**Storm Water Drainage Project:** The project cost is approximately \$1.8 million to rehabilitate the storm drain system around the Arch legs and on the grounds. This project was created in the



Jefferson National Expansion Memorial (JNEM) Services Agreement and is expected to be completed in January 2015.

**Arch Corrosion Study:** The Board previously approved a sole source contract with Wiss, Janney, Elstner, Inc. to do the Arch Corrosion Study. The project cost of \$350,000, will be funded from the JNEM Beneficial Fund. Samples of the stains are being collected to determine the best cleaning methods. Barricades have been put into place around the Arch grounds for safety reasons. Visitors are being redirected to other routes to access the Arch grounds during this study. A final recommendation on this study is expected by January 2015.

**Motor Generator Set Replacement Design and Construction:** The design budget for the Motor Generator Set Replacement is \$615,000, and the final design is expected to be completed in early 2015. The fabrication and installation budget is approximately \$5 million, and construction should be completed by spring of 2016. The months of January and February 2016 will be very critical in that the Arch trams will be shut down to install the motors. This project is being coordinated with the CityArchRiver Project. The 2014 Revenue Bonds sales will be the funding source for this project. The facility shutdown and the motor generator replacement are driving the scheduling decisions for both CityArchRiver and Metro projects. This is a major center point of all the current scheduling activities.

**Exhibit Rehabilitation Project:** The Exhibit Rehabilitation Project has a construction budget of approximately \$4.1 million. It is essentially refurbishing the exhibits in the load zone area as well as some work at a few MetroLink stations to tie the MetroLink to the experience at the Arch. This design development phase is nearing completion, with the final design expected to be completed in the spring of 2015, and the construction expected to be completed in the spring of 2016. Many of the old exhibits have been removed to allow for the Storm Drain Project Construction to proceed uninhibited.

Jenny Nixon, Senior Vice President Business Enterprises, provided a brief overview regarding the CityArchRiver Project Schedule Update. The central riverfront is under construction from the middle of the grand staircase south, and that work is scheduled to be completed November 2014. The construction will then switch to the north from the north end of the grand staircase past the Eads Bridge to Biddle. The north end of Leonor K. Sullivan Boulevard will be closed starting November 2014. The Arch Parking Garage will close to the public on December 1, 2014. Metro employees will be allowed to continue parking there until approximately December 18, 2014, which is the anticipated date the contractor will take over the garage. The fencing around the Arch grounds and the construction on the northern end of Leonor K. Sullivan would redirect public access to the Arch requiring visitors to enter near the Old Courthouse. Instead of removing the Arch/Laclede's Landing stop, the public is being redirected to the 8th and Pine stop to access the Arch grounds. The museum visitors center new exhibitory goes under construction in March 2015. During this construction, the Arch will have limited capacity, and this reduced capacity will for the first time require everyone, seventeen (17) years of age or older, to have a ticket to enter the facility. Alternate ticketing locations will be positioned in and around the Old Courthouse. There will also be ticketing stations near the entrance of the Arch and inside the main area of the Arch. Commissioner Cahill questioned whether the entrance fees would be an ongoing policy suggesting that the entrance fee may prohibit some visitors and free areas should be considered.

Some discussion followed regarding the Arch Corrosion Study and the funding source for any recommended repairs and/or replacement. Mr. Baragary advised the Board that at this time no evidence of structural damage has been identified, but the report is not expected to be completed



until January 2015. If at that time any damage is identified, the recommendation would be reviewed to determine how best to proceed.

This report was informational only and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

**7. Gateway Arch & Riverboat Marketing Updates**

**8:33 a.m.** The Gateway Arch & Riverboat Marketing Update was provided in the Committee packet. Karen Bollinger, Director Sales & Marketing, provided a brief overview, discussing how to evolve the brand; support and mitigate the impacts of the CityArchRiver Project; prepare for the Gateway Arch 50th Anniversary; increase visitation; and increase presence in the tourism industry and trade markets. Collectively the Arch, Riverboats and other riverfront activity is being packaged as the Gateway Arch Experience. The major goal is to evolve the brand. Efforts are being made to increase visibility and increase presence in the tourism industry and trade markets. Billboards and digital ads are being used to inform the public that the Arch is open. To help visitors navigate around the construction, signage has been created across the Arch campus and campus perimeter. The Call Center Operators are critical to the communication efforts in providing direction to the customers on what is closed and what and where they can access the Arch and Riverboats. Training for the Call Center Operators is ongoing as construction continues.

Some discussion followed regarding the effect of the construction around the Gateway Arch grounds to Arch and Riverboat attendance.

The Gateway Arch Riverboats was one of the five (5) passenger vessels across the United States recognized by the *New York Post*. Thomas Dunn, Director Gateway Arch Riverboats, and the riverboats themselves were recently featured in the *Foghorn*, an industry vessel association publication. In addition, the Agency received the Missouri Division of Tourism Pathfinders Award at the Governor's Conference on Tourism.

Some discussion followed regarding the partnership of the Agency and the CityArchRiver to hold a public event scheduled for October 28 to celebrate the Gateway Arch 50th Anniversary and the need for better signage for vehicular traffic during the construction.

This report was informational only and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

**8. Gateway Arch Riverboat Financial Analysis**

**8:50 a.m.** The Gateway Arch Riverboat (the "**Riverboats**") Financial Analysis was provided in the Committee packet. Jenny Nixon, Senior Vice President Business Enterprises, provided an overview. The Riverboat excursions have been a primary feature on the riverfront for over 125 years. The boats were originally owned by Streckfas Steamers, the oldest riverboat company operating on the Mississippi. The Tom Sawyer and the Becky Thatcher are vessels designed to reflect the great steamers that Streckfas Steamers had operated historically. The Tom Sawyer and the Becky Thatcher were expressly built in anticipation of the millions of visitors who would come to visit the Arch, and have been offering excursions on the St. Louis Riverfront for 50 years carrying over five million passengers to date. They are licensed to carry about 300 passengers each and offer 1 to 5 one-hour sightseeing cruises daily depending on the season of the year. The Riverboats also offer a variety of other cruises such as Dinner Cruises, Blues Cruises, and Sunday Brunch Cruises in addition to private charters. In 2001, Metro's Business Enterprises acquired the Tom Sawyer and the Becky Thatcher Riverboats, thus helping to preserve St. Louis' rich



tradition of river excursions. Since 2001, Business Enterprises has tried to revive the riverfront as an entertainment and educational destination by creating new cruises, dining opportunities, offering National Park Service Educational programs, and interpretive narration for the Riverboats. To further revitalize the riverfront, the Riverboats have undergone interior and exterior upgrades including a \$1.6 million renovation and expansion in 2006. Bi-State's Business Enterprises has also added bicycle rentals, helicopter tours and student concerts to the riverfront operations. Since the acquisition approved by the Board of Commissioners on March 23, 2001, the Riverboats have carried over 1.5 million passengers. According to the St. Louis Convention & Visitors Commission's (CVC) research, 21% of the people in 2013 who visited St. Louis went on a riverboat cruise. Ms. Nixon discussed the financial history of the Gateway Arch Riverboats from FY02 through FY14, which included the number of days lost due to flooding, revenues, expenses, depreciation and net income (loss).

