



Operations Committee

Open Meeting

Thursday, August 12, 2021, immediately following the Safety & Security Committee Meeting

Virtual Meeting

211 North Broadway, 6th Floor

St. Louis, MO, 63102



Operations Committee Meeting - August 12, 2021 - Open Meeting - Immediately following Safety & Security Committee Meeting

Notice of Meeting and Agenda

1. Call to Order	Approval	Chair Windmiller M. Bennett
2. Roll Call		
3. Public Comment	Information	Chair Windmiller
4. Approval of Minutes of the May 21, 2021 Operations Committee, Open Meeting	Approval	Chair Windmiller
A. Draft Minutes May 21, 2021, Operations Committee Meeting, Open Session - 3		
5. Contract Award - Brentwood Facility & Bus Cleaning Service	Approval	T. Curran
A. Briefing Paper - 9		
6. Contract Award - Central Facility & Call-A-Ride Van Cleaning	Approval	T. Curran
A. Briefing Paper - 11		
7. Contract Award - Track Maintenance Services	Approval	T. Curran
A. Briefing Paper - 13		
8. Operations Management Software: HASTUS Upgrade	Approval	J. Mefford-Miller
A. Briefing Paper - 15		
9. Unscheduled Business	Information	Chair Windmiller
10. Operations Report	Information	J. Mefford-Miller
A. Metro Transit Operations Update - 17		
11. President/CEO Report	Information	T. Roach
12. Call for the Dates of Future Board & Committee Meetings	Information	M. Bennett
13. Adjournment	Approval	Chair Windmiller

**BI-STATE DEVELOPMENT
OPERATIONS COMMITTEE MEETING
OPEN SESSION MINUTES
(Virtual Meeting)**

May 21, 2021

**Immediately following the
Audit, Finance & Administration Committee Meeting**

Operations Committee Members participating via Zoom

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

Other Commissioners participating via Zoom

Justin Zimmerman
Herbert Simmons
Nate Johnson
Sam Gladney
Fred Pestello – absent

Staff participating via Zoom

Taulby Roach, President and Chief Executive Officer
Brenda Deertz, Director of Executive Services
Barbara Enneking, General Counsel and Deputy Secretary
Myra Bennett, Manager of Board Administration
Jessica Mefford-Miller, Executive Director Metro Transit
Jessica Gershman, Assistant Executive Director Planning & Systems
Mary Lamie, Executive Vice President of Multi Modal Enterprises
Chris Poehler, Assistant Executive Director Engineering Systems
Darren Curry, Assistant Executive Director Transit Assets
Andrew Ghiassi, General Manager Safety/Chief Safety Officer
Ted Zimmerman, Vice President Marketing & Communication

Others participating via Zoom

Jenni Bevell, ASL Interpreter
Chelsey Niezwaag, ASL Interpreter

1. Open Session Call to Order

9:57 a.m. Chair Windmiller called the Open Session of the Operations Committee Meeting to order at 9:57 a.m.

2. Roll Call

9:57 a.m. Roll call was taken, as noted above.

3. Public Comment

9:57 a.m. Chair Windmiller asked Myra Bennett, Manager of Board Administration, if any speaker cards have been received for today's meeting. Ms. Bennett noted that the following communication was received.

Name: Derrick Osborne
Representing: Self
Topic: Bus not showing up

Comments: On May 10th, the 97 Delmar Westbound did not show up at 3:18 pm at Delmar and Kingshighway. This is the 3rd time in 3 weeks that a scheduled bus has failed to show. I contacted the Director of Facilities and was informed there was a "service issue".

After viewing the new promotional ads, I am forced to conclude that clearly Metro can't get me where I need to go when I need to be there. I can only guess how many other riders this has happened to.

As we try to press people to get back to work, how can we be assured public transport will get us there and back?

I have lost faith in Metro and am forced to find other alternatives

It is my sincere hope that the Board will look into why buses aren't where they are supposed to be, when they are supposed to be there.

Since you have lost me as a patron, in addition to the fact the system is bleeding riders. I hope for other riders that these issues can be corrected.

Commission Zimmerman asked if the Board could receive an e-mail in response to this situation. Jessica Mefford-Miller, Executive Director Metro Transit, stated that this will be provided, and she noted that staff has responded to Mr. Osborne, to address his concerns.

