

Notice of Meeting and Agenda

**Bi-State Development
Operations Committee
Tuesday, March 13, 2018 8:00 a.m.**

**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	Chairman Buehlhorn
2. Roll Call	Quorum	S. Bryant
3. Public Comment*	Information	Chairman Buehlhorn
4. Minutes from January 16, 2018, Operations Committee	Approval	Chairman Buehlhorn
5. Letter of Agreement Between Bi-State Development and The Jerry Costello Group, LLC for Consulting Services for the St. Louis Regional Freightway	Approval	M. Lamie
6. Appointment of Members to Arts in Transit, Inc. Board of Directors	Approval	D. Williams / D. Allen
7. Metro Reimagined Project Update	Information	R. Friem / J. Mefford-Miller
8. 2nd Quarter Operations Report and Capital Projects Update Cortex Presentation; Fare Collection Technology	Information	R. Friem / C. Poehler / K. Kinkade / T. White
9. Unscheduled Business	Approval	Chairman Buehlhorn
10. Call of Dates for Future Committee Meetings	Information	S. Bryant
11. Adjournment to Executive Session: <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</i>	Approval	Chairman Buehlhorn

Agenda	Disposition	Presentation
<i>§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>		

***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.**

Open Session Item

4

**BI-STATE DEVELOPMENT
OPERATIONS COMMITTEE MEETING
OPEN SESSION MINUTES
January 16, 2018**

Committee Members in Attendance

Michael Buehlhorn, Chairman
David Dietzel (absent)
Irma Golliday, via phone
Vernal Brown, via phone
Constance Gully, via phone

Other Commissioners in Attendance

Justin Zimmerman, via phone

Staff in Attendance

John Nations, President and Chief Executive Officer
Barbara Enneking, General Counsel and Deputy Secretary
Shirley Bryant, Certified Paralegal
Ray Friem, Executive Director Metro Transit
Barbara Georgeff, Director of Executive Services
Jim Cali, Director Internal Audit
Erick Dahl, Director St. Louis Downtown Airport
Scott Grott, General Manager MetroLink
Kent Swagler, Director Corporate Compliance & Ethics
Trenise Winters, General Manager MetroBus
Mark Vago, Controller
Larry Jackson, Executive Vice President of Administration
Kathy Brittin, Director Risk Management, Safety & Claims
Diana Wagner-Hilliard, Director Workforce Diversity/EEO
Kerry Kinkade, Vice President, Chief Information Officer
Diana Bentz, Vice President Organizational Effectiveness
Virginia Alt-Hildebrandt, Manager Administrative Services
David Toben, Director Benefits
Patti Beck, Director of Communications
Evan Glantz, Senior Administrative Assistant
Charles Priscu, Director Labor Relations

Others in Attendance

None

1. Call to Order

8:00 a.m. Chairman Buehlhorn called the Open Session Operations Committee Meeting to order at 8:00 a.m.

2. Roll Call

8:00 a.m. Roll call was taken.

3. **Public Comment**

8:01 a.m. There was no public comment.

4. **Minutes from October 17, 2017 Operations Committee**

8:01 a.m. The October 17, 2017 Open Session Operations Committee Meeting minutes were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Brown and seconded by Commissioner Golliday. **Motion passed unanimously.**

5. **Adoption of a Board Policy and Leasing Standards for Airport Operations**

8:02 a.m. The briefing paper regarding the Adoption of a Board Policy and Leasing Standards for Airport Operations, together with the draft Board Policy and Leasing Standards, were included in the Committee packet. Erick Dahl, Director St. Louis Downtown Airport, provided a brief overview. There are Board Policies for the approval of leases with Bi-State, however the St. Louis Downtown Airport (**the “Airport”**) has certain unique circumstances that require its own Board Policies and Leasing Standards. The unique policy considerations involved in the leasing of real property at the Airport are not reflected in Board Policy, *Section 40.040 – Real Property Leasing*. In addition, the current policy does not address that the Agency has taken advantage of a unique infrastructure program sanctioned by the Federal Aviation Administration (**FAA**) of the U.S. Department of Transportation for the development of aeronautical activities at the Airport. The proposed new Board Policy would provide guidance for Airport Operations, Airport Leasing Standards, and Regulation of Conduct at the Airport. The proposed new policy would provide that the operation of the Airport be as self-sufficient as possible and that the rates, fees, and charges be set to accomplish that goal, to the extent feasible. Each year Management will come before the Board to set the rates and fees at the Airport. The infrastructure program encourages private parties to invest more into the Airport, decrease the Airport’s overall costs, and increase the economic efficiency of the tenants. The Airport decreases its operational cost by having the tenants maintain certain infrastructure improvements at the Airport. Additional discussion followed regarding portable hangar leases, infrastructure program leases, the length of the leases, and property ownership at the end of the lease. John Nations, President & CEO, informed the Committee that there are many federal regulations that govern these issues relating to the length of the lease and the use of the property. This new proposed policy will ensure that the Airport is in line with the Agency’s practices and federal guidelines. Management recommends the approval of the proposed *Chapter 130 Airport Operations* of the Collected Policies of the Agency and the proposed Leasing Standards for Operation of the St. Louis Downtown Airport. In addition, management recommends that the proposed Board Policy, *Chapter 130 Airport Operations* **not** be table pursuant to *Article VI(D)* of the Board Policies and be approved at the February 23, 2018 Board meeting. A motion was made by Commissioner Brown and seconded by Commissioner Zimmerman to approve this agenda item as presented in the briefing paper, with the recommendation that the policy **not** be tabled pursuant to *Article VI(D)* of the Board Policies and forward to the Board for final approval. **Motion passed unanimously.**

6. **1st Quarter Operations Report and Capital Projects Update**

8:07 a.m. The 1st Quarter Operations Report and Capital Projects Update was provided in the Committee packet. Ray Friem, Executive Director Metro Transit, provided a brief overview. Year-to-date expenses for the Transit Operations Department are below budget by over 9%. The major cost drivers for FY2018 are fuel, parts, and completion of grant-funded maintenance projects. An additional \$20 million was budgeted for security projects in FY2018, but have not yet been funded by the regional partners. System revenues are lagging budget by over 7%; and

passenger revenue is behind the FY2017 performance by 1.7%. MetroLink ridership was down approximately 10% for the quarter. MetroBus ridership was down 6.9%, and Call-A-Ride ridership was down 0.3%. Some impacts on MetroBus occurred as a result of the re-opening of the expanded Civic Center Transit Center during the first quarter of FY2018. Call-A-Ride has the ability to adjust daily service levels to match demand, which result in small improvements in efficiencies during the first quarter. There have been significant changes to the Security system in FY2018. Key statistics are being tracked in the quarterly reports. Metro cannot compile a comprehensive report about the entire Security effort because separate records are maintained by Police partners reflecting their own efforts. System Performance Measures continue to meet the very high goals set. Information call volume continued to decline in the first quarter of FY2017 in spite of the extended hours implemented in the call center in August 2017. Calls regarding service issues increased in the first quarter primarily due to the re-opening of the Civic Center Transit Center on August 14, 2017. The November issue of the *Mass Transit* magazine contained an article entitled "Bring Predictive Maintenance Into Your Maintenance Program", and this article was about the Cleveland RTA. In that interview with Cleveland RTA, they acknowledged that they were following the practices of the Metro St. Louis maintenance program. Efforts are underway to develop an escalator replacement plan to coincide with more aggressive overhauls of the downtown stations. Positive reviews have been received regarding the re-opening of the Downtown Civic Center Transit Center. Construction continues on the Boyle Avenue MetroLink Station, and it is on target for late spring opening. This project also includes an extension of the Central West End platform. The radio system is effectively complete and another radio hotspot at Brentwood will be included as well as a small tower at North County. A major presentation will be made in March regarding Smart Card. Vehicle acquisitions are on schedule with the exception of van. Although we have completed the minimum requirements for the van order, a decision was made to not complete the order. Metro is not satisfied with the performance of these vans, and there have been various customer service and maintenance issues. Specifications for new vans are expected to be issued by the end of the fourth quarter of this fiscal year. Some discussion followed regarding capital maintenance, Metro Reimagined, and van passenger capabilities. This report was informational only, and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

7. Unscheduled Business

8:16 a.m. There was no unscheduled business.