Improvements and investments between the years 2004 and 2014 totaled approximately \$2.8 million and were made in the following categories: 1) Renovations & Upgrades; 2) U.S. Coast Guard Requirements; 3) Equipment & Fixtures; and 4) Safety & Security. The Riverboats are currently facing challenges of construction, flooding, high operating expenses, and a decline in the corporate market and private charters. The construction on the southern half of Leonor K. Sullivan has been challenging and has forced the shutdown of boat operations sooner and longer when the river level rises to a level that is 10 feet below what was floor level in the past making the dock inaccessible. Prior to construction, the boats were accessible up to a river stage of 31 feet. During construction, accessibility has been reduced to a river stage of 21 feet because the retaining wall is gone. When you could access the boats at 31 feet, the street and retaining wall were in place. To date there have been 64 days of flooding and if the street and retaining wall had been in place there would have only been 3 days lost from flooding.

Additional discussion followed regarding the fall 2015 estimated completion date for the riverfront improvements and the effect on riverfront activity. The Board also discussed the annual losses the Riverboats have faced over the years and how the Agency can be reimbursed for this business loss or whether the Riverboats can be funded in a similar manner as the Arch projects.

This report was informational only and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

**9.     Unscheduled Business**

**9:25 a.m.**   There was no unscheduled business.

**10.    Executive Session - If such action is approved by a majority vote of the Bi-State Development Agency's Board of Commissioners who constitute a quorum, the Board may go into closed session to discuss legal, confidential, or privileged matters under §610.021(1), RSMo.; leasing, purchase or sale of real estate under §610.021(2); personnel action under §610.021(3); discussions regarding negotiations with employee groups under §610.021(9); sealed bids, proposals and documents related to negotiated contracts under §610.021(12); personnel records or applications under §610.021(13); records which are otherwise protected from disclosure by law under §610.021(14); records relating to hotlines established for reporting abuse and wrongdoing under §610.021(16); or confidential or privileged communications with the District's auditor, including auditor work products under §610.021(17).**

**9:25 a.m.**   Pursuant to the requirements of Section 610.021 (1) of the Revised Statutes of Missouri, Commissioner Buehlhorn requested a motion to allow the Committee to go into closed

session. A motion was made by Commissioner Holman and seconded by Commissioner Cahill. A roll call vote was taken and the Commissioners present, Holman, Schoemehl, Buehlhorn, and Cahill voted to approve this agenda item. **Motion passed unanimously.**

**11. Call of Dates for Future Committee Meetings**

**9:40 a.m.** The Audit Committee meeting is scheduled for Friday, October 24, 2014; the Operations Committee meeting is scheduled for Tuesday, October 28 2014; and the Board meeting is scheduled for Friday, November 21, 2014.

**12. Adjournment**

**9:40 a.m.** A motion to adjourn the Open Session Business Services & Economic Development Committee Meeting was made by Commissioner Cahill and seconded by Commissioner Holman. **Motion passed unanimously.**

  
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Deputy Secretary to the Board of Commissioners  
Bi-State Development Agency / Metro

**Open Session Item**  
**5**





# Jefferson National Expansion Memorial





# Mission of the National Park Service

- The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations.





# Park Purpose

- The Memorial commemorates Thomas Jefferson's vision of building a unified continental nation and St. Louis' role as the gateway American westward expansion during the 19th century.





# Park Significance

- The Gateway Arch is recognized globally as an exceptional mid-20<sup>th</sup> century modern design.
- The Old Courthouse was the site of the historic Dred Scott Case and a prime example of mid-19<sup>th</sup> century Greek revival design.





# THE PARK TODAY







# Jefferson National Expansion Memorial

- International icon – symbol of St. Louis
- 2.4 million visitors annually
- 80% of visitors from outside the Saint Louis Metropolitan area
- Generates over \$228 million in economic benefit and visitor spending annually
- Annual economic spending supports 3,883 area jobs
- 91-acres, including the Arch grounds, Old Courthouse, Luther Ely Smith Square and some of the surrounding streets
- \$10 million annual federal operating budget
- \$32 million capital projects since 2009





# Programs and Outreach

Over 3 million people participated in park programs in 2014. This includes:

- Over 40,000 students in education programs
- Over 10,000 children in Junior Ranger Programs
- Almost 1.4 million visits to the Museum of Westward Expansion
- 800,000 visits to the top of the Arch

## Special Programs:

- Night at the Museum
- Get Outdoors
- Events for those on the Autism Spectrum and the Blind and Visually Impaired
- Stargazing



## Highlights:

- Ferguson Educational Outreach
- Yoga Under the Arch
- Flicks and Foodies at the Arch





# JEFFERSON NATIONAL EXPANSION MEMORIAL

- Preservation and Maintenance
- Park management
- Major capital improvements
- Visitor services
- 130 permanent/20 temp. Employees
- Partnerships
- Education and Interpretive Programs
- Special events
- Law enforcement and Safety





# Our Partners



## JEFFERSON NATIONAL PARKS ASSOCIATION

- NPS Partner since 1961
- Educational and interpretive program support
  - Museum Store
  - Old Courthouse Shop
  - Levee Mercantile
  - Online Store
- Fundraising
- Employs a broad support staff for NPS activities including curator, archivist, education specialists, etc.; 45 permanent employees, 35 seasonal
- Other educational and interpretive programs, and event hosting