4. Minutes of the April 8, 2021 Operations Committee, Open Meeting

10:00 a.m. The minutes of the April 8, 2021, Operations Committee, Open Meeting were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Beach and seconded by Commissioner Brown. **The motion passed unanimously.**

5. Metro Transit's Agency Safety Plan

10:01 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 approve the Metro Transit's Agency Safety Plan. President & CEO, Taulby Roach, gave an overview of this item. A motion to accept this item

and recommend it to the Board of Commissioners for approval, as presented, was made by Commissioner Golliday and seconded by Commissioner Zimmerman. **The motion passed unanimously.**

6. Operations Report

10:03 a.m. An operations report for Metro Transit was included in the Committee packet. Jessica Mefford-Miller, Executive Director of Metro Transit provided a PowerPoint presentation to the Committee, addressing the pandemic recovery program and the capital investment program. She noted that currently, approximately 40% of the BSD team have been vaccinated, and after this weekend's event, 45% should be vaccinated; however, this is not enough. She noted that communications continue to be sent to employees to encourage vaccinations and notify employees of upcoming vaccine opportunities. Commissioner Zimmerman stated that he feels that BSD has exhausted its current efforts. He stated that he feels that the numbers are not where they need to be, noting that they are below the national average for the Operators. He stated that the workforce needs to be safe, and it needs to be a safe environment for the riders. He asked that Metro Transit please continue efforts to encourage the workforce to be vaccinated. Ms. Mefford-Miller stated that she agrees that not enough of the workforce has been vaccinated, and Metro Transit will be introducing other incentives soon, to further encourage vaccination. Commissioner Brown asked if Metro Transit has received any input from the workforce regarding the hesitancy. Ms. Mefford-Miller stated that several reasons have been given, and Metro Transit is trying to address these issues and concerns.

Ms. Mefford-Miller stated that Metro Transit is welcoming riders back, noting that MetroBus is operating at approximately 89% and MetroLink is operating at approximately 94%. She stated that she is seeing growth, and Metro Transit is making changes to meet the demands, including an increase to the micro transit efforts.

(Commissioner Johnson left the meeting at approximately 10:11 a.m.)

Ms. Mefford-Miller gave an overview of capital improvements including increased marketing efforts, modernization of the bus fleet, Wi-Fi testing, camera upgrades, upgrades to the light rail vehicles and fare collection upgrades. Commissioner Gladney posed questions regarding operator shortages. He asked if we have workers in the process of being trained, and if the ridership is being made aware of the shortage of drivers and bus issues. Ms. Mefford-Miller stated that Metro Transit has employees in the pipeline to be trained and is holding additional recruitment events, and incentives. She noted that Metro Transit is not alone regarding the workforce shortage issue. This item was presented as information only.

7. Pilot Fare Programs to Promote Access, Equity, and Ridership

10:29 a.m. A briefing paper was provided in the meeting materials, regarding this item. Jessica Mefford-Miller, Executive Director Metro Transit, provided an overview of this issue. It was noted that both the current recovery conditions and the development of a Fare Program update are setting the stage to explore fare discount programs that could reduce barriers and enable more people to ride the fixed route system (MetroBus and MetroLink). While Call-A-Ride (CAR) paratransit service has largely sustained its pre-pandemic level of demand, there is currently excess capacity on bus and light rail modes. Testing fare programs that benefit targeted groups of riders will focus on enticing more fixed route ridership over the second half of 2021, during a 6

month trial basis. She noted that the program would decrease ridership on Call-A-Ride, while increasing the ridership on the other Metro Transit systems.

Chair Windmiller posed questions regarding the no fare and reduced rates, asking if this program will include first mile/last mile. Ms. Mefford-Miller stated that it would not. Chair Windmiller expressed concerns as to whether this program will be successful, when it is much more convenient for riders to be picked up at their homes. This item was presented as information only.

8. Contract Award – Light Rail Vehicle Professional Engineering Consulting Services

10:37 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, a request to authorize the President and CEO to enter into a contract with Hatch LTK, not to exceed \$7,190,996, for light rail vehicle (LRV) professional engineering consulting services for Bi-State Development. Darren Curry, Assistant Executive Director Transit Assets, gave an overview of this item, noting that on February 25, 2021, Bi-State Development (BSD) issued solicitation 21-RFP-198978-CG Light Rail Vehicle (LRV) Professional Engineering Consulting Services. The solicitation was issued to seek proposals from qualified vendors to provide LRV Professional Engineering Consulting Services. A Disadvantaged Business Enterprise (DBE) Goal was not recommended for this project, and the contract period of performance will consist of five (5) base years. Key tasks and deliverables will include conceptual design, industry review, and technical specifications.

President/CEO Roach noted potential alternatives that are noted in the briefing paper, including evaluation of the feasibility of operating a single extended length LRV in lieu of Metro's standard 2-car concept.

