

Notice of Meeting and Agenda

**Bi-State Development
Operations Committee
Tuesday, August 16, 2016, 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 May 17, 2016 Operations Committee	Approval	Chairman Buehlhorn
5. Contract Award: Pavlov Advertising for Development and Implementation of Marketing Activities	Approval	D. Williams / L. Jackson
6. Design and Construction Agreement for Jefferson National Expansion Memorial Signage Design, Fabrication, and Installation	Approval	C. Baragary
7. Design and Construction Agreement for Jefferson National Expansion Memorial Tucker Theater Repurposing	Approval	C. Baragary
8. 4th Quarter Operations Report and Capital Projects Update	Information	R. Friem
9. Unscheduled Business	Approval	Chairman Buehlhorn
10. Call of Dates for Future Committee Meetings	Information	S. Bryant
11. Executive Session (If needed)	Approval	Chairman Buehlhorn
<i>If such action is approved by a majority vote of The Bi-State Development Agency's Board of Commissioners who constitute a quorum, the Board may go into closed session to discuss legal, confidential, or privileged matters under §610.021(1), RSMo; leasing, purchase or sale of real estate under §610.021(2); personnel actions under §610.021(3); discussions regarding negotiations with employee groups under §610.021(9); sealed bids, proposals and documents related to negotiated contracts under §610.021(12); personnel records or applications under §610.021(13); records which are otherwise protected from disclosure by law under §610.021(14); records relating to hotlines established for reporting abuse and wrongdoing under</i>		

Agenda	Disposition	Presentation
<i>§610.021(16); or confidential or privileged communications with the District's auditor, including auditor work products under §610.021(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

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**BI-STATE DEVELOPMENT
OPERATIONS COMMITTEE MEETING
OPEN SESSION MINUTES
MAY 17, 2016**

Committee Members in Attendance

Missouri

Vernal Brown (via phone)
Kelley Farrell (absent)

Illinois

Michael Buehlhorn, Chairman
Irma Golliday (absent)
Jeffrey Watson (absent)

Other Commissioners in Attendance

Tadas Kicielinski (via phone)

Staff in Attendance

John Nations, President & CEO
Barbara Enneking, General Counsel and Deputy Secretary
Shirley Bryant, Certified Paralegal
Ray Friem, Executive Director Metro Transit
Larry Jackson, Executive Vice President for Administration
John Wagner, Project Manager, Economic Development
Kathy Klevorn, Sr. Vice President, Chief Financial Officer
Scott Grott, Chief MetroLink Operations
Fred Bakarich, Director, Engineering Systems
Dianne Williams, Vice President, Communications and Marketing
Patti Beck, Director, Communications
Kerry Kinkade, Acting Vice President, Chief Information Officer
Kathy Brittin, Director, Risk Management, Safety & Claims
Barbara Georgeff, Director of Executive Services
Ted Zimmerman, Director of Marketing
Andrew Ghiassi, Manager, Safety & Loss Control
John Meany, Safety Engineer II
Tom White, Director, Project Control
Sheila Hockel, Manager, Emergency Preparedness
Mark Vago, Controller
Matthew Hibbard, Social Media Communications Manager
Steve Lanham, Director, Financial System
Jonathan Frederick, Director, Accounting & Budget
Angela Mabry, Communications Manager

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

8:00 a.m. There was no public comment.

8:00 a.m. Ray Friem, Executive Director Metro Transit, informed the Committee that the Risk Management Department has received an award from the local Emergency Planning Committee, and introduced Kathy Brittin, Director Risk Management, Safety and Claims to provide additional information. Ms. Brittin stated that the Local Emergency Planning Commission (LEPC) is made up of appointed members for the City of St. Louis Emergency Planning Commission, of which Bi-State Development (BSD) is a member. LEPC coordinates the emergency preparedness planning in the City of St. Louis and exists to help coordinate, plan, prepare, and train for disasters especially disasters involving hazardous materials. LEPC is a resource for citizens to learn about hazardous substances, emergency planning, as well as health and environmental risks in their neighborhoods. Risk Management received this industry award from Region 7, which is composed of the states of Missouri, Kansas, Iowa, and Nebraska, for outstanding achievement in planning, prevention and risk reduction in the community. Ms. Brittin acknowledged the efforts of Sheila Hockel, Manager of Emergency Preparedness; Andrew Ghiassi, Manager, Safety & Loss Control; and John Meany, Safety Engineer II, and congratulated them for this outstanding achievement.

John Nations, President & CEO, congratulated the team on their achievements, and Commissioner Buehlhorn thanked them on behalf of the Board for their efforts.