8. Call of Dates for Future Committee Meetings

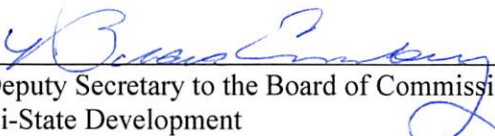
8:16 a.m. The Committee was advised of upcoming meetings as follows:

Audit, Finance & Administration Committee:	Friday, January 26, 2018, 8:00 a.m.
Board Meeting:	Friday, February 23, 2018, 8:00 a.m.

9. 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, 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).

8:17 a.m. Pursuant to the requirements of Bi-State Development Board Policy, Chapter 10, Section 10.080(D); (1); (5); (7); (11); and (16), Chairman Buehlhorn requested a motion to allow the Committee to go into closed session. A motion to go into Executive Session was made by Commissioner Zimmerman and seconded by Commissioner Brown. A roll call vote was taken, and the Commissioners present, Brown, Gully, Buehlhorn, Golliday, and Zimmerman voted to approve this agenda item. **Motion passed unanimously, and the Open Session meeting was adjourned at 8:17 a.m.**



Deputy Secretary to the Board of Commissioners
Bi-State Development

Open Session Item

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**Bi-State Development
Operations Committee
Agenda Item
March 13, 2018**

From: Mary Lamie, Executive Director, Freight District
Subject: Letter of Agreement Between Bi-State Development and The Jerry Costello Group, LLC for Consulting Services for the St. Louis Regional Freightway
Disposition: Approval
Presentation: Mary Lamie, Executive Director, Freight District

Objective:

To present to the Operations Committee for approval and referral to the Board of Commissioners (**Board**) for approval, a Letter of Agreement (**Agreement**) between BSD and The Jerry Costello Group, LLC (**Consultant**) for consulting services for the St. Louis Regional Freightway (**Freight District**), with terms in effect beginning April 1, 2018, through March 31, 2019.

Board Policy:

Per the Collected Board Policies of the Bi-State Development Agency of the Missouri-Illinois Metropolitan District, Chapter 50:

§50.010(A)(8): Definitions – “Non-Competitive Procurement” means a method by which goods and/or services are procured from a single offeror; and

§50.010(E)(1)(b): Award Authority – The Board of Commissioners shall approve the following procurements: Non-Competitive Procurements which exceed \$100,000.

Non-Competitive Procurements are also known as “sole-source” or “single-bid” contracts. This Agreement is a non-competitive procurement that exceeds \$100,000, and thus requires Board approval.

Funding Source:

Funding will be from the Operating Budget. Long-term funding for Freight District operations should be generated by the Freight District.

Background:

The Consultant entered into an initial Letter of Agreement with BSD in the summer of 2015 as the Freight District was created and activities were getting underway.

The Consultant has continued to work for the Freight District since its creation, and on April 28, 2017, the Board of Commissioners approved a third Letter of Agreement, attached as **Exhibit 1**, the terms of which are currently in effect, having commenced on April 1, 2017, but due to expire on March 31, 2018.

Analysis:

The proposed Agreement, attached as **Exhibit 2**, is not substantially different from the Agreement due to expire on March 31. The current Agreement pays the Consultant \$10,000 per month to promote the St. Louis Regional Freightway's goals, interests and objectives. The proposed Agreement provides for the same services at the same rate of \$10,000 per month and would be in effect for twelve (12) months, starting on April 1, 2018, through March 31, 2019.

Consistent with the Agreement in place today, the Consultant will provide strategic advice and planning for the St. Louis Regional Freightway and work closely with its Executive Director. In addition to providing strategic planning and advice, the Consultant will coordinate activities between the Freight District and the U.S. Secretary of Transportation and its office, as well as with members of the U.S. Congress and other government officials in the St. Louis region.

The Consultant will also work with class I railroads in the St. Louis region to identify strategies to fund Freight District projects. Former Congressman Jerry Costello will be the lead person for the Consultant.

Committee Action Requested:

It is requested that the Operations Committee approve, and refer to the Board of Commissioners for approval, the Letter of Agreement between BSD and The Jerry Costello Group, LLC for consulting services for the St. Louis Regional Freightway, with terms in effect for a twelve month period of April 1, 2018, through March 31, 2019.

Attachments:

- Exhibit 1: Existing Letter of Agreement with The Jerry Costello Group, LLC
- Exhibit 2: Draft Letter of Agreement with The Jerry Costello Group, LLC

Exhibit 1

Exhibit 1



THE JERRY COSTELLO GROUP, LLC

Jerry F. Costello
Member of Congress
1988 - 2013

LETTER OF AGREEMENT

This Letter of Agreement ("Agreement") between The Bi-State Development Agency of the Missouri-Illinois Metropolitan District ("Client"), and The Jerry Costello Group, LLC ("Consultant") defines the terms of their relationship.

Client retains Consultant to advise Client and work with other parties as necessary to promote the Client's goals, interests and objectives regarding the Regional Freight Project. Client will keep Consultant fully apprised of the current issues and objectives of the Client.

Client and Consultant agree that Jerry F. Costello will be primarily responsible for the performance of the services referred to in this Agreement, however, as needed, Consultant is allowed to retain third party consultants to provide assistance in performing the Agreement, at no cost to the Client, unless agreed upon by the Client.

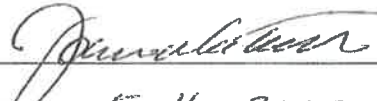
Consultant will devote time and resources necessary in performing the services described in this Agreement. Consultant shall have full discretion in selecting the dates and times necessary to complete the terms of the agreement giving due regard to the needs of the Client.

The term of this agreement shall commence on April 1, 2017 and continue through March 31, 2018.


Client agrees to pay Consultant a monthly fee of \$10,000. Monthly fees will be paid on the 1st business day of each month, starting on April 1, 2017. A monthly invoice will be mailed to the Client. The client agrees to pay Consultant any reasonable expenses the Consultant deems necessary in accomplishing the terms of this Agreement. Such expenses shall be documented and submitted to the Client for reimbursement within 60 days after the expenses were incurred. The Client shall reimburse the Consultant within 30 days of the date the request for reimbursement is received by the Client. Total expenses shall not exceed \$1000 in any month unless expressly permitted by the Client in advance.

Exhibit 1

This agreement is not a contract of employment. Consultant is an independent contractor of the Client and shall have no authority to obligate the Client. Consultant shall have the exclusive right to determine the method, manner and means by which it will perform the Agreement.