# Our Partners

## Bi-State Development Agency

### BI-STATE DEVELOPMENT AGENCY

- NPS Partner since 1962
- Operates and staffs Gateway Arch tram
- Marketing communication strategy & implementation
- 50+ FTEs
- Issues revenue bonds for capital projects
- Contributed \$3.4 million to NPS for capital projects since 2010
- Contributed \$7.5 million to NPS for operating expenses since 2010





# Our Partners



## GREAT RIVERS GREENWAY

- NPS Partner since 2006
- Regional Park District
- Stewards of Safe and Accessible Arch and Public Parks Initiative tax funding (Prop P) passed in 2013
- Ensuring improvements to the Central Riverfront are fully accessible





# Our Partners



## CITY ARCH RIVER FOUNDATION

- NPS Partner since 2010
- Founded to revitalize the Arch grounds
- Public-private partnership
- Responsible for raising \$380 million for project







# THE PARK TOMORROW





# The Mission Remains the Same, But the Partnerships Evolve







# General Management Plan

Working together, we have achieved a balance between the preservation of our National Historic Landmark status and the potential of the site to make connections with the city, while at the same time improving the visitor experience.

Superintendent, Jefferson National Expansion Memorial  
General Management Plan, 2009





# CityArchRiver Initiative

To celebrate the 50<sup>th</sup> anniversary of the completion of the Arch, CityArchRiver foundation sponsored a competition to revitalize the Arch grounds.

The grounds are currently undergoing a \$380 million revitalization scheduled to be completed in 2017.









# 2016 Centennial Commemoration

The Centennial will kick off a second century of stewardship of America's national parks and engaging communities through recreation, conservation, and historic preservation programs, and will celebrate achievements of the past 100 years.







# A Call to Action



In preparation for the Centennial, in 2011 the National Park Service rededicated itself to the stewardship of places that exemplify our cultural heritage.

Some of the initiatives from the Call to Action:

- Connect People to Parks
- Enhance the Education Mission
- Preserve America's Special Places

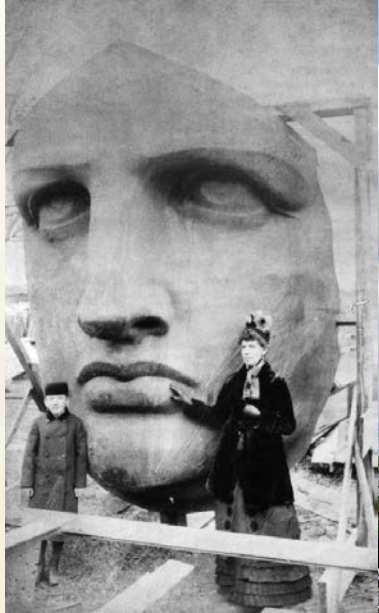




# We Seek Partners Who Want to Share the Vision with the Next Generation













Martin Luther King, Jr.

**I HAVE A**









IN 1908 TEDDY ROOSEVELT PLACED THE  
GRAND CANYON UNDER PUBLIC PROTECTION  
DECLARING IT A NATIONAL MONUMENT.



