



Combined Meeting of the
Operations Committee &
Audit, Finance and
Administration Committee
(Virtual Meeting)

October 16, 2020
8:30 AM

Open Session Agenda

Notice of Meeting and Agenda

**Bi-State Development
Combined Operations Committee and
Audit, Finance and Administration Committee Meeting
Friday, October 16, 2020 at 8:30 AM
Virtual Meeting
Headquarters - Board Room, 6th Floor
One Metropolitan Square, 211 N. Broadway, Suite 650
St. Louis, Missouri 63102**

This location is accessible to persons with disabilities. Individuals with disabilities needing information or communication accommodations should call Bi-State Development 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 Windmiller
2. Roll Call	Quorum	M. Bennett
3. Public Comment	Information	Chair Windmiller
4. Approval of the Minutes of the August 27, 2020 Combined Operations and Audit, Finance & Administration Committees, Open Meeting	Approval	Chair Windmiller
5. Contract Modification: Time Extension of Contract with WSP USA, Inc. - MetroLink Station Enhancements	Approval	C. Poehler /G. Smith
6. Union Station Tunnel Rehabilitation Design Services	Approval	J. Mefford-Miller / C. Poehler / T. Nittler / G. Smith
7. 2020 Annual Surplus Property Holdings	Approval	J. Langa
8. Bi-State Development Research Institute Dissolution	Approval	J. Langa
9. St. Louis Downtown Airport Surplus Property Holdings	Approval	M. Lamie / E. Dahl / J. Langa
10. Contract Modification: Extension of Contract with Cigna Healthcare – Medical Plan Administration Services and Stop Loss Insurance Coverage	Approval	C. Stewart / D. Toben
11. Contract Award: Health and Welfare Plan Consulting Services	Approval	C. Stewart / A. Dunn / G. Smith
12. Modification of Contract Awards for General Legal Services	Approval	B. Enneking
13. Pension Audit Updates	Information	C. Stewart
14. IAD Audit Follow-Up Summary – 1 st Qtr.-FY2021	Information	A. Staicoff
15. IAD Status Report – 1 st Qtr.-FY2021	Information	A. Staicoff
16. IAD SSO-Status Report – 3rd Qtr.-Calendar Yr. 2020	Information	A. Staicoff
17. Treasurer's Report	Information	T. Fulbright
18. Bi-State Development 2021 – 2023 Strategic Plan	Information	T. Roach

Agenda	Disposition	Presentation
19. Draft Fare Program Policy Direction	Information	J. Mefford-Miller
20. Operations Report: Reshaping Metro Transit beyond COVID-19	Information	J. Mefford-Miller
21. President/CEO Report	Information	T. Roach
22. Unscheduled Business	Approval	Chair Windmiller
23. Call for the Dates of Future Board & Committee Meetings	Information	M. Bennett
24. Adjournment to Executive Session**	Approval	Chair Windmiller
25. Reconvene to Open Session	Approval	Chair Windmiller
26. Adjournment	Approval	Chair Windmiller
<p><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 pursuant to Bi-State Development Board Policy Chapter 10, Section 10.080 (D) Closed Records: Legal under §10.080(D)(1); Real Estate under §10.080(D)(2); Personnel under §10.080(D)(3); Health Proceedings under §10.080(D)(4); Employee Negotiations under §10.080(D)(5); Data Processing under §10.080(D)(6); Purchasing and Contracts under §10.080(D)(7); Proprietary Interest under §10.080 (D)(8); Hotlines under §10.080(D)(9); Auditors under §10.080(D)(10); Security under §10.080(D)(11); Computers under §10.080(D)(12); Personal Access Codes under §10.080(D)(13); Personal Information under §10.080(D)(14); Insurance Information under §10.080(D)(15); Rail, Bus, or Facilities Safety and Accidents under §10.080(D)(16) or Protected By Law under §10.080(D)(17).</i></p>		

***Note:** 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.

No public comment shall be allowed by parties or their legal counsel in connection with any matter involving a pending bid protest, litigation, or legal matter. The following rules shall be observed: 1) All individuals shall state their name, address and topic for comment; 2) All individuals shall address the Chair and shall not proceed with public comment until recognized by the Chair; 3) No disrespectful language may be used or comments with respect to personalities shall be made; 4) An individual called to order by the Chair shall immediately desist from speaking until permitted to continue by the Chair; and 5) Public comment by an individual shall be limited to five minutes, unless permission to continue is given by motion adopted by the Board.

Open Session Item

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**BI-STATE DEVELOPMENT
COMBINED OPERATIONS / AUDIT, FINANCE & ADMINISTRATION
COMMITTEE MEETING
OPEN SESSION MINUTES
(Virtual Meeting – Immediately following Special Meeting)
August 27, 2020**

Operations Committee Members participating via Zoom

Rose Windmiller, Chair
Irma Golliday
Vernal Brown
Terry Beach
Derrick Cox – Absent

Audit, Finance & Administration Committee Members participating via Zoom

Justin Zimmerman, Chair
Herbert Simmons
Fred Pestello
Constance Gully – Joined Zoom meeting at approximately 9:30 a.m.
Nate Johnson – Absent

Staff participating via Zoom

Taulby Roach, President and Chief Executive Officer
Barbara Enneking, General Counsel and Deputy Secretary
Myra Bennett, Manager of Board Administration
Brenda Deertz, Administrator/Executive Assistant to the President/CEO
Jessica Mefford-Miller, Executive Director Metro Transit
Tammy Fulbright, Sr. Director, Financial Planning & Treasury
Mary Lamie, Executive Vice President of Multi Modal Enterprises
Angela M. Staicoff, Interim Director of Internal Audit
Mark Vago, Sr. Vice President Chief Financial Officer
Kent Swagler, Director of Corporate Compliance and Ethics
Gregory Smith, Vice President – Purchasing, Materials Management, and Supplier Diversity
Andrew J Ghiassi, Director of Safety
Charles Stewart, Executive Vice President Organizational Effectiveness
Kathy Brittin, Director Risk & Absence Management
Chris Poehler, Assistant Executive Director Engineering Systems
Stephen Berry, General Manager System Safety, Security & Emergency Management
Karl Tyminski, Sr. Internal Auditor/PT
Kevin Scott, General Manager Field Security
Tim Nittler, Director Capital Projects

Others participating via Zoom

Justin Sobeck, MoDOT
Alexis Billingslea, IDOT
Joshua Katz, IDOT
Jonathan Stevanovich, IDOT
Karen Snead, ASL Interpreter
Anna Walton, ASL Interpreter

1. Open Session Call to Order

9:27 a.m. Chair Windmiller called the Open Session of the Combined Operations / Audit, Finance & Administration Committee Meeting to order at 9:27 a.m.

2. Roll Call

9:27 a.m. Roll call was taken, as noted above.

3. Public Comment

9:28 a.m. Chair Windmiller will ask Ms. Bennett if any public comments have been received for today's meeting. Ms. Bennett noted that no public comments were submitted.

4. Minutes of the May 21, 2020 Combined Operations Committee and Audit, Finance & Administration Committee, Open Meeting

9:28 a.m. The minutes of the May 21, 2020, Combined Operations Committee and Audit, Finance & Administration Committee, Open Meeting were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Golliday and seconded by Commissioner Brown. (Commissioner Pestello abstained from the vote.) **The motion passed.**

5. Single Bid Contract with Dove Equipment - Paint Booth Man Lifts Replacement

9:28 a.m. A briefing paper was included in the meeting materials, presenting to the Operations Committee, for discussion, acceptance, and referral to the Board of Commissioners for approval, a request to award a single bid contract to Dove Equipment for the replacement of two man lifts located at Bi-State Development's Central Facility, in the not to exceed amount of \$133,509.00 for equipment, installation, demolition, and labor, which includes 10% contingency. Jessica Mefford-Miller, Executive Director Metro Transit, gave an overview of this item.

A motion to approve this agenda item, as presented, was made by Commissioner Beach and seconded by Commissioner Zimmerman. **The motion passed.**

Commissioner Gully joined the Zoom meeting at approximately 9:30 a.m.

6. Contract Modification: Time Extension of Contract with Jacobs Engineering for General On-Call GEC Design and Engineering Consultant Services

9:30 a.m. A briefing paper was provided in the meeting materials, regarding a request to accept and refer to the Board of Commissioners, for approval, a request to authorize the President & CEO to execute a contract modification for a no cost time extension, with the end date of July 31, 2021, with Jacobs Engineering, for the continuation of On-Call GEC Design and Engineering

Consulting Services for task Orders/task Order modifications, created and executed under contract number 16-RFP-102111-CG. Chris Poehler, Assistant Executive Director Engineering Systems, provided an overview of this issue.

Commissioner Windmiller asked how the on-call services would be addressed, upon conclusion of the extension of contract. Mr. Poehler noted that bids were received and a new, three to five year contract has been awarded to WSP for these services. He noted that there will be a slight overlap regarding these contracts.

A motion to approve this agenda item, as presented, was made by Commissioner Zimmerman and seconded by Commissioner Brown. **The motion passed.**

7. Sole Source Contract with INIT for COPILOT Retrofit Project

9:32 a.m. A briefing paper was provided in the Committee packet, regarding a request to refer to the Board of Commissioners, for approval, a contract with INIT, Innovations in Transportation, Inc., to retrofit the aged COPILOT equipment currently used on the MetroLink light rail system, in an amount not to exceed \$570,000. Jessica Mefford-Miller, Executive Director Metro Transit, gave a brief overview of this issue.

A motion to approve this agenda item, as presented, was made by Commissioner Zimmerman and seconded by Commissioner Beach. **The motion passed.**

8. License Agreement between Bi-State Development and Great Rivers Greenway for Chouteau Greenway Trail Improvements

9:34 a.m. Chair Windmiller noted that she has been advised that this item is to be removed from today's agenda.

9. Memorandum of Understanding Between St. Louis Regional Freightway, St. Louis Community College, and Schneider National Carriers for the Administration and Implementation of a Truck Driver Training and Apprenticeship Program

9:34 a.m. A briefing paper was provided in the Committee packet, regarding a request to refer to the Board of Commissioners for approval, authorization for the President and CEO to execute the Memorandum of Understanding between St. Louis Regional Freightway, St. Louis Community College, and Schneider National Carriers, Inc., regarding the truck driver training and apprenticeship program. Mary Lamie, Executive Vice President of Multi Modal Enterprises, gave a brief overview of this issue, noting that a \$15,000 grant has been received from the U.S. Department of Labor to address the issue of the lack of qualified truck drivers, and provide class training and on the job training. Commissioner Beach stated that Ms. Lamie may wish to contact Rick Stubblefield, Executive Director Intergovernmental Grants, St. Clair County, and Tony Fuhrmann, Director Madison County Employment and Training, regarding this issue, indicating that Illinois is continuing to receive COVID funding for these types of apprenticeship programs.

A motion to approve this agenda item, as presented, was made by Commissioner Beach and seconded by Commissioner Brown. **The motion passed.**

Operations Committee Chair Windmiller noted that Audit, Finance and Administration Committee Chair Zimmerman, will take over and chair the meeting at this point.

10. FY2021 Annual Audit Work Plan

9:37 a.m. A briefing paper was provided in the Committee packet, regarding a request for approval of the FY2021 Annual Audit Work Plan. Angela M. Staicoff, Interim Director of Internal Audit, provided a brief overview of this issue.

A motion to approve this agenda item, as presented, was made by Commissioner Windmiller and seconded by Commissioner Brown. **The motion passed.**

11. Bi-State Safety Oversight: 2019 Annual Update

9:39 a.m. A briefing paper was provided in the Committee packet, regarding the Bi-State Safety Oversight – 2019 Annual Update. Andrew J Ghiassi, Director of Safety, provided a brief overview and PowerPoint presentation regarding this issue. He noted that Justin Sobeck-MoDOT, Alexis Billingslea-IDOT, Joshua Katz-IDOT and Jonathan Stevanovich-IDOT are participating in today's meeting, should the Board have any questions. President and CEO Roach noted that this update is provided with our State Oversight Partners. He stated that this includes an internal process for review by the Internal Audit Department, and noted that Stephen Berry has also been involved in the process regarding training. This item was presented for information only.

12.–15. 9:48 a.m. Chair Zimmerman noted that Items #12 through Item #15 consist of reports prepared by the Internal Audit Department, as information only, including:

- 12. IAD Audit Follow-Up Summary – 4th Qtr. FY2020
- 13. IAD Status Report – 4th Qtr. FY2020
- 14. IAD SSO-Status Report – 2nd Qtr.-Calendar Yr. 2020
- 15. Treasury-Safekeeping Accts. Audit, Ending June 30, 2020

Chair Zimmerman noted that Angela Staicoff, Interim Director of Internal Audit, is in attendance, if there are any questions pertaining to these reports. Discussion was held regarding Item #12, pages 1 and 2, concerning funds owed by the Gateway Arch and Riverfront Attractions to other areas of the Bi-State Development Agency. President and CEO Roach noted that several issues have affected these operations, including the COVID-19 situation and flooding. Chair Zimmerman asked that Mark Vago, Sr. Vice President Chief Financial Officer, provide a detailed update on these issues at the September Board of Commissioners meeting. Being no further questions, Chair Zimmerman proceeded to Item #16.

16. Pension Plans, 401(k) Retirement Savings Program and OPEB Trust Investment Performance Update as of June 30, 2020

9:54 a.m. A briefing paper was provided in the Committee packet, regarding the Pension Plans, 401(k) Retirement Savings Program and OPEB Trust Investment Performance Update as of June 30, 2020. Charles Stewart, Executive Vice President Organizational Effectiveness, provided a brief overview of the current status of each plan. This item was presented as information only, and no action of the Committee is required.

17. Update on Risk Management Insurance Program

10:02 a.m. A briefing paper was provided in the Committee packet, providing an update on the FY 2021 Risk Management Insurance Program. Kathy Brittin, Director Risk & Absence Management, gave an overview of each insurance program, and difficulties that have been encountered with several of the insurance programs. She noted that the total program has seen an increase in premiums of 49%, and currently, the program is 24.8% over budget. Commissioner Windmiller stated that she has experienced issues, such as those noted with the Excess Liability program, in her industry as well, and appreciates the work that is being done to keep the premiums as reasonable as possible. Commissioner Beach posed questions regarding Workers' Compensation for the Airport being a separate item. Ms. Brittin remarked that, since this operation is so specialized, it is unable to absorb large deductibles, and is therefore handled and insured separately. This item was presented as information only, and no action of the Committee was required.

18. Quarterly Financial Statements – 4th Quarter ended June 30, 2020

10:17 a.m. The quarterly financial statements for the 4th quarter, ended June 30, 2020, were provided in the Committee packet. Mark Vago, Sr. Vice President Chief Financial Officer, provided a brief overview of the status of each business division within the Bi-State Development Agency. This item was presented for information only, and no action of the Committee was required.

19. Treasurer's Report – Quarter Ended March 31, 2020

10:22 a.m. A summary was provided in the Committee packet, regarding the Treasurer's Report – Quarter Ended March 31, 2020. Tammy Fulbright, Sr. Director Financial Planning & Treasury, provided a brief overview of this issue, with focus on page 3 of the summary. She noted that the FY2021 budget has been approved by St. Louis City and St. Louis County. This item was presented for information only, and no action of the Committee was required.

20. Quarterly Procurement Report

10:25 a.m. A memorandum was provided in the Committee packet, to provide a summary of the quarterly procurement activity. Gregory Smith, Vice President – Purchasing, Materials Management, and Supplier Diversity, provided an overview of this report. This information was presented for information only, and no action of the Committee was required.

21. Compliance and Ethics "State of the Agency"

10:26 a.m. A briefing paper was provided in the Committee packet, regarding the "State of the Agency" for Bi-State Development's Corporate Compliance and Ethics requirements and programs. Kent Swagler, Director of Corporate Compliance and Ethics, provided an overview and presentation regarding this item. This item was presented for information only, and no action of the Committee was required.

22. Metro Transit Operations Report

10:35 a.m. An operations report for Metro Transit was included in the Committee packet. Jessica Mefford-Miller, Executive Director of Metro Transit, provided a verbal report for the

Committee, focusing on restoration of ridership, strategic goals of Metro Transit, and the COVID-19 response. She also noted that an online survey has been made available to the ridership to obtain input on how to better serve our customers. Commissioner Pestello noted that there are three trends across the nation, relating to ridership, including: 1) the unemployment rate, 2) more individuals working from home, and 3) safety concerns. He asked how Ms. Mefford-Miller is preparing for the future, in light of these trends. Ms. Mefford-Miller stated that there will probably be a need to reduce service levels in the short run, with a focus on making transit a more attractive choice, in order to increase ridership in the future. Commissioner Zimmerman asked that a summary be provided to the Board, of how the Lyft and Via usage is fitting into the system. Commissioner Simmons asked when raw data from the online survey would be available. Ms. Mefford-Miller noted that the data should be available next week, and she will share that information with the Commissioners. This item was submitted as information only, and no action is needed by the committee.

23. President and CEO Report

11:02 a.m. Bi-State Development President and CEO, Taulby Roach, addressed the Committee stating that the Agency is striving to be a “forward facing” organization, focusing on the issues in front of us, and moving towards fiscal stability, with the flexibility to adapt to the challenges ahead. Commissioner Pestello stated that he feels that Mr. Roach is “spot on” in his approach.

24. Unscheduled Business

11:05 a.m. There was no unscheduled business.

25. Call of Dates for Future Board and Committee Meetings

11:05 a.m. Myra Bennett, Manager of Board Administration, advised the Committee of the upcoming meetings, as follows:

Board of Commissioners Meeting:	Friday	September 25, 2020	8:30 AM
Security Sub-Committee Meeting:	Thursday	October 8, 2020	8:30 AM
Operations/Audit Finance & Administration:	Friday	October 16, 2020	8:30 AM

26. Adjournment to 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 pursuant to Bi-State Development Board Policy Chapter 10, §10.080(D) Closed Records; Legal under §10.080(D)(1); Real Estate under §10.080(D)(2); Personnel under §10.080(D)(3); Health Proceedings under §10.080(D)(4); Employee Negotiations under §10.080(D)(5); Data Processing under §10.080(D)(6); Purchasing and Contracts under §10.080(D)(7); Proprietary Interest under §10.080(D)(8); Hotlines under §10.080(D)(9); Auditors under §10.080(D)(10); Security under §10.080(D)(11); Computers under §10.080(D)(12); Personal Access Codes under §10.080(D)(13); Personal Information under §10.080(D)(14); Insurance Information under §10.080(D)(15); Rail, Bus, or Facilities Safety and Accidents under §10.080(D)(16) or Protected By Law under §10.080(D)(17).

11:06 a.m. Chair Zimmerman requested a motion to allow the Committee to move into closed session as permitted under Bi-State Development Board Policy, Chapter 10, Section 10.080, (D) (1) – Legal; and (D) (10) – Audit.

A motion to move into Executive Session was made by Commissioner Windmiller and seconded by Commissioner Golliday. A roll call vote was taken as follows:

Rose Windmiller – Yea
Constance Gully – Yea
Vernal Brown – Yea
Fred Pestello – Yea

Justin Zimmerman – Yea
Terry Beach – Yea
Irma Golliday – Yea
Herbert Simmons – Yea

The motion passed unanimously. The Committee moved to Executive Session at 11:06 a.m.

27. Reconvene to Open Meeting

11:47 a.m. The Committee reconvened to the Open Meeting at approximately 11:47 a.m. Chair Zimmerman noted that, per Board Policy, no final action votes will be taken in a closed meeting or closed (executive) session.

Commissioner Windmiller made a motion to approve the Minutes from the May 21, 2020, Executive Session of the combined meeting of the Operations and Audit, Finance, & Administration Committee, as a closed record. The motion was seconded by Commissioner Golliday.

Rose Windmiller – Yea
Constance Gully – Yea
Vernal Brown – Yea
Fred Pestello – Abstain

Justin Zimmerman – Yea
Terry Beach – Yea
Irma Golliday – Yea
Herbert Simmons – Yea

The motion passed.

Commissioner Gully made a motion to approve the Draft – Fuel Hedging Audit, as presented. The motion was seconded by Commissioner Windmiller.

Rose Windmiller – Yea
Constance Gully – Yea
Vernal Brown – Yea
Fred Pestello – Yea

Justin Zimmerman – Yea
Terry Beach – Yea
Irma Golliday – Yea
Herbert Simmons – Yea

The motion passed.

Commissioner Gully made a motion to approve the Draft-Disadvantaged Business Enterprise Audit, as presented. The motion was seconded by Commissioner Simmons.

Rose Windmiller – Yea
Constance Gully – Yea

Justin Zimmerman – Yea
Terry Beach – Yea

Vernal Brown – Yea
Fred Pestello – Yea

Irma Golliday – Yea
Herbert Simmons – Yea

The motion passed.

Commissioner Simmons made a motion to approve the Draft-Cortex MetroLink Station Construction Audit, as presented. The motion was seconded by Commissioner Beach.