Date: 5-16-2017

John Nations
Bi-State Development Agency of the
Missouri-Illinois Metropolitan District
211 N. Broadway, Suite 700
St. Louis, MO 63102


Date: 3/17/17

Jerry F. Costello
The Jerry Costello Group, LLC
144 Lincoln Place Court
Suite 3
Belleville, IL 62221
thejerrycostellogroup@gmail.com
618-234-6701 - office
618-971-6200 - cell

Exhibit 2

Exhibit 2



THE JERRY COSTELLO GROUP, LLC

Jerry F. Costello

Member of Congress
1988 – 2013

LETTER OF AGREEMENT

This Letter of Agreement ("Agreement") between The Bi-State Development Agency of the Missouri-Illinois Metropolitan District ("Client"), and The Jerry Costello Group, LLC ("Consultant") defines the terms of their relationship.

Client retains Consultant to advise Client and work with other parties as necessary to promote the Client's goals, interests and objectives regarding the Regional Freight Project. Client will keep Consultant fully apprised of the current issues and objectives of the Client.

Client and Consultant agree that Jerry F. Costello will be primarily responsible for the performance of the services referred to in this Agreement, however, as needed, Consultant is allowed to retain third party consultants to provide assistance in performing the Agreement, at no cost to the Client, unless agreed upon by the Client.

Consultant will devote time and resources necessary in performing the services described in this Agreement. Consultant shall have full discretion in selecting the dates and times necessary to complete the terms of the agreement giving due regard to the needs of the Client.

The term of this agreement shall commence on April 1, 2018 and continue through March 31, 2019.

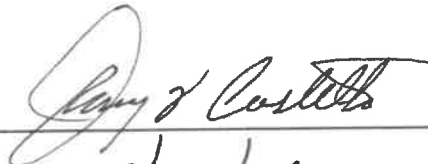
Client agrees to pay Consultant a monthly fee of \$10,000. Monthly fees will be paid on the 1st business day of each month, starting on April 1, 2018. A monthly invoice will be mailed to the Client. The client agrees to pay Consultant any reasonable expenses the Consultant deems necessary in accomplishing the terms of this Agreement. Such expenses shall be documented and submitted to the Client for reimbursement within 60 days after the expenses were incurred. The Client shall reimburse the Consultant within 30 days of the date the request for reimbursement is received by the Client. Total expenses shall not exceed \$1000 in any month unless expressly permitted by the Client in advance.

Exhibit 2

This agreement is not a contract of employment. Consultant is an independent contractor of the Client and shall have no authority to obligate the Client. Consultant shall have the exclusive right to determine the method, manner and means by which it will perform the Agreement.

Date: _____

John Nations
Bi-State Development Agency of the
Missouri-Illinois Metropolitan District
211 N. Broadway, Suite 700
St. Louis, MO 63102



Date: 2/25/18

Jerry F. Costello
The Jerry Costello Group, LLC
144 Lincoln Place Court
Suite 3
Belleville, IL 62221
thejerrycostellogroup@gmail.com
618-234-6701 - office
618-971-6200 - cell

**Bi-State Development
Operations Committee
Agenda Item
March 13, 2018**

From: Dianne H. Williams, Vice President, Marketing and Communications
Subject: Appointment of Members to Arts in Transit, Inc. Board of Directors
Disposition: Approval
Presentation: Dianne H. Williams, Vice President, Marketing and Communications and
David M. Allen, Director, Arts in Transit

Objective:

To recommend that the Operations Committee send a slate of Arts in Transit, Inc. directors to the Bi-State Development Board of Commissioners for approval.

Board Policy:

In accordance with amended Bylaws for 501 (c)(3) Arts in Transit, Inc., approved by the Bi-State Development Board of Commissioners in 2017.

Funding Source:

No funding from Bi-State Development is required to appoint members of the Arts in Transit, Inc. Board of Directors.

Background:

In 1986, Arts in Transit (**AIT**) was created to develop and execute a high quality visual aesthetic for the transit system and the communities it serves. Since then Arts in Transit has won several design awards and received accolades for its public art projects and programs. While community support for creating transit spaces that appeal to riders and enhance surrounding neighborhoods continues, federal funding for this effort has diminished.

In 2011, the Bi-State Development Board approved the formation of AIT, Inc., a 501 (c)(3) not-for-profit entity, in order to expand its eligibility to apply for grants from private foundations and institutions. Over the years, AIT has received several hundred thousand dollars in arts funding from grant makers, including the St. Louis Regional Arts Commission, the Missouri Arts Council, the National Endowment for the Arts and PNC Bank. These grants have been for educational and community programs, permanent and temporary public art, and integrated artistic design.

In September 2017, to further facilitate these efforts, the Bi-State Development Board of Commissioners approved amendments to the Board of AIT, Inc. bylaws addressing these changes and outlining requirements for a five member Board of Directors (see attached).

Analysis:

Criteria used by grantors in selecting successful grantees includes: management capability, fiscal soundness, community involvement, diversity of income sources, artistic quality, relevance to the community, accessibility for audiences, and diversity of board members. In addition to cultural and ethnic diversity, grantors look for board members who have diversity in experience and background.

Current AIT, Inc. Board members are all members of Bi-State Development's staff. They include the President and Chief Executive Officer, the Chief Financial Officer, the Assistant Executive Director of Engineering Systems and the Director of Arts in Transit. The Board of Commissioners action of September 2017 directs AIT, Inc. to create a Board that will be more attractive to grantors and further facilitate a diversity of income sources.

Attached are brief resumes of four candidates we recommend to fill this role. They are business leader and developer, Tim Boyle; community leader and arts professional, Amanda Colón-Smith; sculptor and SIU-E professor, Thad Duhigg; and architect, Peter Tao. These candidates are each exceptional in their respective fields, have demonstrated a commitment to the arts and to their communities, and have expressed a willingness to serve on the AIT, Inc. Board. In addition to four members from the community, the by-laws call for a Bi-State Development Commissioner to sit on the board.

Committee Action Requested:

Management recommends that the Operations Committee approve and forward to the full Board of Commissioners to approve the recommended slate of Tim Boyle; Amanda Colón-Smith, Thad Duhigg, Peter Tao, and a member of the Board of Commissioners to serve on the Arts in Transit Board of Directors.

Attachments:

- A: Article Three of Arts in Transit, Inc. Bylaws
- B. Candidate Bios

Open Session Item 6
Attachment A

AMENDED AND RESTATED BYLAWS
OF
ARTS IN TRANSIT, INC.
ARTICLE THREE

Directors

Section 3.1 Powers.

The property and affairs of the Corporation shall be managed by a Board of Directors of the Corporation. The Corporation Board of Directors shall have and is vested with all powers and authorities, except as may be expressly limited by law, the Articles of Incorporation of the Corporation or these Bylaws, to supervise, control, direct and manage the property, affairs and activities of the Corporation, to determine the policies of the Corporation, to do or cause to be done any and all lawful things for and on behalf of the Corporation, to exercise or cause to be exercised any or all of its powers, privileges or franchises, and to seek the effectuation of its objects and purposes; provided, however, that:

(a) The Corporation Board of Directors shall not authorize or permit the Corporation to engage in any activity not permitted to be transacted by the Articles of Incorporation of the Corporation or by a corporation organized under the Missouri Nonprofit Corporation Act;

(b) None of the powers of the Corporation shall be exercised to carry on activities other than as an insubstantial part of its activities, which are not in themselves in furtherance of the purposes of the Corporation;

(c) All income and the property of the Corporation shall be applied exclusively for its not-for-profit purposes. No part of the net earnings or other assets of the Corporation shall inure to the benefit of or be distributable to any director, officer, contributor or any other private persons having, directly or indirectly, a personal or private interest in the activities of the Corporation, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered, and to make payments and distributions in furtherance of its stated purposes; and

(d) The Corporation Board of Directors shall determine major personnel, fiscal, organizational and programmatic policies for the effective and efficient operation of the Corporation. The Corporation Board of Directors, in its discretion, may vest the authority to manage, direct, supervise and otherwise administer programs and services to an Executive Director and such person's designees. The Corporation Board of Directors must approve any borrowing of money and the sale or other disposition of any corporate assets.