A motion to accept this agenda item, as presented, and recommend it to the Board of Commissioners for approval, was made by Commissioner Gladney and seconded by Commissioner Golliday. **The motion passed unanimously.**

9. Contract Award – Electronic Fare Collection System

10:42 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, authorization of the President & CEO to enter into a contract, for three (3) base years with two (2) options years, with the highest ranking firm whose proposal provide the Agency with the best value based on the most advantageous offer, technical and cost factors, the quality of services to be performed, their conformity with the scope of services and the firm's suitability to the requirements of the Agency's entities involved, in the not to exceed amount of \$3,500,000.00. Jessica Mefford-Miller, Executive Director Metro Transit, gave an overview of this item.

Commissioner Simmons asked how much money was spend on the Gateway Card program. Ms. Mefford-Miller noted that the Gateway Card program was part of a much larger program, and a memo had been sent regarding this issue. She stated that she could re-send that memo. Commissioner Simmons posed questions regarding handheld equipment that is not being used. Ms. Mefford-Miller noted that some of the equipment is being used. Commissioner Simmons stated that it is his understanding that some operators have no way to validate the Gateway Cards, and asked for clarification of what the total costs of the upgrades will be. Additional discussion

was held regarding the upgrades and costs. Chair Windmiller expressed concerns as to how the proposed project will fit into the total system. President/CEO Roach stated that he understands the Commissioners' concerns regarding how this one element will fit into the total context of the larger system; however, it does not make sense to invest into the old system. He suggested that it may be necessary to table this item, so the entire system can be discussed in greater detail. A motion to table this agenda item, for further discussion, was made by Commissioner Zimmerman and seconded by Commissioner Simmons. **The motion passed.** (This item will be tabled for further discussion.)

10. Title VI Procedures and Analyses Updates

10:58 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, AFE analysis and monitoring updates as part of Metro's Title VI program. Jessica Gershman, Assistant Executive Director Planning & System Development, gave an overview of this item, noting that the Title VI program includes policies and procedures that protect objective and equitable decision-making regarding the allocation of transit system benefits. She noted that, with these policies in place, Metro Transit staff have updated procedures for conducting service and fare equity (SAFE) analysis, which determine the adverse effects, if any, of these changes on minority and low-income populations. Ms. Gershman stated that staff have executed the SAFE analysis updates by utilizing the newly updated Title VI policies, and have applied that procedure to the most recently scheduled major service change, which was Metro Reimagined in late 2019, and she noted that any temporary emergency service changes that occurred as a result of the COVID-19 pandemic were exempt from this analysis per FTA guidance. She added that the equity analysis found that routing and service changes under the Metro Reimagined plan did not have adverse effects on minority or low-income populations. She reported that Metro Transit staff examined average vehicle age, on-time performance, passenger loads, and access to service, finding no disparity in service quality on the basis of race/ethnicity or income level.

Chair Windmiller stated that she appreciates the information provided, and asked if this information is validated by any outside review. Ms. Gershman noted that the FTA reviews the Title VI plan every three years. Commissioner Golliday noted previous complaints regarding fares and services, and asked if changes were made. Ms. Gershman indicated that these items were addressed.

A motion to accept this agenda item, as presented, and recommend it to the Board of Commissioners for approval, was made by Commissioner Brown and seconded by Commissioner Golliday. **The motion passed.**

11. Marketing & Strategic Planning Services

11:03 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, that the President & CEO be authorized to enter into a 5-year contract with Werremeyer Creative, in the not to exceed amount of \$2,128,500.00 for marketing and strategic planning services. Ted Zimmerman, Vice President Marketing and Communications, gave an overview of this item, noting that this would be a three year contract, with 2 option years. He noted that the contract includes services for website maintenance and development, focused customer communications, and internal communications, all of which are critical in responding to the changing landscape of transit.

Commissioner Cox asked if the cost noted, is the total cost for all five years. Mr. Zimmerman stated this is correct. Commissioner Cox asked if BSD has cut back on marketing. Mr. Zimmerman stated that marketing has actually increased, including communications to Metro Transit ridership regarding steps that have been taken to make the system safe and secure. He noted that information is being distributed in various languages as well. Chair Windmiller noted that the briefing paper indicated that a DBE goal was not recommended for this project, and posed questions as to why. Mr. Zimmerman stated that DBE is determined by the Procurement Department, and noted that BSD is very proactive is pursuing DBE with its procurements. Chair Windmiller noted that she has noticed that several recent procurements did not specify a DBE goal, and would like more information from Procurement regarding this issue.