Rose Windmiller – Abstain
Constance Gully – Yea
Vernal Brown – Yea
Fred Pestello – Abstain

Justin Zimmerman – Yea
Terry Beach – Yea
Irma Golliday – Yea
Herbert Simmons – Yea

The motion passed.

28. Adjournment

11:51 a.m. Chair Zimmerman asked if there was any further business, being none, Commissioner Gully made a motion to adjourn the meeting. The motion was seconded by Commissioner Brown. Unanimous vote in favor taken. Motion passed, and the meeting was adjourned at approximately 11:51 a.m.

Deputy Secretary to the Board of Commissioners
Bi-State Development

Open Session Item

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**Bi-State Development Agency
Combined Operations Committee and
Audit Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Jessica Mefford-Miller, Executive Director of Metro Transit
Subject: **Contract Modification: Time Extension of Contract with WSP USA, Inc. – MetroLink Stations Enhancements**
Disposition: Approval
Presentation: Christopher C. Poehler, Assistant Executive Director Engineering Systems;
Gregory A. Smith, Vice President Procurement & Inventory Management

Objective:

To present to the Operations Committee, for discussion and referral to the Board of Commissioners for approval, a request to authorize the President & CEO to extend the performance period incorporating a time extension for 30 months with WSP USA, Inc. to cover the estimated time for the design and construction phase services initially scoped under contract number 19-RFP-105718-CG for MetroLink Station Enhancements.

Background:

The Board of Commissioners' approval was granted on February 22, 2019, to enter into a Cost Plus Fixed Fee Contract with WSP USA, Inc. to conduct the planning and design of enhancements at five MetroLink Stations, for a performance period of 12 months, in the amount of \$812,893.06.

In April 2019, Bi-State Development (**BSD**) entered into a contract with WSP USA, Inc., for planning and design for five MetroLink Stations. The five stations are Laclede's Landing, Convention Center, 8th & Pine, Forest Park-DeBaliviere and Delmar Loop. The main goals of these enhancements include promoting a safe and attractive environment at each station, strengthening connections to the surrounding communities, reducing long-term maintenance costs and increasing ridership.

Two, 90-day contract time extensions have been issued, which allowed WSP USA to continue to complete the services outlined in the initial scope of work, by incorporating a time extension until January 11, 2021.

Analysis:

The design scope for MetroLink Stations Enhancements has expanded, based on the improvements that BSD approved to go forward and the addition of the construction phase services. The contract award amount of \$812,893.06, for a performance period of 12 months, only covered design services.

WSP USA, Inc. will estimate the work effort required for the final design, when the scope of the concepts they developed are approved. The firm also advised the agency that the construction phase effort is not possible to estimate, until projects are funded and constructed concurrently.

The period of performance for the remainder of the design services and construction phase services of the scope of work is estimated to be completed within 30 months. The WSP USA contract will be modified, incorporating the time extension to complete the project.

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Contract Modification: WSP USA, Inc.
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Funding Source:

Funding provided by FTA Grant# MO-90-X281 and Prop M.

Committee Action Requested:

Management recommends that the Operations Committee accept, and forward to the Board of Commissioners for approval, this request to allow BSD to issue a contract modification for a time extension to WSP USA, Inc., extending the contract end date to July 12, 2023.

**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Jessica N. Mefford-Miller, Executive Director Metro Transit
Subject: **Contract Modification: Union Station Tunnel Rehabilitation Design Services**
Disposition: Approval
Presentation: Chris Poehler, Assistant Executive Director Engineering Systems;
Timothy Nittler, Director Capital Projects;
Gregory Smith, Vice President Procurement & Inventory Management

Objective:

To present to the Operations Committee, for discussion and referral to the Board of Commissioners for approval, a request for authorization to modify the current contract for design and construction phase services for the Union Station Tunnel rehabilitation project.

Background:

On, June 24, 2016, Bi-State Development issued Solicitation number 17-RFP-103314-DGR Union Station Tunnel Rehabilitation Design Services and as a result of the procurement process, award was made to Modjeski and Masters.

The Board of Commissioners approved a not to exceed amount of \$4,500,000.00 at their September 23, 2016, meeting. Due to the on-going negotiations with Union Station ownership, it has been necessary to revise the design and construction of the Union Station tunnel project. It has been necessary to revise a portion of some sub-consultant design work that is no longer needed, and roll that funding back into the larger design portion of the project to cover early work revisions, early work construction and a portion of the rehabilitation design.

Contract Modification #4 includes additional funding for early work structural package, early work structural construction services, and the revised design and construction services for the rehabilitation of the tunnel, including structural, mechanical and electrical design that has been brought on by the change in project direction. The cost for these additional services is \$1,065,164.63, which includes a 10% contingency.

Analysis:

Metro Engineering has reviewed the cost proposal by Modjeski and Masters and has determined that the cost proposal is in line with M & M's initial contract cost proposal, which was deemed fair and reasonable.

Committee Action Requested:

Management recommends that the Operations Committee accept, and forward to the Board of Commissioners for approval, the request that the President & CEO approve Contract Modification #4 for the continued design and construction phased services for the Union Station tunnel to Modjeski and Masters, in an amount not to exceed \$1,065,164.63.

Funding Source:

Federal Transit Administration Grant Number MO-05-0028, MO-90-X231 and Local Match from Prop M.

**Bi-State Development Agency
Combined Operations Committee and
Audit Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From:	John Langa, Vice President, Economic Development
Subject:	2020 Annual Surplus Property Holdings
Disposition:	Approval
Presentation:	John Langa, Vice President, Economic Development; Jeff Braun, Director, Real Estate

Objective:

To present to the Bi-State Development (**BSD**) Operations Committee (**Committee**), for acceptance and referral to the BSD Board of Commissioners (**Board**) for approval, the report reaffirming and approving that the properties included herein in **Table 1** are not required for BSD purposes, and may, therefore, be declared surplus and subject to sale, lease, or the grant of other property rights.

Background:

At the end of the 2013 calendar year, there were 87 surplus (for purposes of this paper, the words “excess” and “surplus” are used interchangeably) properties owned by BSD. There were 92 such properties at the end of 2014; 100 properties at the end of 2015; 101 at the end of 2016; 100 at the end of 2017; 90 at the end of 2018; and 91 at the end of 2019. For 2020, there will be 91 surplus properties, as outlined in Table 1. These parcels are identified by their BSD Parcel Number (unless otherwise noted) and the MetroLink station section of the alignment or other areas to which they are in close proximity.

For the 2020 list, all but two (2) of the properties were originally acquired for transit-related purposes, with these two (2) located at the St. Louis Downtown Airport (**Airport**). Please note, that of these two (2) properties, one is being considered by the Committee at this same meeting for declaration as excess property to potentially redevelop Hangar 5 (please see the additional Hangar 5 property information in **Exhibit A**). If that action is not approved by the Committee, this property will be removed from the final list of surplus properties presented to the Board at its November 2020 meeting.

Analysis

As with similar, previous reports, this list will be used by BSD as the basis for future triennial excess property reports for the Federal Transit Administration (**FTA**). Table 1 is formatted in a manner consistent with these reports, and when the next triennial report is due, the Airport properties will not be included.

Committee Action Requested:

Management recommends that the Committee accept, and refer to the Board for approval, the report reaffirming and approving that the properties included herein in **Table 1** are not required for BSD purposes, and may, therefore, be declared surplus and subject to sale, lease, or the grant of other property rights.

Funding Source:

No BSD funds are anticipated to be used as part of this declaration of surplus properties.

Table 1. 2020 Annual Excess Property Holdings

Exhibit A 2020 Annual Excess Property Holdings, New Property Additions

Table 1

Table 1. 2020 Annual Surplus Property Holdings.

BSD Parcel Number	Location / Area
<i>Transit-related parcels</i>	
ID802.01F	East Riverfront Area
02-21.0-119-015 (St. Clair County parcel number)	East St. Louis
SO1RW144	5 th & Missouri Area
SO1RW107	5 th & Missouri Area
1D003.00F-02, 1D001.00F-02	5 th & Missouri Area
1D012.00F-02, 1P013.00F-02, 1P014.00F-02	5 th & Missouri Area
1P024.01F-02	5 th & Missouri Area
1P026.00F-02	5 th & Missouri Area
1P028.00F-2, 1P029.00F-02, 1P031.00F-02, 1P032.00F-02, 1P033.00F-02, 1P034.00F-02, 1P035.00F-02	Emerson Park Area
1P036.00F-02	Emerson Park Area
1P038.00F-02, 1P039.00F-02	Emerson Park Area
1P041.00F-02, 1P042.00F-02	Emerson Park Area
1P044.00F-02	Emerson Park Area
1P046.01F-02, 1P047.01F-02, 1P048.00F-02, 1P049.01F-02, 1P049.02F	Emerson Park Area
1P048.00F-00, 1P050.02F-02	Emerson Park Area
1D053.01F-02, 1P053.01F-02, 1P052.02F-02, 1P054.01F-02, 1P052.01F-02	Emerson Park Area
1P048.00F-00, 1P063.00F-02	Emerson Park Area
1D064.03F-02	Emerson Park Area
1P048.00F-02, 1P064.01F-02, 1P065.01F-02, 1P063.01F-02	Emerson Park Area
1P069.00F-02, 1P069.01F-02, 1D073.00F-02	Emerson Park Area
1P072.02F-02, 1P072.03F-02	Emerson Park Area
1P048.00F-02, 1P074.00F-02, 1P074.02F-02, 1P075.00F-02, 1P076.00F-02	Emerson Park Area
1P048.00F-00	Emerson Park Area
1P048.00F-02	Emerson Park Area
1P078.00F-02	Emerson Park Area
2P001.05F-05	Washington Park Area
2P038.00F-06, 2P039.00F-06	Belleville Memorial Area
6P007.00F-10	SWIC Area
6P002.00F-10	SWIC Area
6P012.00F-10	SWIC Area
6P004.00F-10	SWIC Area
6P005.00F-10	SWIC Area
6P006.00F-10	SWIC Area
SO7RW062-068	Lambert #2 Area
Multiple City Parcel Numbers (14)	Hodiamont ROW
A portion of 13J311026 (St. Louis County parcel number)	North Hanley
14H410323, 14H410314, 14H431030 (St. Louis County parcel number)	Webster Groves
22K-53-0671 (St. Louis County parcel number)	Brentwood Garage
2P459.01F-X10	Sunnen Station Area
3873-00-06500 (City of St. Louis parcel number)	Debaliviere Area
<i>Airport-related parcels</i>	
07-06.0-400-031 (St. Clair County parcel number)	St. Louis Downtown Airport
Hangar 5 portion of 01-36.0-300-032 (St. Clair County parcel number)	St. Louis Downtown Airport



Illinois properties



MO properties

Illinois property

Open Session Item 7

Exhibit A

County Parcel Number	01360300032	
Type of Interest	Fee Simple	EXHIBIT A
Address	1400 Upper Cahokia Road	
Location	Hangar 5 (4000 Vector)	
Parcel Size	470.22 acres, total - but includes only the 6,200 square feet Hangar 5 building and its 22,855 square feet site to be declared as surplus property.	
Acquisition Cost	Part of Tract A-1 acquired fee simple on December 22, 1964 from the Illinois State Trust Company – Trustee.	
Notes	Only the improvements referred to as Hangar 5 and the Hangar 5 site are being declared surplus. All other land and improvements (as applicable) will remain with the Airport.	
Grant Number	FAA: FAAP 9-11-048-0401, State: Not Applicable, Participation Ration, Unknown	
Potential Disposition	Hangar 5 may be demolished to allow for the construction of one to three (3) new aircraft hangars. The 6,200 square feet Hangar 5 sits on a 22,855 square feet site.	EXHIBIT A



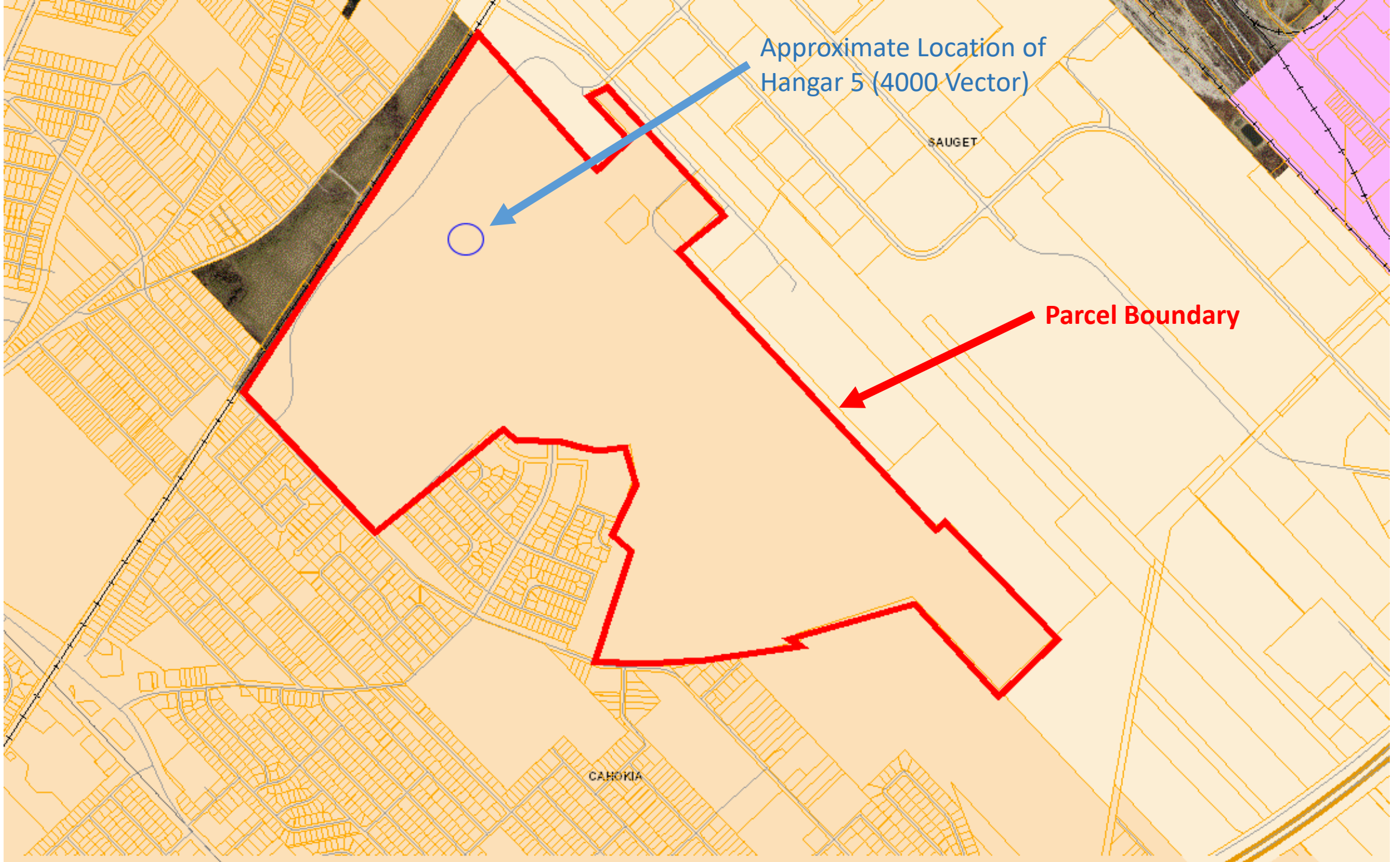
Approximate Location of
Hangar 5 (4000 Vector)

Approximate Location of
Hangar 5 (4000 Vector)

SAUGET

Parcel Boundary

CAHOKIA



Raw Text:

Parcel:01360300032	
Parcel Number:	1360300032
Acreage:	470.22
Assessor ID:	01-36.0-300-032
Site Address:	1400 UPPER CAHOKIA RD
Site City Zip:	CAHOKIA, IL 62206
Subdivistion:	CAHOKIA COMMONFIELD
Owner:	BI-STATE PARKS AIRPORT
Owner Address:	ATTN: R. MCDANIEL
Owner Address2:	1680 SAUGET IND. PARKWAY
Owner City:	SAUGET, IL
Township Name:	CENTREVILLE
Assessed Land Value:	0
Assessed Building Value:	0
Assessed Certified Total Value:	0
Elementary School District:	
High School District:	
Unit School District:	CAHOKIA UNIT #187
Fire District:	CAHOKIA FIRE
Library District:	CAHOKIA PUB LIB DIST
Park District:	
Sewer District:	METRO-EAST SANITARY
TIF District:	CAHOKIA T.I.F. #3
Municipal Place:	VILLAGE OF CAHOKIA
Square Footage:	20,482,744.09

Open Session Item

8

**Bi-State Development Agency
Combined Operations Committee and
Audit Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: John Langa, Vice President, Economic Development
Subject: **Bi-State Development Research Institute Dissolution**
Disposition: Approval
Presentation: John Langa, Vice President, Economic Development

Objective:

To present to the Bi-State Development (**BSD**) Operations Committee for acceptance, and referral to the BSD Board of Commissioners for approval, the dissolution of the Research Institute (**Institute**), an action which will include the Institute donating its Current Assets and Capital Assets to BSD; BSD entering into agreements with the Institute to complete this donation, including as it may relate to the two (2) kiosks at the North Hanley and Wellston MetroLink stations with the BSD hereby authorizing the BSD President and CEO to negotiate and finalize any related agreements; BSD completing the Institute's dissolution related federal and state filings; and, BSD confirming the Institute's Board of Directors.

Background:

At its September 8, 2020 annual meeting, the Institute Board of Directors voted to dissolve the Institute. (Please see **Exhibit A**, Bi-State Development Research Institute September 8, 2020 Meeting Agenda and Plan for Dissolution).

The Institute was created in 2014 by BSD as a 501 c 3 non-profit organization, to serve BSD in research and grant funded projects. (As it is dissolved, the formal dissolution will occur following an Institute request and confirmation by the State of Illinois, where it is incorporated. It is possible that the formal dissolution could be completed by late 2020 or early 2021).

The Institute has undertaken a number of grant programs and studies, and has one remaining on-going project, the food kiosk pilot program funded by the Missouri Foundation for Health (**MFH**) with a private grant (closed out by MFH in late 2018). At this time, the pilot kiosk project involves The Link Market (**TLM**) operating the two (2) kiosks at the North Hanley and Wellston MetroLink stations. Both are located in food deserts, and the original MFH grant and vendor, TLM, focused on reducing food insecurity in these locations. In February 2020, following BSD's considerable work with TLM and St. Louis County, the BSD Board of Commissioners approved the Institute's December 2019 donation of the kiosks to TLM. TLM had been reviewing the February 2020 paperwork related to that donation until it notified BSD on August 31, 2020 that it would like to proceed with the donation documents.

If that donation were not to occur, the original agreement with TLM and the Institute, which has been renewing on 6-month intervals, may be extended through November 2023. As the Institute moves towards dissolution, and should TLM not finalize the donation of the kiosks from the Institute, the Institute would, prior to dissolution, complete the donation of the kiosks to BSD, which could continue the 6-month renewals and could at a later date, complete the donation of the kiosks to TLM. The Capital Asset value of the kiosks is \$261,167 as of July 31, 2020.

Additionally, the Institute has Current Assets that would be donated to BSD. As of June 30, 2020, the Institute had Current Assets, including \$401 in Unrestricted Cash, \$107,545 in Restricted Cash and (\$23,284) owed to Assets and Notes Receivable. The Restricted Cash is related to the food kiosks project, \$70,000 of which is to reimburse Metro Transit Maintenance of Way (**MOW**) for its site work and costs in installing the kiosks. Any remainder has been considered for possible relocation of the kiosks if TLM does not accept the donation, and/or the on-going support costs for kiosk operations, approximately \$3,000 in utilities and MOW's on-going landscaping and snow removal costs at both locations. The Assets and Notes Receivable are for general reimbursements to Metro Transit for past and on-going Institute costs, including legal, phone bills, filings, etc.

Per the attached Bi-State Development Research Institute Plan for Dissolution (the **Plan**), on September 8, 2020, the Institute Board considered:

1. Creating a Plan for dissolution of the Institute;
2. A resolution to dissolve the Institute and approve the Plan;
3. Requesting BSD accept donation of the Institute's Capital Assets, if any, and Current Assets; and, if at the time of the Institute's dissolution the kiosk donation has not yet finalized with TLM, then BSD supporting the donation or on-going project extension efforts with TLM for the kiosks.
4. Requesting BSD staff work with outside legal counsel to complete any related federal or state (both Missouri and Illinois) filings to complete the dissolution of the Institute.

Specifically, the Institute Board approved the following resolution on September 8th, a "*Motion to dissolve the Bi-State Development Research Institute, approve the dissolution plan and authorize the execution of any documents and undertakings that are required to carry out the dissolution*".

The Institute is not directly staffed, but has interim director services provided on an as-needed basis through the BSD Economic Development Department, which will continue through dissolution and any follow-up filings.