*Roosevelt*







**Open Session Item**  
**6**



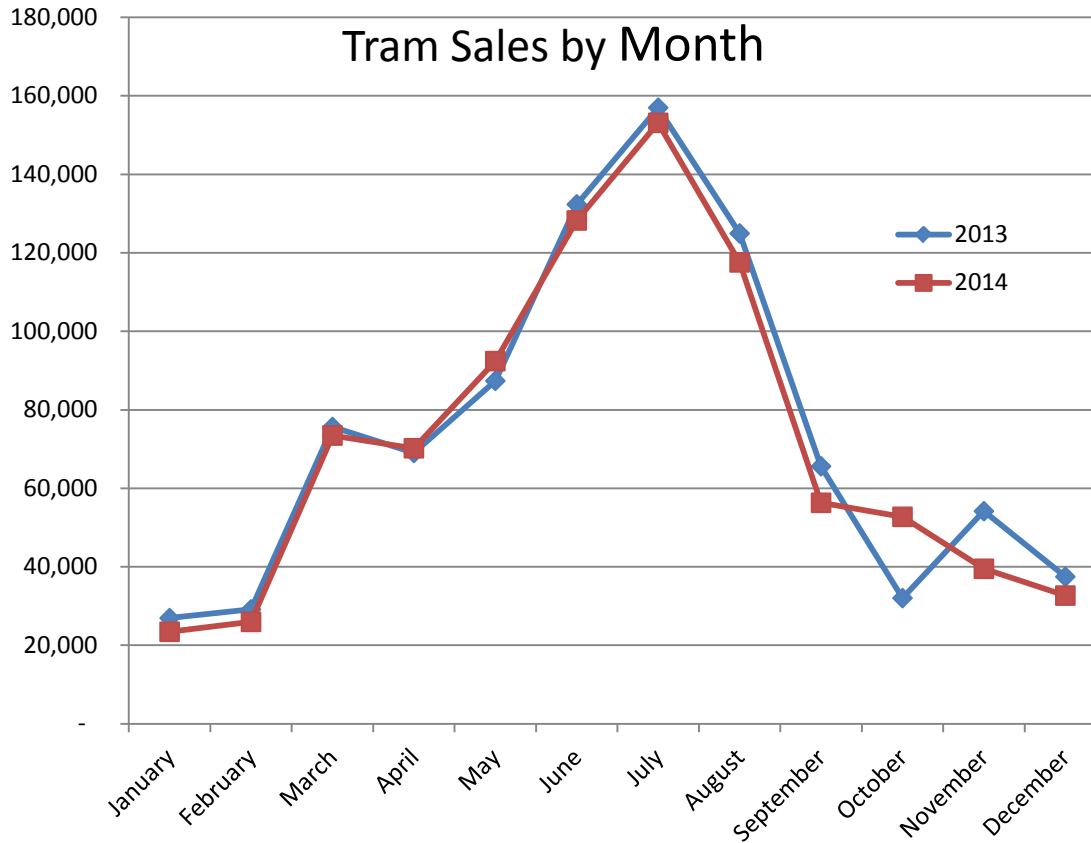
# Gateway Arch Operations Updates

Business Services and Economic Development  
Board Committee Meeting

March 20, 2015



# 2014 Tram Sales

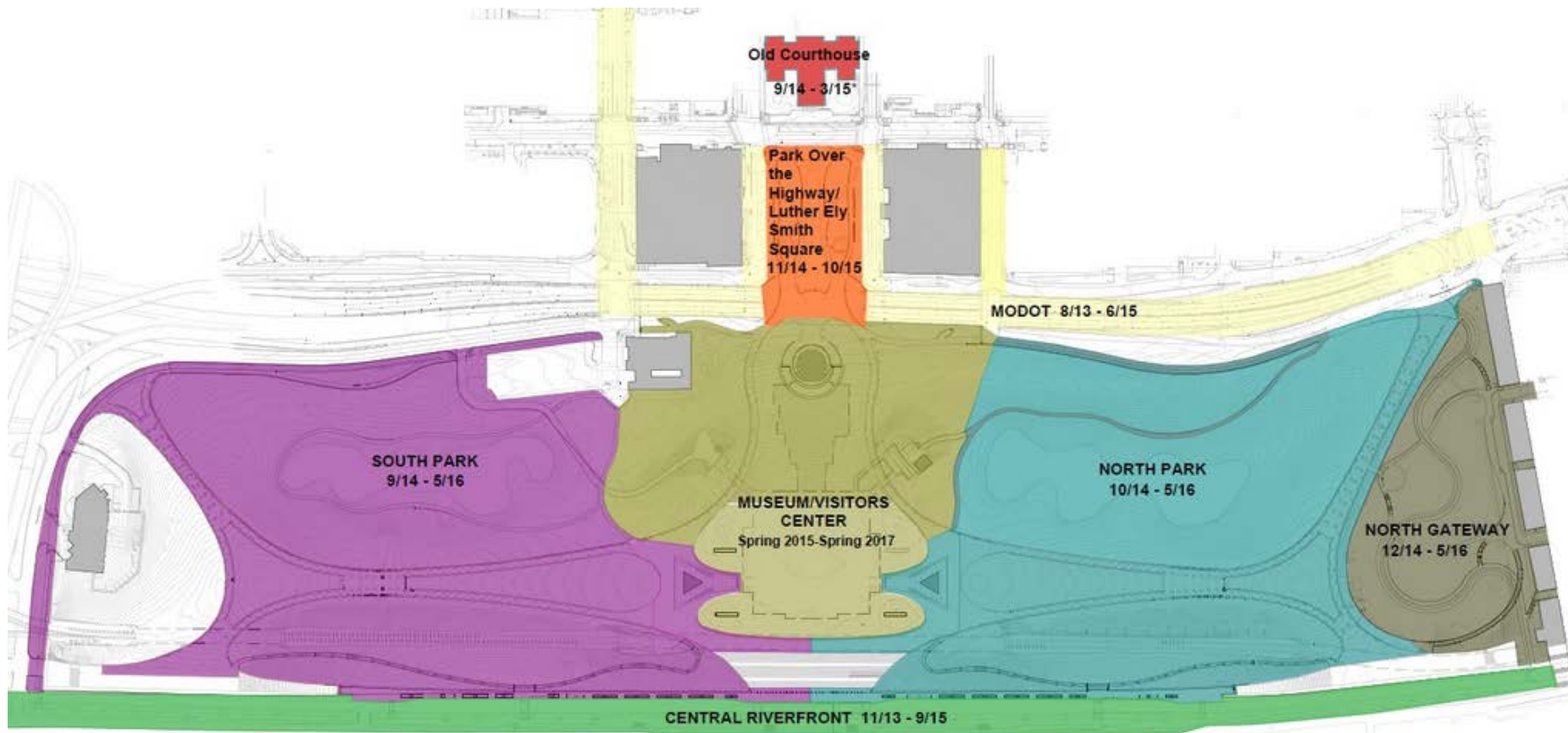


Tram Sales down 2.9%

2014: 865,647

2013: 891,681

# CityArchRiver Project Map



\* Old Courthouse permanent exhibit work to begin 2017

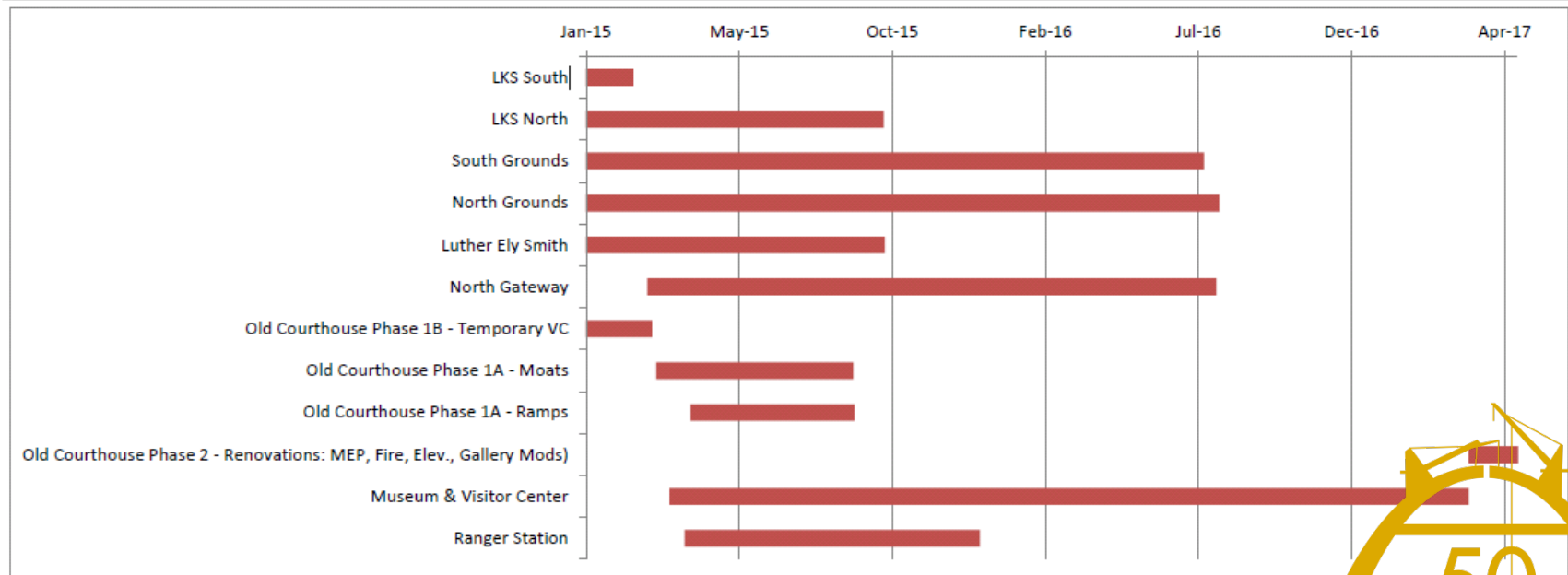
OVERALL CONSTRUCTION PLAN  
SEPTEMBER 18, 2014