A motion to accept this agenda item, as presented, and recommend it to the Board of Commissioners for approval, was made by Commissioner Beach and seconded by Commissioner Simmons. (Commissioner Cox voted nay.) **The motion passed.**

12. President/CEO Report

11:10 a.m. Bi-State Development President/CEO Taulby Roach addressed the Committee noting that BSD is begging to receive and collect data on safety and security, and he anticipates that the first quarterly report will be sent to the Commissioners on Wednesday.

Mr. Roach also noted that Mr. Curran will supply information at the next Board meeting regarding the DBE process, as requested by the Commissioners.

13. Unscheduled Business

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

14. Call of Dates for Future Board and Committee Meetings

11:11 a.m. Myra Bennett, Manager of Board Administration, advised the Committee that the next Board of Commissioners Meeting will be held on Friday, June 25, 2021, at 8:30 a.m. She noted that no meetings are currently scheduled for the month of July.

15. Adjournment

11:12 a.m. Chair Windmiller asked if there was any further business, being none, Commissioner Simmons made a motion to adjourn the meeting. The motion was seconded by Commissioner Beach. Unanimous vote in favor was taken. The motion passed, and the meeting was adjourned at approximately 11:12 a.m.

Deputy Secretary to the Board of Commissioners
Bi-State Development

**Bi-State Development Agency
Operations Committee
Open Session Agenda Item
August 12, 2021**

From: Jessica Mefford-Miller, Executive Director – Metro Transit
Subject: **Contract Award - Brentwood Facility & Bus Cleaning Service**
Disposition: Approval
Presentation: Thomas Curran, Executive Vice President, Administration

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 enter into a contract with World Management, Inc. to provide cleaning services for facility and buses at Metro's Brentwood Facility.

Background:

On November 10, 2020, Bi-State Development (**BSD**) issued solicitation 21-RFP-106870-BH/TJ Brentwood Facility & Bus Cleaning Service to obtain a qualified firm to provide all equipment, supplies, materials, labor, supervision, staff, and transportation necessary to provide cleaning of buses and facility at Metro's Brentwood location. The solicitation was advertised on BSD/Metro's iSupplier website. A Disadvantaged Business Enterprise (**DBE**) Goal of 5% was recommended for this project. The contract period of performance consists of five (5) years with funds to be committed annually for cleaning of buses and facility at Metro's Brentwood Facility.

Analysis:

In response to the solicitation, a total of five (5) proposals were received:

- MERS Goodwill
- 4M Building Solutions
- World Management, Inc.
- Innex
- ISS

All five (5) proposals were deemed responsible and responsive and were forwarded to the evaluation committee which consisted of individuals within BSD/Metro's Maintenance Department.

The proposals were scored in accordance with the evaluation requirements specified in the solicitation package. After completion of the initial technical evaluation, a consensus meeting was held to discuss the scoring.

The table below displays the overall results representing the consensus technical and cost scores combined, and as a result, World Management, Inc. (WMI) is the highest ranking firm.

Firm	Cost	Cost Score	Technical Score	Total
4M	\$7,889,273.97	190.00	190.00	380
MERS Goodwill	\$4,881,638.50	239.08	176.60	415.68
WMI	\$5,150,781.00	227.30	209.80	437.1
Innex	\$6,506,814.25	179.36	106.67	286.03
ISS	\$4,668,473.72	250.00	173.20	426.6
Total Possible Points		250	250	500
Percentage of Total Points		50%	50%	100%

Committee Action Requested

Management recommends that the Operations Committee approve and forward to the Board of Commissioners for final approval this request to authorize the President and CEO to enter into a 5-year contract with funds to be committed annually for cleaning of buses and Metro's Brentwood Facility with the highest ranking firm, World Management, Inc., whose proposal is most advantageous to BSD, with price and other factors considered, in the not-to-exceed amount of **\$5,150,781.00**.

Funding Source: Funding is provided through the Operating Budget.

**Bi-State Development Agency
Operations Committee
Open Session Agenda Item
August 12, 2021**

From: Jessica Mefford-Miller, Executive Director – Metro Transit
Subject: **Contract Award - Central Facility & Call-A-Ride Van Cleaning**
Disposition: Approval
Presentation: Thomas Curran, Executive Vice President, Administration

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 enter into a contract with World Management, Inc. to provide cleaning services for facility and vans at Metro's Central (Main Shop) Facility.