Regarding the Institute's Board of Directors, its Board shall consist of at least five (5) and not more than seven (7) members. Per the Institute's by-laws, four (4) of the members shall include: the Chairman of the BSD Board of Commissioners, the Vice Chairman of the BSD Board of Commissioners, the BSD President and CEO and the BSD General Counsel. Further, per the Institute's by-laws, the BSD Board of Commissioners shall approve the Institute's Board of Directors membership. At its September 8, 2020 annual meeting, the Institute recommended the following Institute Board of Directors for BSD Board of Commissioners consideration.

The Institute Board's recommended membership includes:

President:	Larry Jackson, Senior Vice President, BSD
Vice President:	Vacant
Secretary:	Barb Enneking, General Counsel, BSD
Treasurer:	Taulby Roach, President and CEO, BSD
Member:	Rose Windmiller, Chairman, BSD Board of Commissioners
Member:	Herbert Simmons, Vice Chairman, BSD Board of Commissioners

Analysis:

The dissolution of the Institute should save considerable BSD staff time, now involved in administering and reporting on Institute requirements. Furthermore, regarding the food kiosks and TLM, both of which have been of importance to St. Louis County, once the donation is completed, there should not be any substantial BSD project support requirements.

Committee Action Requested:

Management recommends the Bi-State Development (BSD) Operations Committee accept and refer to the BSD Board of Commissioners for approval, the dissolution of the Research Institute (**Institute**), an action which will include the Institute donating its Current Assets and Capital Assets to BSD; BSD entering into agreements with the Institute to complete this donation, including as it may relate to the two (2) kiosks at the North Hanley and Wellston MetroLink stations with the BSD hereby authorizing the BSD President and CEO to negotiate and finalize any related agreements; BSD completing the Institute's dissolution related federal and state filings; and, BSD confirming the Institute's Board of Directors.

Funding Source:

BSD staff estimates that it will cost between \$5,000 to \$10,000 in legal and filing fees to dissolve the Institute, plus staff time.

Exhibits:

Exhibit A: Bi-State Development Research Institute September 8, 2020 Meeting Agenda and Plan for Dissolution

Exhibit A

EXHIBIT A

Bi-State Development Research Institute
211 North Broadway, Suite 700
St. Louis, Missouri 63102

Board of Directors Annual Meeting Agenda

September 8, 2020

11:00 AM

Virtual Meeting

1. Roll Call: Existing Board of Directors Members: Rose Windmiller, Herbert Simmons, Barb Enneking, Secretary, Larry Jackson, Treasurer and Taulby Roach.
2. Approval of December 30, 2019 Meeting Summary
3. Election of Board of Directors Members and Officers: Proposed (Full Board of Directors Members slate and Officers will require final approval by the Bi-State Board of Commissioners)

Suggested:	President	Vacant
	Vice President	Vacant
	Secretary	Barb Enneking
	Treasurer	Larry Jackson
	Board Member	Taulby Roach
	Board Member	BSD Commissioner Rose Windmiller
	Board Member	BSD Commissioner Herbert Simmons

4. Approval of Bi-State Development Research Institute Dissolution
5. Other Business
6. Adjourn

Bi-State Development Research Institute

211 North Broadway, Suite 700

St. Louis, Missouri 63102

Board of Directors Meeting Agenda Meeting Minutes

December 30, 2019

9:00 AM

1. Roll Call: Existing Board of Directors Members: Mike Buehlhorn, President, Aliah Holman, Vice President, Barb Enneking, Secretary, Larry Jackson, Treasurer and Taulby Roach. (all present, but for Aliah Holman; John Langa was also in attendance)
2. Approval of November 12, 2019 Board of Directors Annual Meeting Summary (Approved Unanimously)
3. Consideration and approval of Bi-State Development Research Institute's donation of two (2) kiosks to The Link Market. (Approved Unanimously; discussion, in addition to the materials in the Briefing Paper, included: confirming any future donation and/or location agreement involving The Link Market include language providing Bi-State Development the right to dispose of a kiosk as it sees fit if The Link Market ceases operation of that kiosk and does not remove it; and, Bi-State Development invoice The Link Market for the cost of utilities for any kiosk).
4. Other Business (None)
5. Adjourn

Bi-State Development Research Institute
Open Session Agenda Item
Board of Directors
September 8, 2020

From: John Langa, Interim Director, Bi-State Development Research Institute
Subject: **Bi-State Development Research Institute Dissolution**
Disposition: Approval
Presentation: John Langa, Interim Director, Bi-State Development Research Institute

Objective:

To present to the Bi-State Development Research Institute (**Institute**) Board of Directors for approval of the dissolution of the Institute, an action which will include the Institute transferring its Current Assets and Capital Assets to Bi-State Development (**BSD**); the Institute entering into any such agreement with BSD to complete these transfers and assignments, including for, and as it may relate to, the two (2) kiosks at the North Hanley and Wellston MetroLink Stations; and, the Institute filing any and all forms necessary with the States of Missouri and Illinois and the federal government as it relates to the dissolution.

Background:

The Institute was created in 2014 as a 501 c 3 non-profit organization to serve BSD in research and grant funded projects. At this time, consideration is being given to dissolving the Institute.

The Institute has undertaken a number of grant programs and studies, and has one remaining on-going project, the food kiosk pilot program funded by the Missouri Foundation for Health (**MFH**) with a private grant (closed out by MFH in late 2018). At this time, the pilot kiosk project involves The Link Market (**TLM**) operating the two (2) kiosks at the North Hanley and Wellston MetroLink stations. Both are located in food deserts, and the original MFH grant and vendor, TLM, focused on reducing food insecurity in these locations. In February 2020, following BSD's considerable work with TLM and St. Louis County, the BSD Board of Commissioners approved the Institute's December 2019 donation of the kiosks to TLM. TLM had been reviewing the February 2020 paperwork related to that donation until it noticed BSD on August 31, 2020 that it was ready to move forward with the donation.

If a donation were not to occur, the original agreement with TLM and the Institute may be extended (potentially through BSD) through November 2023. If the Institute is dissolved prior to a donation, consideration might be given to the Institute assigning the kiosks to BSD at their Capital Asset value of (\$261,167, July 31, 2020 value).

Additionally, the Institute has Current Assets that may need to be reallocated to BSD. As of June 30, 2020, the Institute had Current Assets, including \$401 in Unrestricted Cash, \$107,545 in Restricted Cash and (\$23,284) owed to Assets and Notes Receivable. The Restricted Cash is related to the food kiosks project, \$70,000 of which is to reimburse Metro Transit Maintenance of Way (**MOW**) for its work and costs in installing the kiosks. At this time, it is costing the Institute approximately \$875 in utilities to support the kiosks, plus MOW's on-going landscaping and snow removal costs at both locations, estimated at \$3,000. The Assets and Notes Receivable are for general reimbursements to Metro Transit for past and on-going Institute costs, including legal, phone bills, filings, etc.

The attached Bi-State Development Research Institute Plan for Dissolution (the **Plan**), **Attachment A**, provides an overview of the Institute, its on-going project, and steps it might consider should it dissolve the Institute. Generally, these steps include:

1. Creating a Plan for dissolution of the Institute (Attachment A).
2. The Institute Board meeting to approve a resolution to dissolve the Institute and approve the Plan.
3. BSD accepting the Institute's Capital Assets and Current Assets; and, if at the time of the Institute's dissolution the kiosk donation has not yet finalized with TLM, then BSD supporting the donation or on-going project extension efforts with TLM for the kiosks.
4. BSD staff working with outside legal counsel to complete any related federal or state (both Missouri and Illinois) filings.

At this time, the Institute is not directly staffed, but has interim director services provided on an as-needed basis through the BSD Economic Development Department.

Analysis:

The dissolution of the Institute should save considerable BSD staff time now involved in administering and reporting on Institute requirements. Furthermore, and in regards to the food kiosks and TLM, both of which have been of importance to St. Louis County, once the donation is completed, but for the on-going work with TLM, there should not be substantial BSD project support requirements.

Board of Directors Action Requested:

Management recommends the Bi-State Development Research Institute (**Institute**) Board of Directors approval of the dissolution of the Institute, an action which will include the Institute transferring its Current Assets and Capital Assets to Bi-State Development (**BSD**); the Institute entering into any such agreement with BSD to complete these transfers and assignments, including for, and as it may relate to, the two (2) kiosks at the North Hanley and Wellston MetroLink Stations; and, the Institute filing any and all forms necessary with the States of Missouri and Illinois and the federal government as it relates to the dissolution.

Funding Source:

BSD staff estimates that it will cost between \$5,000 to \$10,000 in legal and filing fees to dissolve the Institute, plus staff time.

Attachments:

Attachment A: Bi-State Development Research Institute Plan for Dissolution

Bi-State Development Research Institute

Plan for Dissolution

Purpose

This Plan for Dissolution (**Plan**) sets forth the activities of the Bi-State Development Research Institute (**Research Institute**) to terminate and dissolve the Research Institute. Included are steps to constructively dissolve the Research Institute, a summary of its history and remaining on-going project, a board overview and fiscal information.

Future Action Steps (the Plan)

There are a number of steps to dissolve the Research Institute, including:

1. Bi-State Development (**BSD**) staff create the Plan (this document is the Plan) to wind down and dissolve the Research Institute. The goal is to complete the dissolution by the end of the FY2021 fiscal year. Completion Goal – Q3 2020.
2. The Research Institute Board meet to approve a resolution to dissolve the Research Institute and approve the Plan and any related actions to implement the Plan. Completion Goal – Q4 2020.
3. Per the Research Institute's Articles of Incorporation, if it is dissolved, any assets of the Research Institute should be donated to BSD, and thus the BSD Board should meet to approve the acceptance of the donation of the Research Institute's current assets and capital assets ((the capital assets are two kiosks, and if, prior to Research Institute dissolution, not already donated by the Research Institute to The Link Market (**TLM**) per prior Research Institute and BSD approvals, would require that the Research Institute assign the kiosk donation, original project agreement and responsibility to BSD)). Completion Goal – Q1 2021.
4. BSD staff complete work with outside legal counsel (Lashly Baer) to complete all of the necessary filings with Missouri, Illinois and the IRS and possible other federal agencies, to dissolve the Research Institute. Completion Goal – Q 2 2021.

BSD staff estimates that the dissolution efforts will cost between \$5,000 to \$10,000 depending on legal and filing fees, plus staff time.

Background

The Research Institute was formed as a 501C3 non-profit organization in November 2014 to serve Bi-State Development (BSD) in research and grant-funded projects. All Research Institute activities had to be consistent with BSD's compact, mission and authority. Specifically, the purpose of the Research Institute was to:

- Evaluate land use, public land use policy, economic and community development and infrastructure investment as such issues affect transit and the bi-state region.
- Assist in the strategic acquisition, conveyance and other handling of real property for public purposes in the bi-state region.
- Receive and administer gifts and grants to perform activities consistent and supportive of the mission of Bi-State Development.

Projects and Programs

The Research Institute initiated, supported and/or completed a number of projects in its tenure, including, but not limited to:

- Rides to Wellness Initiative - Accessing Rides to Community Healthcare
- Bike Share Target Neighborhood Engagement
- Feasibility Study for the Implementation of On-Site Medical Services at MetroLink Stations
- STL Metro Market at Metro Transit Centers
- Betty Jean Kerr People's Health Center Mobile Health Screenings
- Regional Data Alliance
- Partnering with the Green Business Challenge

The Research Institute's only on-going project is:

Addressing Food Insecurity: Food Kiosks Pilot Program

- Amount: \$583,958.
- Funded by: Missouri Foundation for Health (MFH), a private grantor.
- Awarded: November 2016 (program services began in 2017).
- End of Grant: November 2018, closed out by MFH in November 2018.
- Project/Program Description:
 - Fresh food kiosk pilot project at the North Hanley and Wellston MetroLink stations, both located in areas classified by the United State Department of Agriculture as food deserts. The kiosks are renovated shipping containers funded through the private grant. BSD contracted with TLM, a non-profit run by Dr. Jeremy Goss, as the vendor for the fresh food market services at the kiosks, with a contract completion date of November 2018 and two (2) 90-day

extensions to May 2019 (the original agreement also provided an opportunity for TLM to renew through November 2023).

- The grant awarded in December, 2016, the kiosks opened in late 2017, the Research Institute sent the final report to MFH in late 2018 and MFH closed out the project in late 2018.
- The BSD Board of Commissioners considered the future of kiosk project at its meeting on April 26, 2019. BSD staff evaluated TLM's financials provided to that date and found the model not sustainable unless it were to gain additional grants; and, further recommended wrapping up the project based on that and the completion of the original MFH pilot grant.
- BSD and the Research Institute began meetings and conversations with St. Louis County staff in June 2019 to consider permitting and operations issues and the future of TLM. On June 21, 2019, TLM committed to providing additional financial reports to the Research Institute and BSD by August 21, 2019 (which it accomplished), the County agreed to work with BSD and the Research Institute on permitting issues for the kiosks, and TLM's operations were extended through December 21, 2019. Given TLM's August 2019 financial reports, BSD staff found the pilot project model not sustainable without significant funding from other sources, which TLM then committed to. During late 2019, TLM also began promoting in earnest the possibility of the Research Institute donating the kiosks to TLM, an action greatly supported by St. Louis County.
- In late 2019, TLM's operations were extended through June 28, 2020. On December 30, 2019, the Research Institute Board met to consider donation of the kiosks to TLM, which it approved along with a recommendation that the BSD Board consider the donation and a related license agreement so TLM could continue kiosk operations at the existing locations. The BSD Board confirmed both the donation and license actions at its February 2020 Board meeting, and immediately thereafter BSD staff sent TLM (and copied St. Louis County) draft donation and license agreements. *BSD staff did not receive comments from TLM on either document until August 31, 2020 when TLM notified BSD that it would like to proceed with the donation. TLM's original operations model has been extended by the Research Institute to December 28, 2020. Please note, this extension scenario may continue in the future if TLM does not accept the donation and license agreement. Per the original agreement with TLM and the Research Institute, this extension period could continue through November 2023.*
- Of the \$107,545 remaining in restricted funds from the private MFH grant, \$70,000 from the original grant is allocated to reimburse Metro Transit Maintenance of Way for site improvements and maintenance undertaken by

Metro Transit to locate the kiosks on premises. On-going utilities cost approximately \$875, annually, Metro Maintenance of Way property upkeep is estimated at \$3,000, annually, and a potential relocation of the kiosks is approximately \$16,500, each, if they would have to be moved to BSD property for storage at some time in the future. Please note, it is possible the BSD Economic Development could be reimbursed for on-going staff time spent on this project.

Board and Reporting

The full Research Institute Board of Directors consists of at least five (5), but not more than seven (7), members. Per a 2017 update to the Research Institute By-Laws approved by the BSD Board of Commissioners, four (4) of those seven (7) members shall include: the Chairman of the BSD Board of Commissioners, the Vice Chairman of the BSD Board of Commissioners, the BSD President and CEO and the BSD General Counsel. The remaining members shall be nominated and approved by the BSD Board of Commissioners.

- President: Vacant
- Vice-President: Vacant
- Secretary: Barb Enneking, General Counsel
- Treasurer: Larry Jackson, Senior Vice President, BSD
- Board member: Taulby Roach, President and CEO, BSD
- Board member: BSD Commissioner Rose Windmiller
- Board member: BSD Commissioner Herbert Simmons

The Research Institute files annual organizational and financial reporting in Illinois and Missouri and with the Internal Revenue Service. In the past, Schowalter and Jabouri, contracted to BSD Internal Audit, filed those related reporting documents for the Research Institute. In 2020, the tax return documents were prepared and submitted through Rubin Brown, which contracts to BSD. Lashly Baer has been the Research Institute's legal counsel.

Financials

As of June 30, 2020, the Research Institute's balance sheet summary included:

Assets

Current Assets

Unrestricted Cash	\$401
Restricted Cash	\$107,545*
Assets and Notes Receivable	(\$23,284)**

Total Current Assets	\$84,662
----------------------	----------

Capital Assets \$262,143***

Total Assets \$346,805

*Available for the Kiosk private grant project, including reimbursement to Metro Transit Maintenance of Way for past kiosk related expenses, relocation, on-going utilities, etc.

**These are for reimbursements to Metro Transit for miscellaneous expenses over the time frame of the Research Institute, including reporting, legal bills, etc.

***Depreciated value of two (2) kiosks, and as of July 31, 2020, \$261,167.

The budget for FY 21 includes:

Total Operating Revenues \$7,821*

Operating Expenses (\$17,990)

Net Income (Loss) (\$10,169)

*In-kind staff support contributions from BSD

Moving forward, if the Research Institute is dissolved, a potential course of action on the remaining funds could be to use the \$107,545 to reimburse Metro Transit MOW in the amount of \$70,000 to reimburse that group for its costs during the installation of the kiosks, and use any remaining funds to reimburse Metro Transit for the \$23,284. If that were to occur, the remaining \$14,000 +/- might also be used to pay for legal and filing fees (estimated between \$5,000 to \$10,000) to dissolve the Research Institute, pay kiosk utilities until the donation is accepted (approximately \$875, annually), reimburse MOW for on-going landscaping and snow removal fees, and/or held back to supplement the costs of kiosk relocation (estimated at \$16,500 per kiosk), if needed. Further, if the Research Institute is dissolved, it is likely that the kiosks would move to the BSD "books" as capital assets until a donation of is accepted.

- Updated August 31, 2020

**Bi-State Development Agency
Combined Operations Committee and
Audit Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From:	John Langa, Vice President, Economic Development
Subject:	St. Louis Downtown Airport Surplus Property Holdings
Disposition:	Approval
Presentation:	Mary Lamie, Executive Vice President – Multi Modal Enterprises; Erick Dahl, Airport Director, St. Louis Downtown Airport; John Langa, Vice President, Economic Development

Objective:

To present to the Bi-State Development (**BSD**) Operations Committee (**Committee**), for acceptance and referral to the BSD Board of Commissioners (**Board**) for approval, the report reaffirming and declaring that the 6,200 square feet Hangar 5 and 22,855 square feet site on which it sits (**Hangar 5**) portion of the property known at the St. Louis Downtown Airport (**Airport**) by locator number 01-36.0-300-032, is not useful for BSD aeronautical or revenue purposes in its present condition; and, that Hangar 5 be declared surplus and conveyed to the successful offeror selected through a competitive process, which may include a request for proposals (**RFP**) to demolish, re-build and re-use the property either through the actions of a private developer or the Airport itself.

Background:

The Airport owns Hangar 5, a 6,200 square feet building, which sits on a 22,855 square feet site within the larger 470-acre Airport parcel. Hangar 5 was built prior to 1988, and, although maintained over-time, is in poor condition as noted in a 2016 appraisal conducted for the Airport. The Airport believes that given the age and condition of the facility, the likely cost of repairs and improvements and the lack of modern amenities, it is neither economically prudent to upgrade the Hangar, nor is it likely to garner market interest without significant improvements that would cost substantially more than a return on a lease. Per the appraisal, at a minimum, the following items are in need of replacement or repair: replacing the aircraft doors, resealing the concrete floors and replacing ceiling insulation. Further, unlike newer hangars at the Airport, it is not served by utilities. The Airport preliminarily estimates that these repairs and replacements are in the \$200,000 range - per the appraisal, the Hangar is valued at \$40,000.

Hangar 5 has been leased to A&S Helicopters on a month-to-month basis for dead storage. Annual rent on Hangar 5 to the Airport is \$18,111, including \$4,342 for the land area and \$13,769 for the building. If A&S were to leave the premises, they would likely relocate their stored material to their property at the Airport at 3300 Vector.

As with other areas of the Airport, the Airport has on-going control of the Hangar 5 ground and is able to own or long-term lease any improvement on it. Hangar 5 has runway access, and with that and reasonable demand for hangar space at the Airport, the Airport believes that new hangar development(s) will create increased use at the Airport. Given layouts of new aircraft hangars, the Airport believes that as many as three (3) new hangars could be constructed on the overall Hangar 5 site.

Accordingly, the Airport recently sent out an RFP for either renovation of Hangar 5; or, demolition and replacement of Hangar 5. The Airport received one response from Korein Tillery on April 1, 2020 to demolish Hangar 5 and build a minimum of one hangar valued at no less than \$500,000, with two (2) additional hangars planned for the future. All new hangars would include developer provided utilities.

Should Hangar 5 be declared as excess property by BSD, the Airport would proceed with a property disposition, likely through one of the methods noted below:

1. Attempt to finalize an agreement with Korein Tillery to “acquire” and demolish the existing Hangar 5, lease the entire Hangar 5 site, build a new hangar(s) and lease to itself or an interested user; or,
2. The Airport demolish Hangar 5, build a new hangar(s) and lease to an interested user (please note, if the Airport proceeds with the scenario, it would likely come back through an additional BSD Board approval process given the budgetary amounts, financial instruments that may be required to finance project construction and required construction contract and bid approvals).

