



Open Meeting of the
Operations Committee
(Virtual Meeting)

January 22, 2021
9:30 AM

Open Session Agenda

Notice of Meeting and Agenda

Bi-State Development
Operations Committee Meeting
Friday, January 22, 2021 at 9:30 AM
Virtual Meeting
Headquarters - Board Room, 6th Floor
One Metropolitan Square, 211 N. Broadway, Suite 650
St. Louis, Missouri 63102

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

Agenda	Disposition	Presentation
1. Call to Order	Approval	Chair Windmiller
2. Roll Call	Quorum	M. Bennett
3. Public Comment	Information	Chair Windmiller
4. Approval of the Minutes of the October 16, 2020 Combined Operations and Audit, Finance & Administration Committees, Open Meeting	Approval	Chair Windmiller
5. Contract Modifications: Contract with WSP USA, Inc. - MetroLink Stations Enhancements	Approval	J. Mefford-Miller C. Poehler / T. Nittler / G. Smith
6. Metro Operators, TSM and Public Safety Uniforms	Approval	J. Mefford-Miller / G. Smith
7. Metro Link Downtown Tunnel Repair Design Contract Modification	Approval	J. Mefford-Miller / C. Poehler / G. Smith / T. Nittler
8. Operations Report	Information	J. Mefford-Miller
9. President/CEO Report	Information	T. Roach
10. Unscheduled Business	Approval	Chair Windmiller
11. Call for the Dates of Future Board & Committee Meetings	Information	M. Bennett
12. Adjournment to Executive Session**	Approval	Chair Windmiller
13. Reconvene to Open Session	Approval	Chair Windmiller
14. Adjournment	Approval	Chair Windmiller

***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);*

Agenda	Disposition	Presentation
<p><i>Personnel under §10.080(D)(3); Health Proceedings under §10.080(D)(4); Employee Negotiations under §10.080(D)(5); Data Processing under §10.080(D)(6); Purchasing and Contracts under §10.080(D)(7); Proprietary Interest under §10.080 (D)(8); Hotlines under §10.080(D)(9); Auditors under §10.080(D)(10); Security under §10.080(D)(11); Computers under §10.080(D)(12); Personal Access Codes under §10.080(D)(13); Personal Information under §10.080(D)(14); Insurance Information under §10.080(D)(15); Rail, Bus, or Facilities Safety and Accidents under §10.080(D)(16) or Protected By Law under §10.080(D)(17).</i></p>		

***Note:** Public comment may be made at the written request of a member of the public specifying the topic(s) to be addressed and provided to the Agency's information officer.

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

Open Session Item

4

**BI-STATE DEVELOPMENT
COMBINED OPERATIONS / AUDIT, FINANCE & ADMINISTRATION
COMMITTEE MEETING
OPEN SESSION MINUTES
(Virtual Meeting)
October 16, 2020 8:30 a.m.**

Operations Committee Members participating via Zoom

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

Audit, Finance & Administration Committee Members participating via Zoom

Justin Zimmerman, Chair
Herbert Simmons
Fred Pestello
Nate Johnson
Constance Gully – Absent

Staff participating via Zoom

Taulby Roach, President and Chief Executive Officer
Barbara Enneking, General Counsel and Deputy Secretary
Myra Bennett, Manager of Board Administration
Brenda Deertz, Administrator/Executive Assistant to the President/CEO
Larry Jackson, Executive Vice President of Administration
Jessica Mefford-Miller, Executive Director Metro Transit
Tammy Fulbright, Sr. Director, Financial Planning & Treasury
John Langa, Vice President Economic Development
Angela M. Staicoff, Interim Director of Internal Audit
Mark Vago, Sr. Vice President Chief Financial Officer
Chris Poehler, Assistant Executive Director Engineering Systems
Gregory Smith, Vice President – Purchasing, Materials Management, and Supplier Diversity
Charles Stewart, Executive Vice President Organizational Effectiveness
Dave Toben, Director of Benefits
Anita Dunn, Health and Welfare Manager
Erick Dahl, Director St. Louis Downtown Airport

Others participating via Zoom

Charlotte Landrum, ASL Interpreter
Tyler Duke, ASL Interpreter

1. Open Session Call to Order

8:30 a.m. Chair Windmiller called the Open Session of the Combined Operations / Audit, Finance & Administration Committee Meeting to order at 8:30 a.m.

2. Roll Call

8:30 a.m. Roll call was taken, as noted above.

3. Public Comment

8:31 a.m. Ms. Bennett noted that no public comment cards were submitted for today's meeting.

4. Minutes of the August 27, 2020 Combined Operations Committee and Audit, Finance & Administration Committee, Open Meeting

8:31 a.m. The minutes of the August 27, 2020, Combined Operations Committee and Audit, Finance & Administration Committee, Open Meeting were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Golliday and seconded by Commissioner Brown. **The motion passed. (Commissioner Cox abstained from the vote.)**

5. Contract Modification: Time Extension of Contract with WSP USA, Inc. - MetroLink Station Enhancements

8:32 a.m. A briefing paper was included in the meeting materials, presenting to the Operations Committee, for discussion, acceptance, and referral to the Board of Commissioners for approval, a request to authorize the President & CEO to extend the performance period, incorporating a time extension for 30 months with WSP USA, Inc. to cover the estimated time for the design and construction phase services initially scoped under contract number 19-RFP-105718-CG for MetroLink Station Enhancements. Chris Poehler, Assistant Executive Director Engineering Systems, gave an overview of this item. He noted that in April 2019, Bi-State Development (BSD) entered into a contract with WSP USA, Inc., for planning and design for five MetroLink Stations, including: Laclede's Landing, Convention Center, 8th & Pine, Forest Park-DeBaliviere and Delmar Loop. He stated that the main goals of these enhancements include promoting a safe and attractive environment at each station, strengthening connections to the surrounding communities, reducing long-term maintenance costs and increasing ridership. Mr. Poehler noted that the scope of the project is more extensive than was anticipated, and the period of performance for the remainder of the design services and construction phase services of the scope of work is estimated to be completed within 30 months.

Commissioner Windmiller posed questions regarding additional cost for the project. Mr. Poehler noted that there would be an additional cost, and staff will be coming back to the Board for approval, once those costs are identified. Commissioner Cox posed questions regarding the significant time extension for the project. Mr. Poehler clarified that the scope of the project has been significantly expanded, therefore resulting in the need for the time extensions. Commissioner Simmons asked if there is the possibility that the project may be completed in a shorter amount of time, and Mr. Poehler indicated that this is possible, but will be based on funding available.

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

6. Union Station Tunnel Rehabilitation Design Services

8:36 a.m. A briefing paper was provided in the meeting materials, regarding a request that the Committee accept, and refer to the Board of Commissioners for approval, a request to authorize the President & CEO to execute Contract Modification #4 for the continued design and construction phased services for the Union Station tunnel to Modjeski and Masters, in an amount not to exceed \$1,065,164.63. Chris Poehler, Assistant Executive Director Engineering Systems, provided an overview of this item, noting that there have been issues with acquiring easements for the project, and that this is a complex project. He noted that, due to the on-going negotiations with Union Station ownership, it has been necessary to revise the design and construction of the Union Station tunnel project. It has also been necessary to revise a portion of some sub-consultant design work that is no longer needed, and roll that funding back into the larger design portion of the project to cover early work revisions, early work construction and a portion of the rehabilitation design. He stated that the requested contract modification includes additional funding for an early work structural package, early work structural construction services, and the revised design and construction services for the rehabilitation of the tunnel, including structural, mechanical and electrical design that has resulted from the change in project direction. The cost for these additional services is \$1,065,164.63, which includes a 10% contingency.

Commissioner Zimmerman asked Mr. Poehler the consequences of not being able to proceed with the original design. Mr. Poehler noted that the project will cost less; however, it will not last as long. He stated that the original tunnel rehabilitation was to have a 50-75 year life span; however, the revised design will have a life span of 15-20 years. Mr. Poehler did note however, that if there were to be a change in the future, it would be easy to revert back to the original plan. President and CEO Roach stated that limiting legal risk is a determining factor in this decision. Commissioner Windmiller posed questions regarding service interruption. Mr. Poehler noted that there would be mostly single tracking during the project, and there may be an occasional weekend shutdown.