4. Minutes of January 19, 2016 Operations Committee

8:04a.m. The January 19, 2016, Open Session Operations Committee Meeting minutes were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Kicielski and seconded by Commissioner Brown. **Motion passed unanimously.**

5. Revision to Board Policy, Chapter 80 *Agency Property*

8:04 a.m. A briefing paper and attachments were provided in the Committee packet. Dianne Williams, Vice President Marketing and Communications, provided a brief overview. Board Policy, Chapter 80, *Agency Property*, as it is currently written, does not fully protect the Agency's right to control its property that has public access. The current policy does not restrict certain activities, including sales activities; nor does it permit the Agency to charge and collect fees for use of its facilities, as is authorized in Article III of the Compact. The proposed changes to Chapter 80 would also update the standards and guidelines for the posting of paid advertising. The Agency's practice has been to not allow any of its vehicles or facilities to become a public forum for the dissemination, debate, and/or discussion of public issues. The proposed changes would benefit the Public Safety Department's efforts to limit or restrict non-Agency activity in Metro customer transit venues. Additional protections and clarifications regarding the use of Agency property and facilities are necessary in order to prevent interference with safe and efficient Agency operations. Management's recommendations are as follows: 1) change the order

of Section 80.010 and 80.020 for a more logical flow between policies regarding distribution of literature and policies controlling sales activities; 2) change the title of the new Section 80.010 from *Distribution of Literature on Certain Agency Property* to *Expressive Activities on Agency Property* in order to include all forms of speech; 3) No longer provide a provision for outside organizations or individuals to poll, distribute material, or construct booths for the distribution of literature on Agency property as is found in the current Section 80.020 – *Distribution of Literature on Certain Agency Property*; 4) In the proposed new Section 80.020 (*The Solicitation of Funds or Sale of Products on Agency Property*), allow the Agency to reserve the exclusive right to sell, or to provide or authorize the sale or provision of, products or services on Agency property. The Policy, as written in the current Chapter 80.010, prohibits any sales activity on Agency property; and Section 80.030.5, makes minor changes to include new products. For example, the Agency currently prohibits advertising of tobacco products. The proposed change would also prohibit advertisements of e-cigarettes and vaporizers. It is further requested that the Committee recommend that the proposed revisions to Board Policy, Chapter 80 *Agency Property*, not be tabled pursuant to *Article VI(D)* of the Board Policies, as it is in the best interest of the Agency that this revision become effective upon approval at the June 24, 2016, Board meeting. A motion for the Committee to approve and refer to the Board for approval the proposed changes to Board Policy, Chapter 80, *Agency Property*, and that this proposed revision not be tabled and be approved at the June 24, 2016, Board meeting was made by Commissioner Brown and seconded by Commissioner Kicielinski. **Motion passed unanimously.**

6. Contract Award: Werremeyer Incorporated for Development and Implementation of Marketing Activities for BSD and Emerging Enterprises

8:09 a.m. The briefing paper regarding the contract award to Werremeyer Incorporated (**Werremeyer**) for Development and Implementation of Marketing Activities for BSD and Emerging Enterprises was provided in the Committee packet. Dianne Williams, Vice President Marketing and Communications, provided a brief overview. A solicitation was issued on March 21, 2016, to retain a firm that could provide full-service marketing and creative agency assistance in the development and implementation of marketing activities for Bi-State Development (**BSD**) and the emerging enterprises. Four (4) proposals were received and evaluated. After the technical evaluations, cost scores calculations and final combined scores were tabulated; the evaluation team determined that the proposal from Werremeyer provided the best value. Werremeyer's cost was deemed fair and reasonable in comparison with other proposals submitted, and they have provided exceptional creative services to BSD in the past.

Commissioner Kicielinski asked who was responsible for ensuring the billable hours for Werremeyer were verified and submitted properly. In response, Dianne Williams informed the Committee that the Marketing and Communications Department would be responsible and they are tenacious about making sure that the bills reflect the services provided and charges for said services are correctly documented and submitted.

A motion for the Committee to approve and refer to the Board for approval the request to authorize the President & CEO to enter into a three (3) year contract in the not to exceed amount of \$600,000; award monetary and administrative contract modifications as needed; and award two (2) option years in an amount not to exceed \$400,000 if certain criteria are met as stipulated in the briefing paper was made by Commissioner Brown and seconded by Commissioner Kicielinski. **Motion passed unanimously.**

7. **Contract Award: Ironhorse, Incorporated for Track Maintenance Service**

8:12 a.m. The briefing paper regarding the contract award for Ironhorse, Incorporated (**Ironhorse**) for Track Maintenance Service was provided in the Committee packet. Scott Grott, Chief MetroLink Operations, provided a brief overview. A Request for Proposal (**RFP**) was issued in March 2016 for qualified contractors to provide track maintenance services and routine and emergency repairs along the MetroLink alignment. Proposals were received from three (3) firms, and upon the completion of their technical and cost evaluations, Ironhorse was selected. Ironhorse's costs were deemed fair and reasonable in comparison with the other solicitations received. The on-call track maintenance contract has been in place since the inception of MetroLink, and Ironhorse is the incumbent on this project and the most qualified with the best proposal submitted. A motion for the Committee to approve and refer to the Board for approval the request to authorize the President & CEO to enter into a three (3) year time and material contract in a not to exceed amount of \$1,737,448.85; award monetary and administrative contract modifications as needed; and award two (2) option years in an amount not to exceed \$1,431,575.70 if certain criteria are met as stipulated in the briefing paper was made by Commissioner Brown and seconded by Commissioner Kicielinski. **Motion passed unanimously.**