Section 3.2 Size and Composition.

(a) The Corporation Board of Directors shall consist of five members appointed by the Board of Commissioners of the Agency.

(b) One member of the Corporation Board of Directors shall be a member of the Board of Commissioners of the Agency, selected by the Board of Commissioners who shall serve at the pleasure of the Board of Commissioners as an *ex officio* member.

ATTACHMENT A

Section 3.3 Appointment of Directors. The Corporation Board of Directors and the Board of Commissioners of the Agency shall use the following process to appoint Directors who are not *ex officio* Directors:

(a) The Corporation Board of Directors shall receive the names of nominees for open positions on the Board of Directors and shall forward such names to the Agency Board of Commissioners.

(b) The nominees shall include persons from: the Visual Arts and/or the Design Communities from which the Agency Board of Commissioners shall appoint two persons; and from the Education Community from which the Agency Board of Commissioners shall appoint one persons; and from the Business Community from which the Agency Board of Commissioners shall appoint one person.

(c) The terms of Directors who are not *ex officio* Directors shall begin as of the first meeting after which a member is formally appointed by the Agency Board of Commissioners.

Section 3.4 Terms of Appointed (Not *Ex Officio*) Directors.

(a) Each of the Directors appointed by the Agency Board of Commissioners shall serve for a term ending on the date of the second annual meeting of Directors following the annual meeting at which such Director was appointed.

(b) (i) Each Director shall hold office for the term for which appointed or until such Director's successor shall have been appointed and qualified.

(ii) A Director who holds or is elected to an office of the Corporation Board of Directors at the time of the annual meeting of the year in which such Director's term expires may continue to serve as a member of the Corporation Board of Directors for so long as such Director holds such office.

(iii) Each appointed Director may serve two consecutive two-year terms before rotating off the Corporation Board of Directors for at least one year.

(iv) Notwithstanding the foregoing, in order to provide for staggered terms, the terms of Directors initially appointed upon or immediately after the adoption of these bylaws shall be determined by the Agency Board of Commissioners and such term shall not be counted in determining the term limit in subsection (iii).

Section 3.5 Vacancies. Any vacancy occurring in the Corporation Board of Directors resulting from death, resignation, retirement, removal from office or otherwise shall be filled in the same manner as provided in the case of the original appointment.

Section 3.6 Compensation. Directors as such shall not receive any stated salaries for their services, but nothing herein contained shall be construed to preclude any Director from being reimbursed for actual expenses reasonably incurred in rendering services to the Corporation in the administration of its affairs.

Section 3.7 Resignation. Any Director may resign from the Board of Directors of the Corporation; such resignation shall be in writing and shall be effective upon its acceptance by the Corporation Board of Directors, or as such resignation shall provide.

Open Session Item 6
Attachment B

ATTACHMENT B

Tim Boyle, President, City Property Company

For over 27 years, City Property Company (CPC) has established a niche for identifying and revitalizing blighted properties in ignored urban neighborhoods. Through its redevelopment efforts, CPC has gained a reputation for creating positive ripple effects emanating from the transformed property and extending through the surrounding neighborhood.



City Property Company was created by Tim Boyle in 1991. Since that time, CPC has been providing unique, financially successful real estate development solutions for clients, as well as company owned properties. City Property Company has developed nearly 1 million sq. ft. of real estate in the Downtown and South Grand neighborhoods of St. Louis, spurring millions of dollars in economic development and community revitalization.

In downtown St Louis, one of CPC's flagship properties is ArtLoft, a historic rehab of a 135,000 square foot, 10 story building located in the Washington Avenue Garment District. The project consists of 63 units of affordable Low-Income Housing Tax Credit (LIHTC) live/work space that was designed specifically for and marketed directly to artists and their families. ArtLoft is the project credited with kicking off the downtown residential renaissance. ArtLoft (www.artloftstlouis.com) is Tim Boyle's direct inspiration for CPC's efforts to renovate and revitalize Chattanooga's Standard Coosa Property into the Coosa Mill Artist Lofts.

ATTACHMENT B

Amanda Colón-Smith, Dutchtown South Community Corp.

Amanda Colón-Smith started with DSCC three years ago as the team's Program Coordinator and was promoted to Program Director after one year for demonstrating growth and leadership. She managed two years of Community Development Block Grant programs in community engagement and planning, beautification, and public art. In her time at the organization, she has shown the ability to be a capacity builder, allowing the organization to secure its first federal grant outside of local Community Development Administration (CDA) funding. In 2016, she secured over \$310,000 in funding for housing stabilization and community facilitation activities. She increased office support staff by developing partnerships with the Americorps VISTA program, the Environmental Protection Agency, and the AARP Senior Community Service Employment Program.



Amanda is a graduate of the Regional Arts Commission's Community Arts Training program and holds a certificate from NeighborWorks America as a Certified Housing Asset Manager. She holds a BA from Cornell University in Africana Studies and an MS in Special Education from City College, CUNY. She looks forward to growing DSCC's sustainability in an uncertain climate for the community development sector. She is excited about recent trends in increased communications, partnerships, and development in the neighborhoods DSCC serves.

ATTACHMENT B

Thad Duhigg, Professor of Art, Southern Illinois University
at Edwardsville

Thad received his MFA from Syracuse University in 1989 and BFA from Southern Illinois University at Carbondale. Both degrees are in sculpture specialization. Following graduation he taught in Wyoming and Texas. He employs a variety of techniques including cast metal, wood and steel fabrication, stone carving, and modeling in his sculpture.



Thad believes that “Every student in order to succeed must possess an open mind and a passion for their study. My approach to teaching is based upon these two firm beliefs. Although on a surface level one may think of art in academically isolationist terms, the importance of a broad educational grounding to encompass a variety of areas, from philosophy to history to the sciences, also heavily influences my pedagogical thought. In addition to these convictions and specifically directing my own teaching practice are the crucial values of honesty to my students and respect for hard work.”

Thad has exhibited in many venues throughout the U.S. including solo exhibitions at Laumeier Sculpture Park, Amarillo Museum of Art, Huntsville Museum of Art and an invitational exhibition at the Modern Art Museum of Fort Worth. He has been the recipient of a Fullbright Senior Scholar Award to Hungary.

ATTACHMENT B

Peter Tao, TAO + LEE Associates, Inc.

Peter Tao spent more than 15 years studying, living and working in New York City and London, England, and has had diverse architectural practice experiences throughout the globe.

In 1995, he returned to his hometown of St. Louis, MO to open TAO + LEE which provides architectural, planning, interior design and creative design services for commercial, cultural, educational, healthcare, hospitality, residential, restaurant, retail and sports-recreation projects. The firm's unique creative design projects also include art projects and installations.



The firm's principals, Peter Tao and Helen Lee, have a collective 60+ years of experience living and practicing architecture in St. Louis, New York and London, creating projects domestically and internationally. Tao says that integral to his practice are "the hopes and goals of creating quality design with positive contributions to the architecture and designs of this city and beyond."

TAO + LEE was selected as a Businesses of the Year at the City of St. Louis Mayor's Business Celebration and as Asian Business of the Year by the St. Louis Asian American Chamber of Commerce. TAO + LEE projects have been the recipient of six St. Louis AMERICAN INSTITUTE OF ARCHITECTS Design Awards, eight AT HOME Magazine Architects & Designers Awards, a Ladue News Interior Design Award and Best of Houzz.com Design Awards for the last three years.