# Operations Planning Schedule

2/27/2015

CAR2015 PROJECTS		Construction NTP (ESTIMATED)	DURATION (CALENDAR DAYS)	CONSTRUCTION COMPLETE	COMMENTS
1	LKS South	11/27/2013	443	TBD	Temp Lighting
2	LKS North	11/3/2014	331	9/30/2015	
3	South Grounds	10/13/2014	645	7/19/2016	CCTV still out
4	North Grounds	12/1/2014	610	8/2/2016	Metro Temp Booth
5	Luther Ely Smith	11/28/2014	307	10/1/2015	Waiting for KCI Schedule
6	North Gateway	2/26/2015	520	7/30/2016	
7	Old Courthouse Phase 1B - Temporary VC	10/28/2014	125	3/2/2015	See Page 2 for details
8	Old Courthouse Phase 1A - Moats	3/6/2015	180	9/2/2015	See Page 2 for details
9	Old Courthouse Phase 1A - Ramps	4/6/2015	150	9/3/2015	See Page 2 for details
10	Old Courthouse Phase 2 - Renovations: MEP, Fire, Elev., Gallery Mods)	3/18/2017	365	TBD	
11	Museum & Visitor Center	3/18/2015	731	3/18/2017	See Page 3 for Details Partial NTP 3/18/15
12	Ranger Station	4/1/2015	270	12/27/2015	



OVERALL TIMELINE



	MUSEUM/VC PRECONSTRUCTION	CLOSED TO PUBLIC	PACKING BEGINS	MOVE OUT COMPLETE	CONST. START (NTP)	CONST. DURATION (CALENDAR DAYS)	CONSTRUCTION COMPLETION	TENANT FINISH BEGINS	TENANT FINISH DURATION (CALENDAR DAYS)	TENANT FINISH COMPLETE	CONSTRUCTION COMPLETE	COMMENTS
21	Storm Drain, HVAC, Re-Rope				2/2/15	55	3/29/15				3/30/2015	South Leg Closed to Re-Open 3/30
22	Security Building Construction							1/30/15	46	3/17/15		Furniture Install 3/2-3
23	Metro Ticket Trailer Installed and Operational						3/16/15				3/17/15	Temp Booth installed at North Leg
24	Break Room Partition Construction				2/16/15	2	2/18/15					Install Door - remove lockers, tables, chairs
25	Top of Grand Staircase Construction				3/1/15	16	3/17/15					DSC Update
26	Break Room Trailer Installation						5/2/15					NTP + 45 days
	MUSEUM/VC CONSTRUCTION	CLOSED TO PUBLIC (PREVIOUS DAY OPEN)	PACKING BEGINS	MOVE OUT COMPLETE	CONST. START (NTP)	CONST. DURATION (CALENDAR DAYS)	CONSTRUCTION COMPLETION	TENANT FINISH BEGINS	TENANT FINISH DURATION (CALENDAR DAYS)	TENANT FINISH COMPLETE	CONSTRUCTION COMPLETE	COMMENTS
27	MUSEUM/VC CONSTRUCTION				3/18/15	731	3/18/17					
28	Museum Exhibits	2/17/15	3/1/15	3/17/15	3/18/15	365	3/17/16	3/17/16	167	8/31/16	3/18/17	Condition Assessment Update
29	Move objects to OCH Temp VC		2/17/15	3/11/15								UCH Delays - See Page 2
30	Move objects to Dodge Storage/ NPS Long Term		3/1/15	3/17/15								Dodge Planning, 3/2 Pack & Move
31	Odyssey Theater - White Box	3/2/15			3/18/15	183	9/17/15	9/18/15	105	1/1/16	1/1/16	Salvage Items to Dodge Storage - confirm
32	New Museum Store							1/1/16	60	3/1/16	3/1/16	
33	North Leg Entrance	8/1/15			8/1/15	152	12/31/15				2/29/16	
34	MG Replacement (SHUTDOWN)	1/4/16			1/4/16	56	2/29/16	at least 1 tram ready for public				Actual NTP 7/15/2015 (230 days)
35	Levee Mercantile Move Out	1/4/16	1/4/16	1/5/16		1						Fixtures to New Store - Lower Level
36	Existing Museum Store Move Out	1/4/16	1/5/16	1/7/16		2						Dodge to help expedite move if needed
37	Metro Offices to Vacated Levee Mercantile		1/6/16	1/7/16								Dodge to move Metro Office equipment
38	Tucker Theater	1/4/16			1/4/16	56	2/29/16				2/29/16	
39	Men's Toilet	1/4/16			1/4/16	56	2/29/16				2/29/16	
40	Women's Toilet	1/4/16			1/4/16	56	2/29/16				2/29/16	
41	New Metro Offices/Ticketing (Vacated Store)				1/7/16	115	5/1/16				5/1/16	
42	South Leg Entrance	1/4/16			1/4/16	121	5/4/16				5/4/16	
43	Café - Food Service				5/1/16	122	8/31/16	8/31/16	40	10/10/16	10/20/16	NPS Admin - Concessioner