Analysis

While Hangar 5 has runway access and is in the midst of other hangar facilities, given its condition, it is underutilized for the aeronautical uses it could provide for the Airport and its patrons. Should Hangar 5 be declared as excess property, and redeveloped by either a third party developer or the Airport itself, it could at least provide the Airport an on-going source of ground rent without the on-going building maintenance and repair liabilities, or the need to extend utilities to serve the hangar(s).

The Airport believes that as many as three (3) new hangars could be built on the overall Hangar 5 site. If the hangars are owned by others, the Airport would not receive hangar rent but continue to receive the land rent for the Hangar 5 site. Any hangars built on the Hangar 5 site would revert to the Airport at the end of a long-term lease (likely 40-years, unless extended) and the Airport believes that those hangars, if properly maintained, would have remaining useful life.

Committee Action Requested:

Management recommends that the Bi-State Development (**BSD**) Operations Committee (**Committee**) accept and refer to the BSD Board of Commissioners (**Board**) for approval, the report reaffirming and declaring that the 6,200 square feet Hangar 5 and 22,855 square feet site on which it sits (**Hangar 5**) portion of the property known at the St. Louis Downtown Airport (**Airport**) by locator number 01-36.0-300-032 is not useful for BSD aeronautical or revenue purposes in its present condition; and that Hangar 5 be declared surplus and conveyed to a successful offeror selected through a competitive process, which may include a request for proposals (**RFP**) to demolish, re-build and re-use the property either through the actions of a private developer or the Airport itself.

Funding Source:

The Airport budget would be the funding source for this project. The preliminary budget is \$6,000, with \$1,000 for a boundary survey and \$5,000 for legal fees associated with the developer agreement and ground lease process.

Attachments:

Exhibit A: Hangar 5 Surplus Property Information

Open Session Item 9

Exhibit A

County Parcel Number	01360300032	
Type of Interest	Fee Simple	EXHIBIT A
Address	1400 Upper Cahokia Road	
Location	Hangar 5 (4000 Vector)	
Parcel Size	470.22 acres, total - but includes only the 6,200 square feet Hangar 5 building and its 22,855 square feet site to be declared as surplus property.	
Acquisition Cost	Part of Tract A-1 acquired fee simple on December 22, 1964 from the Illinois State Trust Company – Trustee.	
Notes	Only the improvements referred to as Hangar 5 and the Hangar 5 site are being declared surplus. All other land and improvements (as applicable) will remain with the Airport.	
Grant Number	FAA: FAAP 9-11-048-0401, State: Not Applicable, Participation Ration, Unknown	
Potential Disposition	Hangar 5 may be demolished to allow for the construction of one to three (3) new aircraft hangars. The 6,200 square feet Hangar 5 sits on a 22,855 square feet site.	EXHIBIT A



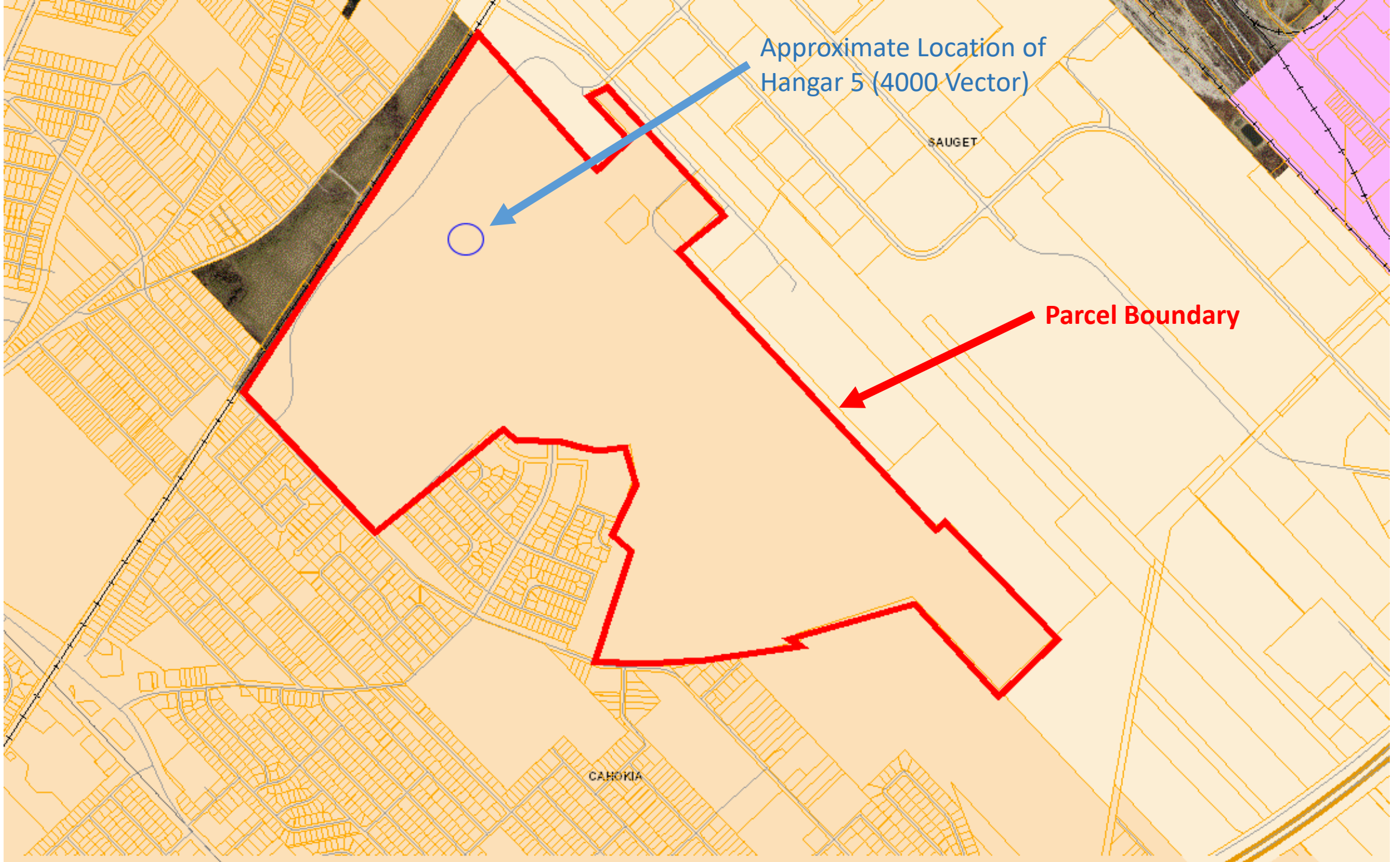
Approximate Location of
Hangar 5 (4000 Vector)

Approximate Location of
Hangar 5 (4000 Vector)

SAUGET

Parcel Boundary

CAHOKIA



Raw Text:

Parcel:01360300032	
Parcel Number:	1360300032
Acreage:	470.22
Assessor ID:	01-36.0-300-032
Site Address:	1400 UPPER CAHOKIA RD
Site City Zip:	CAHOKIA, IL 62206
Subdivistion:	CAHOKIA COMMONFIELD
Owner:	BI-STATE PARKS AIRPORT
Owner Address:	ATTN: R. MCDANIEL
Owner Address2:	1680 SAUGET IND. PARKWAY
Owner City:	SAUGET, IL
Township Name:	CENTREVILLE
Assessed Land Value:	0
Assessed Building Value:	0
Assessed Certified Total Value:	0
Elementary School District:	
High School District:	
Unit School District:	CAHOKIA UNIT #187
Fire District:	CAHOKIA FIRE
Library District:	CAHOKIA PUB LIB DIST
Park District:	
Sewer District:	METRO-EAST SANITARY
TIF District:	CAHOKIA T.I.F. #3
Municipal Place:	VILLAGE OF CAHOKIA
Square Footage:	20,482,744.09

Open Session Item

10

**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Charles Stewart – Executive Vice President - Organizational Effectiveness
Subject: **Contract Modification: Extension of Contract with Cigna Healthcare – Medical Plan Administration Services and Stop Loss Insurance Coverage**
Disposition: Approval
Presentation: David Toben, Director of Benefits;
Gregory A. Smith, Vice President-Procurement, Materials Management

Objective:

To present to the Audit, Finance and Administration Committee, for discussion and referral to the Board of Commissioners, a request to approve a contract extension for 15-RFP-101355-DR – for Medical Plan Administration Services and Stop Loss Insurance Coverage with Cigna.

Background:

On February 19, 2015, Gallagher Benefit Services on behalf of Bi-State Development (**BSD**) issued Solicitation 15-RFP-101355-DR to retain a best in class vendor to provide medical plan administration services and self-insured specific stop-loss insurance coverage. Proposals were received from Aetna, Anthem, Cigna (incumbent) and United Healthcare.

The proposals were reviewed by Gallagher Benefit Services in accordance with the technical and cost evaluation requirements, specified in the solicitation package. Gallagher Benefit Services presented their analysis and a recommendation to retain Cigna to a cross-functional **BSD** evaluation team consisting of the following personnel:

- David Toben, Director of Benefits – Chairperson
- Anita Dunn, Health and Welfare Plan Manager
- Scott Grott, Chief MetroLink Operations
- Kerry Kinkade, Director IT Applications Dev.
- Kathy Klevorn, CFO
- Candice Lallinger, Director HR-Recruitment & Employment
- Charlie Priscu, Director Labor Relations
- Deborah Rowey, Contracting Officer II (Non-Voting)

After reviewing the detailed analysis, the team unanimously concurred with the recommendation to retain Cigna for all solicited services for a five (5) year contract period, consisting of three (3) base years and two (2) option years, effective January 1, 2016. This contract will expire on December 31, 2020.

Analysis:

The BSD Benefits Department within the Organizational Effectiveness Division initiated a strategic analysis in early 2020, focused on developing high value health care purchasing strategies. The objective is to craft a long-term strategic plan that manages health care funding

challenges, while continuing to provide innovative health plan benefits that can attract and retain productive employees. The resulting multi-year strategic plan also relies on selecting innovative vendor partners which has been delayed due to the pandemic. As a result, management recommends retaining its current Medical Plan Administrator and Stop Loss Carrier through a one-year contract extension to assist with this effort. Cigna has agreed to maintain its current administrative fee structure and enhance the current medical management model. The annual Stop-Loss Insurance renewal is coming in at an expected 15% increase due our claim experience and general healthcare inflation trend; however, Cigna has also agreed to increase our Wellness Fund from \$200,000 to \$250,000 for this contract extension period.

Committee Action Requested:

Management recommends that the Audit, Finance and Administration Committee accept, and forward to the Board of Commissioners for approval, the request that the President & CEO issue a modification to extend the contract with Cigna through December 31, 2021, to assist **BSD** with the administration of the health plan as we begin implementation of our employee benefit strategic plan. The extension will cost **\$1,487,589 (inclusive of the one-year stop loss renewal for 2021)** and increases the not-to-exceed contract amount to **\$7,944,819**.

Funding Source:

Funding is provided through **BSD** operating funds and employee contributions.

**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Charles Stewart, Executive Vice President – Organizational Effectiveness
Subject: **Contract Award: Health and Welfare Plan Consulting Services**
Disposition: Approval
Presentation: Anita Dunn – Health & Welfare Plan Manager;
Gregory Smith, VP – Procurement, Materials Management and Supplier Diversity

Objective:

To present to the Audit, Finance and Administration Committee, for discussion and referral to the Board of Commissioners for approval, a request for authorization to award Contract 20-RFP-124953-MD – Health and Welfare Consultant Project, for a five-year period.

Background:

On June 3, 2020, Bi-State Development (**BSD**) issued solicitation 20-RFP-124953-MD Health and Welfare Consultant Services. The solicitation was issued to obtain proposals from qualified firms who can provide a comprehensive benefits program to approximately 2,200 eligible employees and 1,100 eligible retirees in the metropolitan area. A Disadvantaged Business Enterprise (DBE) Goal was not recommended for this project. The contract period of performance consists of three (3) base years and two (2) option years.

The successful Health and Welfare Plan Consulting Firm will be responsible for assisting BSD in conducting negotiations on behalf of BSD with the benefit plan administrators/carriers, utilize and prepare a complete and detailed accounting of all claim costs, provider access fees, administrative fees, risk charges, etc., for current Medical, Stop Loss Protection, HRA Programs, EAP Services, Dental, Vision, Basic Life/AD&D and Supplemental Life employee/retiree benefits.

Analysis:

In response to the solicitation, four (4) proposals were received, reviewed and forwarded to the evaluation team, which consisted of individuals within BSD Benefit/Human Resources/Labor Relations/Finance departments.

The proposals were scored in accordance with the evaluation requirements specified in the solicitation package.

On August 19 & 20, 2020, the firms were invited to present key points regarding their technical proposals, as well as elaborate on matters the firm felt essential. Upon completion of the presentation/interviews, cost proposals were reviewed and evaluated.

Board Policy:

Board Policy Chapter 50.010 E., Purchasing, requires the Board of Commissioners to approve competitive negotiated procurements which exceed \$500,000.

The table below is the overall results representing the consensus technical and cost scores combined, and as a result, Gallagher is the highest ranking firm.

Firm:	Cost Score	Consensus Technical Score	Overall Total Score
AON CONSULTANT	77.30	218.33	295.63
GALLAGHER	125.00	265.00	390.00
MILLIMAN, INC.	61.97	229.58	291.55
USI INSURANCE	89.29	237.50	326.79
Total Possible Points	125	375	500

Committee Action Requested:

Management recommends that the Finance and Administration Committee accept and forward to the Board of Commissioners for approval, the request that the President & CEO enter into a 5-year contract with the highest ranking firm, Arthur J. Gallagher & Co., whose proposal is most advantageous to BSD with price and other factors considered, in the not to exceed amount of **\$500,000.00.**

Funding Source:

This contract is funded 100% through operational funds.

**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Barbara Enneking, General Counsel
Subject: **Modification of Contract Awards for General Legal Services**
Disposition: Approval
Presentation: Barbara Enneking, General Counsel;
Larry Jackson, Executive Vice President of Administration

Objective:

To present to the Committee, for discussion and referral to the Board of Commissioners for approval, a request for authorization to extend the current Contracts for General Legal Services, for an additional seven month period, in order to provide sufficient time to solicit and evaluate new proposals for General Legal Services.

Background:

Bi-State Development issued Solicitation 11-RFP-101626-CG on April 14, 2015, seeking proposals from qualified law firms to provide legal services in six areas of practice – General Corporate Legal Counsel, Liability, Subrogation, Workers’ Compensation, EEO, and Labor & Employment. The Board approved the award of contracts for general legal services to fourteen (14) selected law firms on September 20, 2015 for a three year term and two one year options. In addition, the Board approved a separate contract with the firm FordHarrison on November 16, 2018 for a two year term and also with Gausnell, O’Keefe & Thomas LLC on February 22, 2019 for a two year term. Currently all contracts will expire November, 2020, with the exception of Gausnell, O’Keefe & Thomas, expiring February, 2021.

Analysis:

In March, 2020, the solicitation for new five year Contracts for General Legal Services was in preparation; however due to the COVID pandemic, this solicitation was delayed. Therefore a seven month extension of contracts, until June 30, 2021, is necessary in order to allow sufficient time to solicit and evaluate new proposals for General Legal Services.

Committee Action Requested:

A recommendation from the Operations Committee and Audit, Finance & Administration Committee to refer to the Board of Commissioners for approval, an authorization to extend the current Contracts for General Legal Services, for an additional seven month period, until June 30, 2021.

Attachment:

1. List of Contracted Law Firms for General Legal Services

Law Firms for General Legal Services

Liability & Claims

Brown and James Law Firm
Gausnell, O'Keefe & Thomas, LLC
Hepler Broom, LLC
Hinshaw & Culbertson, LLP
Kortenhof McGlynn & Burns
Pitzer Snodgras, PC

General Corporate Counsel

Clayborn Sabo Wagner LLP
Evans & Dixon, LLC
Hepler Broom, LLC
Lashly & Baer P.C.
White Coleman & Associates, LLC

Subrogation

Evans & Dixon, LLC
RSS & C

Workers' Compensation

Brown & James Law Firm
Evans & Dixon, LLC
Harris, Dowell, Fisher & Harris, L.C.

EEO

FordHarrison, LLP
Kortenhof McGlynn & Burns, LLC
Lashly & Baer, P.C.
The Lowenbaum Partnership, LLC – now merged with Jackson Lewis
McMahon Berger, P.C.
Shands, Elbert, Gianoulaski, Giljum, LLP
White Coleman & Associates, LLC

Labor & Employment

Ford Harrison, LLP
The Lowenbaum Partnership, LLC – now merged with Jackson Lewis
McMahon Berger, P.C.

**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Charles A. Stewart, Jr., EVP, Organizational Effectiveness
Subject: Pension Audits Update
Disposition: Information
Presentation: Charles A. Stewart, Jr., EVP, Organizational Effectiveness

Objective:

To present to the Audit, Finance and Administration Committee an informational update on the results of 2020 audits for all pension plans.

Background:

The Pension Data Audit, issued by Bi-State Development's Internal Audit Department in March 2012, identified policy, procedure, recordkeeping and internal control deficiencies that affected both financial reporting and the general administration of the pension plans.

A major recommendation made by Internal Audit was for the pension trustees to engage an independent certified public accounting firm to perform an annual financial statement audit.

This recommendation has been implemented and the audit reports referenced herein reflect compliance through the most recent plan year.

Analysis:

Plan Year 2020 Pension Audit Results:

Financial audit reports for plan years ended 2020 were issued by UHY LLP in September 2020. UHY LLP issued unmodified "clean" audit opinions for plan years ended 2020, for all three pension plans.

401(k) Audit:

The audit for the 401(k) Retirement Savings Program for the year ended December 31, 2019 is in process and expected to be presented in the January 2021 committee meeting.

Committee Action Requested:

None. Information only.

Attachments:

- a. Financial Statements – Pension Plan for Salaried Employees of the Bi-State Development Agency of Missouri-Illinois Metropolitan District, Year Ended May 31, 2020.
- b. Financial Statements – Bi-State Development Agency of the Missouri-Illinois Metropolitan District and Local No. 2 and Local No. 309 of the International Brotherhood of Electrical Workers Employees’ Pension Plan, Year Ended March 31, 2020.
- c. Financial Statements – Bi-State Development Agency of the Missouri-Illinois Metropolitan District and Division 788 Amalgamated Transit Union, AFL-CIO, Employees’ Pension Plan, Year Ended March 31, 2020.

Funding Source:

No funding request is made for this matter. The pension plans are funded by employer and employee contributions.

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Attachments 1-3

Pension Audit Updates - Attachments

The following documents are available
on the Bi-State Development website:

[Financial Statements - Pension Plan for Salaried Employees](#)

[Financial Statements - IBEW Employees' Pension Plan](#)

[Financial Statements - ATU, AFL-CIO Employees' Pension Plan](#)

**Bi-State Development Agency
Combined Operations Committee and
Audit Finance & Administration Committee
Open Session Agenda item
October 16, 2020**

From: Angela M. Staicoff, CPA
Interim Director of Internal Audit
Subject: **Internal Audit Follow-Up Summary – 1st Quarter FY2021**
Briefing Paper No. 21-01
Disposition: Information
Presentation: Angela Staicoff, Interim Director of Internal Audit

Objective:

To present to the Committee the Internal Audit Department's (**IAD's**) Follow-Up Summary Findings regarding the status of prior Recommendations during the 1st Quarter Fiscal Year (**FY**) 2021.

Background:

The Standards for the Professional Practice of Internal Auditing, Standard 2500 – Monitoring Process, states that, “The Chief Audit Executive should establish and maintain a system to monitor the disposition of audit results communicated to management.” To ensure compliance with this standard, the IAD regularly monitors the status of recommendations.

The Audit Follow-Up Executive Summary Report, on the following page, is a comprehensive overview highlighting the current implementation status of recommendations issued in prior audit reports. Each Recommendation has been reviewed and its status has been classified as follows:

- **Completed** – The recommendation has been implemented.
- **Outstanding** – The recommendation has not yet been implemented, and/or the implementation date has not occurred yet.
- **Overdue** – The recommendation remains outstanding past the established implementation date.

The report should be used to determine the timeliness and the completeness of the implementation of corrective action. Management should place specific focus on those Recommendations that are determined to be overdue.

In response to the InterCompany Account Balances Audit that was presented to the Board of Commissioners on September 27, 2019, it was suggested that IAD inform the Board of Commissioners of the InterCompany Account Balances quarterly.

Below is the status of the InterCompany Account Balances as of June 30, 2020. (Audited). Note that balances as of September 30, 2020 were not available at the time this report was prepared.

Entities that are owed money

- Transit was due \$7,785.789 from others;
- The Worker's Compensation Internal Service Fund was due \$714,048 from others;
- The Casualty Internal Service Fund was due \$158,415 from others; and
- The St. Louis Downtown Airport was due \$4,201 from others.

