

**BI-STATE DEVELOPMENT  
OPERATIONS COMMITTEE MEETING  
OPEN SESSION MINUTES  
May 14, 2019**

**Committee Members in Attendance**

Michael S. Buehlhorn  
Derrick Cox  
Irma Golliday (via phone)  
Vernal Brown  
Rose Windmiller

**Other Commissioners in Attendance**

Herbert Simmons (via phone)  
Justin Zimmerman

**Staff in Attendance**

Taulby Roach, President and Chief Executive Officer  
Barbara Enneking, General Counsel and Deputy Secretary  
Myra Bennett, Manager of Board Administration  
Jerry Valley, External Communications Manager  
Jim Cali, Director Internal Audit  
Andrew Ghiassi, Manager Safety & Loss Control  
Jason Powell, Sergeant, MetroLink  
Scott Grott, General Manager MetroLink  
Matthew Hibbard, Social Media Communications Manager  
Dave Sanders, Senior Director Marketing & Partnerships  
Larry Jackson, Executive Vice President Administration  
Jim Smith, Safety Auditor II  
Darren Curry, Chief Mechanical Officer  
Virginia Alt-Hildebrandt, Manager Administrative Services  
Michael Gibbs, Manager Financial Operations – Administration & Business Operations  
Mark Vago, Senior VP, Chief Financial Officer  
Sally Bender, Internal Auditor, PT  
Gary Smith, Internal Auditor  
Larry Rusbarsky, Director Financial Planning & Budget  
Betty Keaton, Budget System Administrator & Analyst  
Kent Swagler, Director Corporate Compliance & Ethics  
Ted Zimmerman, Vice President Marketing & Communications  
Angela Staicoff, Sr. Internal Auditor  
Patti Beck, Director Communications  
Kathy Brittin, Director Risk Management Safety & Claims  
Chris Poehler, Asst. Executive Director Engineering Systems  
Kerry Kinkade, VP Chief Information Officer  
Michael Shane Jennings, Manager IT ERP Systems  
Vernice Kelly, Director of Human Resources

Greg Smith, Vice President Procurement & Inventory Management  
Diana Bentz, Vice President Organizational Effectiveness  
Charles Stewart, Executive Vice President Organizational Effectiveness  
Jessica Mefford-Miller, Executive Director Metro Transit  
Lisa Burke, Executive Assistant

### **Others in Attendance**

Justin Sobeck, MODOT / BSSO  
Jim Hickey, IDOT / BSSO

#### **1. Open Session Call to Order**

**8:00 a.m.** The Bi-State Development Operations Committee met on May 14, 2019 in the Board Room of Corporate Headquarters, located on the 6<sup>th</sup> Floor, 211 North Broadway, in St. Louis, Missouri. Chairman Buehlhorn called the Open Session of the Operations Committee Meeting to order at 8:00 a.m.

#### **2. Roll Call**

**8:00 a.m.** Roll call was taken, as noted above.

#### **3. Public Comment**

**8:00 a.m.** No speaker cards were submitted.

#### **4. Minutes of the March 26, 2019, Combined Meeting of the Operations Committee and Audit, Finance & Administration Committee Meeting**

**8:00 a.m.** The minutes of the March 26, 2019, Combined Meeting of the Operations Committee and Audit, Finance & Administration Committee Meeting were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Cox and seconded by Commissioner Windmiller. Commissioner Zimmerman abstained, stating that he did not attend the March 26, 2019 meeting. **Motion passed with a majority vote, and 1 abstention.**

#### **5. Gateway Arch Marketing and Advertising Agency Services**

**8:01 a.m.** A briefing paper was provided in the Committee packet, regarding a request that the Committee accept and refer to the Board of Commissioners for approval, a request for authorization to award Contract 19-RFP-105970-MD – Gateway Arch Marketing Advertising Agency Services. Mary Lamie, Executive Director – Tourism Innovation, and Greg Smith, Vice President Procurement, Material Management and Supplier Diversity, provided a brief overview.