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

7. 2020 Annual Surplus Property Holdings

8:43 a.m. A briefing paper was provided in the Committee packet, regarding a request for acceptance and referral to the BSD Board of Commissioners for approval, the report reaffirming and approving that the properties included in Table 1 which are not required for BSD purposes, and may, therefore, be declared surplus and subject to sale, lease, or the grant of other property rights. John Langa, Vice President, Economic Development, gave a brief overview of this issue. He noted that this report is submitted for review by the Board annually, and currently, there are 91 surplus properties, which are outlined in Table 1. Commissioner Simmons asked if the Hangar 5 property is included on the list. He noted that the Hangar 5 property is included; however, if that property is not approved by the Committee, the property will be removed from the final list of surplus properties, which will be presented to the Board at the November 20th meeting. Commissioner Windmiller asked if a list could be provided regarding the size of each of the properties, so that the Board could get a better indication of how many of the properties are of developable size. Mr. Langa will supply that information to the Board of Commissioners.

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

8. Bi-State Development Research Institute Dissolution

8:46 a.m. A briefing paper was provided in the Committee packet, regarding a request to accept and refer to the BSD Board of Commissioners for approval, the dissolution of the Research Institute (Institute), an action which will include the Institute donating its Current Assets and Capital Assets to BSD; BSD entering into agreements with the Institute to complete this donation, including as it may relate to the two (2) kiosks at the North Hanley and Wellston MetroLink stations with BSD hereby authorizing the BSD President and CEO to negotiate and finalize any related agreements; BSD completing the Institute's dissolution related to any federal and state filings; and, BSD confirming the Institute's Board of Directors. John Langa, Vice President, Economic Development, gave a brief overview of this item, noting that, at its September 8, 2020 annual meeting, the Institute Board of Directors voted to dissolve the Institute. The Board of Directors include Taulby Roach, Barb Enneking, Larry Jackson, Rose Windmiller, and Herb Simmons.

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

9. St. Louis Downtown Airport Surplus Property Holdings

8:48 a.m. A briefing paper was provided in the Committee packet, regarding a request to accept and refer to the BSD Board of Commissioners for approval, the report reaffirming and declaring that the 6,200 square feet Hangar 5 and 22,855 square feet site on which it sits (Hangar 5) portion of the property known at the St. Louis Downtown Airport by locator number 01-36.0-300-032 is not useful for BSD aeronautical or revenue purposes in its present condition; and that Hangar 5 be declared surplus and conveyed to a successful offeror selected through a competitive process, which may include a request for proposals to demolish, re-build and re-use the property either through the actions of a private developer or the Airport itself. John Langa, Vice President, Economic Development, gave a brief overview of this item.

Mr. Langa noted that the Airport owns Hangar 5, a 6,200 square feet building, which sits on a 22,855 square feet site within the larger 470-acre Airport parcel. Hangar 5 was built prior to 1988, and, although maintained over-time, is in poor condition as noted in a 2016 appraisal conducted for the Airport. The Airport believes that given the age and condition of the facility, the likely cost of repairs and improvements and the lack of modern amenities, it is neither economically prudent to upgrade the Hangar, nor is it likely to garner market interest without significant improvements that would cost substantially more than a return on a lease. Per the appraisal, at a minimum, the following items are in need of replacement or repair: replacing the aircraft doors, resealing the concrete floors and replacing ceiling insulation. Further, unlike newer hangars at the Airport, it is not served by utilities. The Airport preliminarily estimates that these repairs and replacements are in the \$200,000 range - per the appraisal, the Hangar is valued at \$40,000. Mr. Langa stated that Hangar 5 has been leased to A&S Helicopters on a month-to-month basis for dead storage. Annual rent on Hangar 5 to the Airport is \$18,111, including \$4,342 for the land area and \$13,769 for the building. If A&S were to leave the premises, they would likely relocate their stored material to their property at the Airport at 3300 Vector. He also

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

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

At this point in the meeting, Commissioner Zimmerman, as Chair of the Audit, Finance and Administration Committee, presided over the meeting.

10. Contract Modification: Extension of Contract with Cigna Healthcare – Medical Plan Administration Services and Stop Loss Insurance Coverage

8:51 a.m. A briefing paper was provided in the Committee packet, regarding a request to accept, and forward to the Board of Commissioners for approval, authorization of the President & CEO to issue a modification to extend the contract with Cigna through December 31, 2021, to assist BSD with the administration of the health plan, as the Benefits Department begins implementation of the employee benefit strategic plan. The extension will cost \$1,487,589 (inclusive of the one-year stop loss renewal for 2021) and increases the not-to-exceed contract amount to \$7,944,819.

David Toben, Director of Benefits, provided a brief overview of this item, noting that the BSD Benefits Department, within the Organizational Effectiveness Division, initiated a strategic analysis in early 2020, focused on developing high value health care purchasing strategies. The objective is to craft a long-term strategic plan that manages health care funding challenges, while continuing to provide innovative health plan benefits that can attract and retain productive employees. The resulting multi-year strategic plan also relies on selecting innovative vendor partners which has been delayed due to the pandemic. As a result, management recommends retaining its current Medical Plan Administrator and Stop Loss Carrier through a one-year contract extension to assist with this effort. Mr. Toben noted that the current contract will expire on December 31, 2020.

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

11. Contract Award: Health and Welfare Plan Consulting Services

8:45 a.m. A briefing paper was provided in the Committee packet, regarding a request to accept and forward to the Board of Commissioners for approval, authorization of the President & CEO to enter into a 5-year contract with, Arthur J. Gallagher & Company, whose proposal is most advantageous to BSD, with price and other factors considered, in the not to exceed amount of \$500,000.00.

Anita Dunn, Health & Welfare Plan Manager, provided a brief overview regarding this item, noting that, on June 3, 2020, Bi-State Development (BSD) issued solicitation 20-RFP-124953-

MD Health and Welfare Consultant Services. The solicitation was issued to obtain proposals from qualified firms who can provide a comprehensive benefits program to approximately 2,200 eligible employees and 1,100 eligible retirees in the metropolitan area. Ms. Dunn noted that in response to the solicitation, four (4) proposals were received, reviewed and forwarded to the evaluation team, which consisted of individuals within BSD Benefits/Human Resources/Labor Relations/Finance departments, and all four companies were invited to give presentations regarding their proposals. Ms. Dunn stated that upon evaluation of the consensus technical and cost scores combined, Arthur J. Gallagher & Company was the highest ranking firm; therefore, management is recommending that the Committee accept, and forward to the Board of Commissioners for approval, authorization of the President & CEO to enter into a 5-year contract with Arthur J. Gallagher & Company, in an amount not to exceed \$500,000.00.

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

12. Modification of Contract Awards for General Legal Services

8:56 a.m. A briefing paper was provided in the Committee packet, regarding a request to accept and refer to the Board of Commissioners for approval, an authorization to extend the current Contracts for General Legal Services, for an additional seven month period, until June 30, 2021.

Barbara Enneking, General Counsel, provided a brief overview regarding this item, noting that in March, 2020, a solicitation for new, five year Contracts for General Legal Services was in preparation; however, due to the COVID pandemic, the solicitation was delayed. She stated that, therefore, a seven month extension of contracts, until June 30, 2021, is necessary in order to allow sufficient time to solicit and evaluate new proposals for General Legal Services.

Commissioner Windmiller asked if all of the firms have agreed to proceed with the extension, at their current rates. Ms. Enneking stated that, although she has not been in contact with all of the firms, she does not anticipate any issues. Commissioner Simmons asked if Ms. Enneking could supply the Board with a list of all of the firms, along with their addresses. Ms. Enneking noted that she would supply that information to the Board.