Entities that owe money to others:

- The Gateway Arch owed others \$6,241,583;
- Riverfront Attractions owed others \$1,812,049;
- The St. Louis Regional Freightway owed others \$375,872;
- Executive Services owed others \$110,243;
- The Health and Welfare Internal Service Fund owed others \$99,422; and
- The Research Institute owed others \$23,284.

Funding Source:

Funding is provided through the IAD Operating Budget.

Committee Action Requested:

This material is presented for information only; therefore, no action is required of the Committee.

**First Quarter-FY2021 Audit Follow-Up
 Executive Summary**

Report Name	Number of Recommendations	Completed	Outstanding – Not Overdue	Overdue
Fuel Hedging Audit (On-Call)	10	3	7	0
Disadvantaged Business Enterprises (DBE) Audit	1	0	1	
Cortex MetroLink Station Construction Audit	3	1	2	0
HealthCare Claims Audit (On-Call)	9	8	1	0
Legal Fees Expense 5030301 Audit	6	3	3	0
Passenger Revenue - Farebox Audit	4	4	0	0
Compliance & Fraud Helpline Audit	5	5	0	0
InterCompany Account Balances Audit	7	6	1	0
Small Purchase Requisition Audit	7	3	4	0
Accounts Receivables Core Credits Audit	3	3	0	0
Casualty Claims Audit	19	16	3	0
Contract Services - Vehicle Maintenance Audit	3	3	0	0
Benefits in Arrears Audit	12	12	0	0
Payroll Hours of Service Audit	14	11	3	0
Drug and Alcohol Program Testing Audit - FY2017	11	10	1	0
SSO-Compliance, Federal, State and Local Requirements Audit	5	3	2	0
SSO-Drug & Alcohol Testing Audit	15	15	0	0
TOTAL	134	106	28	0

COMPLETED FY2021 FOLLOW-UP AUDIT REPORTS:

1. Benefits in Arrears Audit - Closed 2nd Quarter-FY2020
2. Compliance and Fraud Helpline Audit – Closed 4th Quarter-FY2020
3. ADA-No Show Policy Audit – Closed 4th Quarter-FY2020
4. Accounts Receivables Core Credit Audit – Closed 4th Quarter-FY2020
5. SSO-Drug and Alcohol Testing Audit – Closed 4th Quarter-FY2020
6. Passenger Revenue-FareBox Audit-Closed 4th Quarter-FY2020

**Bi-State Development Agency
Combined Operations Committee and
Audit Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Angela M. Staicoff, CPA
Interim Director of Internal Audit
Subject: **Internal Audit Status Report – 1st Quarter FY2021**
Briefing Paper No. 21-02
Disposition: Information
Presentation: Angela M. Staicoff, Interim Director of Internal Audit

Objective:

To present to the Committee the Internal Audit Department's (**IAD**) Status Report for the 1st Quarter Fiscal Year (**FY**) 2021.

Background:

The Internal Audit Status Report provides the Board of Commissioners, the Audit, Finance and Administration Committee members and Senior Management with a summary of the IAD's quarterly activity pertaining to the Annual Audit Plan.

In addition to tracking the status of current audits and special projects, this report also highlights the follow-up activity related to the implementation of recommendations from prior audits.

The IAD highlights for the 1st Quarter FY2021 are as follows:

- The majority of the IAD staff continued to mainly work remotely from home in response to the COVID-19 pandemic. The remaining staff split their time between the office and home.
- Rita Marion, Executive Assistant for the Chief Audit Executive, resigned effective September 30, 2020, after almost 30 years of service with Bi-State Development and 20 of those years in the Internal Audit Department.
- Angie Staicoff continued to serve as Interim Director of Internal Audit while the search for a new Chief Audit Executive continued.

Committee Action Requested:

This material is presented for information only; therefore, no action is required of the Committee.

Funding Source:

Funding is provided through the Internal Audit Operating Budget.

Attachments:

1. Internal Audit Status Report – 1st Quarter FY2021
2. Internal Audit Status Report – Special Projects – 1st Quarter FY2021

**Bi-State Development
Internal Audit Department**

**1st Quarter Status Report
Ending September 30, 2020**

Attachment 1

Fiscal Year 2021 - Audit Plan	Start Date	Completion Date	Status	Completion Rate (Percentage)	Budget	Hours Previous Periods	Hours This Quarter	Total Hours	Hours Remaining
Audit Follow - Up	July 2020		Ongoing	16.37%	620.00	0.00	101.50	101.50	518.50
Quarterly IAD Status Report	July 2020		Ongoing	17.50%	240.00	0.00	42.00	42.00	198.00
Quarterly Treasury Safekeeping Audit	July 2020		Ongoing	6.04%	240.00	0.00	14.50	14.50	225.50
Fuel Hedging Program Audit - IAD Time	January 2019	August 2020	Complete	100.00%	240.00	172.50	20.50	193.00	47.00
Disadvantaged Business Enterprise (DBE) - "Mock" Triennial Audit	June 2019	August 2020	Complete	100.00%	840.00	784.00	31.00	815.00	25.00
Cortex MetroLink Station Project Audit	July 2019	August 2020	Complete	100.00%	360.00	173.25	83.00	256.25	103.75
Procurement Card Audit	November 2019		In Progress	96.04%	360.00	332.75	13.00	345.75	14.25
Failed DOT Medical Exams Audit	December 2019		In Progress	89.61%	320.00	256.75	30.00	286.75	33.25
Worker's Compensation Self-Insurance Fund Audit	March 2020		In Progress	36.25%	360.00	130.50	0.00	130.50	229.50
FY 2021 Annual Audit Plan	March 2020	August 2020	Complete	100.00%	120.00	17.75	17.50	35.25	84.75
IT Penetration Test - IAD Hours	April 2020		In Progress	3.33%	120.00	4.00	0.00	4.00	116.00
Ticket Vending Machines (TVM's) Audit	August 2020		In Progress	44.17%	240.00	0.00	106.00	106.00	134.00
Armored Car Contract Audit	August 2020		In Progress	84.90%	240.00	0.00	203.75	203.75	36.25
COVID-19 Emergency Procurement Process				0.00%	160.00	0.00	0.00	0.00	160.00
Subtotal Audit Hours					4,460.00	1,871.50	662.75	2,534.25	1,925.75

Fiscal Year 2021 - Audit Plan	Start Date	Completion Date	Status	Completion Rate (Percentage)	Budget	Hours Previous Periods	Hours This Quarter	Total Hours	Hours Remaining
Arch and Riverboat Ticket Sales Audit				0.00%	360.00	0.00	0.00	0.00	360.00
COVID-19 - CARES Act Compliance				0.00%	240.00	0.00	0.00	0.00	240.00
COVID-19 - Families First Response Act Compliance				0.00%	240.00	0.00	0.00	0.00	240.00
St. Louis Downtown Airport Revenue Audit - IAD Hours				0.00%	80.00	0.00	0.00	0.00	80.00
Shift Pick Process Audit				0.00%	160.00	0.00	0.00	0.00	160.00
Overall Risk Assessment				0.00%	240.00	0.00	0.00	0.00	240.00
DataServ Accounts Payable Audit				0.00%	160.00	0.00	0.00	0.00	160.00
Facility Lost & Found Audit				0.00%	160.00	0.00	0.00	0.00	160.00
Office Supply Program Audit				0.00%	200.00	0.00	0.00	0.00	200.00
FY2022 Annual Audit Work Plan				0.00%	80.00	0.00	0.00	0.00	80.00
Grand Total Annual Audit Plan					6,380.00	1,871.50	662.75	2,534.25	3,845.75

Fiscal Year 2020 - Audit Plan Summary On-Call Contract Audit Hours	Start Date	Completion Date	Status	Completion Rate (Percentage)	Budget	Hours Previous Periods	Hours This Quarter	Total Hours	Hours Remaining
Fuel Hedging Program Audit - On-Call Contract	March 2020	August 2020	Complete	100.00%	480.00	112.00	36.00	148.00	332.00
St. Louis Downtown Airport Revenue Audit - On-Call Contract						240.00			
IT Penetration Test - On-Call Contract						240.00			
Total On-Call Contract Audit Hours					480.00	592.00	36.00	148.00	332.00

Open Session Item 15
Attachment 2

Fiscal Year 2021 Special Projects	Start Date	Completion Date	Status	Completion Rate (Percentage)	Budget	Hours Previous Periods	Hours This Quarter	Total Hours	Hours Remaining
Board Meeting / Audit Committee Preparations and Meetings			Ongoing			0.00	102.00	102.00	
On-Call Contract - RFP Evaluations			Ongoing			0.00	44.00	44.00	
Training & Professional Development			Ongoing			0.00	16.50	16.50	
Total Special Projects Hours					0.00	0.00	162.50	162.50	0.00

Open Session Item

16

**Bi-State Development Agency
Combined Operations Committee and
Audit Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Angela M. Staicoff, CPA
Interim Director of Internal Audit
Subject: **Internal Audit State Safety Oversight Status Report – 3rd Quarter
Calendar Year 2020**
Briefing Paper No. 21-03
Disposition: Information
Presentation: Angela M. Staicoff, Interim Director of Internal Audit

Objective:

To present to the Committee the Internal Audit Department's (**IAD's**) State Safety Oversight (**SSO**) Status Report for the 3rd Quarter of Calendar Year 2020.

Background:

The Internal Audit Status Report provides the Board of Commissioners, the Audit, Finance and Administration Committee members and Senior Management with a summary of the IAD's quarterly activity pertaining to the Federal Transit Administration (**FTA**) Required Rail Security and Safety, 2020 - SSO Audit Work Plan.

This status report tracks all current SSO Audits and special projects completed during the 3rd Quarter.

The following Audits were initiated and developed by SSO Internal Auditor, Gary Smith, during the 3rd Quarter:

- SSO – SSPP Implementation, Activities & Responsibilities Audit
- SSO – Safety & Security Certification (Safety Piece) Audit
- SSO – Hazard Management Audit
- SSO – Procurement Process Program Audit
- SSO – Safety Data Collection and Analysis Audit
- SSO – Threat and Vulnerability Audit
- SSO – Protective Measures Audit

The following Audits were completed and resubmitted to the Bi-State – State Safety Oversight Committee (**BSSO**) for approval and are still pending.

- SSO – Security Data Collection & Analysis Audit
- SSO – Security Incident Notification & Investigation Audit

Committee Action Requested:

This material is presented for information only; therefore, no action is required of the Committee.

Funding Source:

Funding is provided through the Internal Audit Operating Budget.

Attachment:

1. Internal Audit SSO Status Report – 3rd Quarter Calendar Year 2020

Open Session Item 16
Attachment 1

Calendar Year 2020 - Audit Plan	Start Date	Completion Date	Status	Completion Rate (Percentage)	Budget	Hours Previous Periods	Hours This Quarter	Total Hours	Hours Remaining
SSO CAP Preparation & Follow-up	January 2020		Ongoing	8.13%	240.00	19.50	0.00	19.50	220.50
SSO Audit Plans	January 2020		Ongoing	70.70%	320.00	137.25	89.00	226.25	93.75
SSO Meetings / Executive Safety & Security Committee Meetings	January 2020		Ongoing	63.96%	120.00	76.25	0.50	76.75	43.25
Training & Professional Development	January 2020		Ongoing	0.00%	320.00	0.00	0.00	0.00	320.00
FTA Required Rail Security Audit - Security Data Collection & Analysis	July 2019		In Progress	100.00%	240.00	184.25	0.00	184.25	55.75
FTA Required Rail Safety Audit - Security Incident Notification & Investigation	July 2019		In Progress	100.00%	240.00	195.00	15.00	210.00	30.00
FTA Required Rail Safety Audit - Control, Review & Approval of SSPP	April 2020		In Progress	74.17%	120.00	57.00	32.00	89.00	31.00
FTA Required Rail Safety Audit - System Modification Review & Approval	October 2019		In Progress	97.59%	280.00	247.75	25.50	273.25	6.75
FTA Required Rail Security Audit - Management Structure	April 2020		In Progress	74.17%	120.00	57.00	32.00	89.00	31.00
FTA Required Rail Safety Audit - Emergency Management Program	April 2020		In Progress	74.17%	120.00	57.00	32.00	89.00	31.00
FTA Required Rail Safety Audit - Rules Compliance	April 2020		In Progress	89.00%	100.00	57.00	32.00	89.00	11.00
FTA Required Rail Safety Audit - Facility & Equipment Safety Inspections				0.00%	40.00	0.00	0.00	0.00	40.00
FTA Required Rail Security Audit - Configuration Management	October 2019		In Progress	93.39%	280.00	221.00	40.50	261.50	18.50
FTA Required Rail Safety Audit - Drug & Alcohol Program	September 2019		In Progress	4.38%	80.00	3.50	0.00	3.50	76.50
Subtotal Audit Hours					2,620.00	1,312.50	298.50	1,611.00	1,009.00

Calendar Year 2020 - Audit Plan	Start Date	Completion Date	Status	Completion Rate (Percentage)	Budget	Hours Previous Periods	Hours This Quarter	Total Hours	Hours Remaining
FTA Required Rail Safety Audit - Procurement Process	July 2020		In Progress	56.88%	80.00	0.00	45.50	45.50	34.50
FTA Required Rail Safety Audit - SSPP - Implementation Activities & Responsibilities	July 2020		In Progress	62.50%	24.00	0.00	15.00	15.00	9.00
FTA Required Rail Safety Audit - Safety & Security Certification	August 2020		In Progress	75.00%	40.00	0.00	30.00	30.00	10.00
FTA Required Rail Safety Audit -Hazard Management	August 2020		In Progress	75.00%	40.00	0.00	30.00	30.00	10.00
FTA Required Rail Safety Audit - Safety Data Collection & Analysis	August 2020		In Progress	75.00%	40.00	0.00	30.00	30.00	10.00
FTA Required Rail Safety Audit - Maintenance Audits & Inspections				0.00%	80.00	0.00	0.00	0.00	80.00
FTA Required Rail Safety Audit - Training & Certification Programs				0.00%	40.00	0.00	0.00	0.00	40.00
FTA Required Rail Safety Audit - Compliance: Federal, State, & Local Requirements				0.00%	24.00	0.00	0.00	0.00	24.00
FTA Required Rail Safety Audit - Hazardous Materials Program				0.00%	24.00	0.00	0.00	0.00	24.00
FTA Required Rail Security Audit - Threat & Vulnerability	August 2020		In Progress	62.50%	48.00	0.00	30.00	30.00	18.00
FTA Required Rail Security Audit - Personal Security of Passengers & Employees (Protective Measures)	August 2020		In Progress	75.00%	40.00	0.00	30.00	30.00	10.00
SSO Litigation Support	December 2019		In Progress	10.52%	240.00	25.25	0.00	25.25	214.75
PTASP - Audit Plan	January 2020		In Progress	31.67%	240.00	76.00	0.00	76.00	164.00
Grand Total Annual Audit Plan					3,580.00	1,413.75	509.00	1,922.75	1,657.25

**BI-STATE DEVELOPMENT
TREASURER'S REPORT
Month Ended August 31, 2020**

INVESTMENTS

Yields:

Bi-State investments had an average yield of 0.13% for the month of August, down from 0.19% in July. The Federal Reserve has kept the Federal Funds rate near zero, following sharp declines in economic activity and employment due to the coronavirus pandemic. They expect to maintain this target until the economy shows it is on track to meet employment and price stability goals.

Invested Funds:

In August, Bi-State directed approximately \$210 million of cash and investments. Approximately 17.6% of the invested funds were invested in U.S. Treasury or U.S. Government Agency securities, and 2% were invested in collateralized Certificates of Deposit (CDs). The balance was invested in AAA rated money market funds. The average maturity of Bi-State investments was approximately 43 days.

DEBT MANAGEMENT

Debt Restructuring, 2020:

On July 21, 2020, the Agency issued its tax-exempt \$12.5 million par Series 2020A Bonds, and taxable \$158.3 million par Series 2020B Bonds, in order to generate debt service savings. Together, the 2020 Bonds refunded \$160 million of the Series 2013A, and generated savings for Bi-State in a number of areas:

- Saved \$17.5 million in debt service savings in FY2021 without an increase in debt service in any future year.
- Generated \$22 million in debt service savings (in 2020 dollars) over the life of the bonds.
- Lowered the required reserve on Series 2013A from \$19.3 million to \$12.6million.

Debt Restructuring, 2019:

On September 12, 2019, Bi-State successfully sold its \$164,430,000 Series 2019 Bonds. The deal closed on September 26, 2019, and a true interest cost of 2.87% was achieved. The bond restructuring refunded all \$97 million of the Series 2009 and \$90 million of the Series 2013A Cross County Bonds, achieving important short and long-term financial objectives for Bi-State:

- Generated \$49.1 million in debt service savings (in 2019 dollars) over the life of the bonds.
- Returned \$19.9 million of these savings to fund public safety infrastructure improvements.
- Eliminated the requirement to secure the Series 2019 debt with a debt service reserve fund, and lowered the required reserve on Series 2013A from \$23.6 to \$19.3 million.
- Brought 2013 subordinate bonds to senior lien status.

Series 2013A and 2013B Bonds:

On July 1, 2013, Bi-State successfully sold its \$381,225,000 Series 2013A Bonds at a rate of 4.75%. Between 2013 and 2015, St Louis County approved three loan advances using the Prop A Capital Reserve to reduce borrowing costs. The first loan for \$75 million was granted in 2013, with an interest rate of 1.06%. St Louis County approved the second loan in 2014 for \$30 million at 1.04%, and the third loan in 2015 for \$30,000 at

1.02%, allowing Bi-State to refund a portion of the 2013A debt. In September 2019, Series 2019 refunded an additional \$90 million, leaving the total 2013A principal outstanding at \$182,175,000.

Arch Tram Revenue Bonds, 2014:

On December 3, 2014, Bi-State closed on the Series 2014 Taxable Arch Tram Revenue Bonds. These bonds have a par value of \$7,656,000 and a 30-year term. The initial fixed rate term is 10 years with a fixed interest rate of 4.016%. The funds from this bond issuance will pay for the cost of issuance, a portion of the interior roof over the Arch visitor's center, and the replacement of the motor generator sets. The debt service requirement is approximately \$454 thousand.

Bi-State Development/St. Clair County Transit District Revenue Bonds Refunding, 2014:

On December 4, 2014, Bi-State and St Clair County Transit District closed on the \$4,160,000 issuance of the Series 2014 Bi-State Development/St Clair County Metrolink Extension Project Refunding Revenue Bonds. The refunding provides a savings of approximately \$700,000 in debt service expenses. It also eliminated the need for the debt service reserve funding of approximately \$450 thousand.

Capital Leases:

Bi-State has one remaining capital lease, its 2001 LRV Lease (C1, C2 Tranches). In February 2011, staff negotiated a default cure agreement with the 2001 C1 C2 lease investor. The agreement provided that Bi-State deposit additional collateral with the lease trustee, of which the St. Clair County Transit District (SCCTD) provided 70%. Our current collateral requirement is approximately \$5.5 million.

FUEL HEDGING

In August, in conjunction with its diesel fuel hedging program, Bi-State had a *realized loss* of approximately \$198 thousand and an *unrealized loss* of approximately \$2.4 million on the sale of Home Heating Oil #2 futures contracts. August oil prices ended the month at \$42.61 a barrel, a 5.8% increase since the end of July. Generally, as the price of oil increases, the value of Bi-State's future positions also increases. A gain in the futures partially offsets the actual increase in the cost of diesel fuel. If oil prices drop, the value of the futures decline. An increase in unrealized gains generally indicates that the price of fuel is rising, and losses generally indicate oil prices are falling.