**Bi-State Development
Operations Committee
Agenda Item
March 13, 2018**

From:	Raymond A. Friem, Executive Director Metro Transit
Subject:	Metro Reimagined Project Update
Disposition:	Information
Presentation:	Raymond A. Friem, Executive Director Metro Transit Jessica Mefford-Miller, Assistant Executive Director, Planning & System Development, Metro Transit

Objective:

To provide to the Operations Committee a progress overview of *Metro Reimagined*, an in-depth examination of the performance of the MetroBus system that will conclude in summer 2018 with a new strategy for designing and operating service for the next 5 – 10 years.

Board Policy:

Board Policy Chapter 10.040, Section 5, OPERATIONS COMMITTEE (revised 11/18/11). The purpose of this Committee is to provide operational and program oversight of all current and proposed operations plans to ensure that such plans accord with the strategic direction set for the Agency by the Board. The Committee will:

- Regularly review guidelines for the execution of the transit service, including system performance, geographical coverage, levels of service, and consumer interfaces.
- Monitor system safety issues and system performance in conformance with regulatory requirements under programs such as Title VI and ADA.
- Review management's recommendations concerning development opportunities created by the Agency's expansions of service and investments in infrastructure, and review activities supporting the implementation of the *Moving Transit Forward* plan including regular updates of same.
- Make regular reports of its findings and/or recommendations to the full Board of Commissioners.

Funding Source:

Funding was accommodated in the FY17-18 Operating Budget.

Background:

The *Metro Reimagined* project team has completed a detailed analysis of Metro's service performance, market conditions and operations. A summary of this work and public engagement results is included in **Appendix A**. This analysis and engagement informed the development of guiding principles for the new network plan:

- Provide mobility based on **existing** and **future** needs
- Value **personal mobility** in the quality of life and economic vitality of the region
- Embrace **best practice strategies** and **innovate mobility options**
- Work with our partners to build an **effective** and **efficient** integrated system
- Progress **within our current and potential financial capacity**

The draft *Metro Reimagined* plan will recommend an array of service strategies guided by these principles and matched to corresponding transit markets that are designed to improve performance in the following key areas:

1. Cost effectiveness
2. Ridership
3. Customer experience

Analysis:

The draft *Metro Reimagined* plan outlines a core fixed-route MetroBus network that prioritizes service frequency and minimizes route deviations, and is supported by proposed market areas for “community mobility solutions” that will utilize alternative service strategies and new technologies to complete our transit network more effectively. This tiered network of service strategies better matches service to geographic markets across the region. Some of Metro’s routes will retain most of their current shape, while others are being modified to improve directness and travel time:

Proposed service tiers include:

1. **Enhanced Frequent:** Currently high-performing routes will provide a minimum of 15-minute service during peak and mid-day operating hours. *Metro’s highest performing routes, like the #70 Grand, #11 Chippewa, and #61 Chambers will be included in this category.*
2. **Local:** The majority of bus routes across the network will provide a minimum of 30-minute service during peak and mid-day hours (including on the weekend). *This service tier will include supporting routes that connect to the Enhanced Frequent network and serve local markets, such as routes that serve communities like Maplewood, Spanish Lake, Southwest City, etc. Many of these routes will change from their path.*
3. **Commute/Express:** Express routes will provide 5-6 trips in the morning and evening peak operating hours to service specific job and population centers. *This includes routes such as the #40X I-55 Express and #410X Eureka Express, which will operate with more limited stops and connect commuters directly to major employment centers including Downtown and the Central West End.*
4. **Community Mobility:** For those markets that may not be well suited to fixed-route service because of low density, lack of transit-supportive infrastructure, or where there is substantial demand for short-distance trips, Metro will utilize a variety of new mobility strategies such as microtransit and other on-demand services, including van- and car-pooling, etc. This service is intended to complete Metro’s network coverage, and is likely to be brokered by Metro and supported by partnerships with institutions and other providers. *An example of a community mobility solution that could be developed is a local circulator that provides service within a predetermined zone or along a corridor in response to demand, or an extension of Downtown Inc.’s ongoing mobility on demand pilot project in Downtown St. Louis.*

Metro will present this draft *Metro Reimagined* plan, including service tiers and corresponding maps, to the public and stakeholders beginning in mid-March 2018. The objective of these engagements is to share general information about the draft plan, including the key conclusions of the analysis driving the creation of the *Metro Reimagined* plan; project goals and guiding principles; the proposed core network routes and service levels; and options for community mobility solutions. This process will include the following community engagements:

- Key internal and external stakeholder meetings to discuss this draft plan (March 2018)
- Public meetings at Metro transit facilities and other community locations to share this draft plan with customers and the general public (March - April 2018)
- Meetings with partners and interested groups to share this draft plan and obtain feedback (March – April 2018)
- Online survey to gather comments and feedback about the draft plan through spring 2018

The project team will incorporate community feedback into a revision of the *Metro Reimagined* plan in late spring 2018. This service plan, and an accompanying financial, capital, and implementation plan, will be presented to the Metro Board of Commissioners, the public and key stakeholders in late spring 2018.

Committee Action Requested:

No action required, for information only.

Attachment: Metro Reimagined Presentation

Appendix A: Service Evaluation, Market Assessment, and Community Engagement Results Summary

Service Evaluation Conclusions

Successes

1. Metro's high on-time performance and reliable transit vehicles translate to high reliability – delivering the service promise every day, every trip. This provides a strong network foundation from which to build *Metro Reimagined* and will become increasingly important under a likely future where Metro becomes a key part of *Mobility as a Service* scenarios in the St. Louis region.
2. Metro's core service area includes several strong ridership corridors. The top ten ridership routes (70, 95, 11, 90, 74, 94, 10, 61, 30, 35) account for nearly half (46%) of all bus boardings. These routes will become the building blocks of a core frequent network in *Metro Reimagined*.
3. Metro has a relatively low average subsidy per passenger, which indicates an effective management of resources, contributing to agency's financial stability. Efficient resource utilization and effective matching of the Metro network and mobility service options to their appropriate market typology will be key to maintaining and improving financial effectiveness in *Metro Reimagined*.

Service Challenges

1. Compared to peer agencies, Metro has a limited per capita market capture, and MetroBus ridership represents a smaller ridership share of the system than would be expected based on system size. *Metro Reimagined* will need to expand transit's market and geographic reach through network and service changes including potentially new mobility partners.
2. Currently, there is a significant gap in the types of services provided by Metro. Metro primarily operates two tiers of service – light rail and local bus. Clearly defining network roles for each route would allow operations to be more effectively tailored to specific markets and travel needs.
3. Metro currently operates most Local MetroBus routes at a 40-minute base frequency, and no routes below a 12-minute frequency. These irregular frequencies are difficult for customers to remember, and are far from the ideal frequency target for spontaneous use of 10-minutes.
4. Within the Outer Core, effective travel speed is significantly slower than in the Core area because of low frequencies and indirect route designs.

Service Opportunities

1. Within the St. Louis Region there are multiple mobility options available in addition to Metro. This provides an opportunity for Metro to partner with rideshare, car share, and bike share providers and responsible corporations and institutions. In areas that do not warrant fixed-route service, mobility partnerships would help to solve first-last mile connections.
2. As Metro begins to explore new service delivery options that more effectively serve existing and developing transit markets, existing transit centers will take on an increasingly important role. These locations have the potential to transition from solely

transit hubs to full mobility centers, providing customers with connections to a range of mobility options beyond just transit. Outside of Metro's existing off-street transit centers, many of the best locations will be on-street hubs at major route intersections where creative community regeneration and enhancement will add value for both public mobility and community life. *Metro Reimagined* should explore where these are most needed and will provide the greatest return on investment through consultation with community partners.