Operations Planning Schedule  
2/27/2015

(ESTIMATED) Construction NTP - 3/18/2015

	MWE/VC STAFF TRANSITION	MOVING TO	PACKING BEGINS	MOVE BEGINS	DURATION (CALENDAR DAYS)	MOVE COMPLETE	COMMENTS
44	✓ JNPA Arch Storage Reconfigure	Warehouse		1/22/2015	45	3/8/2015	
45	✓ JNPA Arch Shelving Teardown	Dodge Storage		2/25/2015	1	2/26/2015	
46	✓ Break Room Partition	Dodge Storage		2/14/2015	2	2/16/2015	
47	✓ AV Supervisor & Staff	Tucker Theater	2/12/2015	2/19/2015	1	2/20/2015	
48	Shared Workspace (Interp, B&U, Guards)	No move - IT Setup for Shared Desks		3/1/2015	1	3/2/2015	
50	Custodial	OCH Basement - B&U Office	2/25/2015	3/3/2015	1	3/4/2015	
54	Guards	Vacated AV Supv Office	2/25/2015	3/3/2015	1	3/4/2015	Ship/Rec Checkpoint during Constr?
51	Break Room Tables & Lockers	Dodge Storage - Corridor		3/5/2015	1	3/6/2015	Store tables until Trailer available
52	B&U Work Area	Vacated Existing Break Room	2/25/2015	3/9/2015	2	3/11/2015	
53	B&U Supervisors	Vacated Existing Interp Supervisor					
49	Physical Security Specialist	OCH RAD Office	2/25/2015	3/10/2015	1		
55	Interpretive Supervisors & Staff	Security Building	2/18/2015	3/17/2015	1	3/18/2015	
56	Exhibits	Security Building	2/25/2015	3/17/2015	1	3/18/2015	
57	Metro Staff	Vacated Levee Mercantile	12/31/2015	1/5/2016	1	1/6/2016	

## March 2015 Calendar

2/27/2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 <b>Packing Began: MS&amp;I, ATS / B&amp;U, Security</b>	2 -OCH Temp VC Opens -Metro Temp Booth -Odyssey Closed	3 -Custodial to OCH -Guards to Cluster -Phys Security Safe & Misc to OCH	4	5 -Break Room Lockers to Corridors -Break Room tables and chairs to Dodge	6	7 -Interp Supv Office Consolidation
8	9 -ATS / B&U to Break Room	10 → -Phys Security and Living History to OCH	11 -Bison Removal Media Event	12	13	14
15	16	17 -MS&I to Security Building *Exhibits need 1 wardrobe in Arch	18 → <b>EVERYTHING OUT</b>	19	20	21



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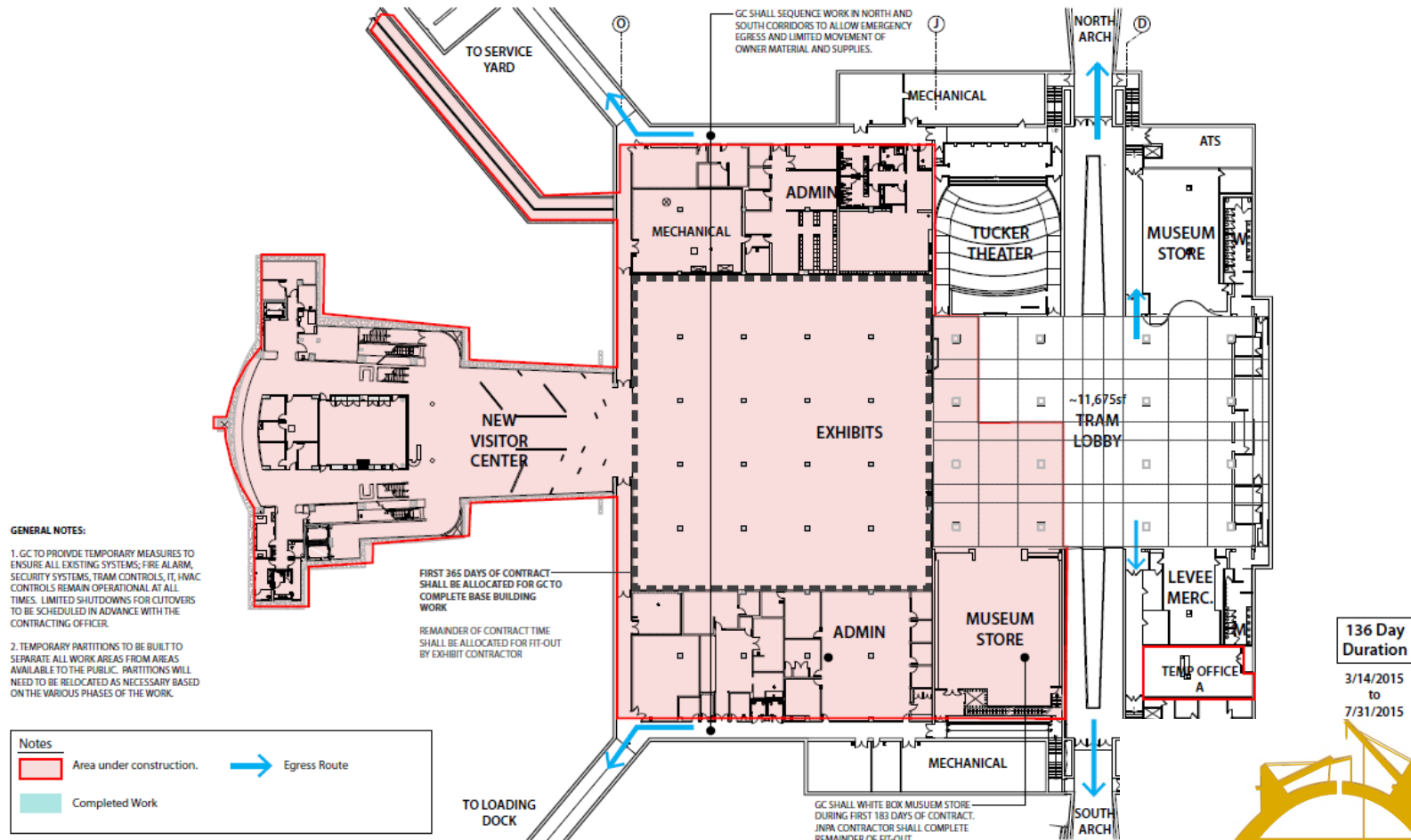
Gateway Arch Tram  
Arch Facility Entry  
Documentary Movie\*  
Sightseeing Cruise

Each adult tram or Arch facility entry ticket includes a \$3 National Park entrance fee.  
All federal recreation passports are honored. Ticket prices and hours are subject to change.