BI-STATE DEVELOPMENT - QUARTERLY TREASURER'S REPORT SUMMARY

BI-STATE DEVELOPMENT		AS OF:			31-Jul-2020			30-Jun-2020		
BI-STATE DIRECTED:	Wt. Avg. Maturity (1)	Dollars (,000 omitted)	Percentage Of Total	Rate	Market Value (2)	Wt. Avg. Maturity (3)	Dollars (,000 omitted)	Percentage Of Total	Rate	Market Value (2)
Cash	0	\$13,416	8.0%	0.00%	\$13,416	0	\$16,138	9.7%	0.00%	\$16,138
Certificates of Deposit	175	3,000	1.8%	0.16%	3,000	0	0	0.0%	0.00%	0
U.S. Agencies (coupon)	0	0	0.0%	0.00%	0	0	0	0.0%	0.00%	0
U.S. Treasury Securities	197	21,805	13.0%	0.54%	22,001	100	10,782	6.5%	1.48%	10,903
Other Investments (3)	1	129,175	77.2%	0.05%	129,175	1	138,952	83.8%	0.07%	138,952
SUB-TOTAL BI-STATE	30	\$167,396	100.0%	0.12%	\$167,592	7	\$165,872	100.0%	0.17%	\$165,993
BI-STATE DIRECTED-PROP M:										
Certificates of Deposit	111	\$1,602	3.8%	1.51%	\$1,602	142	\$1,602	4.1%	1.51%	\$1,602
U.S. Agencies (coupon)	0	0	0.0%	0.00%	0	0	0	0.0%	0.00%	0
U.S. Treasury Securities	255	15,103	35.4%	0.28%	15,099	65	4,955	12.6%	1.41%	4,999
Other Investments (3)	1	25,999	60.9%	0.05%	25,999	1	32,698	83.3%	0.06%	32,698
SUB-TOTAL PROP M	95	\$42,704	100.0%	0.19%	\$42,700	15	\$39,255	100.0%	0.29%	\$39,299
TOTAL BI-STATE DIRECTED	43	\$210,100	0.13%	0.13%	\$210,292	9	\$205,127	0.19%	0.19%	\$205,292
TRUSTEE DIRECTED:										
Cash	0	\$0	0.0%	0.00%	\$0	0	\$0	0.0%	0.00%	\$0
Municipal Bonds	724	1,331	2.0%	3.68%	1,330	755	1,331	1.7%	3.68%	1,327
U.S. Agencies (coupon)	188	36,877	54.4%	2.54%	37,196	320	22,840	28.9%	2.32%	23,228
U.S. Treasury Securities	52	14,740	21.8%	0.78%	14,751	95	11,197	14.2%	1.23%	11,213
Other Investments (3)	1	14,799	21.8%	0.01%	14,799	1	43,595	55.2%	0.01%	43,595
SUB-TOTAL TRUSTEE	117	\$67,747	100.0%	1.63%	\$68,076	106	\$78,963	100.0%	0.91%	\$79,363
TOTAL BI-STATE & TRUSTEE	61	\$277,847	0.50%	0.50%	\$278,368	36	\$284,090	0.39%	0.39%	\$284,655
LTV/LEASE:										
Cash	0	5,467	4.1%	0.00%	5,467	0	5,467	4.1%	0.00%	5,467
US Treasury Securities	0	0	0.0%	0.00%	0	0	0	0.0%	0.00%	0
Other Investments (4)	1	127,156	95.9%	5.80%	127,156	1	126,487	95.9%	5.80%	126,487
SUB-TOTAL LTV	1	\$132,623	100.0%	5.56%	\$132,623	1	\$131,954	100.0%	5.56%	\$131,954
Grand Total (5)		\$410,470			\$410,991		\$416,044			\$416,609
										\$416,797

Explanatory Notes:

- (1) Approximate weighted average of days to effective maturity, from last business day of the month.
- (2) Market value of government securities provided by safekeeping agent. Cost equals market for other investments.
- (3) Includes money market funds and fuel hedging accounts.
- (4) Investment Contracts (leases). Values of investment contracts adjusted to conform to lease payment schedules.
- (5) All amounts preliminary and subject to audit and adjustment.

Prepared by: *Theresa J. Gudonis* Date: *10/4/20*
Reviewed by: *Tammy Fulbright* Date: *10/4/20*
Approved by: *Tammy Fulbright, Sr. Dir. of Financial Planning*
Mark Vago, Sr VP & CFO



BI-STATE DEVELOPMENT
MONTHLY TREASURER'S REPORT- ALL COMPANIES

8/31/2020

Section 1 Bank/Issuer Summary

BI-STATE DIRECTED *	CASH	CERTIFICATES OF DEPOSIT	REPURCHASE AGREEMENTS	OTHER	GOVERNMENT SECURITIES	COMMERCIAL PAPER BA's	TOTAL	MARKET VALUE	NOTES
<i>all non debt/lease assets, Inc. Prop Mt.</i>									
BANK OF AMERICA MERRILL LYNCH	1,230,489	0	0	0	0	0	1,230,489	1,230,489	FDIC(tri-party collateral(deposits).
BLACK ROCK	0	0	0	66,346,256	0	0	66,346,256	66,346,256	Money Market Fund (Govt. Securities).
COMMERCE BANK	0	4,601,661	0	0	0	0	4,601,661	4,601,661	FDIC\FRB collateral.
FIDELITY	0	0	0	0	0	0	0	0	0
INVESCO	0	0	0	0	0	0	0	0	Money Market Fund (First Tier\Prime)
JEFFERSON BANK & TRUST	97,332	0	0	80,625,607	0	0	80,625,607	80,625,607	Money Market Fund (First Tier\Prime)
JP MORGAN CHASE	(195,721)	0	0	0	0	0	97,332	97,332	FDIC: repo collateral held at B.T.
OPTUM	0	0	0	0	0	0	(195,721)	(195,721)	FDIC (bank acct.)MMKT (First Tier\Prime)
BENELEX	4,307	0	0	0	0	0	0	0	0
HEALTHSCOPE	50,370	0	0	0	0	0	4,307	4,307	FDIC\FRB collateral.
PNC BANK	11,204,369	0	0	0	0	0	50,370	50,370	FDIC\FRB collateral.
RBC DAIN RAUSCHER	0	0	0	0	0	0	11,204,369	11,204,369	FDIC\FRB collateral.
RI O'BRIEN	0	0	0	3,181,707	0	0	3,181,707	3,181,707	Commodities Margin Acct. (fuel hedging)
RELIANCE BANK	0	0	0	5,020,969	0	0	5,020,969	5,020,969	Commodities Trading Acct. (fuel hedging)
U.S. BANK	(178,132)	0	0	0	0	0	0	0	0
FARM CREDIT BANK	0	0	0	0	0	0	(178,132)	(178,132)	FDIC\FRB Collateral.
FEDERAL HOME LOAN BANK	0	0	0	0	0	0	0	0	0
U.S. TREASURY	0	0	0	0	36,907,880	0	36,907,880	37,100,309	Safekempt at Bank of America (BOA).
OTHER	1,202,666	0	0	0	0	0	1,202,666	1,202,666	Safekempt by BOA or designated agent.
sub-total BI-State directed	18,415,680	4,601,661	0	155,174,539	36,907,880	0	210,099,760	210,209,189	
TRUSTEE DIRECTED									
DEBT ISSUES									
Arch Bonds, Series 2014									
BANK OF NEW YORK MELLON									
GOLDMAN	0	0	0	721,759	0	0	721,759	721,759	Money Market Fund (First Tier\Prime).
Cross County Bonds, Series 2013, 2019									
BOX FINANCIAL									
BANK OF NEW YORK	0	0	0	0	0	0	0	0	0
FEDERATED GOVT OBLIG	0	0	0	14,076,753	0	0	14,076,753	14,076,753	Money Market Fund (First Tier\Prime).
MORGAN STANLEY	0	0	0	0	0	0	0	0	0
GOVERNMENT AGENCIES	0	0	0	0	36,877,380	0	36,877,380	37,196,562	Safekempt at BOK Financial
MUNICIPAL BONDS	0	0	0	0	1,331,326	0	1,331,326	1,330,157	Safekempt at BOK Financial
U.S. TREASURY	0	0	0	0	14,740,014	0	14,740,014	14,750,628	Safekempt at BOK Financial
sub-total	0	0	0	14,798,512	52,948,720	0	67,747,232	68,075,859	
SUB-TOTAL TRUSTEE (BONDS)	0	0	0	14,798,512	52,948,720	0	67,747,232	68,075,859	
SUB-TOTAL BI-STATE AND TRUSTEE	18,415,680	4,601,661	0	169,973,051	89,856,600	0	277,846,992	278,285,048	
LRV Lease/Venueback 2001 CI C2									
FSA/IG	0	0	0	127,155,998	0	0	127,155,998	127,155,998	Guaranteed Investment Contract (GIC).
US TREASURY	5,467,187	0	0	0	0	0	5,467,187	5,467,187	Safekempt by Lease Trustee.
sub-total	5,467,187	0	0	127,155,998	0	0	132,623,185	132,623,185	
sub-total leases	0	0	0	127,155,998	0	0	132,623,185	132,623,185	
GRAND TOTAL	18,882,867	4,601,661	0	297,129,049	89,856,600	0	410,470,177	410,991,233	

* Please refer to Pages 5 and 10 for explanatory notes and credit ratings.

+ ABBREVIATIONS (above):
FDIC- Federal Deposit Insurance Corp.
FRB - Federal Reserve Bank

INVESTMENT CATEGORY DESCRIPTIONS

CASH: Demand deposit accounts. Some accounts are consolidated by bank for presentation purposes. Negative balances generally reflect check float. Bi-State's bank accounts are protected either by Federal Deposit Insurance Corporation (FDIC), or collateralized with securities pledged to Bi-State and held either in a segregated customer account, tri-party account, or at the Federal Reserve.

CERTIFICATES OF DEPOSIT: Non-negotiable certificates of deposit, protected by FDIC insurance, AAA rated surety or Letter of Credit, or collateralized with securities placed in joint safekeeping with Bi-State at the Federal Reserve Bank.

BANKER'S ACCEPTANCE (BAs): Negotiable investment instruments created by banks to finance commercial trade transactions. Bi-State's investment policy permits purchase of BAs only from banks rated "B" or better by Fitch Ratings (formerly Thomson BankWatch-see ratings descriptions below).

REPURCHASE AGREEMENTS (REPOs): An investment created by the simultaneous sale and repurchase of a security (usually a government security) for different settlement dates. Bi-State's repos are collateralized with securities held in segregated customer accounts, or at the Federal Reserve.

OTHER: Interest checking, money market funds, guaranteed investment contracts (GICs) and investment agreements. Also includes fuel hedging related accounts. Bi-State's policy restricts use of money market funds to Triple A rated institutional funds which have over \$500 million in assets.

GOVERNMENT SECURITIES: Securities (bills, discount notes, strips, coupon notes and bonds), issued by the U.S. Treasury or U.S. Government Agencies. Some securities are subject to "call" (redemption before stated final maturity).

COMMERCIAL PAPER: Short-term unsecured promissory note that is the obligation of the issuing entity, generally a large corporation (see ratings descriptions below).

NOTE: Permitted Bi-State investments are specified in Board Policy 30.040. All investments are shown at cost, unless otherwise noted. Market values shown for government securities or commercial paper are considered "subject to market" and provided for informational use only. Cost or par approximates market for other investments, and some of these may be subject to penalty for early redemption.

CREDIT QUALITY RATING DEFINITIONS (also see Page 9)

Standard & Poor's, Moody's Investor Services, Fitch:

AAA Standard & Poor's, Moody's and Fitch rate credit quality on an A to C scale, with A generally regarded as "upper investment grade" and C as "speculative" (D would indicate default). Within each category are different gradients. The triple A rating indicates that the issuer's long term unsecured debt rating or specific investment instrument (such as money market funds) are of the highest credit quality (lowest expectation of risk.) The AAA rating is assigned only when there is exceptionally strong capacity for timely payment of financial commitments.

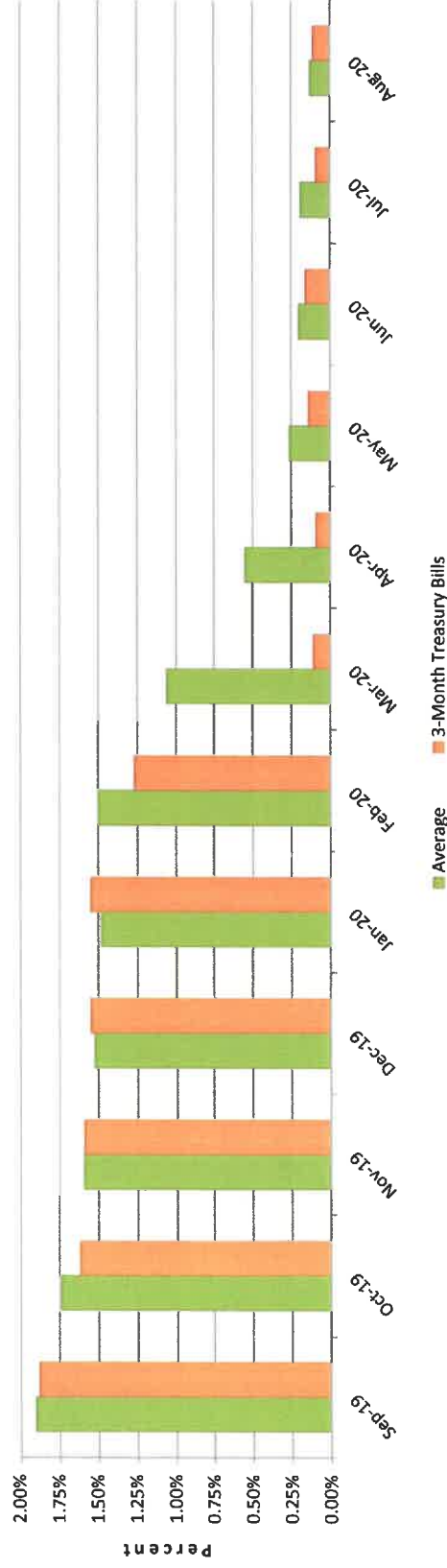
A1-P1 Commercial Paper issues rated "A-1 by Standard and Poor's and "P-1" by Moody's have the greatest capacity for timely payment (least risk). Bi-State's investment policy permits purchase of A2-P2 commercial paper from issuers with a business presence in the St. Louis region.

**BI-STATE DEVELOPMENT
ANNUAL INVESTMENT REPORT
FOR MOST CURRENT 12 MONTHS**

Funds (ooo's omitted)	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Bi-State Investments	140,517	159,828	160,796	151,684	161,376	163,260	160,318	146,157	137,593	185,180	165,872	167,396
Bi-State Prop M Investments	36,310	43,182	42,318	42,246	43,993	44,718	45,191	45,859	44,852	39,253	39,255	42,704
Total	176,827	203,010	203,114	193,930	205,369	207,978	205,509	192,016	182,445	224,433	205,127	210,100
Trustee Investments	256,185	54,245	52,377	54,901	54,145	54,172	54,313	59,409	59,635	59,433	78,963	67,747

Yields/Rates Information	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Bi-State	1.89%	1.72%	1.58%	1.52%	1.48%	1.50%	1.04%	0.53%	0.24%	0.18%	0.17%	0.12%
Prop M	1.97%	1.79%	1.64%	1.52%	1.49%	1.51%	1.14%	0.62%	0.32%	0.31%	0.29%	0.19%
Average	1.90%	1.74%	1.59%	1.52%	1.48%	1.50%	1.06%	0.55%	0.26%	0.20%	0.19%	0.13%
Trustee	2.08%	0.91%	0.94%	1.41%	1.35%	1.34%	1.34%	1.22%	1.18%	1.10%	0.91%	1.63%
3-Month Treasury Bills	1.88%	1.62%	1.59%	1.55%	1.55%	1.27%	0.11%	0.09%	0.14%	0.16%	0.09%	0.11%
1 Year Treasury	1.75%	1.59%	1.60%	1.59%	1.45%	0.97%	0.17%	0.16%	0.17%	0.16%	0.11%	0.12%
Fed Funds (target)	2.00%	1.75%	1.75%	1.75%	1.75%	1.75%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
20-Year Municipals	2.66%	2.79%	2.77%	2.74%	2.47%	2.27%	2.27%	2.56%	2.16%	2.21%	2.09%	2.20%
SIFMA (BMA) Index (month end)	1.48%	1.19%	1.10%	1.32%	0.94%	1.15%	1.83%	0.22%	0.14%	0.09%	0.16%	0.09%

ANNUAL YIELDS



Diesel Fuel Hedging Program - FY 2020

	Diesel Fuel Budget \ Actual Comparison:		Aug-20	Year to Date	Life to Date
a	Gallons consumed-actual		358,753	840,852	96,150,818
b=(c/a)	Average cost per gallon-actual		\$ 1.31	\$ 1.30	\$ 2.08
c	Total Diesel Fuel Cost-Actual		\$ 469,177	\$ 1,094,460	\$ 199,780,724
d	Gallons consumed- budget		485,544	976,312	100,705,397
e=(f/d)	Average cost per gallon- budget		\$ 1.99	\$ 1.99	\$ 2.28
f	Total Diesel Fuel Cost- Budget		\$ 964,485	\$ 1,939,346	\$ 229,663,818
g=(f-c)	Budget Variance (Unfavorable)		\$ 495,308	\$ 844,886	\$ 29,883,094
h	Realized Futures Gains (Losses)		\$ (197,753)	\$ (469,703)	\$ (34,312)
i=(c-h)	Net Cost of Fuel		\$ 666,930	\$ 1,564,163	\$ 199,815,036
j=(i-f)	Net Budget Variance (Unfavorable)		\$ 297,555	\$ 375,183	\$ 29,848,782
j=(i/f)	Net Cost of Fuel, Per Gallon, inc. Hedge		\$ 1.86	\$ 1.86	\$ 2.08
k=(e-i)	Net Budget Variance Per Gallon		\$ 0.13	\$ 0.13	\$ 0.20
	Futures Activity:			Price of Barrel of Oil:	
	Futures Contracts Purchased	8		Date	Price
	Futures Contracts Sold	16		04/30/2020	\$ 18.84
	Futures Contracts Net Change at month end	(8)		05/31/2020	\$ 35.49
	Total Open Futures Contracts, at month end	254		06/30/2020	\$ 39.27
	Futures Contracts Unrealized Gain/(Loss) *	(\$2,441,762)		07/31/2020	\$ 40.27
	(% of Estimated Future Consumption)	74%		08/31/2020	\$ 42.61

* = At month end

Explanatory Notes:

Consumption budgeted at approximately 120,000 gallons per week.

Current diesel contracts: diesel =Platts +10.17 cents per gal.; B2 diesel= Platts + 10.93 cents per gal.

A futures contract equals 42,000 gallons.

Numbers above rounded.

Amounts do not include transaction or consulting costs.

Futures Contracts are purchased from Oct 2020 through May 2023 (32 months).

Background:

Linwood Capital is a consultant retained by Bi-State since April 2004 to assist with its energy price risk management program.

Bi-State manages the cost of fuel by utilizing purchase of exchange traded futures, specifically NYMEX Heating Oil#2 (HO#2) futures.

Generally, as oil prices increase, the value of the futures goes up, and acts to partially offset the actual increase in the price of fuel.

Bi-State Development

Monthly Investment Report

Report of Term Investment* Purchases: August 2020

Item	Investment:	Par Amount	Settled	Maturity Date	Term(days)	Yield	Purchased From	Fund
1	Collateralized CD	\$ 3,000,000	08/26/20	02/22/21	180	0.16%	Commerce Bank	Prop A
2	US Treasury Note	\$ 3,000,000	08/26/20	08/31/22	735	0.16%	Commerce Bank	Prop A
3	US Treasury Note	\$ 3,000,000	08/26/20	08/31/22	735	0.16%	Commerce Bank	Prop M City
4	US Treasury Bill	\$ 5,000,000	08/27/20	11/27/20	92	0.09%	Bank of America	Prop M City
5	US Treasury Bill	\$ 5,000,000	08/27/20	02/25/21	182	0.10%	Bank of America	Prop M City
6	US Treasury Bill	\$ 6,000,000	08/27/20	11/27/20	92	0.09%	Bank of America	Prop A
7	US Treasury Bill	\$ 6,000,000	08/27/20	02/25/21	182	0.10%	Bank of America	Prop A
	Total	\$ 31,000,000			257	0.11%		

Notes:

* Investments with an original term of over 14 days.