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

13. Pension Audit Updates

9:00 a.m. A briefing paper and reports were provided in the Committee packet, regarding the Agency's Pension Plans. Charles Stewart, Executive Vice President of Organizational Effectiveness, provided a brief overview of this item, noting that all three plans received clean opinions. He noted that the review of the 401K and valuations are currently in process. Mr. Stewart noted that the HERO (Highly Enhanced Retirement Option) program is moving forward. He stated that approximately 117 employees are eligible for this program, and several employees have accepted at this point. (Low to high teens.) This item was presented as information only, and no action of the Committee is required.

14–16. 9:02 a.m. Chair Zimmerman noted that Items #14 through #16 consist of reports prepared by the Internal Audit Department, as information only, including:

- 14. IAD Audit Follow-Up Summary – 1st Qtr.-FY2021**
- 15. IAD Status Report – 1st Qtr.-FY2021**
- 16. IAD SSO-Status Report – 3rd Qtr.-Calendar Yr. 2020**

Chair Zimmerman noted that Angela Staicoff, Interim Director of Internal Audit, is in attendance, if there are any questions pertaining to these reports. Ms. Staicoff noted that these are standard, quarterly reports. Being no questions, Chair Zimmerman proceeded to Item #17.

17. Treasurer’s Report

9:03 a.m. The Treasurer’s Report for the month ended August 31, 2020 was provided in the Committee packet. Tammy Fulbright, Sr. Director Financial Planning & Treasury, provided a brief overview of this issue, noting the quarterly Treasurer’s Report Summary on page three. She also highlighted the Diesel Fuel Hedging Program report on page 7, noting that the year to date cost of fuel per gallon is \$1.86. This item was presented as information only, and no action of the Committee is required.

18. Bi-State Development 2021 – 2023 Strategic Plan

9:06 a.m. A briefing paper was provided in the Committee packet, to provide a summary of the progress in the development of the 2021-2023 Strategic Plan. President and CEO, Taulby Roach, provided an overview and PowerPoint presentation regarding this item. He noted that Phase I of the Strategic Planning Process was held from February to June, and began with an assessment of the culture of the organization. This assessment included gaining input from staff through surveys, interviews and leadership workshops. Mr. Roach indicated the top 5 and bottom 5 survey responses were noted in the briefing paper. He noted that the Agency is currently in Phase II of the planning process. This phase began in July 2020, with surveys and interviews of team members and external stakeholders. This information gathering process was focused on both real and perceived observations of Bi-State Development’s various enterprises, their services to the region, and areas that stood out positively or needing improvement. There were several common themes that resonated from this feedback. He stated that, topping the list, was Safety and Security, followed by a need to focus on the customer, improve social equity, and address funding constraints. Mr. Roach stated that with this information in hand, the leadership team engaged in a review, discussion and development of vision and mission statements for the organization. Four key goal areas were identified, with staff leading each of those areas as follows: Customer Service/Jessica Mefford-Miller; Safety & Security/Taulby Roach; Culture/Charles Stewart; and Fiscal Responsibility/Larry Jackson. President and CEO Roach stated that cross-functional teams of leaders from across the organization have been formed and are now in the process of determining strategies and action plans for improvements in each of these key goal areas. These teams have been meeting throughout the months of September and October to refine their work, which will ultimately be consolidated into a Bi-State Development Strategic Plan Document that will become a guidepost for our actions over the next 3 years. He reported that he expects to complete work on this document prior to the end of the calendar year, and he will keep the Board apprised of the progress.

Commissioner Windmiller asked how the Agency will measure the effectiveness of the plan. Mr. Roach stated that there will be a huge amount of metrics involved, including surveys to staff, stakeholders, and customers. Commissioner Zimmerman thanked Mr. Roach for including not only the top 5 responses to the surveys, but also the bottom 5 responses. He asked if there were any questions, specific to the Board of Commissioners, that they should be aware of. Mr. Roach stated that the surveys indicated that staff would like to see Administration, including the Board Members, at the facilities. Mr. Roach thanked Commissioner Zimmerman and the other Commissioners who took part in the recent Safety Tours. Commissioner Pestello thanked Mr. Roach for his work on the development of the strategic plan, and commended him for the way in which it is being approached. Mr. Roach noted that he is looking to assign project leaders who will be accountable to the Board of Commissioners regarding progress. It was noted that this information was presented for information only, and no action of the Committee is required.

19. Draft Fare Program Policy Direction

9:17 a.m. A briefing paper was provided in the Committee packet, to provide an overview of a draft Fare Program update, inclusive of Fare Policy, Fare Structure, Fare Pricing and Fare Collection System. A PowerPoint presentation was given by Jessica Mefford-Miller, Executive Director, Metro Transit, to prompt discussion and solicit Board input before completing policy drafts and releasing a request for proposals (RFP) for Fare Collection System technology.

Ms. Mefford-Miller noted that the Board of Commissioners must approve all changes to Fare Policies, and therefore, she would like to give a summary of the Fare Policy update process. She noted that the motivations for the policy update are as follows: 1) Ridership stabilization & fiscal responsibility; 2) Customer & community focus; and 3) Prioritizing equitable fares and access to transit services. Ms. Mefford-Miller stated that, based on the principles and strategies outlined in the draft Fare Policy, staff recommends developing a fare structure focused around a “flat fare,” as opposed to a zonal or other incremental fare structure. This structure prioritizes equity by removing surcharges for longer distance or one-way multi-vehicle trips. She stated that this is reflected in this proposed fare structure as (a) a flat fare for a period of 2-hours, as opposed to graduated or zonal fares, and (b) not charging extra for transfers within that 2-hour period. Flat fares may be varied for service quality (i.e., express or limited stop), but not for distance alone. She noted that the proposed fare structure would also eliminate extra costs of transferring between buses or modes, and fares would not be differentiated between bus and light rail modes.

Ms. Mefford-Miller reviewed Fare Payment options, including: 1) Cash; 2) Paper pass; 3) Paper transfer (to be phased out in CY 2021); 4) Magnetic Stripe Passes (to be replaced by account-based smart card option in CY 2021); 5) SmartCard (current Gateway Card to be replaced by internet-reloadable account-based smart card option in CY 2021); and 6) Mobile Payment App. She also gave a summary of the Fare Products available, and proposed Fare Levels. Ms. Mefford-Miller noted that, included in the updated policy, would be the concept of Fare Capping. With fare capping, riders who pay per ride are not charged additional fares, once they incur the equivalent cost of an unlimited transit pass. Fare-capping policies create a de-facto payment plan for low-income riders, for whom it can be a burden to pay the up-front cost of an unlimited pass like a semester or monthly pass. Additionally, unlimited passes provide discounted fares for a transit system’s most committed riders. Fare-capping makes that benefit available to all its

frequent riders rather than just those who can afford to buy, for example, a monthly pass at the beginning of the month.

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

2020 Baseline (for reference):

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

Recommended New Fare Pricing/Structure:

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

Iteration 1 (2021): Restructuring, Fare Capping Implemented

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

Iteration 2 (2023/25):

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

Ms. Mefford-Miller gave an overview of the Fare Collection System and system components. She stated that, given the motivating factors for Fare Policy updates, a future Fare Collection System would be driven by the proposed Fare Policy, as well as a desire for (a) simplicity across all system components for a more efficient and easily accessible fare system for both riders and Metro staff, (b) maintaining an option for patrons to be able to pay with cash as needed, and (c) establishing an electronic faring system that serves as a flexible foundation for future fare collection scenarios and market demands. The system would include the use of Fare Boxes, Ticket Vending Machines, and an Electronic Faring System.