TICKETS VALID 30 MINUTES PRIOR TO PRINTED TIME



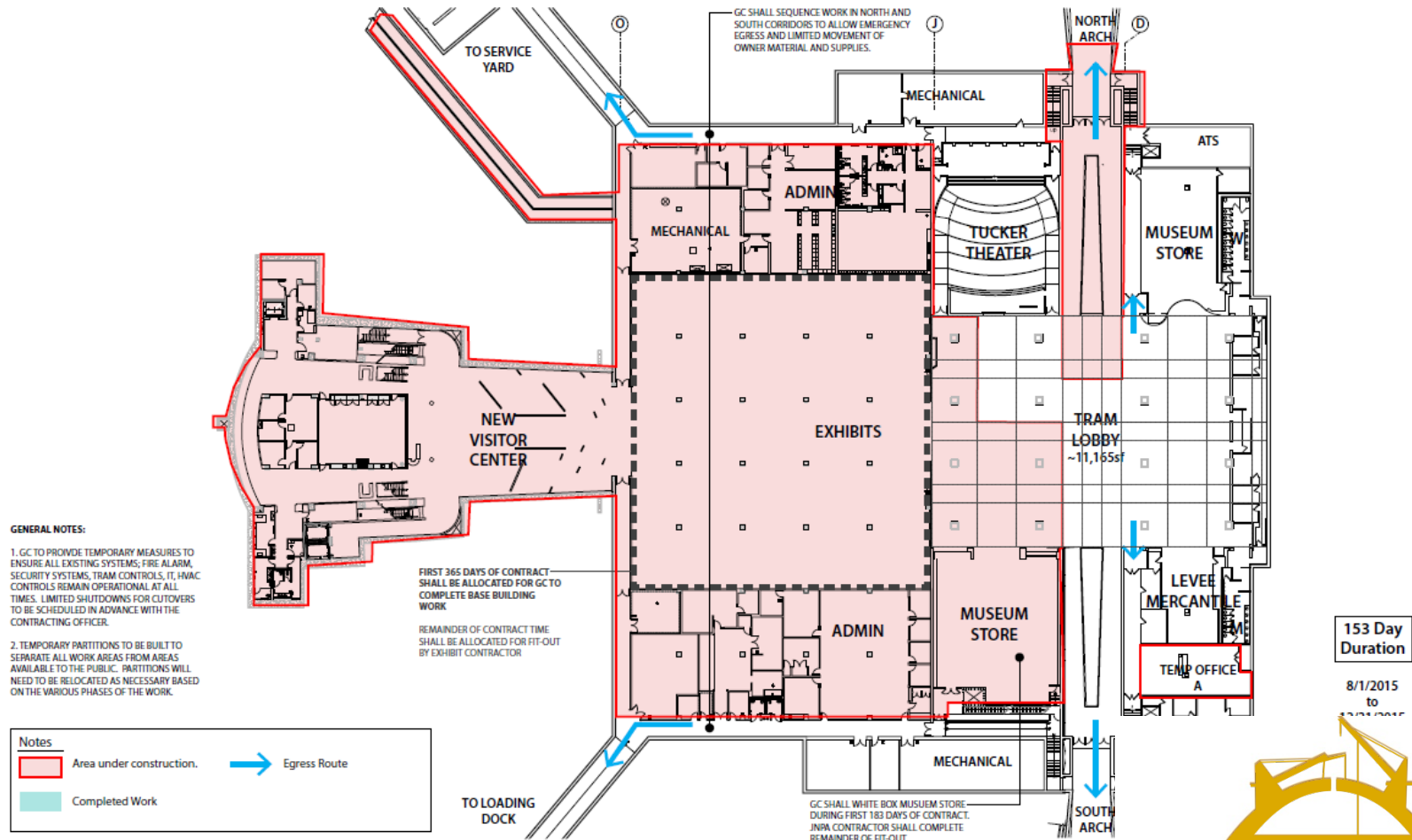
# Why are tickets required for entry?



Spring – Late Summer 2015



# Why are tickets required for entry?



Late Summer – Winter 2015



# Ticketing Locations

- Old Courthouse – 5 Points-of-Sale (POS)
- Metro Trailer (Temporary) – 2 POS
- Ticket Booth Near Arch Leg – 3 POS
- Inside the Gateway Arch – 1 POS
- Gateway Arch Riverboats Dock – 2 POS
- Call Center – 5 POS
- Online Reservations ([ticketsforthearch.com](https://ticketsforthearch.com))





# Ticketing Locations



# Old Courthouse Ticketing



# Old Courthouse Ticketing





# Old Courthouse Ticketing

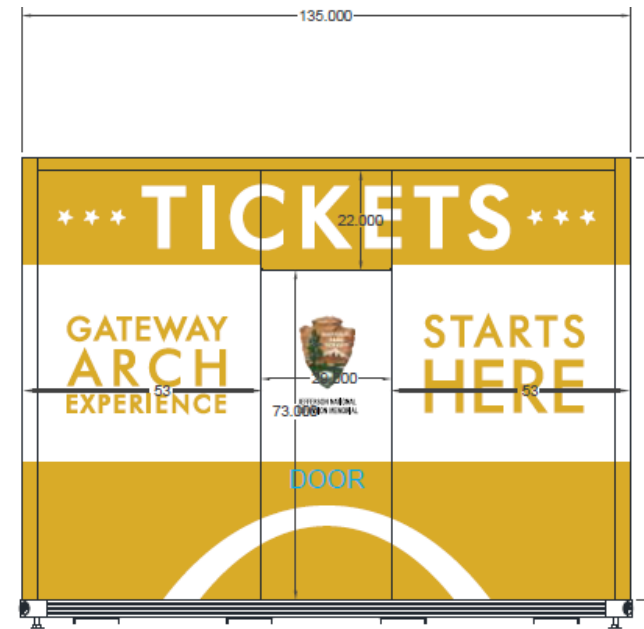
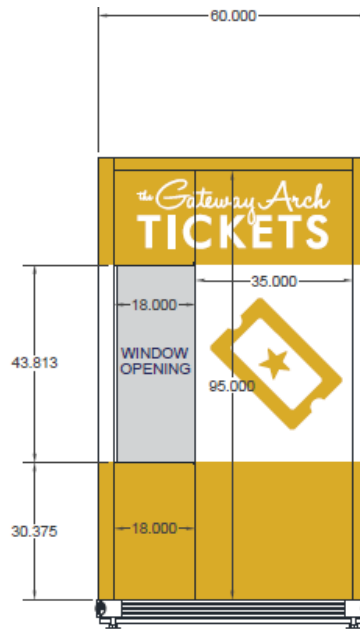
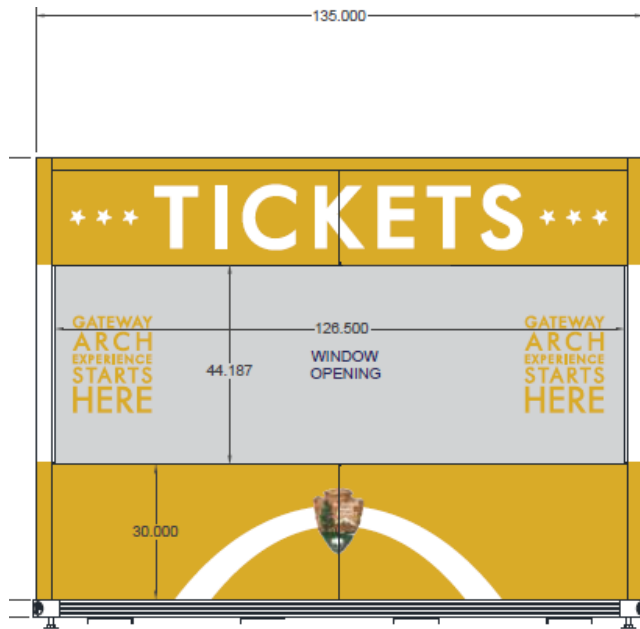