8. **Third Quarter Operations Report and Capital Projects Update**

8:15 a.m. The Third Quarter Operations Report and Capital Projects Update was provided in the Committee packet. Ray Friem, Executive Director Metro Transit provided a brief overview. Ridership was down 4.2% and through the Third Quarter we are \$5.3 million behind budget. Expenses are down primarily due to lower diesel fuel costs and lower employee benefits costs. Fixed route service for both MetroLink and MetroBus was down for both the quarter and year-to-date. Ridership was strong in Fiscal Year 2014 and for the first seven (7) months of Fiscal Year 2015, but by February there was a drop in ridership that continued through every subsequent report. Ridership for all modes of transportation in Fiscal Year 2016 are universally lower than the previous year. The decline in ridership can be contributed to a number of events that included regional unrest, security concerns, and lower fuel prices. Ray Friem said this is not just an issue related to transit. He reported that parking revenue in the City of St. Louis is down, and there are not as many people coming into Downtown St. Louis. Mr. Nations noted that Uber began operating in the region in April of 2015, which may also have an as yet undetermined impact on transit, as it has had on taxi cabs. Service profiles are basically unchanged, however, loss of ridership triggers a lowering of the system efficiency numbers and passenger revenue hours. Call-A-Ride remains unaffected. Security activity shows custodial arrests are up for the quarter but summonses are down. Dispatch calls are up and valid service complaints are up for the quarter. The TIGER Grant Funding Partners have agreed to allow BSD to enter into a contract with HNTB, for the design services of the Boyle Street Station. Vehicle acquisitions for the Call-A-Ride vans are problematic primarily because the chassis deliveries are way behind schedule. We have been successful in keeping the vans operational but we are a year behind in our procurement schedule. BSD recently received concurrence from St. Clair County Transit District to proceed with bus procurement for the year.

Fred Bakarich, Director Engineering Systems, provided a brief update regarding the Eads Bridge Project. Work on the bridge is on track to be completed by June 3rd with a target date of June 13 for cut over. There is some Overhead Conductor Rail (**OCR**) work yet to be completed but the overall work on the bridge will be completed very soon. Some discussion followed regarding the final total cost to rehab the bridge. The Civic Transit Center was delayed for over a year in order

to resolve issues with the City of St. Louis regarding ADA compliance and access. Those concerns were resolved a few weeks ago, and a notice to proceed on this project was issued. Although there is some work to be completed on the Spruce Street Bridge, the major work was completed in time for the St. Louis Cardinals' opening day. Additional discussions followed regarding the TIGER Grant Project and the Union Station Tunnel Project.

Scott Grott, Chief MetroLink Operations, discussed the key capital maintenance projects, focusing primarily on the wood tie project, contact wire replacements, station edge replacements, and elevator rehabilitation.

Tom White, Director, Project Control, provided a brief update regarding the SmartCard Project. The integration between the vendors and the software installation has made good progress. Trapeze and the AVL System have been integrated and a test of the software on a bus to see how it interacts with the farebox system can now provide stop ID's and tie the transaction to that information. There were minor issues that needed to be resolved, and final development is expected to be completed soon. There have been some changes to the ticket purchasing websites to make them more customer friendly. The new hand-held inspection devices will be critical to the success of the project. These devices will be used by the fare enforcement officers for checking fares.

Commissioner Buehlhorn stated that after the SmartCard is fully operational, complaints will increase because of launching this new system and suggested that the complaints about the new SmartCard system be tracked separately from the other complaints. Some discussion followed regarding other transit agencies who implemented this type of system and overall every city said that during the first six (6) months of service the complaints went up tremendously, but then they reached a curve and started to decline as customers became more familiar with the changes. This report was informational only and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

9. **Contract Modification – Automated Fare Collection System Customer Education Services 8:55 a.m.** The Briefing Paper regarding the contract modification for Automated Fare Collection System Customer Education Services was provided in the Committee packet. Ray Friem, Executive Director Metro Transit, informed the Committee that this service may be required in the next three months and since the Board does not meet again until September, 2016, management is requesting approval of this contract modification now. Tom White, Director Project Control, provided additional information regarding this contract modification. BSD entered into a sole source contract with Jones Worley in September, 2013 for SmartCard branding and customer education services. Jones Worley is uniquely qualified and St. Louis is the seventh transit property in the nation for which they have provided customer education services. The funds currently contracted were intended to last through September, 2016, at which time BSD planned to shift to a local PR firm for the rollout marketing strategy. The project team determined that Jones Worley would bring more value during the launch and implementation phases than another firm. Therefore, the funds set aside for the local firm will be used to extend Jones Worley's contract. The remaining work and additional contract amount requested for customer education and communication is \$250,000. A motion for the Committee to approve and refer to the Board for approval a sole source contract modification with Jones Worley, to be extended to July, 2018, with a total not to exceed amount of \$500,000 was made by

Commissioner Brown and seconded by Commissioner Kicielinski. **Motion passed unanimously.**

10. Unscheduled Business

9:00 a.m. There was no unscheduled business.