It was noted that On March 12, 2019, Bi-State Development (BSD) issued solicitation 19-RFP-105970-MD- Gateway Arch Marketing Advertising Agency Services. The solicitation was issued to obtain proposals from qualified firms to provide Professional Counsel, Strategic Planning Services, and Brand Management for BSD's Tourism Innovation enterprise, as well as the National Park Service (NPS). In response to the solicitation, four (4) proposals were received and forwarded to the evaluation team, which consisted of individuals within BSD, including Marketing & Communications and Operations, as well as the National Park Service. After review of all proposals, and as a result of the procurement process, Paradigm New Media Group,

Inc. is the highest ranking firm. Management is recommending that the Operations Committee accept, and forward to the Board of Commissioners for approval, a request to authorize the President and CEO to enter into a contract with the highest ranking firm, Paradigm New Media Group, Inc., whose proposal is most advantageous to BSD, with price and other factors considered, in a not-to-exceed amount of \$1,567,500. This amount includes a 10% contingency for potential unforeseen activities and events.

A motion to accept this agenda item, as presented, and to forward it to the Board of Commissioners for approval was made by Commissioner Windmiller and seconded by Commissioner Brown. **Motion passed unanimously.**

**6. Contract Modification: Time Extension for Found Design (d.b.a. MERJE) for Systemwide Signage & Wayfinding Design**

**8:02 a.m.** A briefing paper was provided in the Committee packet, regarding a request that the Committee accept and to refer to the Board of Commissioners for approval, an authorization for the President and CEO to issue a contract modification for a no-cost, time extension for six months with MERJE, to continue their systemwide signage programming and design work with Metro Transit. Larry Jackson, Executive Vice President, Administration, provided an overview of this issue, including the work that has been completed to date, as well as remaining work.

A motion to approve the agenda item as presented, and forward it to the Board of Commissioners for approval, was made by Commissioner Simmons and seconded by Commissioner Brown. Motion passed unanimously.

**7. Sole Source Contract: The Trapeze Group, Inc. for Replacement of AssetWorks FleetFocus with the Trapeze Enterprise Asset Management System and Implementation**

**8:05 a.m.** A briefing paper was provided in the Committee packet, regarding a request to approve, and refer to the Board of Commissioners for approval, a sole source contract with the Trapeze Software Group, Inc., in an amount not to exceed of \$1,200,000, for replacement of AssetWorks Fleet Focus with the Trapeze Enterprise Asset Management System, and implementation to expand the scope of Contract 17-RFP-103083-DR, to include rolling stock assets. Larry Jackson, Executive Vice President, Administration, gave a brief overview of this issue.

It was noted that in February 2017, the Board of Commissioners approved a request to enter into a contract with Trapeze Software Group, Inc. to provide an Enterprise Asset Management (EAM) system software and implementation. The EAM implementation was in support of the Bi-State Development Transit Asset Management Program, which was designed to achieve "Total Asset Visibility" and provide asset management tools that will promote better management of safety-related public transportation capital assets. The scope of the implementation included Maintenance of Way/Right of Way and Facilities Management assets; however, the scope did not include rolling stock. It was reported that, during the EAM implementation, the Vehicle Maintenance Department recognized that the new system provided all of the capabilities of the current system, FleetFocus, as well as much desired new functionality. EAM has been designed and developed specifically for public transit by Trapeze. All features that go into the EAM product are designed to meet the asset, work, and materials management needs of the public transit industry. In addition, it was noted that BSD will be able to take advantage of all the new features built into the product because of feedback from the other large transit customers that

employ the Trapeze EAM system. Management is recommending that the Operations Committee accept, and refer to the Board of Commissioners for approval, a request to enter into a sole source contract with the Trapeze Software Group, Inc., in an amount not to exceed of \$1,200,000. (This amount includes necessary all necessary software licenses and consulting services necessary to implement the new system, including migration of existing data from FleetFocus to EAM.)