Ms. Mefford-Miller noted the milestones for implementation of the policy, as follows:

1. Electronic Faring
 - Fall 2020: RFP out; January 2021: RFP evaluation
 - Late Winter/Spring 2021: Board Decision to approve contract
 - Summer 2021: Ordering/Installing electronic validators
 - Summer - early Winter 2021: Operationalizing account-based system (smart cards, mobile ticketing)
 - 2022: Rolling out Vendor Network for Cash loading/reloading of accounts
2. Fare Policy
 - Early Spring 2021: Title VI/Public Participation
 - Late Spring/early Summer 2021: Board Decision on Fare Policy
 - Late Summer/early Fall 2021: Begin implementing fare capping and Iteration 1 of new fare structure
 - 2023 or 2025: Begin implementing Iteration 2 of new fare structure
3. Fare Boxes and TVMs (simpler, less interaction with Electronic Fare components)
 - Summer 2021: RFP out; Late Summer 2021: RFP evaluation
 - Fall 2021: Board Decision to approve contract
 - Purchase/Implementation timeline in 2022-2023

Commissioner Simmons asked how much the Agency has invested in the SmartCard program and the number of cards that have been issued. Ms. Mefford-Miller stated that she does not have those numbers in front of her; however, she will get those numbers and forward them to the Commissioners. Commissioner Simmons also posed questions regarding the current company, and if a commission is being charged. Ms. Mefford-Miller noted that the funds that have been spent thus far also included large equipment purchases that were necessary for the program. Commissioner Windmiller noted that the investment in the SmartCards has been bad, and she acknowledges that, and she asked if the new system would incorporate all modes of transportation throughout the system, for example, train, bus, Uber, etc. Ms. Mefford-Miller stated that request for proposals for the integrated electronic system would include all options and trip planning. Commissioner Pestello asked what percentage of the Metro Transit budget comes from fares. Ms. Mefford-Miller stated that currently, with the COVID situation, approximately 10%; however, in the past, it has been as high as 18%. She added that she would like this to be at 15%, minimum. Commissioner Pestello asked if this is comparable to other cities of our size. Ms. Mefford-Miller stated that she will include those numbers in her next briefing paper to the Board. Commissioner Pestello stated that he would like to see the benchmark rates in other cities, before holding a vote on this matter. Commissioner Zimmerman commended Ms. Mefford-Miller regarding her push to streamline the system. He stated that he feels that “fare capping” is an interesting idea, which would help protect low income individuals. Commissioner Zimmerman noted that he has personally encountered problems with the current ticket vending machines, and improvements are needed. Ms. Mefford-Miller stated that the current machines have outlasted their useful life, and noted that the system is asking a lot of the current vending machines, due to the current fare process; however, the proposed policy would help to simplify this process. It was noted that this information was presented for information only, and no action of the Committee is required.

20. Operations Report

9:47 a.m. An operations report for Metro Transit was included in the Committee packet, regarding the reshaping of Metro Transit, beyond COVID-19. Jessica Mefford-Miller, Executive Director of Metro Transit provided a PowerPoint presentation and summary of the report for the Committee. She noted that the three major objectives relating to the COVID-19 Response has been: 1) Protect team members and customers; 2) Provide reliable, meaningful service; and 3) Preserve the capacity to recover. She noted that the COVID-19 pandemic has created a revenue crisis, affecting sales tax proceeds and passenger revenue; however, the revenue loss has been offset, in part, by temporary funding through the CARES Act. She stated that revenue and ridership impacts will last beyond the pandemic, and as a result, Metro must adapt service level and program design. Ms. Mefford-Miller addressed changes in travel behavior noting fewer trips, greater likelihood of trip chaining, noticeable shift in travel by time of day, and travel patterns of multi-purpose riders are more pronounced. She provided a summary of COVID related customer feedback, as well as a comparison of pre-COVID and post-COVID ridership trends.

Ms. Mefford-Miller provided an overview of the Pandemic Recovery Service Design, noting that:

1. Metro Transit must deliver an excellent customer experience.
2. Social equity should shape decisions regarding delivery of service and programs.
3. Metro Transit must continue, and increase, emphasis on matching service to communities.

4. Continuing safety practices and reducing contact are essential.
5. Metro must find ways to improve customer experience and efficiency for special markets.

She added that Summer 2021 is the target for service stabilization, and the target is approximately 90% of pre-COVID-19 service level. She stated that there will be a continued emphasis on frequency of busy routes; testing and implementing new models of service delivery; and evaluation of success by ridership, customer feedback and community impact. Ms. Mefford-Miller noted that Metro will continue safety best practices, following official guidance, continuing face covering requirements, and managing vehicle capacity. She stated that she would like to commend the Metro Transit team for their work, during these difficult times.

Commissioner Simmons noted that during the past 7 days, the COVID positivity rate has been increasing, and reminded everyone that virus is still here. Commissioner Cox posed questions related to the use of so many train cars during off hours. Ms. Mefford-Miller noted that currently this is due to social distancing efforts. He asked if there could be a reduced number of cars in the future. Commissioner Simmons noted that this issue has been discussed with Security, and it is his understanding that this would be difficult, due to mechanical issues. It was noted that this item was submitted as information only, and no action is needed by the committee.

21. President/CEO Report

10:08 a.m. Bi-State Development President and CEO Taulby Roach noted that he had planned to give a report to the Board regarding CARES funding; however, in the interest of time, he will forward the presentation to them for review, with discussion to follow at the next Board of Commissioners meeting. Mr. Roach noted that the funding is tracking well.

22. Unscheduled Business

10:09 a.m. President and CEO Roach noted that there is no unscheduled business.

23. Call of Dates for Future Board and Committee Meetings

10:09 a.m. Myra Bennett, Manager of Board Administration, advised the Committee of the upcoming meetings, as follows:

Tentative schedule:

- | | | | |
|-----------------------------------|----------|-------------------|---------|
| - Security Sub-Committee Meeting: | Thursday | November 12, 2020 | 8:30 AM |
| - Board of Commissioners Meeting: | Friday | November 20, 2020 | 8:30 AM |

- 24. 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).

10:10 a.m. Committee Chair Zimmerman requested a motion to allow the Committee to move into closed session as permitted under Bi-State Development Board Policy, Chapter 10, Section 10.080, (D) (1) – Legal; and (D) (10) – Audit. A motion to move into Executive Session was made by Commissioner Simmons and seconded by Commissioner Brown. A roll call vote was taken as follows:

Rose Windmiller – Yea
Vernal Brown – Yea
Fred Pestello – Yea
Nate Johnson – Yea

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

Motion passed unanimously, and the Committee moved into Executive Session at 10:11 a.m. (Commissioner Golliday left the meeting at approximately 10:48 a.m.)

25. Reconvene to Open Meeting

10:56 a.m. The Committee reconvened to the Open Meeting at approximately 10:56 a.m. Chair Zimmerman noted that, per Board Policy, no final action votes will be taken in a closed meeting or closed (executive) session. For items requiring final action, a roll call vote shall be taken in open session.

Commissioner Windmiller made a motion to approve the Minutes from the August 27, 2020, Executive Session of the combined meeting of the Operations and Audit, Finance, & Administration Committee, as a closed record. The motion was seconded by Commissioner Brown.

Rose Windmiller – Yea
Vernal Brown – Yea
Fred Pestello – Yea
Nate Johnson – Yea

Justin Zimmerman – Yea
Herbert Simmons – Yea
Terry Beach – Yea
Derrick Cox – Yea

The motion passed.

Commissioner Pestello made a motion to accept and forward to the Board of Commissioners for approval, the Intercompany Accounts Payable – Riverboat Operations agenda item, as presented. The motion was seconded by Commissioner Simmons.

Rose Windmiller – Yea
Vernal Brown – Yea
Fred Pestello – Yea
Nate Johnson – Yea

Justin Zimmerman – Yea
Herbert Simmons – Yea
Terry Beach – Yea
Derrick Cox – Yea

The motion passed.

Commissioner Windmiller made a motion to accept and forward to the Board of Commissioners for approval, the Draft – Year End Financial Audit, as presented. The motion was seconded by Commissioner Johnson.

Rose Windmiller – Yea
Vernal Brown – Yea
Fred Pestello – Yea
Nate Johnson – Yea

Justin Zimmerman – Yea
Herbert Simmons – Yea
Terry Beach – Yea
Derrick Cox – Yea

The motion passed.

Commissioner Simmons made a motion to accept and forward to the Board of Commissioners for approval, the Draft – Procurement Card Program Audit, as presented. The motion was seconded by Commissioner Beach.