Background:

On April 7, 2021, Bi-State Development (**BSD**) issued solicitation 21-RFP-211995-TJ/KM – Central (**Main Shop**) Facility & Call-A-Ride Van Cleaning Service to obtain a qualified firm to provide all equipment, supplies, materials, labor, supervision, staff, and transportation necessary to provide cleaning of vans and facility at Metro's Central (Main Shop) location. The solicitation was advertised on BSD/Metro's iSupplier website. A Disadvantaged Business Enterprise (**DBE**) Goal of 8% was recommended for this project. The contract period of performance consists of five (5) years with funds to be committed annually for cleaning of vans and facility at Metro's Central (Main Shop) Facility.

Analysis:

In response to the solicitation, a total of three (3) proposals were received:

- MERS Goodwill
- World Management, Inc.
- Innex

All three (3) proposals were deemed responsible and responsive and were forwarded to the evaluation committee, which consisted of individuals within BSD/Metro's Maintenance Department.

The proposals were scored in accordance with the evaluation requirements specified in the solicitation package. After completion of the initial technical evaluation, a consensus meeting was held to discuss the scoring.

The table below displays the overall results representing the consensus technical and cost scores combined, and as a result, World Management, Inc. (WMI) is the highest ranking firm.

Firm	Cost	Cost Score	Technical Score	Total
MERS Goodwill	\$4,196,946.30	206.06	176.6	382.66
WMI	\$3,459,374.10	250.00	153.34	403.34
Innex	\$5,209,379.00	166.01	143.33	309.34
Total Possible Points		250	250	500
Percentage of Total Points		50%	50%	100%

Committee Action Requested

Management recommends that the Operations Committee approve and forward to the Board of Commissioners for final approval this request to authorize the President and CEO to enter into a 5-year contract with funds to be committed annually for cleaning of vans and Metro's Central Facility with the highest ranking firm, World Management, Inc., whose proposal is most advantageous to BSD, with price and other factors considered, in the not-to-exceed amount of **\$3,459,374.10**.

Funding Source: Funding is provided through the Operating Budget.

From: Jessica Mefford-Miller, Executive Director - Metro Transit
Subject: **Contract Award - Track Maintenance Services**
Disposition: Approval
Presentation: Thomas Curran, Executive Vice President, Administration

Objective:

To present to the Operations Committee, for discussion and referral to the Board of Commissioners for approval, a request to award a contract to Ironhorse, Inc. for MetroLink Track Maintenance Services.

Background:

On April 19, 2021, Bi-State Development (**BSD**) issued solicitation 21-RFP-218985-DGR – Track Maintenance Services to obtain a qualified firm to provide all necessary labor, equipment, tools, materials and supplies needed for the maintenance and repair of the MetroLink light rail system track and related structures. The solicitation was advertised on BSD/Metro's iSupplier website. The contract period of performance consists of three base and two option years with funds to be committed annually for this work.

Analysis:

In response to the solicitation, a total of two (2) proposals were received:

- Ironhorse, Inc.
- Railworks Track Services

Both proposals were deemed responsive and responsible to the solicitation requirements and were forwarded to an evaluation committee comprised of Rail ROW Maintenance personnel. The proposals were scored in accordance with the evaluation requirements specified in the solicitation package. After completion of the initial technical evaluation, a consensus meeting was held to discuss the scoring. The table below displays the overall results representing the consensus technical and cost scores combined, and as a result, Ironhorse, Inc. is the highest ranking firm.

Firm:	Cost	Cost Score	Technical Score	Total
Ironhorse	\$4,313,064.28	214	465.0	679.0
Railworks Track Services	\$4,569,234.83	201.2	410.5	611.7
Total Possible Points		214.0	500.0	714.0
% of Total Points		30%	70%	100%

The Ironhorse bid amount of \$4,313,064 exceeded BSD's Independent Cost Estimate amount of \$3,604,052; therefore, negotiations commenced. Total labor hours increased more than 20% over the previous maintenance contract's five-year duration, and equipment rates increased up to 8%. BSD reduced the crew size for a total reduction of \$350,000 resulting in Ironhorse's BAFO amount \$3,962,678.28, which is within 10% of the ICE.

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

Operations Committee Action Requested:

Management recommends that the Operations Committee approve and forward to the Board of Commissioners for their approval this request to authorize the President and CEO to enter into a contract, with funds to be committed annually for all necessary labor, equipment, tools, materials and supplies needed for the maintenance and repair of the MetroLink light rail system track and related structures with the highest ranking firm, Ironhorse, Inc. whose proposal is most advantageous to BSD with price and other factors considered in the negotiated amount of **\$3,962,678.28** with additional contingency not exceeding 10%.

Funding Source:

Available annual operating budget for Maintenance of Way outside services.