Commissioner Windmiller posed questions regarding the length of the contract. Kerry Kinkade, Chief Information Officer, stated that the contract would not exceed 18 months, and would include licensing and one year of support and consulting services. He also noted that the cost will be offset by the discontinuation of the FleetFocus system.

A motion to approve the agenda item as presented, and forward it to the Board of Commissioners for approval, was made by Commissioner Simmons and seconded by Commissioner Brown. **Motion passed unanimously.**

#### **8. Metro Transit Operations Report**

**8:11 a.m.** Jessica Mefford-Miller, Executive Director Metro Transit, provided a Metro Transit Operations Report to the Operations Committee, as follows:

- Ridership continues to show a decrease, with notable loss in revenue for MetroBus and MetroLink.
- Wages and benefits remain favorable to budget, primarily due to vacancies.
- For the last 18 months, service productivity has held steady, with expected seasonal fluctuations.
- Looking ahead, we are hopeful that the Metro ReImagined service plan will more closely match service level to market demand, driving an increase in productivity beyond FY20.
- Preventable accidents increased in 3rd Quarter FY19, due to an increase in new operator hires.
- In recent months, the Safety Department has introduced enhanced training initiatives to reduce the rise of preventable accidents.
- Absenteeism is a critical challenge for Metro Transit; a trend that is consistent across the industry.
- Management and labor continue to work to evaluate trends in absenteeism, and policy, contractual, and management strategies that can be applied to reduce overall absenteeism, specially unauthorized absences.
- The third quarter saw a drop in vehicle reliability for MetroLink, and a significant drop for Call-A-Ride. This increase in delays, and erosion in reliability, reflects a relatively high average fleet age for both modes. These trends will only be reversed by vehicle replacement.
- Increased personnel presence and communication regarding security continue to result in notable reductions in security-related, negative customer contacts.

Commissioner Windmiller stated that she understands that written communications, letters, e-mails, social media and texts are included in the statistics regarding complaints; however, she asked if verbal communications are included. Ms. Mefford-Miller noted that these are not necessarily included, unless an e-mail is sent regarding the communication. Commissioner

Simmons asked if the decrease in customer complaints factors in the decrease in ridership. President and CEO Roach noted that he would like to increase communication with our police partners, to ensure Metro is tracking all complaints, especially with regard to security issues. Committee discussion was held regarding this issue. Mr. Roach noted that discussions continue with the Police partners, as well as REJIS, regarding solutions to the issues regarding data collection. He noted that this type of information could help significantly with the deployment of resources.

Ms. Mefford-Miller noted that communication and collaboration has improved dramatically over recent months; however, Metro continues to receive different types of information from its different partners. She stated that it is good to receive information on what type of incident occurred; however, knowing exactly where and what time the incident occurred could assist with deployment.

Ms. Mefford-Miller noted that Metro Transit has been working to redefine the roles and responsibilities of the members of its security team, with the goal of creating a more comprehensive security program. In addition, in April, Metro initiated a search for a new lead for this program, the General Manager of Public Safety. She indicated that this individual will provide strategic leadership to Metro Public Safety and will coordinate the work of law enforcement partners and contractors. Two additional leadership positions will also be filled in the near future. These positions include the Director of Security, who will provide critical leadership to Metro's own Public Safety Officers, and the Manager of Contract Security who will provide leadership and oversight of Metro's contract security team. Commissioner Simmons asked the target date for filling these positions. Ms. Mefford-Miller stated that the goal is to have the positions filled in June; however, since an executive search firm is being used, it may take slightly longer.

#### 9. **Metro ReImagined Final Update**

**8:37 a.m.** Jessica Mefford-Miller, Executive Director Metro Transit, provided a "Metro ReImagined" final update, to the Operations Committee. She noted that in 2017, Metro Transit engaged the consulting services and expertise of Transportation Management & Design, Inc. (TMD) to conduct a comprehensive operational analysis of transit service in the City of St. Louis and St. Louis County. Named "Metro ReImagined", the resulting plan for service offers a new vision for public mobility that is designed to improve Metro's system ridership, customer experience, and cost effectiveness. She noted that the 18 month review process included in-depth analysis of system productivity, industry best practices, and public and customer feedback, including community outreach in the fall of 2017 and spring of 2018.