Rose Windmiller – Yea
Vernal Brown – Yea
Fred Pestello – Yea
Nate Johnson – Yea

Justin Zimmerman – Yea
Herbert Simmons – Yea
Terry Beach – Yea
Derrick Cox – Yea

The motion passed.

Commissioner Beach made a motion to accept and forward to the Board of Commissioners for approval, the Draft – Audit of Failed DOT Medical Exams, as presented. The motion was seconded by Commissioner Brown.

Rose Windmiller – Yea
Vernal Brown – Yea
Fred Pestello – Yea
Nate Johnson – Yea

Justin Zimmerman – Yea
Herbert Simmons – Yea
Terry Beach – Yea
Derrick Cox – Yea

The motion passed.

26. Adjournment

10:59 a.m. Chair Zimmerman asked if there was any further business, being none, Commissioner Simmons made a motion to adjourn the meeting. Motion was seconded by Commissioner Windmiller. Unanimous vote in favor taken. Motion passed, and the meeting was adjourned at approximately 11:00 a.m.

Open Session Item

5

**Bi-State Development Agency
Operations Committee Meeting
Open Session Agenda Item
January 22, 2021**

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

Objective:

To present to the Operations Committee, for discussion and referral to the Board of Commissioners for approval, a request to authorize the President & CEO to modify the current contract for design and construction phase services with WSP USA Inc. (**WSP**) for MetroLink Stations Enhancements.

Previous Board Action:

The Board of Commissioners approved on November 20, 2020, a contract modification time extension with WSP USA Inc., extending the period of performance for the remainder of the design and construction phase services which is estimated to be completed by July 2023.

Background:

In April 2019, Bi-State Development (**BSD**) entered into a contract with WSP for planning and design for five MetroLink Stations for \$812,893.06. The five stations are Laclede's Landing, Convention Center, 8th & Pine, Forest Park-DeBaliviere and Delmar Loop. The main goals of these enhancements include: promoting a safe and attractive environment at each station; strengthening connections to the surrounding communities, reducing long-term maintenance costs and increasing ridership.

The contract award covered planning and design services for the MetroLink Station Enhancements. WSP developed concepts for the five stations based on input from staff and stakeholders. The concepts developed by WSP were much broader in scope than previously identified in the initial planning process. The expanded scope of work will require additional design and estimating services. Due to this expansion in scope of work, the agency requested WSP to provide a consultant services cost estimate to complete Advanced Conceptual Engineering and provide an updated cost estimate for the work required at all five stations. Once the Advanced Conceptual Engineering is complete, the agency and WSP will be better able to define the level of work effort required for the final design and the construction phase services.

Analysis:

This modification will advance the work already completed by WSP USA Inc., as follows:

Task 1 – Project Management and Administration

Task 2 – Existing Conditions Evaluation and Functional Needs Assessment

Task 3 – Draft Design Concepts

Task 4 – Preliminary and Final Plans and Related Documents

Board Policy Chapter 50.010, Section E.1.d., requires the Board of Commissioners to approve Procurements which exceed the amounts budgeted or otherwise approved by the Board of Commissioners for such project, function or service.

Task 4A – 20% Advanced Conceptual Engineering

The WSP cost estimate for the level of work effort required to complete the Advanced Conceptual Engineering services is \$140,048.44. Agency staff find that this cost is fair and reasonable. This work is required in order to provide Bi-State Development and WSP, a clear understanding of the most successful path as this project advances to final design, bidding and construction administration to support MetroLink Stations enhancements.

Committee Action Requested:

Management recommends that the Operations Committee accept, and forward to the Board of Commissioners for approval, the request that the President & CEO approve a Contract Modification to complete the Advanced Conceptual Design and develop a cost estimate for the continued design and construction phase services for MetroLink Stations Enhancements to WSP USA, Inc., in an amount not to exceed \$140,048.44.

Funding Source:

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

**Bi-State Development Agency
Operations Committee
Open Session Agenda Item
January 22, 2021**

From: Jessica Mefford-Miller, Executive Director Metro Transit
Subject: **Metro Operators, TSM and Public Safety Uniforms**
Disposition: Approval
Presentation: Greg Smith, Vice President - Procurement, Materials Management and Supplier Diversity

Objective:

To present to the Operations Committee, for discussion and referral to the Board of Commissioners, a request to authorize the President & CEO to award Metro Operators, TSM and Public Safety Uniforms for MetroBus, MetroVan, Call-A-Ride (**CAR**), MetroLink (**light-rail**) operators, Transit Service Managers and Public Safety Division.

Background:

Metro currently employs approximately 1,163 operators which consist of 876 MetroBus operators, 180 MetroVan operators and 107 MetroLink (light rail) operators. All uniform purchases on this contract are made by the employees via their uniform allowance per collective bargaining agreement; terms vary by job and range from \$400 to \$1000 per year per employee. The uniform allowance is increased annually by \$15.00. The MetroBus and MetroLink operators currently receives an annual allowance of \$550.00 and the MetroVan operators receives an allowance of \$460.00. The unused portion of the allowance can be carried over to the next year.

Metro's Public Safety Division consists of 32 Transit Security Specialists and 10 Dispatchers. Each public safety personal receives an annual uniform allowance of \$400.

Metro's Transit Service Manager Division consist of the following:

- 76 Transit Service Managers
- 5 Training Instructors
- 13 Operations Control Center Personnel,
- Metro Group; which consists of Rail Dispatchers, MetroLink trainer(s) and MetroLink TSMs that work as rail dispatchers.
- 5 Service Area Managers

On March 16, 2020, BSD issued a Request for Proposals (20-RFP-106742-DR) to obtain a qualified vendor capable of servicing its uniform requirements for our MetroBus, CAR and MetroLink operators as well as our Public Safety and Transit Service Managers Divisions. The contract consist of three (3) base years and two (2) option years. A Disadvantage Business Enterprises (**DBE**) goal was not recommended for this project.

In response to the solicitation, a total of four (4) proposals were received:

1. Leon Uniform Company
2. Galls
3. Blue Sky Apparel & Promotions
4. UniFirst Corporation

Analysis:

All four (4) proposals were reviewed and forwarded to the evaluation team which consisted of individuals within Metro’s MetroBus, CAR and MetroLink Operations, Public Safety and Transit Service Manager Division.

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

After completion of the individual and consensus technical evaluation, all four (4) firms were invited to participate in an oral presentation to further confirm their capabilities and to present samples of their firm’s garments and accessories.

In reviewing the cost proposals, UniFirst did not provide a cost for several items. Clarification was requested and confirmed that they could not provide these type of items. Therefore, the proposal submitted by UniFirst did not receive any further consideration.

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

Firm	Consensus Technical Scores	Cost Scores	Overall Total Score
Leon Uniform Company	225.10	181.44	406.54
Galls	208.50	188.51	397.01
Blue Sky Apparel & Promotion	176.60	200.00	376.60
UniFirst Corporation	162.30	--	162.30

Past spend has been approximately \$800,000 per year but the new contract has expanded coverage; therefore, BSD anticipates the annual spend of \$1 million per year.

Committee Action Requested:

Management recommends that the Operations Committee approve and forward to the Board of Commissioners for approval, the request that the President & CEO enter into a 5-year contract with the highest ranking firm, Leon Uniform Company whose proposal is most advantageous to BSD with price and other factors considered in the not to exceed amount of **\$5,000,000**.

Funding Source:

The contract is funded 100% through operational funds.

**Bi-State Development Agency
Operations Committee
Open Session Agenda Item
January 22, 2021**

From: Jessica Mefford-Miller, Executive Director – Metro Transit
Subject: **MetroLink Downtown Tunnel Repair Design Contract Modification**
Disposition: Approval
Presentation: Christopher C. Poehler, Assistant Executive Director – Engineering, Greg Smith, Vice President Purchasing, Materials Management and Supplier Diversity, Timothy F. Nittler, Director of Capital Projects

Objective:

To present to the Operations Committee, for discussion and referral to the Board of Commissioners, a request to authorize the President & CEO to execute a contract modification with Modjeski and Masters, Inc. for the continuation of design and construction services of the MetroLink Downtown tunnel.