# Old Courthouse Ticketing



# Ticket Booth near Gateway Arch



# Pedestrian Signage



-Identified specific locations for pedestrian signage throughout the downtown area

-Signage will connect downtown visitors to the Old Courthouse Ticketing and Visitors Center .





# Pedestrian Signage



Pedestrian signage will be included near each of the parking facilities shown here.

Pedestrian signage will also focus on area hotels, MetroLink stations, and the Convention Center.





**Open Session Item**

**7**

**Bi-State Development Agency / Metro**  
**Agenda Item**  
**Business Services & Economic Development Committee**  
**March 20, 2015**

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**From:** Jennifer H. Nixon  
Senior Vice-President, Business Enterprises  
**Subject:** Sole Source Contract Modification: Maida Engineering for Engineering / Design Services  
During Construction for the Replacement of the Arch Transportation System Motor  
Generator Sets  
**Disposition:** Approval  
**Presentation:** Justin Struttman, Director of Operations, Gateway Arch; Larry B. Jackson, Vice  
President – Procurement, Inventory Management & Supplier Diversity

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**Objective:**

To present to the Business Services & Economic Development Committee for discussion and referral to the Board of Commissioners a request for approval to modify the existing contract of Maida Engineering Inc. to include additional engineering and construction oversight services during the replacement of the Arch Transportation System's motor generator sets with variable frequency drives.

**Funding Source:**

Funding for this project will come from the *2014 Arch Debt MG Set Replacement Project Fund*, which is the \$5,000,000 project fund resulting from the sale of the *2014 Series Arch Tram Revenue Bonds - PNC*.

**Board Policy:**

Board Policy Chapter 50.50 C 1(b) requires Board approval of all non-competitive Jefferson National Expansion Memorial procurements exceeding \$500,000. The total contract amount (including the previously approved \$615,000) will be \$1,045,000.

It is the policy of the Agency to conduct all procurements in a manner which fosters full and open competition. In some cases, competition is not feasible or practical. Sole source procurements totaled 8.4% of all procurements over the last four quarters.

**Background:**

The Arch Transportation System (**ATS**) currently utilizes a motor-generator (**MG**) set that consists of an alternating current motor and a direct current (**DC**) generator to power the **DC** hoist motor. This technology has been outdated since the 1980's, so it is being replaced with a variable frequency drive (**VFD**) system. This replacement will result in a safer, cleaner, and more efficient **ATS** operation that runs a reduced risk of obsolescence and the extended downtime inherent in the current **MG** set operation. Updating the **ATS** to better utilize currently available technology has required a multi-phase approach, culminating with the installation of a **VFD** system.

On March 22, 2013, the Board of Commissioners approved a sole source contract not to exceed \$615,000 to Maida Engineering, Inc. (**Maida**) for the design and engineering services to complete the bid documents for the **MG** set replacement. This approved work is expected to be completed by April 2015, at which point the competitive bid phase of the project will commence and Maida's contract will be exhausted.

**Current Issues:**

The **ATS** is a unique lift operation that utilizes components across multiple engineering disciplines. The learning curve associated with understanding the unique components of its operation creates a lengthy

period of understanding for outside contractors. Metro's Gateway Arch Operations are based primarily on the **ATS** remaining in reliable working condition. Maida has been involved with the design and implementation of the first two phases of this major update and has demonstrated a lasting commitment to the success of the **ATS** operation. Maida is uniquely qualified to provide the design services of this final phase of the **ATS** project, as evidenced by previous competitively bid contract awards and the existing design contract.

The construction for the **MG** set replacement will require a shutdown of **ATS** revenue service at the Gateway Arch from January 2 - February 29, 2016. To maximize the utility of this shutdown, the National Park Service has decided to close all public operations in the Gateway Arch, allowing major construction of CityArchRiver 2015 (**CAR**) projects to be performed concurrently. The phasing of the major construction items of the Gateway Arch Visitor Center and Museum is now dependent on this shutdown period, making the completion of this project in that timeframe critical to the overall success of the renovations.

Since the timely completion of this project impacts revenue service as, well as the potential progress of the **CAR** projects, pursuing the best possible scenario for success is critical. Because of the unique nature of the **ATS** and difficulty in performing construction projects inside the structure of the Gateway Arch, a construction project that does not include the oversight and ongoing input of the designers is unnecessarily risky. Additionally, the limited construction window will require that unexpected conditions and challenges be addressed swiftly from someone with detailed knowledge of the engineering of both the existing system and the construction design. Allowing Maida to continue providing services throughout construction will greatly reduce these risks that may delay the completion of the **ATS** project, which could have the compounding effect of delaying completion of the **CAR** projects at the Arch.

**Management Recommendation:**

Management recommends that the Business Services & Economic Development Committee accept and refer to the Board of Commissioners for approval this modification of the current Maida Engineering, Inc. contract for engineering and design services during construction of the replacement of the Arch Transportation System's motor generator sets with variable frequency drives in an amount not to exceed \$430,000, which includes \$25,000 for National Park Service requested safety engineering services and a 12% contingency for potential changes in scope and unforeseen conditions. This brings the total contract amount for the project to \$1,045,000.