Ms. Mefford-Miller stated that the main aspects of the service plan include the following:

- 10 high-frequency fixed routes that will provide **15-minute service** during varying periods of time in operating hours. Metro's existing highest-performing bus routes – such as the #70 Grand and the #74 Florissant – will be included in this category, but riders will experience even greater frequency, especially during weekday daytime periods. These routes will serve markets across both the City of St. Louis and St. Louis County.
- The majority of the MetroBus routes in Missouri will operate primarily with frequencies of **30 minute service** during the daytime and 60 minutes during evenings and weekend periods. This tier of service will include some aberrations to that norm, either with 30-minute service

during all operating hours, or 30-minute service only during peak hours or on certain segments of the route.

- Four **express routes** will provide only a few trips in the morning and evening peak operating hours on weekdays to serve specific job and population centers. These routes will operate with more limited stops and connect commuters directly to major employment centers including Downtown and the Central West End.
- For markets that may not be well suited for fixed-route, all-day service (due to low density, lack of transit-supportive infrastructure, or demand for short-distance trips), Metro will utilize a variety of **alternative mobility strategies**, such as on-demand services or limited fixed routes, that only operate at certain times of day. These services will complete Metro's coverage, and are likely to be brokered by Metro and supported by partnerships with institutions and contracted operators.
- Weekend service will become uniform by route, such that any given route's **Saturday and Sunday service will be the same**. This change should make service more predictable and simple.

Ms. Mefford-Miller reported that in Spring/Summer 2019, Metro/BSD staff, along with Vector Communications, will work together to engage those customers who will be impacted by the plan and inform the general public about the improved ranges of services. These efforts are moving toward a Fall 2019 implementation.

It was noted that this item was submitted for information only, and no action is required by the Committee.

#### 10. **Bi-State Safety Oversight Update**

**8:58 a.m.** Jessica Mefford-Miller, Executive Director of Metro Transit, introduced Andrew Ghiassi, Director of Safety, who provided the Operations Committee and Bi-State Development Board of Commissioners with an annual status report on the safety of Metro's rail fixed guideway system. He also gave an overview of the Federal Transit Administration's forthcoming regulations, and their impacts to enhancing Metro Transit's current robust system safety and loss control program. He noted that Justin Sobeck, MODOT/BSSO, and Jim Hickey, IDOT/BSSO, are in attendance at today's meeting, if there should be any questions from the Board.

Mr. Ghiassi noted that BSSO received MAP-21 Certification in September, 2018, and the impact to Metro Transit includes the following: 1) increased hazard reporting, 2) increased event reporting, 3) new BSSO program standards, 4) new bus safety requirements, and 5) increased presence of BSSO. In addition, he gave an overview of the items that are included as FTA reportable event criteria. Mr. Ghiassi noted that the safety management system consists of four components, including: 1) Safety Management Policy, 2) Safety Risk Management, 3) Safety Assurance, and 4) Safety Promotion. He also gave an overview of BSSO/Metro collaboration which consists of internal audits, event debriefs, safety meetings, facility inspections, safety certification, vehicle inspections, exercises / drill, and joint meetings. Jim Hickey, IDOT/BSSO, and Justin Sobeck, MODOT/BSSO, commended Metro Transit for their work in the collaboration process.

It was noted that this information has been provided to the Committee and Board of Commissioners for information only, and no formal action is needed on this item.