**Bi-State Development Agency
Operations Committee
Open Session Agenda Item
August 12, 2021**

From: Jessica Mefford-Miller, Executive Director of Metro Transit
Subject: **Operations Management Software: HASTUS Upgrade**
Disposition: Approval
Presentation: Jessica Mefford-Miller, Executive Director of Metro Transit

Objective:

To present to the Operations Committee, for discussion and referral to the Board of Commissioners, a request for approval to award a sole source contract to GIRO for the HASTUS Upgrade pending the securing of capital funds.

Background:

HASTUS is our core Operations Management Software. Used by all three bus facilities (**DB, BW, IL**) and both rail facilities (**Ewing and 29th**), HASTUS maintains the detailed schedule, assignments, attendance and pay information for all bus and rail operators.

Bus and Rail vehicle schedules, operator runs and operator run pick information are loaded into HASTUS to create daily operator schedules. These schedules are updated at every service change/run pick. Dispatch Transit Service Managers (**TSMs**), daily manage the arrival and departure of operators via HASTUS. TSMs manage runs throughout the day making sure work is covered by our base of Operators. TSMs also use HASTUS to manage our Extra Board.

On a weekly basis, detailed employee work assignment information is sent to various systems for attendance record keeping and for payroll. HASTUS provides the necessary detail information to the payroll system to ensure operators are paid correctly.

HASTUS is also the system of record for all Hours of Service. The State Safety Oversight Committee, the Department of Transportation, and Metro Management all monitor this measure closely.

In 2014/2015, the HASTUS system was set to be replaced. Unfortunately, the new 3rd Party vendor was unable to complete the replacement system after 5 years of implementation. This has led us to the situation today, where HASTUS is in desperate need of upgrades to ensure that it can continue to operate and be supportable in its mission critical role.

Analysis:

Originally implemented in 2006, the HASTUS system is 15 years old. As such, the backend components are out of support.

The current Oracle database version is also out of support. HASTUS version (v2006) cannot move to a more current database version without first begin upgraded.

Servers running HASTUS are using Microsoft Windows Server 2003, which is at end of support. We are working on mitigating already known security issues with this operating system version. A new version of HASTUS will run on a current, supported operating system version, resolving this problem.

This upgrade is critical to resolve the issues above and keep HASTUS operating and supporting Metro Operations and our operators.

Cost:

We are seeking to upgrade HASTUS to the most current version, as well as add components to the system to enhance its capabilities. We are working to finalize capital funding in parallel with this request.

In order to accomplish this effort, the following funding is required for GIRO licensing and implementation expertise:

Licensing: \$500,000

Implementation Services: \$1,500,000

Total Cost of Contract not to Exceed: \$2,000,000

Committee Action Requested:

Request that the Committee accept, and refer to the Board of Commissioners for approval, a sole source contract with GIRO not to exceed \$2,000,000.

Funding Source:

Section 5307 award MO-90-X296 (80%); Prop M (15%); and SCCTD (5%).

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

Fiscal Year 2021

*Bi-State Development
Board of Commissioners
Operations Committee*

August 12, 2021

PERFORMANCE

Metro Transit Operations At-A-Glance



FY21 12-Month Performance Measures	MetroBus Fixed Route + Special Services	FY21 vs. FY20	MetroLink	FY21 vs. FY20	Call-A-Ride	FY21 vs. FY20
System Ridership	11,498,900	(-40%)	5,471,900	(-48%)	411,500	(-0.4%)
Missouri	10,114,400	(-41%)	4,260,100	(-50%)	411,500	(-0.4%)
Illinois	1,384,500	(-35%)	1,211,800	(-42%)		
Revenue Miles	14,645,900	(-11%)	2,760,000	(-5%)	4,251,000	(-1%)
Revenue Hours	1,058,900	(-13%)	121,000	(-4%)	239,300	(-1%)
On-Time Performance	90.9%	(-0.2%)	97.9%	(-0.4%)	94.0%	(-0.1%)
MetroBus + MetroLink 12-Month Rolling Average Fare	\$1.05	4.1%	Call-A-Ride 12-Month Rolling Average Fare		\$0	(-100%)
Financials	YTD FY21 Actual		YTD FY21 Budget		Budget Adherence	
Expenses (Transit)	\$292,241,500		\$310,178,400		(-6%)	
Passenger Revenue	\$17,838,900		\$38,501,000		(-54%)	
Farebox Recovery Ratio	6.1%		12.4%		(-51%)	

RIDERSHIP TRENDS

Fiscal Year Summary

Recent Fiscal Year
Ridership Trends vs.
Peak Ridership Levels
FY14  metro

Fourth quarter ridership trends remain stable. Compared to FY19 pre-COVID levels, MetroBus is down (48%), MetroLink is down (59%), Call-A-Ride is down (16%).