11. Call of Dates for Future Committee Meetings

9:00 a.m. The next Audit Committee meeting is scheduled for Friday, May 20, 2016, at 8:00 a.m.; the next Board meeting is scheduled for Friday, June 24, 2016, at 8:00 a.m.; the next Operations Committee meeting is scheduled for Tuesday, August 16, 2016, at 8:00 a.m.; and the next Finance & Administration Committee meeting is scheduled for Friday, August 26, 2016, at 8:00 a.m.

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

9:00 a.m. Pursuant to the requirements of Section 610.021(1) of the Revised Statutes of Missouri, 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 Kicielinski and seconded by Commissioner Brown. A roll call vote was taken and the Commissioners present, Buehlhorn, Brown and Kicielinski voted to approve this agenda item. **Motion passed unanimously, and the Open Session meeting was adjourned.**


Deputy Secretary to the Board of Commissioners
Bi-State Development

Open Session Item

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**Bi-State Development
Operations Committee
Agenda Item
August 16, 2016**

From: Raymond A. Friem, Executive Director Metro Transit
Subject: **Contract Award: Pavlov Advertising for Development and Implementation of Marketing Activities**
Disposition: Approval
Presentation: Dianne Williams, Vice President Marketing & Communications; Larry B. Jackson, Executive Vice President of Administration

Objective:

To present to the Operations Committee for discussion and referral to the Board of Commissioners a request for authorization to award a contract to Pavlov Advertising to provide for a full-service marketing and creative agency that will assist in the development and implementation of marketing activities aimed at increasing ridership and revenue generation for the Metro Transit brand.

Board Policy:

Board Policy Chapter 50.010, Section E.1.a., requires the Board of Commissioners to approve all Competitive Negotiation Procurements which exceed \$500,000.

Funding Source:

Funding is provided through the Bi-State Development Operating Budget.

Background:

On April 18, 2016, Bi-State Development issued Solicitation 16-RFP-102975-CG to retain a full-service marketing and creative agency to assist in the development and implementation of marketing activities specifically for Metro Transit. The products and services included in the scope of work were Metro Bus, MetroLink and Metro Call-A-Ride and any ancillary transit services developed under the Metro brand.

Proposals were due May 17, 2016; a total of six (6) proposals were received. A Disadvantaged Business Enterprise (**DBE**) Goal was not recommended for this project. The contract period of performance includes three (3) base years and (2) two option years.

Analysis:

Proposals were received from six firms and forwarded to a technical evaluation team for evaluation and scoring. The team was comprised of six (6) staff members representing the areas of Marketing, Graphics, Social Media, and Metro Transit. The offerors' technical proposals were initially evaluated based on their responses to the evaluation criteria presented in the solicitation. The maximum points that could be achieved for the technical qualifications were 325. The proposal received 65% of the total score and costs received 35%. The technical evaluation criteria is shown below, in the order of importance:

1. Experience and capabilities of the proposer
2. Ability to deliver quality work at a low cost with short lead times and on-time
3. Experience and skill set of specific individuals to work on the Metro account

Cost was evaluated using a pre-established formula whereby the firm with the lowest cost received a maximum score of 150 points. The second lowest cost firm received points based on a formula which assigns points in such a manner that is inversely proportional to increasing costs. A consensus meeting was held by the evaluation team. Listed below are the results of the consensus and cost scoring:

Firm:	Cost (Amounts used for evaluation purposes only)	Cost Score	Technical Score	Total
Pavlov	\$1,000,000.00	150.00	236.67	386.67
Dovetail	\$1,270,000.00	118.11	246.67	364.78
Werremeyer	\$1,000,000.00	150.00	253.33	403.33
Falk Harrison	\$1,320,000.00	113.64	190.00	303.64
Elasticity	\$1,280,000.00	117.19	178.33	295.52
Yellow Brick	\$1,250,000.00	120.00	155.83	275.83
Total Possible Points		150.00	350.00	500.00
Percentage of Total Points				
	30%			70%
				100%

The evaluation team determined a competitive range and offerors within that range were invited to give formal oral presentations relating to their technical proposal. Following the presentations, offerors' oral presentations were scored; with cost scores remaining unchanged.