Bi-State Development Agency dba Metro Credit Ratings of Financial Institutions (see also page 5)							
Depository Banks:	Long-Term Debt Rating			Short-Term Debt Rating			Fitch Bank Rating
	S&P	Moody's	Fitch	S&P	Moody's	Fitch	
Bank of America, N.A.	A+	Aa2	AA	A-1	P-1	F1+	NA
Commerce Bank	A	A2		A-1	P-1		NA
PNC Bank	A	Aa2	AA-	A-1	P-1	F1+	NA
Trust Companies:							
Bank of New York Mellon Trust	AA-	Aa1	AA+	A-1+	P-1	F1+	NA
BOK Financial	A-	A3	A	A-2	P-1	F1	NA
Money Market Funds:							
	S&P			Moody's			
Black Rock Fed Trust		AAA			Aaa-mf		
Black Rock Fed Fund		AAA			Aaa-mf		
Black Rock T Fund		AAA			Aaa-mf		
FFI Treasury Fund		AAA			Aaa-mf		
Columbia (BOA/Merrill) Money Market Reserves		AAA			Aaa-mf		
Columbia (BOA/Merrill) Government		AAA			Aaa-mf		
Dreyfus Government Cash Management		AAA			Aaa-mf		
Federated Treasury		AAA			Aaa-mf		
Federated Government		AAA			Aaa-mf		
Fidelity Government		AAA			Aaa-mf		
Fidelity Treasury		AAA			Aaa-mf		
Goldman Financial Government		AAA			Aaa-mf		
Invesco Government and Agency		AAA			Aaa-mf		
Invesco Treasury		AAA			Aaa-mf		
Wells Fargo Treasury		AAA			Aaa-mf		
Other:							
	Long-Term Debt Rating						
	S&P	Moody's	Fitch				
AIG (2001 LRV Lease)	A+	A2	A+				
U.S. Treasury	AA+	Aaa	AAA				
Federal Home Loan Bank (FHLB)	AA+	Aaa					
Federal Farm Credit Bank (FCB)	AA+	Aaa	AAA				
NA = Fitch overall bank ratings or LT debt ratings have been withdrawn							

Bi-State Development									
Mass Transit Sales Tax Appropriation Cross-County Bonds & St Louis County Loan									
Series	2013		2019		2020A		2020B		Total Cross County
	2013A Bonds 1-Aug-13	2013B Loan 1-Aug-13	Refunding 26-Sep-19	Refunding 21-Jul-20	Refunding 21-Jul-20	Refunding 21-Jul-20	Refunding 21-Jul-20	Refunding 21-Jul-20	
Issue date									
Principal (original)	\$381,225,000	\$75,000,000	\$164,430,000	\$12,950,000	\$158,225,000				
Principal (currently outstanding)	\$32,570,000	\$135,000,000	\$164,430,000	\$12,950,000	\$158,255,000				\$503,205,000
Lien on 1¼ cent Prop M, Prop M2, Prop A tax	Senior	Subordinate	Senior	Senior	Senior				
Stand alone credit rating (S&P\ Moody's\ Kroll)	AA+\Aa2\NA	NA	AA+\NA\AA+	AA+\Aa2\AA+	AA+\Aa2\AA+				
Maturity date(s)	2048	2053	2048	2045	2043				
Optional Call Date	Various	Anytime	2029	2030	2030				
Optional Put Date	NA	2018	NA	NA	NA				
Interest rate mode	Fixed	1% + SIFMA	Fixed	Fixed	Fixed				
Rate	3.00%-5.00%	1.02%-1.06%	3.00%-5.00%	4.00%	0.75%- 3.00%				
Interest pmt. Dates (4/1 & 10/1)	April, October	April, October	April, October	April, October	April, October				
Annual debt service:									
Interest - FY 2021	\$5,094,906	\$1,413,000	\$7,086,500	\$359,722	\$2,292,147				\$16,246,275
Principal - (Previous payment 10/1/19 - \$196,850,000) (next payment 10/1/20 - \$10,445,000)	\$10,445,000	\$0	\$0	\$0	\$0				\$10,445,000
total princ.&int.	\$15,539,906	\$1,413,000	\$7,086,500	\$359,722	\$2,292,147				\$26,691,275
Debt Service Reserve Fund (DSRF)	\$12.5 million in DSRF with bond trustee, Bank of Oklahoma Financial.	NA	NA	Common DSRF with 2013A	Common DSRF with 2013A				
Other	Refunded Series 2002A,B,C, 2007, and Series 2010B.	Refunded Series 2010A Bonds	Refunding balance of 2009, and 2013A Bonds Maturing in 2019, 2028, 2046 and 2048	Refunding balance of 2013A Bonds Maturing in 2020					

**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Taulby A. Roach – President and CEO
Subject: **Bi-State Development 2021 – 2023 Strategic Plan**
Disposition: Informational
Presentation: Taulby A. Roach – President and CEO

Objective:

To advise the Combined Operations Committee and Audit, Finance, & Administration Committee of progress being made toward development of the Bi-State Development FY2021 – 2023 Strategic Plan.

Background:

Strategic Planning determines where an organization is going over the next two or more years, how it is going to get there, and how it will be determined successful. Bi-State Development staff is engaged in the process of crafting a Strategic Plan for the organization. The process began in March 2020 with employee surveys and working groups to assess the Culture of the organization and the level of engagement of staff. It was critical to begin with an assessment of the culture of the organization, as we recognize that without clear understanding of what drives our team members' actions, we cannot successfully change their behaviors which ultimately determine results. As a result of a competitive RFP process, we engaged Experience on Demand, a St. Louis based management consulting firm, to assist us in this very important endeavor.

Phase I – Culture and Engagement

The Culture and Engagement survey was distributed to all Bi-State Development team members. The survey was completed by 838 people of which 50% were salaried, 40% were represented, and 10% were undeclared. The survey consisted of 57 statements related to Culture, Engagement, and Teamwork. Team members were asked to rate each statement on a scale of 1 – 6 with higher scores (a positive rating >4.0) is indicating agreement with the statement. The top 5 scores from the survey all fell under the category of Employee Engagement. This wasn't surprising, as we recognize that we have many dedicated team members who are committed to the success of the organization. The bottom 5 scores all fell under the category of Culture, so obviously this is an area that we want to focus on for improvement.

TOP 5 SURVEY RESPONSES

I'm willing to put in the effort beyond what is expected.

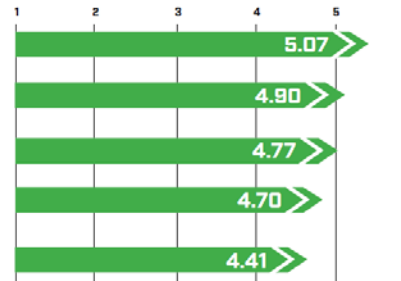
I have at least one colleague I can rely on for support.

I am personally invested in the success of the organization.

I have a clear understanding of what is expected of me in my job.

I understand how my job supports the BSD mission
and this makes me feel like my job is important.

● AREA FOR IMPROVEMENT ● ON TRACK



Note: Top 5 survey responses fall within engagement.

Engagement: Combination of commitment and personal motivation of each team member to contribute to the overall success of the organization.



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BOTTOM 5 SURVEY RESPONSES

People are empowered. Authority and decision-making are delegated appropriately.

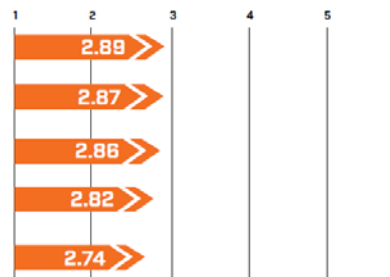
There is an openness to change; we see change as opportunities.

There is mutual trust and respect in this environment.

Innovation and risk taking is encouraged; creativity is welcomed.

Both poor and good performance are addressed or rewarded as appropriate.

● AREA FOR IMPROVEMENT ● ON TRACK



Note: Bottom 5 survey responses fall within culture.

Culture: The shared values, beliefs, behaviors, attitudes, and characteristics of individuals (team members & leaders) that make up an organization.



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Based on the survey feedback, the leadership team determined that the key areas of focus for improvement should be Accountability, Communication, and Trust. These three issues will underpin our work moving forward, as we address the cultural issues of the organization.

Phase II – Strategic Planning

Our next step was to move into the Strategic Planning phase of the project. This phase began in July 2020 with surveys and interviews of team members and external stakeholders. This information gathering process was focused on both real and perceived observations of Bi-State Development's various enterprises, their services to the region, and areas that stood out positively or needing improvement. There were several common themes that resonated from this feedback. Topping the list was Safety and Security, followed by a need to focus on the customer, improve social equity, and address funding constraints. Some additional internal issues that were highlighted are accountability, slow to adapt new technologies, and the presence of internal silos.

With this information in hand, the leadership team engaged in a review, discussion and development of the Vision, Mission, and Core Values of the organization. Once agreement and understanding were achieved on these basic premises, we then proceeded to establish the key Goal Areas for the Agency. These Key Goal Areas have been defined as:

1. Safety and Security
2. Customer Experience
3. Culture
4. Fiscal Responsibility

Cross-functional teams of leaders from across the organization have been formed and are now in the process of determining strategies and action plans for improvements in each of these key Goal areas. These teams have been meeting throughout the months of September and October to refine their work, which will ultimately be consolidated into a Bi-State Development Strategic Plan Document that will become a guidepost for our actions of the next 3 years. Additionally, our Strategic Planning Steering Committee is establishing an organizational framework that will support the ongoing governance requirements for the project, as we move through strategy and task implementation and monitoring. We expect to complete work on this document prior to the end of the calendar year, and we will keep everyone apprised of our progress.

Committee Action Requested:

For informational purposes only. No Committee action required.

Funding Source:

This activity is funded 100% through operational funds.

Open Session Item 18
Attachment



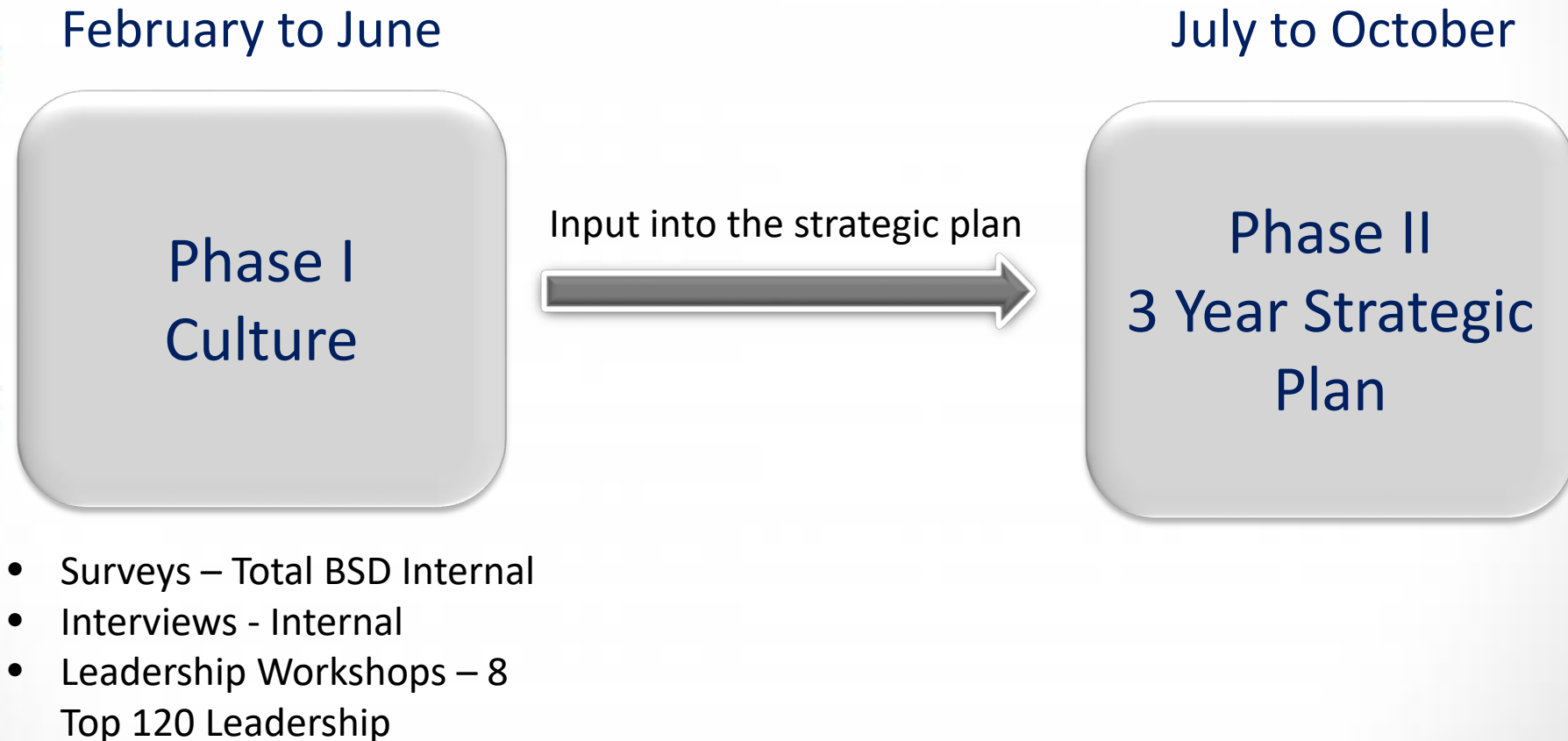
Strategic Plan FY 2021 – 2023

Operating Committee Presentation

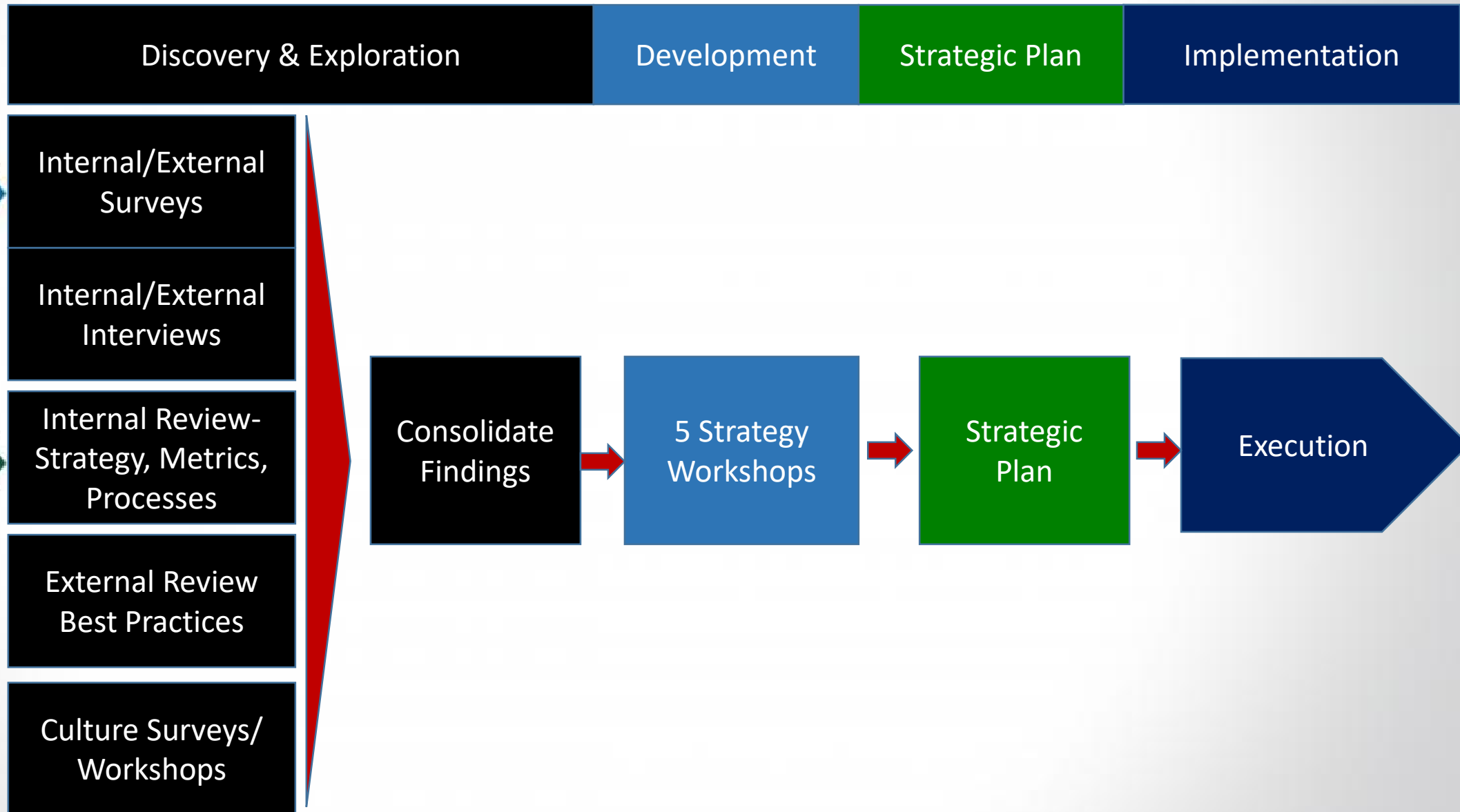
October 16, 2020



Bi-State Strategic Planning Process



Strategic Planning Process – Phase II



Vision, Mission, Core Values, Goal Areas

Vision Statement

A more connected, vibrant and thriving region.

Mission Statement

Improve the quality of life in the St. Louis region by delivering excellent public services and dynamic regional solutions.

Core Values

Accountability

Customer Centric

Fiscal Responsibility

Diversity, Inclusion & Equity

Team Focus

Safety & Security

Strategic Goal Areas & Responsibility

Fiscal Responsibility

Culture

Customer Experience

Safety & Security

Key Goal Areas

Goal Area / <i>Responsibility</i>	Description
Customer Experience <i>Jessica Mefford-Miller</i>	Bi-State Development employees are committed to creating and maintaining a customer-focused culture that will enable BSD to deliver world-class experiences for our internal and external customers, throughout their customer journey from first contact through continued patronage and engagement.
Safety & Security <i>Taulby Roach</i>	Provide a Safe and Secure environment for our customers, employees, and community. Create a culture of safety and security where everyone is involved.
Culture <i>Charles Stewart</i>	We are passionately committed to cultivate a high performing culture that celebrates diversity and inclusion and empowers employees to make a difference.
Fiscal Responsibility <i>Larry Jackson</i>	Fiscal Responsibility is the process of managing resources and assets in a manner that is considered productive and in the best interest of the organization. A pledge of fiscal responsibility is a public entity's assurance that it will judiciously spend, earn, and generate funds without placing undue hardship on its citizens.

Open Session Item

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**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Jessica Mefford-Miller, Executive Director Metro Transit
Subject: **Draft Fare Program Policy Direction**
Disposition: Information
Presentation: Jessica Mefford-Miller, Executive Director Metro Transit

Objective:

To present to the Operations Committee an overview of a draft Fare Program update, inclusive of Fare Policy, Fare Structure, Fare Pricing and Fare Collection System. This presentation is intended to prompt discussion and solicit Board input before completing policy drafts and releasing a request for proposals (RFP) for Fare Collection System technology. Final policy documents and any procurements would be presented to the Board of Commissioners for review and approval in 2021.

Background:

Metro's Fare Program consists of the following policy and operational components, which are discussed in detail within this document:

1. **Fare Policy:** A summary of the framework and foundational values shaping the goals and objectives of the Fare Program, and formalized policies and procedures for the update of the Fare Program.
2. **Fare Structure:** Establishes full fares and discounts for various services and ridership groups, as well as the types of fare media that will be used.
3. **Fare Pricing:** Establishes the specific fare assigned for each ridership group, service and fare media.
4. **Fare Collection System:** The system of hardware, software and fare media to collect passenger fares.

Analysis:

Fare Policy

Metro's existing Fare Policy was last updated in 2012 and corresponded to the Agency's business objectives and fare collection system at that time. There are several motivating factors for updating Metro's Fare Policy, which translate into Fare Policy guiding principles:

1. Ridership Stabilization & Fiscal Responsibility:

- A. The predominant funding source used to support Metro public transit operations is local sales tax proceeds appropriated by local governments. A modest but currently critical portion comes from user fees in the forms of fares. Farebox recovery ratio, which is the farebox revenue collected divided by operating expenditures, is influenced by several factors including the overall ridership on the system and the fare structure. To ensure consistent decision-making is applied over time, Metro will:
 - i. Continue to monitor the overall farebox return annually and present this information during the budget development and review process.
 - ii. Monitor efficiency of the operations.
 - iii. Establish route productivity goals such as passengers per hour, and will monitor the service to ensure these goals are met.
 - iv. Target the overall farebox recovery rate of approximately 15% for the overall fixed route system.
 - 1. When the rate drops below this level, route- and mode-level analysis will be performed and areas of potential improvement will be identified for possible corrective action. In addition, operating efficiencies will be assessed to determine areas of potential deficiency.
 - 2. When the overall farebox return drops to 10% or below, Metro will initiate discussions to review the fare structure and adjust fares.
- B. Transit is most efficient when operating costs are divided across a larger ridership base, referred to as a system's farebox recovery ratio. The cost competitiveness of automobile travel, continued decentralization of jobs and housing, and public concerns about safety and security aboard transit are reflected in the drop in Metro's farebox recovery ratio over the past few years (from 21% in FY15 to less than 13% in FY2020). Continued reduction in farebox recovery is a significant threat to Metro's financial stability.
 - i. Farebox recovery ratio will be monitored monthly. Annual farebox recovery will be integrated into the budget development and review process
- C. Passenger fares should be evaluated for increase on a regular schedule to align with operating costs.
- D. In order to attract ridership, transit prices should be genuinely competitive with other modes, including the use of personal automobile and private shared ride services.

2. Customer & Community Focus:

- A. Fare Structure, payment options, and any related fare inspection or customer service interactions should help customers use the system and get to where they need to go safely, efficiently, and as conveniently as possible.
- B. Fare updates/increases should be well planned and publicized, and should be compliant with relevant policies including BSD's Title VI program.
- C. Complicated fare structures and payment mechanisms make transit confusing, and when transit is confusing both operators and riders become frustrated, fewer people ride, and more conflict is likely to occur between riders and frontline Metro staff.
- D. A simpler, easier-to-use fare system supports the transit system investments and design of Metro Reimagined. Frequent routes together with convenient methods of payment (including mobile, widely available and easily reloadable smart cards, cash option, etc.) make unplanned/spontaneous trips more likely.
- E. There is a tension we can see between (i) trying to keep fare collection costs stable, and (ii) adding more functionality to our fare collections system that results in more convenience for customers. We must define the correct balance between operational efficiency in Metro's Fare Collection Program and customer convenience.