However, given that ridership is down 80% nationally, according to the American Public Transit Association (APTA), many St. Louisans have demonstrated that they rely on Metro for access to critical jobs and services.

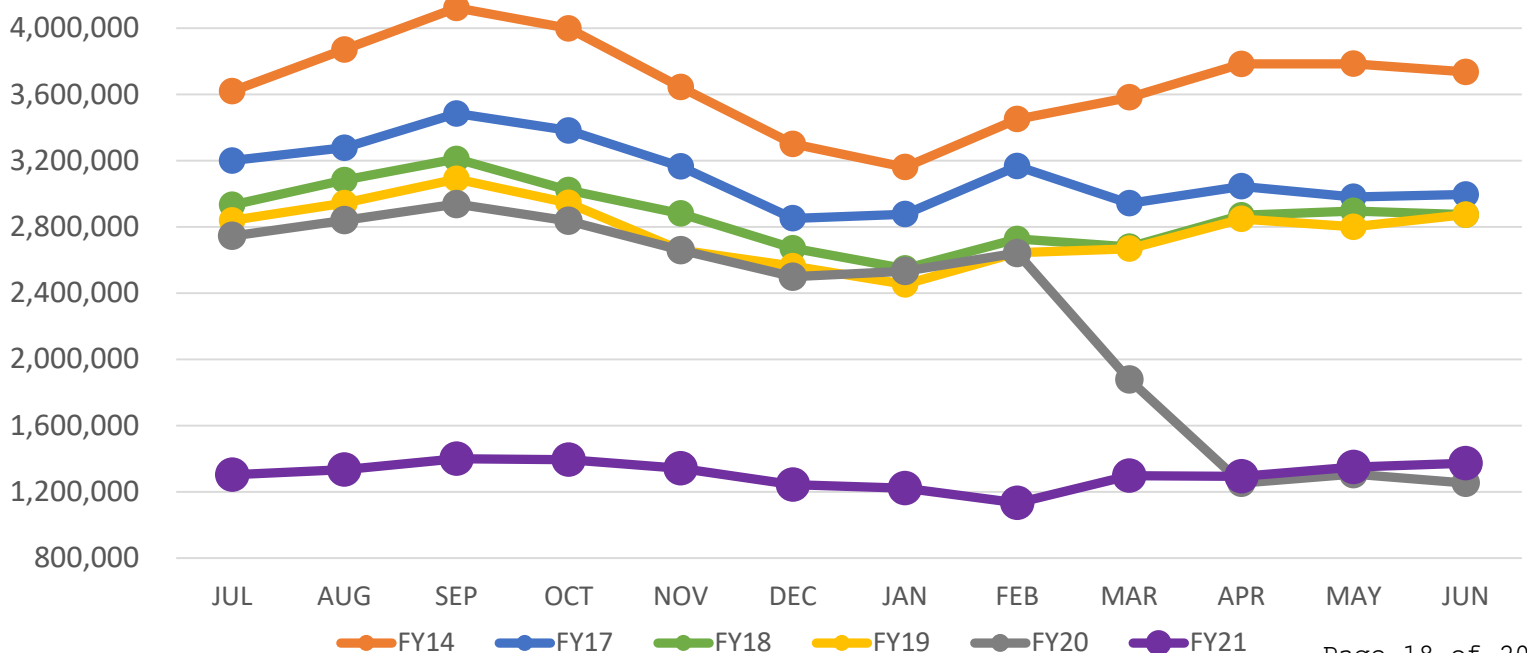
Over the past 18 months, Metro staff has acted quickly to address the challenges brought on by COVID-19, implementing strict safety protocols and strategically reallocating service towards heavily-used routes. At the same time, Metro also introduced technology to improve the passenger experience, supplement the system, support operations efforts, and assist customers during an otherwise challenging year. These changes include the introduction of a new on-demand service, as well as integrated mobile fare payment.

These efforts have contributed to modest ridership recovery. The return of some special events, including Cardinals baseball has demonstrated that riders are ready to take transit. Key games against popular rivals currently see a significant ridership boost. There is uncertainty about variants of the virus; however, there is reason to believe riders are willing to return to the system.

Challenges including a nationwide labor shortage, which is significantly impacting transit, threatens to slow our pace of recovery. Additionally, changes to commuting patterns brought on by the pandemic may continue indefinitely. Remote work, in particular, is likely to remain a part of the employment landscape, making peak period travel is more difficult to define.