Background:

On April 19, 2018, Metro issued a Request for Proposals (18-RFP-105125-CB) for Design and Construction Phase Services for the Downtown Tunnel Repairs. As a result of the procurement, Modjeski and Masters was awarded the contract in the amount of \$869,767.62. Modjeski and Masters commenced preparing design and specifications for the standpipe and the structural repairs. Subsequently, Modification 1 was issued on May 1, 2020, for a 180 day extension for a contract completion of December 31, 2020.

Since the original contract was executed, additional services have been identified and the contract should be modified to include:

- Design of the full depth concrete repair and joint repair/replacement at Stadium Station on the surface of Eighth Street, which was not originally included in the contract;
- additional repairs documented during current inspections;
- additional construction inspection services.

Modjeski and Masters has requested a contract modification for an additional \$379,405.53 in compensation which will provide them additional hours to complete the design, provide additional construction services, and extend the contract completion time until the end of construction, December 31, 2023. The original contract and the contract modification are cost plus fixed fee.

Analysis

Modjeski and Masters' contract modification cost proposal has been reviewed and compared to an independent cost estimate. The proposed cost is within 5% of the independent cost estimate and is deemed satisfactory.

The Disadvantage Business Enterprises (DBE) goal will continue to be 8% of the contract total.

Committee Action Requested:

Management recommends that the Operations Committee approve and forward to the Board of Commissioners for approval this request to allow Metro to award this Contract Modification to Modjeski and Masters based on the negotiated cost proposal submitted on December 8, 2020, for the amount of \$379,405.53. The Contract Modification also extends the period of performance from December 31, 2020, to December 31, 2023.

Funding Source:

The project budget is supported by the current and pending federal grant numbers MO-054-0001 and MO-90-X296.

Open Session Item

8

VISION



"Now more than ever, Metro is committed to meeting the needs of our team members, customers, and community. We are driven to deliver service that is safe, secure, and attractive. We are combining reliable performance with cutting edge programs to make Metro a mobility system of choice for residents and visitors across the St. Louis region."

Jessica Mefford-Miller

Jessica Mefford-Miller
Executive Director, Metro Transit

METRO TRANSIT OPERATIONS UPDATE

July-November 2020

*Bi-State Development
Board Operations
Committee Meeting*

January 22, 2021

PERFORMANCE

Metro Transit Operations At-A-Glance



YTD FY21 Performance Measures	MetroBus Fixed Route + Special Services	FY21 vs. FY20	MetroLink	FY21 vs. FY20	Call-A-Ride	FY21 vs. FY20
System Ridership	4,944,300	(-48%)	2,389,900	(-58%)	168,700	(-16%)
Missouri	4,336,100	(-49%)	1,848,400	(-60%)	168,700	(-16%)
Illinois	608,200	(-41%)	532,500	(-50%)		
Revenue Miles	5,926,900	(-23%)	1,155,600	(-11%)	1,752,000	(-16%)
Revenue Hours	424,700	(-26%)	50,700	(-8%)	101,200	(-12%)
On-Time Performance	90.9%	(-0.2%)	97.8%	(-0.5%)	96.9%	(2.3%)
MetroBus + MetroLink 12-Month Rolling Average Fare	\$1.01	(-5.0%)	Call-A-Ride 12-Month Rolling Average Fare		\$1.15	(-63%)
Financials	YTD FY21 Actual		YTD FY21 Budget		Budget Adherence	
Expenses (Transit)	\$121,954,378		\$130,401,810		(-6.5%)	
Passenger Revenue	\$7,815,721		\$17,002,242		(-54%)	
Farebox Recovery Ratio	6.4%		13.0%		(-51%)	

RIDERSHIP TRENDS

Fiscal Year Summary

Recent Fiscal Year
Ridership Trends vs.
Peak Ridership Levels



Within the context of the COVID-19 disaster response, FY21 year-to-date ridership is stable. Despite increases in cases and new restrictions in the Metro service area in the month of November, trends across modes have not fluctuated significantly. November ridership on the system saw the lowest monthly decreases in the fiscal year (-49%) versus FY20 with the expected seasonal dip in ridership generally moving from October to November.



Since April, MetroBus ridership continues to remain stable at a (-48%) decrease from the previous fiscal year. MetroLink ridership is experiencing a (-57%) drop compared to the same period (July through November) of FY20. At (-16%) against FY20, Call-A-Ride ridership levels appears more favorable compared to the recovery on fixed-route, likely due to pre-pandemic ridership drops in response to operator recruitment challenges and the loss of the TMA contract.

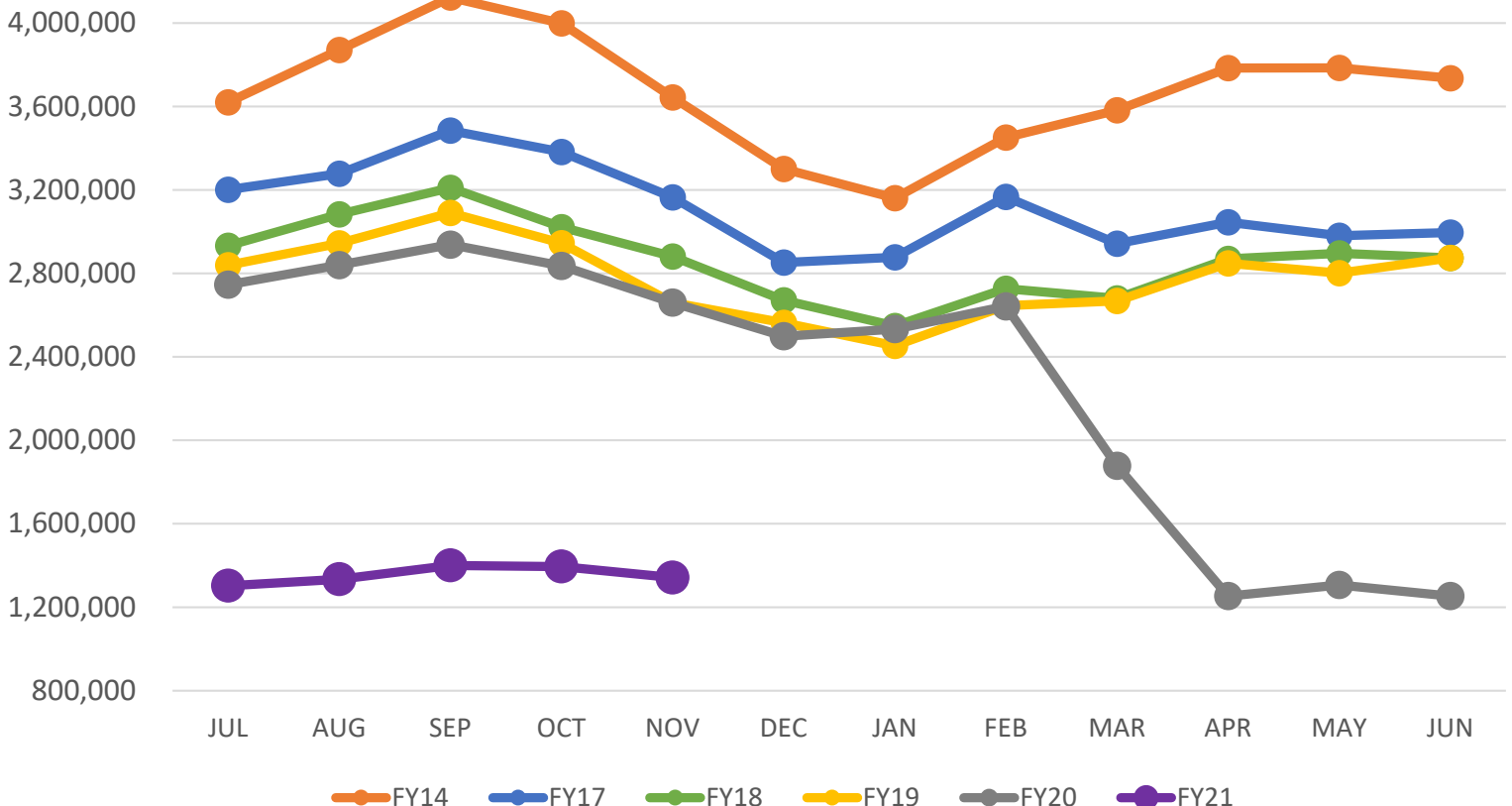


Passenger revenue trends are damaging, falling well below budget projections (-54%) finalized prior to the onset of the pandemic. Although transit service is reduced, operating costs remain mostly flat (-7%) due to the increased costs associated with the COVID-19 disaster response. For this reason, farebox recovery levels at (6.4%) has followed passenger revenue with a nearly (-7) percentage point decrease year-over-year, which falls (-51%) below budget projections.