Firm:	Cost (Amounts used for evaluation purposes only)	Cost Score	Technical Score	Total
Pavlov	\$1,000,000.00	150.00	267.50	417.50
Dovetail	\$1,270,000.00	118.11	275.00	393.11
Werremeyer	\$1,000,000.00	150.00	214.17	364.17
Total Possible Points		150.00	350.00	500.00
Percentage of Total Points				
	30%			70%
				100%

The evaluation team determined that the proposal from Pavlov provided the Agency with the best value based on being the most advantageous offer, technical and cost factors considered, the quality of the services to be performed, their conformity with the scope of services and their suitability to the requirements of the Agency's entities involved.

Pavlov's cost is fair and reasonable in comparison with others that submitted proposals.

Pavlov Advertising is a Texas-based national agency with a strong 15 year history of performance in a wide range of industries. Pavlov Advertising has extensive transit experience which includes work with:

- Fort Worth Transportation Authority (**The T**);
- Dallas Area Rapid Transit (**DART**);
- Sun Metro Mass Transit System of El Paso, Texas;
- Denton County Transportation Authority (**DCTA**) of Denton, Texas;
- Hillsboro Area Rapid Transit (**HART**) of Tampa, Florida;
- VIA Metropolitan Transit of San Antonio, Texas;
- Metro Greater Portland Transit of Portland, Maine.

In addition, even though a DBE goal was not included, Pavlov has included a St. Louis based DBE Subcontractor (Conversion Global Marketing) to assist with local public outreach on an as needed basis.

Committee Action Requested:

Management recommends that the Operations Committee discuss and forward to the Board of Commissioners for approval, the request that the President & CEO be authorized to enter into a three (3) year contract with Pavlov Advertising for \$400,000 per year, in the not to exceed amount of \$1,200,000; award monetary and administrative contract modifications as needed; and award two one year options in an amount not to exceed \$400,000 per year, if the following criteria are met:

- Funding is available
- The performance of the contract is satisfactory
- The exercise of the option is in accordance with the terms and conditions of the option stated in the initial contract awarded
- The option price is determined to be better than prices available in the market or that the option is the more advantageous offer at the time the option is exercised

Open Session Item

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**Bi-State Development
Operations Committee
Agenda Item
August 16, 2016**

From: Raymond A. Friem, Executive Director Metro Transit
Subject: Design and Construction Agreement for Jefferson National Expansion Memorial Signage Design, Fabrication, and Installation
Disposition: Approval
Presentation: Chance M. Baragary, Manager Gateway Arch Construction

Objective:

To obtain the Operations Committee's approval of a Design & Construction Agreement for the Jefferson National Expansion Memorial (**JNEM**) Signage Design, Fabrication, and Installation, a project which will implement identification and wayfinding signage throughout the JNEM site.

Board Policy:

No Board Policy applies, however, Section 5 of the "*Intergovernmental Cooperation Act*," 5 Ill. Comp. Stat. 220/5, provides that any one or more public agencies may contract with any one or more public agencies to perform any governmental service, activity or undertaking which any of the public agencies entering into the contract is authorized by law to perform, provided that such contract shall be authorized by the governing body of each party to the contract. The National Park Service (**NPS**) is a bureau in the United States Department of the Interior.

Funding Source:

Per the Design and Construction Agreement, this project will be fully funded by the JNEM Beneficial Fund.

Background:

As the City-Arch-River (**CAR**) grounds projects are completed, the National Park Service wishes to provide signage within the JNEM grounds. Prior to initiation of the CAR projects, the NPS created a sign program and had signage designed, but the project was shelved when the CAR projects began. Now that phases of the CAR effort are nearing completion, the NPS wishes to utilize the previously designed signage plan, modifying only as necessary to fit the new park configuration.

Analysis:

This project approach is as follows:

- Utilize the previously approved signage design, updating as necessary to reflect new site layout, programming needs, and intended visitor flow, i.e. new west entrance to Arch, no on-site parking, integration with Wayside signs that are being installed as part of the grounds project, etc.
- Bi-State Development to issue two outside solicitations - the first for a Sign Consultant to update the previous design, the second for a Sign Contractor to facilitate sign fabrication and installation.

The expected total cost of this project is \$590,000. Funds are available in the JNEM Beneficial Fund to offset these costs. The intended signage will bring value to the park by improving the visitor experience.

Committee Action Requested:

Management recommends that the Operations Committee approve, and refer to the Board of Commissioners for approval, this Design and Construction Agreement for the JNEM Signage Design, Fabrication, and Installation.

**Bi-State Development
Operations Committee
Agenda Item
August 16, 2016**

From: Raymond A. Friem, Executive Director Metro Transit
Subject: Design and Construction Agreement for Jefferson National Expansion Memorial
Tucker Theater Repurposing
Disposition: Approval
Presentation: Chance M. Baragary, Manager Gateway Arch Construction

Objective:

To obtain the Operations Committee's approval of the Design & Construction Agreement for the Jefferson National Expansion Memorial (**JNEM**) Tucker Theater Repurposing, a project which will update the existing Tucker Theater space and provide a new element to the experience for visitors to the park.