**11. Requesting Board Direction Regarding Executive Session Board Policy**

**9:13 a.m.** President and Chief Executive Officer, Taulby Roach, stated that it is not the job of the Executive staff to set Board Policy; however, it is staff's job to be responsive to Board directives. He noted that members of the Board of Commissioners have spoken to him with concerns regarding the number of items currently placed on the Executive Session agenda for discussion. Mr. Roach stated that he has spoken with staff, including the Director of Internal Audit, Jim Cali, for input regarding this issue. Mr. Cali stated that staff has followed best policies, based on Illinois and Missouri State policies, and has crafted agendas to be as open and transparent as possible to the public; however, there are certain items where it is appropriate to place them on the Executive Session agenda, due to the nature of the item. Mr. Cali cited "draft" audit reports, as one of these types of items, along with an explanation as to why draft reports are closed items. It was noted that, upon approval of the report, the final audits are open records. Commission discussion held regarding the nature of executive session items, Board Policy, differences in Missouri and Illinois State Law, taking votes in executive session, and transparency issues. Barbara Enneking, Legal Counsel, noted that Bi-State Development functions under the Board Policies which have been established to take into consideration state laws; however, the Board may choose to amend those policies, if it so wishes. After discussion of this issue, President and CEO Roach noted that staff should draft changes to the Board Policy, as follows, per the direction of the Committee, and these changes are to be presented for discussion and approval at the next Board of Commissioners meeting, scheduled for June 28, 2019:

- 1) Require that the specific exemption for closing be noted for each agenda item on the executive session agenda;
- 2) Provide that no action item votes are to be taken in closed session;
- 3) Include a provision for recording of meetings; and
- 4) Include a provision for the possible release of certain executive session minutes as open records.

**12. Unscheduled Business**

**9:33 a.m.** There was no unscheduled business; however, Commissioner Windmiller noted that, in Attachment 1 of the Board of Commissioner By-laws, under section 10.040, Standing Committees, C. 1., there is a typographical error in the last sentence. The word "to" should be changed to the word "two", so that the sentence reads, "...shall be composed of two Missouri Commissioners and two Illinois Commissioners." Staff indicated that this typographical error will be corrected.

**13. Call of Dates for Future Board and Committee Meetings**

**9:34 a.m.** Myra Bennett, Manager of Board Administration, advised the Committee of the upcoming meetings, as follows:

Audit, Finance & Administration Committee:	Friday, May 31, 2019; 8:00 a.m.
Board Meeting:	Friday, June 28, 2019; 8:00 a.m.

**14. Adjournment to Executive Session – If such action is approved by a majority vote of the Bi-State Development Agency's Board of Commissioners who constitute a quorum, the Board may go into closed session to discuss legal, confidential, or privileged matters pursuant to Bi-State Development Board Policy Chapter 10, §10.080(D) Closed Records; Legal under §10.080(D)(1); Real Estate under §10.080(D)(2); Personnel under §10.080(D)(3); Health**

**Proceedings under §10.080(D)(4); Employee Negotiations under §10.080(D)(5); Data Processing under §10.080(D)(6); Purchasing and Contracts under §10.080(D)(7); Proprietary Interest under §10.080(D)(8); Hotlines under §10.080(D)(9); Auditors under §10.080(D)(10); Security under §10.080(D)(11); Computers under §10.080(D)(12); Personal Access Codes under §10.080(D)(13); Personal Information under §10.080(D)(14); Insurance Information under §10.080(D)(15); Rail, Bus, or Facilities Safety and Accidents under §10.080(D)(16) or Protected By Law under §10.080(D)(17).**


**8:35 a.m.** Pursuant to the requirements of Section 10.080 (D) (1, 6, 7, 8 and 9) of the Bi-State Development Agency's Board Policy, Chapter 10, Committee Chair Buehlhorn requested a motion to allow the Committee to move into closed session.

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

Michael S. Buehlhorn - Aye  
Derrick Cox - Aye  
Irma Golliday - Aye  
Vernal Brown - Aye  
Rose Windmiller - Aye

Herbert Simmons - Aye  
Justin Zimmerman - Aye

**Motion passed 7 to 0, and the Open Session meeting was adjourned at 8:36 a.m.**

  
Deputy Secretary to the Board of Commissioners  
Bi-State Development