Conversely, fixed-route 12-month rolling average fares have only fallen by (-5%), despite temporary free fares on MetroBus over the 12-month period and continued reduced fares, presumably due to an increase in 1-Ride fares over the usual pre-pandemic high-use cash fare (2-Hour Multi-Use Transfer). Transfer fares typically depress the cost of each vehicle boarding; whereas, a series of 1-Ride fares maintain the standard average fare across the passenger trip.

STANDARDIZED FIXED-ROUTE RIDERSHIP (TOTAL SYSTEM)



Major Projects Update

Metro is focused on delivering a program of projects driven by strategic goals. We are driven to deliver an excellent customer experience; grow and sustain ridership; create a safer, more secure Metro; demonstrate fiscal responsibility; and create an outstanding organizational culture by developing and engaging team members.

The realization of these strategic goals requires a talented and coordinated team that is focused on a set of clear objectives, and has the training and support necessary to guide their performance. Over the past year we have undergone significant changes in the management, focus and organizational structure of our capital programs. We have aligned all of our asset maintenance teams that support our vehicles, stations, light rail system, and operating facilities into one team. We are creating stronger supports for our capital programs, including the development of Metro's Transit Asset Management Program (TAM), which is aligned closely with our Program Development & Grants team. Together, these functions help drive the development and administration of our capital program.

DELIVERING CUSTOMER FOCUSED PROJECTS

❑ Bus Stop Signage Replacement

- The Bus Stop Signage Replacement project for stops in Missouri is roughly 75% complete, and is on track to be finished before end of April 2021. This project includes not only the new bus stop sign, but in many cases also replaces the sign pole and mounting. Amongst the approximately 1,000 stops remaining are the more complicated installations, some of which require different or additional mounting equipment and processes.
- One trend reported by Customer Service staff is that the usage of Metro's Interactive Voice Response (IVR) has increased as routes have gotten the updated signage. This is likely due to the increased size of the Bus Stop ID Number on the new signs, making it a more prominent feature that is easier for customers to recognize and use to obtain quick real-time information about their trip.
- Next steps: in FY22, Metro and BSD staff will continue to inventory and streamline the signage at MetroLink stations and on platforms, and move to focus on the passenger signage at light rail facilities.

❑ MetroLink Station Enhancement Project

- Project is to develop concepts and design plans that repair and renovate MetroLink Stations at Delmar, Forest Park/DeBaliviere, 8th and Pine, Convention Center and Laclede's Landing. Consultant WSP was selected to perform the work.
- Internal and external interviews were completed in the summer of 2019. Concepts were developed and after management review are being further developed to a 20% level to better able the designer to provide realistic cost estimates. Final design will begin in the spring/summer of 2021.

- Funding opportunities are being identified with the goal of moving the projects into construction in 2022.

□ Fare Collection

- Metro is developing a new fare program that includes an updated fare policy, structure, pricing and a fare collection system that will help stabilize ridership, maintain fiscal responsibility, deliver an excellent customer experience, and prioritize equitable fares and transit access.
- In 2021, Metro will begin implementation of our future Fare Collection System, beginning with software and validation equipment. The design of this system will be driven by fare policy, and will help create:
 - simplicity across all system components for a more efficient and easily accessible fare system;
 - maintain an option for patrons to be able to pay with cash as needed
 - establish an electronic faring system that serves as a flexible foundation for future fare collection scenarios and customer demand.
- In January 2021, Metro is releasing an RFP for software and initial hardware. The software will be the backbone of the system and enable all forms of electronic fare collection including mobile ticketing, smart cards, cash digitization, fare capping, etc. On the hardware side, we are looking for two pieces of hardware: onboard validators for MetroBus and platform validators for MetroLink. Onboard bus validators will be adjacent to and separate from the farebox.

□ Community Mobility Hubs

- The Community Mobility Hub project is planning strategic capital investments to enhance major on-street transfer points throughout the MetroBus network. The first set of roughly half a dozen hubs, funded by a discretionary FTA grant, will be located at intersections in the City of St. Louis and St. Louis County. A basic set of features – seating, shelter, universal access – will exist at each hub, but locations can be tailored to reflect a community’s history, highlight green infrastructure, etc.
- Metro staff have conducted field work to survey potential locations, and have submitted this list to FTA for initial environmental review. Staff have also begun conversations with peer agencies as well as local partners to benchmark project ideas and capture local priorities for the types of amenities that could be included at each hub.
- Next steps include: confirming possible locations with FTA; engaging local jurisdiction and partners/institutions once location feasibility is determined; drafting a scope of work for design work, currently slated to begin in Spring/Summer 2021.

□ Bus Stop Signage Replacement

- The Bus Stop Signage Replacement project for stops in Missouri is roughly 75% complete, and is on track to be finished before end of April 2021. This project includes not only the new bus stop sign, but in many cases also replaces the sign pole and mounting. Amongst the approximately 1,000 stops remaining are the more complicated installations, some of which require different or additional mounting equipment and processes.

- One trend reported by Customer Service staff is that the usage of Metro's Interactive Voice Response (IVR) has increased as routes have gotten the updated signage. This is likely due to the increased size of the Bus Stop ID Number on the new signs, making it a more prominent feature that is easier for customers to recognize and use to obtain quick real-time information about their trip.
- Next steps: in FY22, Metro and BSD staff will continue to inventory and streamline the signage at MetroLink stations and on platforms, and move to focus on the passenger signage at light rail facilities.

CREATING A SAFER, MORE SECURE SYSTEM

□ Camera System Enhancement Program

- Metro is delivering a system wide comprehensive Camera System Enhancement Program that includes mobile cameras onboard revenue vehicles; fixed cameras at MetroLink Stations, MetroBus Transit Centers and operating facilities; hardware and software to support camera viewing and recording; network infrastructure to support data feeds, including live look-ins on select camera series.

To facilitate implementation, the teams responsible for maintenance and installation of all camera systems, including mobile and fixed cameras, have been consolidated into one team. Both fixed and mobile camera systems will be upgraded, and remote viewing of live feed and recorded feed of these systems will be available to Metro teams including Public Safety, MetroBus, MetroLink, and Call-A-Ride. Our Video Management Software will also be upgraded and provide access to local law enforcement entities through intergovernmental agreements. Remote viewing and recording of fixed camera systems will also be made available to St. Louis' Real Time Crime Center.

- **Mobile CCTV Camera Replacement**
 - This project updates network capacity and cameras on all revenue vehicles.
 - Upgrades to light rail vehicles (LRVs) are under way and include improvements to wiring system between LRV cars and support cameras and automated passenger counters (APCs).
 - Contracts have been awarded for support equipment, and installation of network equipment and mobile cameras began in January 2021. Anticipated completion is March 2022.
- **Fixed CCTV Camera Replacement**
 - Metro's Light Rail Communications and IT teams have completed a detailed inventory and condition assessment of all existing fixed cameras, and have performed maintenance to ensure all cameras are functioning properly.
 - An interdisciplinary team of internal users has been established to work alongside Metro's technical team to craft a scope of work for professional services for a fixed camera system upgrade plus supporting infrastructure and software.

- This work is to be completed in the first quarter of 2021, and will be followed by a procurement process. Staff are incorporating anticipated capital funding needs in the FY22 – 24 capital budget.