Board Policy:

No Board Policy applies. However, Section 5 of the "*Intergovernmental Cooperation Act*," 5 Ill. Comp. Stat. 220/5, provides that any one or more public agencies may contract with any one or more public agencies to perform any governmental service, activity or undertaking which any of the public agencies entering into the contract is authorized by law to perform, provided that such contract shall be authorized by the governing body of each party to the contract. The National Park Service (**NPS**) is a bureau in the United States Department of the Interior.

Funding Source:

Per the Design and Construction Agreement this project will be fully funded by the JNEM Beneficial Fund.

Background:

Renovation of the 4,800 square feet Tucker Theater, located in the Gateway Arch Ticketing Lobby, is not within the scope of the current City-Arch-River (**CAR**) projects that are underway. Once operations stabilize after the CAR projects are complete, the NPS wishes to utilize this available space to create an additional attraction that furthers the visitor experience. To enable timely implementation of this project, efforts need to begin soon.

Analysis:

The project consists of repurposing the Tucker Theater to create a space in which a new, pay-to-enter, universally designed experience can be implemented, as well as development of all related aspects to enable operation of such. The experience will provide an alternative for those who do not ride the tram system to the top of the Arch, and also to supplement the experience of those who do. To achieve the desired goals, the experience must differentiate itself from the new museum exhibits and all other available attractions.

The process outlined in the Design and Construction Agreement is as follows:

- Engage a Leisure Attraction Consultant (**LAC**) to advise and support Bi-State Development (**BSD**) and the NPS throughout the project.

Issue a Request for Qualifications for Experience Concept Development (**ECD**) teams.

- Contract with two or three ECD's to produce concepts, complete with business models and expected return periods.
- Review ECD proposals with the help of the LAC, and make a selection.
- ECD to complete a design and create solicitation documents, as well as refine a business plan and expected financial considerations.
- BSD and the NPS to review terms of the Cooperative Agreements and update as necessary to properly consider this new revenue stream.
- BSD to award contracts necessary for construction, installation, video or other attraction production, and others as needed.

The expected cost for the creation of the new experience is \$8,000,000, funds which are available in the JNEM Beneficial Fund. Ultimately, the business initiative made possible by this project is expected to be self-sufficient, and should recoup the initial capital investment (i.e. project costs) and generate a profit.

If, at any point throughout the project, the NPS or BSD feel the expected financial return is jeopardized so the project should no longer be pursued, the project will be closed or reconfigured to minimize losses.

Committee Action Requested:

Management recommends that the Operations Committee approve, and refer to the Board of Commissioners for approval, this Design and Construction Agreement for the JNEM Tucker Theater Repurposing.

METRO - Transit Operations Division
FY2016 4th Quarter and Year End Summary
Report to the President /CEO and Board of Commissioners

Financials

	FY2016	FY2016	FY2016	FY2016	FY2015	Diff FY2016
YTD	Actual	Budgeted	Variance	%	Actual	vs. FY2015
Revenue	\$56,408,246	\$64,180,108	\$ (7,771,862)	-12.1%	\$ 60,474,546	\$(4,066,300)
Expenses	\$209,921,644	\$231,424,354	\$(21,502,708)	-8.2%	\$210,736,913	\$(1,531,694)

Expenses for the Transit Operations Department came in below budget in FY2016 as a result of lower than anticipated costs for labor, (open positions), significantly lower healthcare costs and diesel fuel. Year-end expenses for FY2016 were actually less than those for FY2015 Passenger revenue missed FY2016 Budget goals by over \$7M and almost 11.7%. Revenue is almost \$7M short of FY2015 actuals. TMA contract revenue was also below budget by \$745,000 or 15.9% largely due to further Medicaid program reductions.

Ridership Comparison

The system continues its recent pattern of ridership loss on the system in the fourth quarter of 2016. MetroBus saw losses of over 8% in the 4th quarter, while MetroLink and Call-A-Ride were off somewhat less.

Mode	FY16 4 th qtr.	FY15 4 th qtr.	+/- Previous Year	YTD FY2016	YTD FY2015	+/- Previous Period
Rail	4,034,257	4,178,949	-3.5%	15,777,584	16,637,447	-5.4%
Bus	6,474,886	7,070,525	-8.4%	27,349,275	29,232,748	-6.9%
Van	138,086	145,499	-5.1%	568,097	577,134	-1.6%
System	10,647,229	11,394,973	-6.6%	43,694,956	46,447,329	-6.3%

Ridership for the system was 6.3% lower in fiscal year 2016 compared to the past year. MetroLink and MetroBus were down a little over 5 and 6% respectively. Call-A-Ride had been impacted somewhat less, but finished with a 1.5% loss in the fourth quarter which drove a 1.6% ridership loss for the fiscal year. Ridership losses are being driven by several factors. Internally, Security issues are the number one reported issue by passengers. School enrollment, employment, and very low fuel prices are also significant contributors to ridership loss for the system.