3. Metro has several high performing corridors throughout the Core service area. These routes operate with above average frequencies and have above average productivity, representing the beginnings of a frequent core network that can be built upon. These are also likely to be key candidates for some form of enhanced arterial bus transit that will strengthen both the corridor and the network.

Market Assessment Conclusions

1. Dense development, activity centers, and multi-family housing tends to be located near transit, but make up a relatively small percentage of land use within service area.
2. Employment nodes in St. Louis County cluster around highway systems.
3. Transit is an under represented mode for trip purposes other than journey to work.
4. The St. Louis region is divided along racial, income and automobile ownership.
5. Most transit trips are short relative to all regional trips.
6. Population in St. Louis County is aging, while the City of St. Louis is getting younger.

Community Engagement Emergent Themes

1. When asked which bus improvements they would most like to see implemented, consumers across all stakeholder groups consistently said they want faster, more direct trips, as well as increased bus frequency.
2. Current Metro customers (surveyed at transit stations) said they would most like to see enhancements to bus stops (like benches, shelters, and lighting) and extended service hours (specifically weekend service).
3. There is demand for better transit access to jobs/employment opportunities and to healthcare needs (doctor's appointments, etc.)

METRO REIMAGED

**PRESENTATION TO BE EMAILED
TO COMMISSIONERS BY FRIDAY,
MARCH 9, 2018**

METRO - Transit Operations Division
FY2018 2nd Quarter Summary
Report to the President /CEO and Board of Commissioners

Financials

	FY2018	FY2018	FY2018	FY2018	FY2017	Diff FY2018
YTD	Actual	Budgeted	Variance	%	Actual	vs. FY2017
Revenue	\$25,947,336	\$28,332,649	\$(2,385,313)	-8.4%	\$26,538,016	\$(590,680)
Expenses*	\$113,653,715	\$126,234,413	\$(12,580,701)	-9.97%	\$103,468,597	\$10,185,124

Expenses for the Transit Operations Department are below budget through the second quarter of FY2018 by almost 10% however, \$10 Million of the lower cost is due to the addition in the budget of \$20M for the fiscal year for Security initiatives the funds for which have not been appropriated as yet. The actual performance of Metro Transit is therefore \$2.58M or 2.27% under budget. Growth in expenses over FY2017 are driven by labor wages and benefits, and parts and materials for both MetroBus and MetroLink vehicles. Diesel fuel prices have increased over the fiscal year as well. Revenue is off from budget by over 8% but is only down year over year by \$600,000 due to a small increases in revenues from the Transportation Management Association and Advertising or auxiliary revenue line items. Fixed route revenues are down \$1M YTD, almost 10% from FY2018 budget.

Ridership Comparison

Mode	FY18 2nd qtr.	FY17 2nd qtr..	+/- Previous Year	YTD FY2018	YTD FY2017	+/- Previous Period
Rail	3,260,500	3,651,000	-10.7%	6,967,200	7,750,200	-10.1%
Bus	5,949,600	6,469,900	-8.0%	12,191,900	13,166,800	-7.4%
Van	138,700	136,600	1.5%	277,800	276,100	0.6%
System	9,348,800	10,257,500	-8.9%	19,436,900	21,193,100	-8.3%

Second quarter ridership continued the negative trend with fixed route ridership down significantly from FY2017. MetroLink was down by 400,000 riders, while loss in Metrobus approached 500,000 less riders than in the same period of FY2017. A bright spot is in the Call-A-Ride service which saw a 1.5 increase for the quarter which has ridership for the year by .6%

YTD Service Profiles and System Efficiencies

	FY2018 YTD Revenue Miles	FY2017YTD Revenue Miles	+/- Previous Period	FY2018YTD Revenue Hours	FY2017 YTD Revenue Hours	+/- Previous Period
Rail	1,567,716	1,557,173	0.7%	66,785	66,348	0.7%
Bus	9,335,220	9,554,912	-2.3%	703,862	703,973	0.0%
Van	2,634,890	2,708,995	-2.7%	146,610	149,468	-1.9%
	FY2018 Pass/ Rev. Mile	FY2017 Pass/ Rev. Mile	+/- Previous Period	FY2018 Pass / Rev. Hour	FY2017 Pass / Rev. Hour	+/- Previous Period
Rail	2.08	2.34	-11.30%	48.82	55.03	-11.28%
Bus	0.64	0.68	-5.88%	8.45	9.19	-8.03%
Van	0.0526	0.0504	4.39%	0.95	0.91	3.52%

The service plan for FY2018 shows little difference from those recorded in FY2017. Metrobus saw a significant service change with the re-opening of the Civic Center Transit Center which has reduced service miles slightly but did not impact service hours. MetroLink has enjoyed a full year of service unencumbered by the restrictions required for the Eads Bridge restoration project. This has resulted in a reduction in limitations on the Blue line and a small increase in service hours and miles delivered. Call-A-Ride is using its new software to seek better system performance and has been able to create small reductions in both miles and hours operated even with the modest ridership gains they have experienced.

Service Quality Indicators

	FY2018 On Time Performance	FY2017 On Time Performance	+/- Previous Period	FY2018 Complaints / 100,000 Boardings	FY2017 Complaints / 100,000 Boardings	+/- Previous Period
Rail	98.43%	97.28%	1.18%	1.55	1.72	-9.88%
Bus	92.60%	91.40%	1.31%	10.37	8.90	16.52%
Van	91.40%	93.80%	-2.56%	50.83	28.99	75.34%
	FY2018 Total Accidents	FY2017 Total Accidents	+/- Previous Period	FY2018 Total Incidents	FY2017 Total Incidents	+/- Previous Period
Rail	4	5	-20%	7	13	-46%
	FY2018 Preventable Accidents	FY2017 Preventable Accidents	+/- Previous Period	FY2017 Total Accidents	FY2016 Total Accidents	+/- Previous Period
Bus	83	110	-25%	231	276	-16%
Van	40	19	111%	69	44	57%
	FY2018 Service Delays – Equipment	FY2017 Service Delays – Equipment	+/- Previous Period	FY2018 MDBF	FY2017 MDBF	+/- Previous Period
Rail	108	114	-5%	29,532	27,508	7%
Bus	400	486	-18%	29,583	22,147	34%
Van	70	62	13%	42,104	48,093	-12%

Performance metrics by mode again are amongst the systems all-time highs. MetroBus and MetroLink both showed improvement in on time performance the former accomplishment after a significant alteration in service due to the reopening of Civic Center. This helped to reduce complaints in MetroLink significantly, but MetroBus saw an uptick of complaints at least partially due to the significant protest activity that caused some delays and route adjustments to be necessary. Other factors include some trip cancellations due to lack of available operators. Manpower levels have

been adjusted in Metrobus accordingly. Paratransit has been adversely impacted by an operator shortage due to absenteeism and other manpower shortages. Hiring rates have been increased to get this unit back up to authorized levels and the performance metrics are expected to improve shortly thereafter. All of the new hiring has had a negative impact on accident rates in Call-A-Ride. Management engaged training experts to review training practices and make recommendations for improving the training outcomes. MetroBus and MetroLink have experienced improvement in accident rates. One of the best stories in transit continues to be Metro's Vehicle Maintenance Department. In the second quarter of FY2018, MetroBus experienced a Mean Distance Between Failure (MDBF) rate in excess of 30,000 miles. This brings the annual total to near that same benchmark, and it is possible that we will finish FY2018 above that benchmark. MetroLink has also seen a year to date improvement in vehicle MDBF, while the van fleet has suffered some from the cancellation of new van contracts, and the subsequent aging of the fleet. Metro expects this to be short term however and after the fleet re-composition efforts are completed we will see marked improvement in this area, with possible improvements in passenger complaints, on-time performance and accident rates as well.