❑ **MetroLink Communication System Upgrades System N. Hanley – Delmar Project**

- This project is one in a series of initiatives to improve communication systems along the MetroLink alignment. This phase addresses the 5 miles between North Hanley and Delmar MetroLink Stations and includes communication building replacement; camera replacement; upgrades to existing communication transmission system (CTS) technology; replacement of deteriorated conduit infrastructure and fiber; addition of backup uninterrupted power supply (UPS); and fire panel upgrades.
- Ongoing construction through Summer 2021.

SYSTEM MAINTENANCE & MODERNIZATION

❑ **Light Rail Vehicle Fleet Replacement & Rehabilitation**

- Metro is updating its light rail vehicle (LRV) fleet management strategy with the aim of maintaining a reliable LRV fleet in a state of good repair
- Metro owns and operates four series of LRVs
 - Series 1 (1992 – 1993): 31 trains
 - Series 2 (1999 – 2000): 10 trains
 - Series 3 (2000 – 2001): 24 trains
 - Series 4 (2004-2005): 22 trains
- Following an independent fleet assessment the recommended fleet replacement strategy is to replace 24 trains each ten years, beginning in 2021
- Professional services are required to develop specifications for procurement of new trains and maintenance of trains that will be retained after initial delivery of first set of 24 trains
 - Specifications will adhere to current federal guidelines, Metro’s system design and operating environment
 - Scope will evaluate opportunities for inclusion of emerging technologies including autonomous control and potentially locally-preferred options such as extended length trains
 - Specifications and criteria for on-site inspection during production
- Request for proposals for professional services to be released in February 2021; anticipated contract award spring 2021; complete LRV specification and issue RFP for trains in 2022; Delivery of trains to occur in phases from 2024 – 2026

❑ **Electric Bus**

- **Vehicles**
 - Fourteen 60’ battery electric buses have been delivered and are being prepared for service on the #70 Grand in spring 2021. Team member training and communications are underway.

- Four 40' battery electric buses are in production and will be delivered in March - April
- **Infrastructure**
 - To support the initial implementation of battery electric buses a charging system at the Brentwood MetroBus Facility and in-route chargers are being installed at the Broadway & Taylor Transit Center.
 - Charging systems at both locations are slated to be complete in early spring 2021.

□ Diesel Bus

- Twenty-seven 29' diesel buses for St. Clair County Transit District (SCCTD) will be delivered February – March 2021
- One diesel trolley-style bus will be delivered for SCCTD in April 2021

□ Union Station Tunnel Rehabilitation Project

- The project to rehabilitate the Union Station Tunnel constructs new abutment walls, filling the unused portions of the tunnel, and strengthening the spans above the MetroLink tracks.
- Work completed to date includes relocation of the Communication Room, installation of overhead conductor rail, asbestos removal and filling of the old elevator pits within the tunnel.
- An early work structural repair project is currently being bid that will perform repairs and shoring of structural steel components of the tunnel. This work will allow the main rehabilitation project to safely move forward. This work is to be completed by fall of 2021.
- Consultant Modjeski and Masters is currently designing a solution that will perform work from track level – minimizing impacts to the Union Station parking lot. Plans are scheduled to be complete in summer of 2021.
- The major rehabilitation portion of the project will be bid in late summer of 2021 with construction starting in the fall of 2021. The work is expected to be complete in the summer of 2024.

□ Skinker Bridge Rehabilitation Project

- The project to rehabilitate the MetroLink Bridge over Skinker Boulevard involves structural steel repairs, replacement of the bridge bearings and the removal of failing retaining walls adjacent to the bridge.
- Consultant STV finalized design plans and the project is currently moving into construction procurement. Plans will be advertised for sealed bids in early 2021 with construction beginning in spring, 2021. Construction is expected to be complete by early 2022.

□ Downtown Tunnel Repair Project

- Project performs repairs to the masonry and concrete portion of the Downtown Tunnel. Consultant Modjeski and Masters is developing 100% plans to be completed in spring 2021.

- Sealed bids will be obtained in early summer 2021 with construction beginning thereafter. Construction is expected to be complete by fall of 2023.

❑ Parkway Interlocking and Richmond Heights Siding Project

- Project is to design and construct track improvements on the Cross County section of the MetroLink System. Consultant STV was selected to perform the design of a new interlocking/switch west of the Forest Park/DeBaliviere Station and a rail siding north of the Richmond Heights Station. These improvements to the rail system will help facilitate construction of future projects.
- Design plans will be complete in the spring of 2021 and sealed bids will be requested in the summer of 2021. Construction will proceed thereafter. The project is expected to be complete in the summer of 2022.

❑ MetroLink Track System Upgrades Project

- Project addresses several capital maintenance initiatives, consolidated into the Track System Upgrades Program, which includes the Ewing Grade Crossing Renewal; Plymouth Avenue Grade Crossing Renewal; Ewing Yard Track 105A; Restraining Rail Replacement – Civic Center Curve; Restraining Rail Replacement – Broadway Curve; and Grand Diamond Removal.
- Track System Upgrades were packaged into a single construction bid package to reduce procurement activity and promote greater competition resulting from a larger, more attractive contract opportunity.
- Anticipated construction activity to begin Summer 2021.

EXPANDING TRANSIT

❑ MidAmerica Airport MetroLink Extension

- Metro is partnering with the St. Clair County Transit (SCCTD) to design and construct an extension of the MetroLink system from Shiloh-Scott MetroLink station to the MidAmerica Airport in Mascoutah, Illinois.
 - ❑ The extension is approximately 5.5 miles long
 - ❑ Includes 2.5 miles of double track,
 - ❑ 3 miles of single track
 - ❑ One new station at MidAmerica airport.
 - ❑ The majority of project funding comes from the State of Illinois and flows directly to the SCCTD.
 - ❑ SCCTD serves as the lead entity for the project and is contracting directly with the design firms and construction contractors.
- The plans for the extension were completed in 2000 but being updated before construction commences due to development that has occurred along the alignment and additions to the project scope. Changes to the scope include realignment near the newly constructed Rieder Road interchange as well the approach to the Airport. Additionally, a new roadway will be constructed to connect Rieder Road to the airport and a bike trail will be constructed parallel to the alignment.

- Metro worked with SCCTD to procure a design firm which started work in late 2020. The initial work includes an update of the environmental documentation and developing a conceptual design for the new alignment. Once design is complete, SCCTD will solicit bids for a number of construction packages to build the project. After construction is complete, the alignment will be turned over to Metro Transit for final testing, training and acceptance.
- Metro has entered into an MOA with SCCTD for this project. Metro staff are working very closely with the SCCTD project management team to ensure the project is designed and constructed in a manner that will be compatible with the existing MetroLink system. In addition to daily discussions about project issues, Metro staff review and issue comments on milestone submittals of the plans as they are developed. During construction, Metro staff will be attending all progress meetings for the various construction contracts and performing site visits as required.
- The project schedule currently shows design completion in late 2022 with construction complete in late 2024. The next deliverables will be the conceptual design and the ongoing work associated with the environmental evaluation.

❑ **Northside-Southside Corridor Technological Alternatives Analysis**

- Concepts of a high-capacity transit corridor traveling through St. Louis from north to south have been studied by the region for roughly two decades, with the most recent work concluding in 2018.
- The last formal examination of this corridor, the Northside-Southside Conceptual Design Study, was completed in 2018 with an analysis of light rail investment that concluded the capital costs of the project would likely range between \$942M and \$947M to construct, with an additional \$24M required for annual operations and maintenance.
- Since Northside-Southside was originally conceptualized, the range of transit solutions (including modes and technology) have rapidly evolved.
- The City of St. Louis has decided to conduct a thorough examination of transit options in this corridor to ensure that the region can implement high-capacity, best-in-class transit in this corridor with the maximum benefit to the public.
- Pending approval of the Bi-State Development Board of Commissioners, this study would be jointly managed by the City and BSD under the terms of an intergovernmental agreement in order to ensure operational continuity with the existing transit network and future transit service plans.
- This work is anticipated to begin in early 2021, and will require 12 – 18 months to complete. A detailed schedule will be developed following the City of St. Louis awarding a contract to their selected vendor.