YTD Service Profiles and System Efficiencies

	FY2016 YTD Revenue Miles	FY2015 YTD Pass/ Rev. Mile	+/- Previous Period	FY2016 YTD Revenue Hours	FY2015 YTD Revenue Hours	+/- Previous Period
Rail	3,132,142	3,123,958	0.26%	133106	132,595	-0.39%
Bus	18,499,915	18,399,992	0.54%	1385106	1,364,135	-1.54%
Van	5,350,313	5,335,156	0.28%	303477	305,467	0.65%
	FY2016 Pass/ Rev. Mile	FY2015 Pass/ Rev. Mile	+/- Previous Period	FY2016 Pass / Rev. Hour	FY2015 Pass / Rev. Hour	+/- Previous Period
Rail	5.037	5.326	-5.73%	118.991	124.994	-5.04%
Bus	1.486	1.589	-6.89%	20.049	21.105	-5.27%
Van	0.106	0.108	-1.59%	1.860	1.902	-2.26%

The service plan for FY2016 called for stable service levels. The system met these goals by seeing a small increase in year over year service miles while achieving a slight reduction in service hours. The loss of so much ridership has a significant impact on modal and system efficiency statistics. Passengers per revenue mile are lower in all modes, but significant for MetroBus and MetroLink. Almost the same can be said for the numbers for passengers per revenue hour, particularly on fixed route operations. Metro management will monitor these and other performance indicators and may make recommendations for adjustments at some point in the future.

Security Activity

Enforcement Efforts	4TH Qtr. FY2016	4TH Qtr. FY2015	Variance (%)	YTD FY2016	YTD FY2015	Variance (%)
Custodial Arrests	208	129	61%	526	493	7%
Summons	1308	2253	-42%	9104	12629	-28%
Dispatched Calls	2034	937	117%	8584	6215	38%
Valid Customer Service Complaints	230	122	89%	673	379	78%

Valid Security complaints continue to increase in FY2016 over FY2015, up some 40%. A significant portion of this is an increase in actual complaints presented, but some of the reported increase can also be attributed to better data tracking and follow up of complaints received. Dispatched call, calls where our Security Center directed Security assets towards an issue or incident also increased significantly in the fiscal year, but again a portion of that is improvements in record keeping, and some of it is the availability of additional Public Safety and Police Department assets added throughout the fiscal year. Summons activity is down significantly in the fourth quarter and year to date as Metro's Public Safety Department and our contracted Security Officers at present cannot issue a summons for a violation of MetroLink rules committed in Missouri due to a change in Missouri State procedures. BSD/Metro is now required to obtain a separate law enforcement Identifier number (known as an ORI). In the past BSD/Metro used the ORI number from STL County Police Department.

Service Quality Indicators

	FY2016 On Time Performance	FY2015 On Time Performance	+/- Previous Period	FY2016 Complaints/ 100,000 Boarding's	FY2015 Complaints/ 100,000 Boarding's	+/- Previous Period
Rail	97.00%	97.30%	-0.31%	2.32	1.49	55.70%
Bus	92.00%	92.00%	0.00%	12.37	13.31	-7.06%
Van	93.40%	93.90%	-0.53%	29.75	28.94	2.80%
	FY2016 Preventable Accidents	FY2015 Preventable Accidents	+/- Previous Period	FY2015 Total Accidents/ Violations (ML)	FY2014 Total Accidents/ Violations (ML)	+/- Previous Period
Rail	2	4	-50%	20	22	-9%
Bus	201	213	-6%	495	477	4%
Van	46	46	0%	112	106	6%
	FY2016 Service Delays – Equipment	FY2015 Service Delays – Equipment	+/- Previous Period	FY2016 MDBF	FY2015 MDBF	+/- Previous Period
Rail	191	171	12%	32,870	36,855	-11%
Bus	898	1010	-11%	24,463	21,112	16%
Van	139	170	-18%	42,427	35,012	21%

All of these indicators continue to be top of the industry quality achievements. MetroBus turned in its second consecutive year at or above 92% On Time, and MetroLink continues to enjoy performance at or above 97%. Accident rates are stable or dropping in almost every category, our miles between failure and vehicle defect results are also stable to even improving somewhat over the FY2015 accomplishments.

YTD Customer Service Call Center Statistics

Metro's Transit Information and Customer Service Call Center experienced significantly less call volume in 2016. Staff believes this is due to the real time system information applications that were rolled out as the Automatic Vehicle Locator System (AVL) has been fully deployed on MetroBus. Call volume is also impacted by customer use of social media and email as a means of communicating with the Agency. Percentage of calls answered dropped below the 90% goal.