COVID has accelerated issues such as changing commute patterns and labor shortages that would ultimately have affected transit ridership, albeit more gradually. Nevertheless, COVID has also highlighted the importance of Metro to the community and provides the opportunity to learn more about how transit is used, reconsider the mission, and transform perceptions about system success. Metro staff must redouble its efforts to address these issues, adapt to the times, and continue to provide vital service.

STANDARDIZED FIXED-ROUTE RIDERSHIP (TOTAL SYSTEM)



Metro Workforce Shortage Update

Metro is experiencing a significant workforce shortage, primarily in front-line essential roles including Call-A-Ride, MetroBus and MetroLink Operators, electricians, and mechanics. As Metro has shifted to restore service as we emerge from the COVID-19 pandemic, we are struggling to fulfill the workforce requirements of this higher service level. As of July 2021, Metro's workforce shortage can be summarized as follows:

MetroLink Operations

- *Workforce:* 102 budgeted operator positions, 11 vacancies (11% shortage), with 10 new graduates going into service in early August.
- *Operational Impact:* MetroLink is maintaining scheduled service. MetroLink Transit Service Managers (TSMs) are routinely operating trains, especially on evenings and weekends to maintain the service schedule.

MetroBus Operations

- *Workforce:* 811 budgeted operator positions, 74 vacancies (9.1% shortage), plus 16 operators
- *Operational Impact:* MetroBus is missing trips on a daily basis. In the first three weeks of July 2021, MetroBus missed 1,501 trips (1.9% of scheduled trips). MetroBus TSMs are routinely operating buses every day to the full extent of our capacity.

Call-A-Ride Operations

- *Workforce Shortage:* 200 budgeted operator positions, 45 vacancies (22.5% shortage).
- *Operational Impact:* Call-A-Ride is unable to fill all customer requests for ADA-eligible trips. In June 2021, Call-A-Ride was unable to grant 7,128 requested trips (14% of total trip requests).

Vehicle Maintenance

- *Workforce Shortage:* 297 budgeted 1A mechanic positions, 29 vacancies (10% shortage).
- *Operational Impact:* Maintenance is currently fulfilling operational requirements with overtime.

Maintenance of Way (MOW) & Facilities Maintenance

- *Workforce Shortage:* 55 budgeted electrician positions, 10 vacancies (18% shortage).
- *Operational Impact:* MOW and Facilities Maintenance are currently fulfilling operational requirements with overtime.

Workforce Shortage Strategic Plan

Metro is executing a workforce shortage strategic action plan to provide swift, effective and sustainable solutions to these challenges. Metro's workforce shortage strategies address the

Operational Response – Offer incentive programs to strengthen attendance and overtime opportunities

Service Strategy – Implement adjustments to better match service levels with available workforce resources, which will improve operator schedules and significantly reduce missed trips

Employee Retention – Strengthen organizational culture by better recognizing and rewarding team members for their work and dedication, reduce involuntary turnover and absenteeism, and analyze internal/external factors contributing to attrition

Recruitment – Multiple initiatives focused on more efficient recruitment and onboarding, expanding marketing and community outreach to access larger pool of potential candidates, and establishing BSD as an employer of choice through new hire incentives and compensation/benefit analysis

Development & Training – Provide new and current employees with enhanced training programs that are more effective and timely to ensure all team members feel better supported and valued

Fall 2021 Service Plan

Staff is developing several service adjustments to be implemented in late summer and fall 2021 that will more closely align service levels with available workforce resources. These temporary adjustments will focus on Missouri MetroBus service. The next quarterly service change, which will be implemented on September 6, 2021, will provide 84% of pre-pandemic MetroBus service (as opposed to the June 2021 service level of 89%). These changes will significantly reduce the number of missed MetroBus trips, and are borne out of analysis of ridership, passenger loads, and projected workforce availability.

At the September service change, Missouri MetroBus will reduce frequency on nine routes, in most cases going from 15- to 20-minute daytime service. Additionally, four routes in North County will have adjusted schedules and routing to accommodate employment centers, making select trips at employee shift times. No changes to service will occur in Illinois.

The performance of the September service change and available personnel will be monitored closely, and will inform the November 29, 2021 service change. At that time, if necessary, changes may include temporarily suspending very low-productivity routes.

In addition to modest reductions in trips, Metro's Planning team is also developing revised schedules for consideration that offer operators reduced shift times, namely for some currently "split" shifts which are required to accommodate our morning and evening peak demand. We also plan to reintroduce part-time work, to the extent personnel is available, to alleviate the burden of splits. These changes will address several workforce issues and improve our operator schedules that have been difficult to maintain.