YTD Customer Service Call Center Statistics

Metro's Transit Information and Customer Service Call Center saw a reduction in information calls of 20%. This drop occurred after the unit expanded service hours to cover much of the PM rush-hour peak. The evolving technologies of cell phone use, including real-time transit App's are reducing needs for customers to call in for schedule or bus arrival information.

	FY2018	FY2017	+/-
Information Calls	189,077	236,446	-20%
% Information Calls Answered	94.59%	93.53%	1.13%
Service Calls	18,063	11,075	63.1%
Service Calls Answered	97.44%	96.98%	-0.4%

Security Activity

Category	FY2018 Qtr. 2	FY2017 Qtr. 2	% Change	FY2018 YTD	FY2017 YTD	% Change
Dispatch Calls	11,926	12,696	-6.1%	23,181	26,056	-11.0%
Security Complaints	196	198	-1.0%	431	401	7.5%
Security Commendations	15	7	114.3%	31	15	106.7%
Public Safety Log Entries	1,424	N/A	N/A	3,273	N/A	N/A

The Second Quarter saw a slight drop in year over year complaints about Security, Customers are

reporting that they are reasonably satisfied Security efforts at both the Civic Center and North County Transit Centers, which generated many of the commendations. YTD complaints are up over 7%. The table below shows the types of complaints received in the second quarter of FY2018.

	FY2018 2nd Quarter Detail	All Contacts				Valid Contacts		
			FY18				FY18	
		Oct	Nov	Dec		Oct	Nov	Dec
CM01	Commendations	12	3	1		12	3	1
SE01	Criminal activity	1	0	3		1	0	3
SE02	Requested surveillance/investigation	1	1	0		1	1	0
SE03	Fare Inspector/Guard rude	4	5	0		4	5	0
SE04	Fare Inspector/Bad ticket	1	1	1		0	0	1
SE05	Other Security issues	4	3	0		4	3	0
SE06	Parking lot issues	2	0	0		2	0	0
SE07	PAT Assistance	0	0	0		0	0	0
SE08	Panhandlers	0	0	3		0	0	3
SE09	Passenger intimidation/harassment	5	4	4		5	4	4
SE10	Guard did nothing	9	7	3		9	7	3
SE11	Inadequate security	18	17	10		18	16	10
SE12	Guard racial discrimination	0	1	1		0	1	1
SE14	Guard unprofessional	2	4	1		2	2	1
SE15	Drug activity	3	1	1		3	1	1
SE16	Fell unsafe	8	4	3		8	4	3
SE17	Theft/Robbery	3	2	0		3	2	0
SE18	Passenger Behavior	3	3	4		3	3	4
SE19	Gambling	0	1	0		0	1	0
PB01	Loud music	1	0	1		1	0	1
PB02	Smoking/Eating/drinking/litter	16	8	9		16	8	9
PB03	Other Passenger Behavior issue	2	2	5		2	2	5
	TOTAL CONTACTS	83	64	49		82	60	49

FY2018 Major Capital Projects Report

Second Quarter

Project: Infill MetroLink Station @ Boyle Ave (CORTEX)

Project Milestones	Completion Date (EST)
Project Design	May 2017
Construction Procurement	November 2017
Construction Boyle Station	June 2018
Construction Central West End	December 2018

Project will construct new Cortex MetroLink station north of existing alignment. New tracks, catenary and signal equipment will be installed. New structures will be connected to

existing infrastructure West of Boyle Avenue and East of Sarah St. Project will also construct a bike path paid for by Great Rivers Greenway from Sarah to Boyle and north of new station. Project is within budget and schedule goals. The other part of the TIGER grant includes safety enhancements for the Central West End Platform which will be extended approximately 60 feet to the east. This will increase passenger waiting space at one of the busiest and narrowest station platforms on the MetroLink system.

Project: Design and Procure New Radio Communication with Integrated Real – Time Vehicle Locator System (AVL)

Project Milestones	Completion Date (EST)
Project Design	COMPLETED
Regulatory Approval	COMPLETED
Site Acquisition Leases	COMPLETED
Integrate AVL System (BUS)	COMPLETED
Cut Over Support Channels	COMPLETED
Cut Over Fixed Route Service	COMPLETED
Design System Enhancements	2018
Final Decision for MLINK AVL	2018
Final Completion	2020

Project will create a new, modern digital radio system with inter-operational capability between Metro Transit and Regional Public Safety entities. The core design of the system utilizes infrastructure from the City of St. Louis Metropolitan Police Department and some St. Clair County assets. To reduce costs and the need for tower

construction, 10 commercial leases were obtained from private companies and 5 intergovernmental agreements executed. The decision to incorporate AVL into MetroLink is more complex than the bus system due to coupling issues and the complexity of the vehicle control systems. The project was extended many times as it proved difficult to work through regional frequency allocation issues. The project meets budgetary goals.

Project: Revenue Vehicle Replacement Program

Project Milestones	Completion Date (EST)
Acquire 4 Illinois Buses – 40'	January 2018
Acquire 24 Missouri Buses - 40'	March 2018
Acquire 17 New Paratransit Vans	On hold

Project will procure new fixed route rolling stock per Fleet maintenance plan. It is critical to replace buses and vans on schedule as Metro plans to

utilize buses and vans well past general industry design life guidelines. Vans acquired in 2015 and 2016 have not met performance goals. We are re-evaluating our fleet needs.

Project: Procure modern Fare Collection System (SMART CARDS)

Project Milestones	Completion Date (EST)
Procure Fare Boxes	COMPLETED
Procure Rail System Equipment	COMPLETED
Bus Sys Testing	COMPLETED
Rail System Testing	COMPLETED
Internal System Interfaces	Fourth Quarter 2017
Security / Enforcement Equip.	2017 Fourth Quarter 2017
Project Roll Out / Stress Test	1st Quarter 2018
Third Party Interfaces	4 th Quarter 2018
Project Completion	2019

Project will procure new validator equipment for MetroLink stations and replacement fare-box system for MetroBus. Both will be capable of reading smart cards which may have pre-loaded passes or cash value as determined by consumer. Project required vendors to interface with many existing system components and

this eliminated the possibility of acquiring a complete, ready to go system. This led to multiple interface issues between companies in three different countries. Final system testing is scheduled to be completed in 2nd quarter of FY2018, with a tentative soft launch date in the 3rd quarter. Project is within capital budgets for acquisition of hardware and basic system software. Metro's Engineering and Information Technology Departments have taken a prime and initially unanticipated role in system interface design and testing. As such there has been negative impact to operating expenses.

Project: Replacement of Union Station Tunnel Roof

Project Milestones	Completion Date (EST)
Project Design	March 2018
Construction Procurement	June 2018
Construction	September 2019

MetroLink operates on an easement through a tunnel adjacent to Union Station. This tunnel is extremely old and has required several intermediate

repairs in order to maintain safe operations both for MetroLink and the Union Station parking facility above. The project will create system operational issues similar to those experienced in the EADS Bridge project, including track closures requiring station shuttles (MetroBus), post peak hour single-track operations and truncation of Blue line service at Forest Park. A new catenary system inspired by the system installed on the EADS Bridge project allows maximum operation of the system through the construction phase. Design work has commenced, and it is highly desirable to initiate major work on this project as soon after completion of the Cortex project so as to minimize the impact on other critical maintenance activities across the system.