	FY2016	FY2015	+/-
Information Calls	560,412	660,805	-15.19%
% Information Calls Answered	88.82%	90.32%	-1.66%
Service Calls	23,624	24,341	-2.95%
Service Calls Answered	93.17%	93.10%	0.08%

Highlight on Maintenance Efforts

Maintenance of Way Inspection -- OTP						
4th Quarter FY16				Year to Date FY16		
Maintenance Unit	Planned	Completed	%	Planned	Completed	%
Traction Power	1660	1649	99%	7210	6779	94%
Signals	1260	1252	99%	5374	5360	99.7%
Communication	56	49	88%	224	216	96%
Rail Facilities	319	308	97%	1289	1257	98%
Bus ROW/Services	40	38	95%	342	320	94%
Rail ROW	715	718	100%	2904	2901	100%
Total	4050	4014	99%	17343	16833	97%
Comparison to 4th QTR FY 15	4222	4076	97%	18000	17341	96%

Vehicle Overhaul Accomplishment against Schedule – FY16

Inspections	4th Qtr. 16 Projected	4th Qtr. 16 Accomplished	% Comp.	YTD Eligible	YTD Accomplished	% Comp.
Bus	78	78	100%	373	373	100%
Van	28	28	100%	94	94	100%

Key Capital Project Status as of 8/9/2016

Construction / Acquisition / Rehabilitation Projects						
Project	Action	Total Units	Completed Units	% Complete	Estimated Completion	CODE
EADS Bridge Rehab	Rust Mitigation / Recoat (Panels)	256	256	100.00%	Construction / Acquisition / Rehabilitation Projects	
North County Transfer Center Construction	Contract Award	1	1	100.00%	COMPLETED	
North County Transfer Center Construction	Construction Activity	1	1	100.00%	COMPLETED	
Downtown Transfer Center Construction	Design Issues (City)	1	1	100.00%	COMPLETED	
Downtown Transfer Center Construction	Construction Activity	1	0.015	1.50%	Jul-2017	
Boyle Ave. MetroLink Station	Design Activities	1	0.1	10.00%	May-2017	
Radio System Deployment and Site Development	Current Design Calls For 18 Above Ground and 6 Below Ground Transmitter sites	24	13	54.17%	Sep-16	
Capital Commercial Leases. Will require site development and deployment	Negotiate	10	10	100.00%	COMPLETED	
New Construction	Construct	1	1	100.00%	COMPLETED	
Owned. Will require site development and deployment	Existing (Owned)	2	2	100.00%	COMPLETED	
Owned. Will require site development and deployment	Existing (Owned)	6	6	100.00%	COMPLETED	
Capital Lease and agreements. Will require site development and deployment	Intergovernmental Agreement	5	5	100.00%	COMPLETED	
Smart Card	Hardware	592	587	99.16%	Jul-17	
Software	Rail Sys Testing			95.00%	Sep-16	
Software	Bus Sys Testing			95.00%	Sep-16	
Software	Third Party Interfaces			100.00%	COMPLETED	
Procedures / Personnel / Equipment	Security/ Enforcement			100.00%	COMPLETED	
Vehicle Acquisition						
Refurbished Bus Rolling Stock (ILL)	Procure 40' Buses	7	7	100.00%	COMPLETED	
New Bus Rolling Stock (ILL)	Procure 40' Buses	4	0	0.00%	Dec-2016	
New Bus Rolling Stock (MO)	Procure 40' Buses	26	0	0.00%	Dec-2016	
Van Rolling Stock	Procure CAR Vans	17	0	0.00%	TBD waiting on Pilot to be completed and approved. Expedited delivery date of 5-13-16	
Non Revenue Vehicles	Procure / Lease	70	65	92.86%	Feb-2016	
New Grant Non Revenue Vehicles	Procure / Lease	30	10	33.33%	Aug-2017	
MetroLink Capital Maintenance						
Wood Tie Phase 1 of 3	Replace	36000	36000	100.00%	COMPLETED	
Catenary Contact Wire Phase 1 of 4	Replace Wire (miles)	10	10	100.00%	COMPLETED	
Station Edges - Phase 2 of 3	Replace	9	9	100.00%	COMPLETED	
Elevator Rehabilitation	Construction Procurement	8	0	0.00%	Design Complete. Construction Funding Secured.	
Phase 2 and 3 Software Upgrades to AVL / Trapeze software suites authorized by Board of Commissioners	Tasks	Issue / Title		Estimated Completion		
	Transmit Real Time Bus data	INFO-MOBILE APP + Google Feed		COMPLETED March 2015		
	Public Safety Projects	Genetec Update / Incident Mapping		Jul-2016		
	Operations Management Projects	Dispatch/PSD/Cust. Service		Aug-2016		
	Operation Business Intelligence	Transit Business Suite / Dashboard		Aug-2017		
	Fare Collection	ADA and Employee Card Interface / Repeat Offender Database		9/1/2014		
State of Good Repair	MOW DataBase			100%	Completed	
MOW Work Integrated Plan	Asst Mgmt Plan Capital Planning Software Tool				2017	
Color Code KEY	12-May-15	No issues	Regulatory/ Economic	Technical issues	Behind schedule/overbudget	
8/16/2018						