3. Prioritizing Equitable Fares and Access to Transit Services:

- A. To be equitable, fares must consider the needs of transit riders, and particularly the needs of those riders who most rely on transit for access to jobs, education, and other services and opportunities. This includes a lens toward racial equity and access to opportunity.
- B. Riders should not be penalized for not having any other option than to pay their fare with cash.
- C. Riders should not be penalized because the nature of their trip (and the way our system has been designed to serve the land uses of our region) necessitates transfers between vehicles/routes/modes/operators.
- D. Prioritizing equity requires establishing metrics to evaluate level and cost of service for households and communities, with data disaggregated to the greatest extent possible by race and income.

Fare Structure

Based on the principles and strategies outlined in the above draft Fare Policy, staff recommends developing a fare structure focused around a "flat fare," as opposed to a zonal or other incremental fare structure. This structure prioritizes equity by removing surcharges for longer distance or one-way multi-vehicle trips. This is reflected in this proposed fare structure as (a) a flat fare for a period of 2-hours, as opposed to graduated or zonal fares, and (b) not charging extra for transfers within

that 2-hour period. Flat fares may be varied for service quality (i.e., express or limited stop), but not for distance alone.

Metro's fare structure would also eliminate extra costs of transferring between buses or modes, and fares would not be differentiated between bus and light rail modes.

Service Types:

- MetroBus (Frequent, Local, Community, and Express fixed-route types)
- MetroLink (Light Rail)
- Call-A-Ride (paratransit demand-response)
- Pilot partnership programs
 - Examples include: microtransit point-to-point within designated zone, and first/last mile connection

Fare Payment Options:

- Cash
- Paper pass
- Paper transfer (to be phased out in CY 2021)
- Magnetic Stripe Passes (to be replaced by account-based smart card option in CY 2021)
- SmartCard (current Gateway Card to be replaced by internet-reloadable account-based smart card option in CY 2021)
- Mobile Payment App

Fare Products:

- 2-hour Passes, sold individually or in quantity
- Single trip fare (to be eliminated except via cash at bus farebox or TVM by 2021, or whenever fare capping is implemented)
- Unlimited-ride passes (day, week, month, semester, U-Pass, employer pass, etc.)
- Payment options that segment the market based on frequency of use and willingness to prepay
- Special events (for example, the Red Bird Express in St. Clair County)

Fare Levels:

- Free
 - Children under 5
 - Persons 65 years of age or older, who reside in the St. Clair County Transit District service area, are eligible for a Senior Free Fare Pass.
- Half-price fares¹:

¹ There must be agreement between local government funders and the operator as to who pays for the difference between discounted/concession fare and the regular fare.

- Seniors (age 65 and older)
- Children ages 5 to 12
- Individuals with disabilities
- Individuals with Medicare ID
- Future possibilities:
 - Youth ages 13-25 (Piloted as the Gateway Go program in Summer 2018 and Summer 2019, based upon a recommendation in Forward through Ferguson, the Ferguson Commission Report.)²
 - Low income: This would allow Metro to raise fare prices while ensuring no inequitable impacts
 - Veterans
- Full price fares
- Volume discounts
- Fare capping
 - With fare capping, riders who pay per ride are not charged additional fares once they incur the equivalent cost of an unlimited transit pass. Fare-capping policies create a de-facto payment plan for low-income riders, for whom it can be a burden to pay the up-front cost of an unlimited pass like a semester or monthly pass.
 - Additionally, unlimited passes provide discounted fares for a transit system's most committed riders. Fare-capping makes that benefit available to all its frequent riders rather than just those who can afford to buy, for example, a monthly pass at the beginning of the month.
- Transfer to neighboring transit systems:
 - Madison County Transit (MCT) regional transfers are accepted as full fare without any additional charge on MetroLink and MetroBus.
 - They are valid for two hours from the time they are validated, and are good for a single trip on MetroBus (operators will not issue an additional transfer).
 - Metro accepts valid MCT Senior Fixed Route Free Ride passes for MetroLink and MetroBus service.
 - The MCT ADA Free Ride pass is accepted on MetroLink and MetroBus in Illinois without additional payment. In Missouri, the MCT-issued ADA Free Ride

-
- If Metro is expected to absorb this discount, it may mean that regular adult fares must be higher than they would have been otherwise in order to generate enough additional revenue to cover the shortfalls, or that departments are cut or outsourced to save costs and make up the difference. If local government funders are willing to pay for particular groups, some method must be established to obtain estimates of the amount due.
 - Mechanisms and channels for financing social service provisions, such as student or elderly concessions or a low-income discount program, must be defined. This could include contributions from budgets of the relevant local government departments such as social services and education, or from use taxes, Transportation Development Districts, or other measures.

² See also Recommendation 9: Youth Fares, in Four Nines Technologies (2019): "Metro Fare Policy Project Modeling Results & Recommendations."

ID provides reduced fares on MetroLink and MetroBus, and require additional payment.

- All other MCT-issued passes and transfers, including MCT-issued local transfers, monthly passes, summer youth passes and circuit breaker (CB) passes are not accepted on any MetroBus or MetroLink service.
- At this time, mobile tickets issued by each system are not accepted on the other system.
- MCT accepts Metro Two-Hour Passes/Transfers for a single trip on an MCT bus without an additional charge. Two-Hour Passes/Transfers are not valid for multiple trips on MCT buses.
- Metro accepts valid St. Clair County Transit (SCCT) Senior Fixed Route Free Ride Passes for travel on MetroLink and MetroBus.
- Metro also accepts SCCT ADA Paratransit Fixed Route Free Ride Passes for travel on MetroLink and MetroBus in both Illinois and Missouri.
- Circuit Breaker Passes (CB Passes) are accepted on MetroBus and MetroLink in Illinois only, and are not accepted in Missouri at any time.

Fare Pricing

Staff worked in collaboration with Four Nines Technologies (2019), a firm specializing in transit fare collection, to enumerate and model the revenue and ridership impacts of an array of fare structure and pricing scenarios driven by the Fare Policy outlined above. Staff recommends contemplating the fare structure and pricing scenarios outlined below, and presenting these scenarios to the public for input in early 2021.

2020 Baseline (for reference):

	Base Fare	2-hour	1-day	Weekly	Monthly	Semester	Airport Surcharge
<i>Full</i>	MB = \$2.00; ML = \$2.50	\$3.00	\$7.50	\$27.00	\$78.00	\$175.00	\$1.00
<i>Reduced</i>	MB = \$1.00; ML = \$1.25	\$1.50	n/a	n/a	\$39.00	n/a	\$0.50

Recommended New Fare Pricing/Structure:

The overall fare structure is organized around the Base Fare, which will be the focal point from which all other fares within the transit system are priced.

Iteration 1 (2021): Restructuring, Fare Capping Implemented

Iteration 1 (2021)	Base Fare: 2-hour (not available via cash at bus farebox)	Single ride (only available via cash at the farebox, or at TVM)	1-Day	Weekly	Monthly	Semester
<i>Full</i>	MB & ML \$2.75	\$2.00	\$6.00	\$25.00	\$85.00	\$200.00
<i>Reduced</i>	MB & ML \$1.35	\$1.00	n/a	n/a	\$39.00	n/a
<i>Available at TVM?</i>	Yes: via printed paper barcode	Yes: via printed paper barcode	No	No	No	No

Iteration 1 (2021): RESTRUCTURING, FARE CAPPING IMPLEMENTED

- MetroBus & MetroLink base fare as 2-hr pass at \$2.75
 - \$2.00 single-ride ONLY available via cash at bus farebox;
 - No 2-hr pass available via cash on bus – eliminate paper tear-off transfers
 - Available via mobile app, smart card, or TVM (printed barcode that must be activated upon boarding);
 - 1-Day pass \$6.00: only available through electronic fare cap via mobile app or smart card (NOT available at TVM);
 - Weekly (7-day) \$25: available through cap, and through direct purchase via mobile app or smart card (NOT available at TVM);
 - Monthly (30-day) \$85: available through cap, and through direct purchase via mobile app or smart card (NOT available at TVM);
 - Semester \$200: available only through mobile app or smart card (NOT available at TVM);
 - Airport surcharge eliminated.

Rolling out Iteration 1: Restructuring and Fare Capping requires:

- implementation of new account-based/stored value smart card product that is reloadable remotely via internet, dial in phone, etc., and
- vendor network that allows cash reloading of account that can then be utilized for fare payment either through smart card or smart phone app.

Iteration 2 (2023/25):

Iteration 2 (2023/25)	Base Fare: 2-hour (not available via cash at bus farebox)	Single ride (only available via cash at the farebox, or at TVM)	1-Day	Weekly	Monthly	Semester
<i>Full</i>	MB & ML \$3.00	\$2.00	\$7.00	\$28.00	\$90.00	\$225.00
<i>Reduced</i>	MB & ML \$1.50	\$1.00	n/a	n/a	\$45.00	n/a
<i>Available at TVM?</i>	Yes: via printed paper barcode	Yes: via printed paper barcode	No	No	No	No

Iteration 2 (2023/25):

- MetroBus & MetroLink base fare as 2-hr pass at \$3.00
 - \$2.00 single-ride ONLY available via cash on bus farebox, or via barcode on paper at TVM
 - No 2-hr pass available via cash on bus – eliminate paper tear-off transfers
 - Available via mobile app, smart card, or TVM (printed barcode that must be activated upon boarding);
- 1-Day \$7.00 (2.3 times base fare): only available through electronic fare cap via mobile app or smart card (NOT available at TVM);
- Weekly \$28.00 (9.3 times base fare): available through cap, and through direct purchase via mobile app or smart card (NOT available at TVM);
- Monthly \$90.00 (30 times base fare): available through cap, and through direct purchase via mobile app or smart card (NOT available at TVM);
- Semester \$225.00 (75 times base fare): available only through mobile app or smart card (NOT available at TVM);
- No airport surcharge.

Future Iterations, as deemed appropriate, could occur on odd-numbered Calendar Years:

Future pricing of unlimited passes shall be calculated based upon 2-hour Base Fare at the following multiples (with rounding for whole dollar amounts, as needed):

- Monthly pass: 32 times base fare;
- 1-Day pass: 2.5 times base fare;
- Weekly pass: 9 times base fare;
- Semester pass: 75 times base fare;

Metro may provide a progressive discount on passes for period of thirty days or greater to encourage long term ridership.

Fare Collection System

Given the motivating factors for Fare Policy updates covered above, a future Fare Collection System would be driven by our proposed Fare Policy, as well as a desire for (a) simplicity across all system components for a more efficient and easily accessible fare system for both riders and Metro staff, (b) maintaining an option for patrons to be able to pay with cash as needed, and (c) establishing an electronic faring system that serves as a flexible foundation for future fare collection scenarios and market demands. Such a system could include the following:

- Fare Boxes
 - Serves cash paying customers
 - Single Ride purchases only (full and reduce fare)
- Ticket Vending Machines
 - Serving cash/credit/debit paying customers
 - Single Ride and Two Hours Passes available
 - Barcoded Paper Tickets
 - Smaller footprint and less complexity to reduce maintenance costs
- Electronic Faring System
 - Enable easy electronic validation on bus and rail
 - Allow for a variety of customer purchasing preferences
 - Account Based
 - Customers will have an online account to track/pay for tickets/passes
 - Fare Capping
 - Reward passengers with free rides after they meet the fare equivalent of a daily, weekly or monthly pass.
 - Achieve social equity by removing upfront cost barriers associated with the recurrent passes
 - Variety of e-distribution
 - Mobile Ticketing
 - SmartCards
 - Contactless EMV (using your credit/debit card as your pass)
 - Enable Cash Digitization
 - Establish ability for cash paying riders to add value to their accounts via retail partners
 - Easier Distribution of Passes from Retail Partners and Employers
 - Web Portal availability for retail partners and employers to issue tickets and passes

Committee Action Requested:

None. This is presented for information and discussion only.

**Bi-State Development Agency
Combined Operations Committee and
Audit, Finance & Administration Committee
Open Session Agenda Item
October 16, 2020**

From: Jessica Mefford-Miller, Executive Director Metro Transit
Subject: **Operations Report: Reshaping Metro Transit beyond COVID-19**
Disposition: Information
Presentation: Jessica Mefford-Miller, Executive Director Metro Transit

Objective:

To present to the Operations Committee an overview of Metro's early planning for shifting service and policy beyond the COVID-19 pandemic to restore public confidence and transit ridership; deliver safe, meaningful, efficient transit programs; communicate effectively with customers, stakeholders and the public; and stabilize Metro's operating budget.

Background:

BSD's COVID-19 Emergency Operations Program, now in its seventh month, is well established. The safety of team members and customers remains our highest priority, and COVID-19 mitigation strategies will continue at least until the threat of COVID-19 is substantially diminished.

Metro is now shifting focus to moving beyond the experience of the COVID-19 pandemic and toward regaining public confidence in transit, and moving our services and administrative programs toward long-term sustainability. The interdisciplinary team working on Metro's planning, safety, operational and administrative programs is focused on stabilizing operating expenses and restoring ridership, by developing strategies that will effectively address the following critical questions:

1. What is the anticipated availability of operating and capital revenue?
2. How should Metro respond to new travel patterns and consumer expectations for service?
3. How can Metro regain public confidence in transit safety?
4. How can we effectively communicate with Metro customers, stakeholders and the public to regain confidence, grow ridership, and build brand affinity?

Metro's approach to learning through and moving forward beyond COVID-19 is outlined in the pages that follow.

Analysis:

Staff is working to revise estimated income and expenses for Metro's 2021 – 2022 fiscal years, considering negative impact on passenger revenue and sales tax proceeds, increased operating expenses attributable to BSD's COVID-19 response program, and CARES funding apportionment (\$142.4M). These early estimates, along with revised ridership projections, will determine the scope of Metro's future service plans and programs.

Understanding How Travel Has Changed

In order for Metro's service to remain effective, sustainable, and equitable, we must carefully contemplate the evolution of transit demand and consumer preferences as we make service planning decisions. Staff is working to better understand the short-term evolution of travel patterns across the St. Louis region, and we are working with colleagues across our industry to envision the footprint of travel in the months and years ahead. Notable considerations to date include:

- Many industries require employees to be present on site. These "essential workers" have different routing and travel time needs that differ from pre-COVID-19 prevailing trends. For example, fewer trips are destined for major employment centers like Downtown St. Louis and Clayton.
- We are observing noticeable shifts in the peak period of demand, which now occurs in early morning (5am – 7am) and afternoon (1pm – 4pm) hours.
- There is some evidence that supports an idea that people are making fewer out of home trips, therefore increasing likelihood of trip chaining.
- There are still unknown dynamics about the impact or permanence of behaviors like telecommuting. We expect these behaviors to continue at least through 2021, however we should be careful not to assume these trends will continue beyond widespread availability of a COVID-19 vaccine.
- Economic forces including unemployment, oil prices, and availability of capital for automobile purchases and maintenance will impact transit demand, however this may be a lagging trend.

Travel behavior and consumer preference data continue to emerge. Staff is incorporating an array of primary and third-party datasets into our analysis, including detailed ridership data; information about employment levels, shift schedules, and patronage collected via relationships with employers, schools and universities, and other businesses; and insights from non-profits, service providers, and churches about their constituents' mobility needs.

Service Design Principles

Information about *how*, *when*, and *where* potential transit customers wish to travel is considered alongside input from key stakeholders and regional leadership, as well as information about Metro's financial capacity, available personnel, technology, equipment and supplies to develop

service programs. Many of the principles which guided Metro through the 2019 *Metro Reimagined* service program remain meaningful, and alongside new knowledge gained through COVID-19 pandemic, will influence Metro's service program delivery:

- We will continue an intense focus on delivering **excellent customer experience** so that we can regain and grow ridership.
- **Social equity** must shape all decisions regarding the delivery of service and programs. The footprint of transit demand through COVID-19 presents a stark picture of where and for whom transit is most essential. Survey data reinforces our understanding of the importance of transit to the Black community: over half (63%) of survey respondents stated they currently ride Metro the same or more often than prior to COVID-19 pandemic, while only 29% of respondents stated the same. Black customers were three times more likely than their white counterparts to continue riding Metro during the pandemic. We must be more explicit in focusing programs on equity first.
- We must continue to be deliberate in **matching service type and level to communities** based on market characteristics including, but not limited to transit demand.
- **Contactless fare payment** remains critical for reducing likelihood of spreading infectious disease, and we must also **connect fare products to markets**. For example, we must successfully deliver an employer pass program with a monthly-based pass. We must also offer lower denomination passes to encourage spontaneous trip making. Fare capping is essential for ensuring equity in fare payment, especially for customers who make multi-vehicle trips or trip chain.
- We must sustain and find ways to **improve the customer experience and efficiency for special markets** including disabled customers, paratransit, and life critical trips.

Anticipated Service Adjustments

Since late March 2020, Metro has undergone several changes in route configuration and service level, first ramping down service in response to diminished ridership and workforce shortages, and later service restoration as personnel became available. Upon Metro's planned November 30, 2020 service change, MetroBus will operate in excess of 80%, and MetroLink more than 90% of "base service level" (March 13, 2020 service program). We anticipate that this service level will continue with minor adjustments through Spring 2021.

In summer 2021, Metro anticipates that we will continue providing service according to evolving passenger demand, stakeholder inputs, and available resources, likely in the following form:

- Service level would stabilize at ~90% of pre-COVID-19 service
- Service frequency will be focused on corridors with strongest retention of core ridership, with an emphasis on social equity

- New models of service delivery, including supplementing or replacing fixed route with demand responsive service, will continue to be tested and made permanent where successful
- Geographic gaps created by service retraction will be filled by other services
- Strategies for reducing fixed route span of service via service replacement will be explored
- Success will be measured via ridership, customer and stakeholder feedback, seeking to measure the *value* of service provided in addition to the level provided and quantity consumed
- The existing mobile ticketing pilot will continue, and would be replaced in the early stages of a new fare collection system in 2021

Safety

Consumer expectations for safety have also changed in ways that require focused response. A recent survey of Metro customers, which asked about their changes in transit utilization and most important safety needs, indicated that the following measures are most important to them:

1. Mandatory wearing of face coverings by riders and Metro personnel
2. Enhanced station and vehicle cleaning practices
3. Availability of hand sanitizer at stations and transit centers
4. Enforced social distancing such as seats being blocked off
5. Allowing a limited number of riders per vehicle

This data, alongside recent experience, industry best practices and official guidance is defining Metro's continued safety efforts, which include:

- **Following Official Guidance:** Metro will continue to follow official guidance from national preeminent public health experts and industry peers.
- **Healthy Transit Employees and Riders:** Metro will continue to require personnel to utilize face coverings and or other personal protective equipment and take leave at the sign of any illness. Metro will continue frequent and onboard reminders of safety rules/messages to increase riders' comfort and keep passengers updated to encourage informed choices. Metro will continue to require all riders to wear face coverings and practice physical distancing to the degree practical.
- **Incorporate Public Health into Service Planning:** Metro will continue to incorporate public health into all levels of its service planning. Focus areas will include management of crowding, effective enforcement, hygiene and sanitization efforts.
- **Effective Communication:** Metro will continue to communicate what efforts are being done to maintain safety and quality service throughout the region. Communication efforts will include posters, station displays that encourage hygiene practices and COVID-19 transit resource page.

- **Effective Management of Limited Capacity:** Metro will continue to understand its demand, user characteristics, needs and behaviors and explore deployment of micro-mobility options for spreading passenger demands.

Marketing & Communication

Like service and safety, Metro's marketing and communications strategies will continue to evolve around a set of core messages that are appropriate for each stage of COVID-19 response and recovery. Throughout COVID-19 response, Metro has used targeted messaging to encourage compliance with safety guidelines such as mask wearing, social distancing, hand washing, and using transit for essential trips only. Now, with a well-established safety program and sufficient service to meet most demand, Metro is beginning to welcome customers back to transit while continuing safety messaging. This messaging is guided in part by customer feedback through survey data, customer contacts, and staff and stakeholder input.

The importance of transit to the St. Louis region has been underscored during the COVID-10 pandemic as Metro continued to operate, serving essential workers and connecting people with the destinations most critical to them. Metro is working to leverage this opportunity to build and maintain affinity for the Metro brand through targeted messaging and campaigns that focus on the contributions of our team members and customers.

As we plan for the eventual wane of the COVID-19 pandemic, Metro is balancing communication and messaging about safety with positive, proactive messages about exciting programs including service restoration, the introduction of the Via STL microtransit program, the Metro Connect pilot partnership with Lyft, the upcoming introduction of battery electric buses, and other capital programs intended to improve the customer experience.

Metro's COVID-19 recovery plans are ongoing and aim to be responsive to input from regional leadership, key stakeholders, and customers. The Metro team is committed to delivering world-class customer experiences, and recognizes opportunities brought on by the challenges of the COVID-19 pandemic to transform and improve our services and programs.

Committee Action Requested:

None. This is presented for information and discussion only.

Funding Source:

Funding is accommodated within Metro's Operating and Capital Budgets.