Project: Transit Business Intelligence Software Suite

Project Milestones	Completion Date (EST)
Acquire Software Modules	2013
Design Integrations / Customizations	December 2017
Staff/ User Training	June 2018
Acquire MOW Capital Maintenance SGR Software	December 2016
Populate SGR Component list	2018
Implement MOW Work Order	2018

Project has multiple users all across the transit system. Planning will receive enhanced data regarding system performance against metrics. Fixed route systems will receive better real time and actionable data to adjust immediate performance issues. New

payroll interfaces and personnel management systems will permit enhanced management of employee absences, overtime and adherence to regulatory requirements. Project is managed by Bi-State Developments Information Technology Department. The project is within budgetary expectations but interfaces have taken longer than originally anticipated. There have also been some user generated scope changes which have caused some of the delays but are thought to be beneficial to the final outcome.

Project: MetroBus Reimagined

Project Milestones	Completion Date (EST)
Project Design	May 2017
Construction Procurement	November 2017
Construction	June 2018

Project will construct new Cortex MetroLink station north of existing alignment. New tracks, catenary and signal equipment will be installed. New

structures will be connected to existing infrastructure West of Boyle Avenue and East of Sarah St. Project will also construct a bike path paid for by Great Rivers Greenway from Sarah to Boyle and north of new station. Project is within budget and schedule goals.

NEW PROJECTS

Project: LRV 1 Series Modernization

Project Milestones	Completion Date (EST)
Project Design	May 2018
Procurement	November 2018
Vehicle Off-site Rehabilitation	TBD

The 1000 series Light Rail Vehicles purchased in 1990 and delivered in 1992 are approaching 25 years of age, and 1.7 million miles of service

per unit. While still operational, parts availability is a major issue as many items are no longer in manufacture. In addition, the design of core system components, particularly the propulsion system, is inefficient compared to the more modern systems procured through the LRV 2000 through 4000 series procurements which have proven to be far more economical, in terms of energy and maintenance costs, to operate. The project will select 16 1000 series LRV 's for modernization. The remainder will be mothballed for a period of time until final disposition can be determined. Project is funded.

Project: Wayfinding Signage and Stop Rebranding Project

Project Milestones	Completion Date (EST)
Project Design	May 2017
Construction Procurement	November 2017
Construction	June 2018

Project will construct new Cortex MetroLink station north of existing alignment. New tracks, catenary and signal equipment will be installed. New

structures will be connected to existing infrastructure West of Boyle Avenue and East of Sarah St. Project will also construct a bike path paid for by Great Rivers Greenway from Sarah to Boyle and north of new station. Project is within budget and schedule goals.

Open Session Item 8

Attachment A



Boyle Avenue Station and Central West End Platform Extension

Christopher Poehler, P.E.
Assistant Executive Director
Engineering Systems

Boyle Avenue Station and Central West End Platform Extension

Cortex Summary

Project Core Accountability	Current
TIGER Grant	\$ 10,300,000.00
Total Capital Cost	\$ 15,596,859.00
Total Expenditures as of the end of this reporting period	\$ 5,826,814.49
Grant Funds Expended as of the end of this reporting period	\$ 4,547,288.53

Project Partners
Cortex
BJC
Great Rivers Greenway
Metro

Overview:

- Metro funding is thru the TIGER grant
- Cortex/BJC/Great Rivers Greenway is providing the local match
- Construction of new passenger platform and bike path between Sarah Street and Boyle Avenue
- Central West End platform extension

Performance Period:

1. Boyle Avenue MetroLink Station Summer 2017- Summer 2018
2. Central West End MetroLink Station Summer 2018- Winter 2018

Boyle Avenue Station and Central West End Platform Extension

Project Participants

- **Designer:**
 - ☐ HNTB Corporation
 - ☐ KAI Design and Build
- **Package General Contractors:**
 - ☐ Package 1, Facilities: L Keeley Construction
 - ☐ Package 2, Track : Railworks Track Services, Inc
 - ☐ Package 3, Signal- System Upgrade: Wissehr Electrical Contractors
 - ☐ Package 4, Communications : Sachs Electric Company
 - ☐ Package 5, Traction Power: MetroLink



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Boyle Avenue Station and Central West End Platform Extension

Completed Activities

- Platform and pedestrian ramp
- Grading is complete for track installation
- Walls for the communication building
- Welding of rail for track installation



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Boyle Avenue Station and Central West End Platform Extension

Project Pictures



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Boyle Avenue Station and Central West End Platform Extension

Upcoming Activities

- Continue canopy installation
- Continue communications building
- Plaza construction
- Bike trail construction
- Install new track
- Continue installation of electrical and system conduit



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Open Session Item 8
Attachment B

Fare Collection Technology

Gateway Smart Card

Cards In Limited Use Since 1st Quarter 2015

Who's Using Gateway Smart Cards?



2,500+ BSD Employees



50+ Customers testing Gateway Cards

Early Adopters choosing Gateway as of March 1, 2018

150+ High school and College passes on Gateway Cards



2,300+ SLU Pilot smart card program – All on-campus students have Gateway Cards



All of these cards can be used to ride MCT buses

Fare Collection Technology

Data Integration



Trapeze

Bus Location System

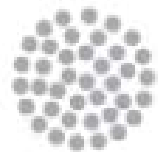
Transit Master



Scheidt & Bachmann

Bus System

Fareboxes



Indra

Rail System

Smart Card System

Data flows between all three systems to combine geospatial and transactional data.



• Credit Card Processor



Fare Collection Technology

System Stability

Very complex system

- Individual Elements tested and verified to function.
 - Ticket Vending Machines and Sales Office Terminals for purchasing of passes or cash value.
 - Fareboxes, Validators, Fare Inspection Equipment All function.
- Some Subsystem Work Remains
 - Website Transactions
 - Third Party Vending Capability
 - Vending Capability Soon to be Resolved
 - Permits Card Sales at Ticket Vending Machines
- Cards can transact as Passes or as Cash Purse.



Fare Collection Technology

Next Steps

- **Increase System users to “Stress Test” System Elements**
 - Roll Out cards on a voluntary basis.
 - MetroRide Store
 - Info Bus Events
- **Evaluate System Performance**
 - Cards
 - Fare Enforcement
- **Evaluate Additional Supportive Technologies Costs / Benefits**
 - Mobile Ticketing (Cell Phone Ticketing)
- **Review Fare Structures and Pass Types**

Fare Collection Technology

Rollout Schedule

Pilot Testing – Mostly complete. Website remains

Voluntary Adoption - started March 1, 2018

❑ *Early Adopters Start to use Gateway Cards*

Gradually increase early adopters to increase Usage

❑ *Stress Testing the System through Summer 2018*

❑ *Once BSD is comfortable with system performance, we'll announce a process to move from current fare products*

Eliminate Paper Transfers

❑ *Must have a Gateway Card to get a Transfer*

❑ *Schedule depends on Success of previous system rollout milestones*



Fare Collection Technology

Customer Education & Support

- Events – InfoBus demonstrations & sign-ups
- Gateway Card Call Center – Full Gateway Card Service
- Website – Education, card purchases/loads & account management
- IVR - 24/7 card balance & history checks by phone

