Operating & Capital Budget

FY 2025

BI·STATE
DEVELOPMENT

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Bi-State Development Agency
Missouri

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrill

Executive Director

Authority and Government

Bi-State Development was established on September 20, 1949 by an Interstate compact passed by the legislatures of Illinois and Missouri and approved by both governors. The compact was approved by the U.S. Congress and signed by President Harry S. Truman on August 31, 1950. A 10-member Board of Commissioners sets policy and direction for the organization. The governor of Missouri appoints five commissioners and the County Boards of St. Clair and Madison Counties in Illinois appoint five commissioners. All commissioners must be voters of their respective state and must reside within the Bi-State Metropolitan District. Each term is for five years and each serves without compensation.

Executive Officers

Taulby Roach
President and Chief Executive Officer

Tammy L. Fulbright
Executive Vice President
Chief Financial Officer

Charles A. Stewart
Executive Vice President /
Chief Operating Officer

Tom P. Curran
Executive Vice President
Administration

Mary C. Lamie
Executive Vice President
Multi Modal Enterprises

Gregory J. Linhares
Chief Legal Counsel
Legal & Compliance

Crystal M. Messner
Chief Audit Executive
Internal Audit

Gateway to growth. On both sides of the river.™

January 16, 2024

Message from the President and Chief Executive Officer

It is my pleasure to present to the Board of Commissioners for approval the Bi-State Development Agency of the Missouri-Illinois Metropolitan District Fiscal Year (FY) 2025 Operating and Capital Budget. Also included in this document is the federally required three-year Transportation Improvement Program identifying the operating and capital resources necessary to serve our regional stakeholders and meet the St. Louis metropolitan area's transportation requirements.

During FY2024, the Bi-State Development Board of Commissioners approved multiple new labor contracts with Metro Transit operators, maintenance, and clerical workers represented by the Amalgamated Transit Union (ATU) Local 788. Earlier in the year, Metro Transit electricians, facility electricians, signal electricians, traction power electricians and sign workers represented by the International Brotherhood of Electrical Workers (IBEW) Local 2 and Local 309 ratified new contracts. These contracts are the result of more than a year of negotiations between our partners at ATU Local 788, IBEW Local 2 and Local 309. We are currently working with our partners at ATU Local 788 to negotiate a new contract for our Call-A-Ride operators.

We are seeing the largest classes of new operators graduate from training since before the pandemic, each being greeted with an improved, holistic training and mentoring experience that better prepares them to serve our customers and fosters pride and satisfaction in their work. With aggressive workforce recruiting efforts, larger graduating classes, and increased retention of existing transit team members, we are making great progress toward in reducing the shortage of MetroBus operators. As a result, frequency on more than a dozen MetroBus routes has increased; the most significant improvement in MetroBus service in nearly two years.

Metro Transit's FY2025 operating budget continues to dedicate funding to the key initiative of safety and security. The Secure Platform Plan is moving steadily forward with construction underway at the Emerson Park, Jackie Joyner-Kersee Center, Washington Park, and College Stations. Work is expected to be completed this spring at these first four stations and move to the rest of the MetroLink system as part of a multi-phase schedule. The Real Time Camera Center (RTCC) is operational at our Central Facility, providing access to 1,000 live cameras throughout the Metro Transit system. Implementation of the RTCC is an essential part of the Secure Platform Plan and is already reaping the benefit of being a law enforcement tool available to all regional and state law enforcement agencies. The Secure Platform Plan security gates will eventually integrate with a new fare collection system.

The Gateway Arch experienced an 11% increase in tram ridership, welcoming 236,385 guests to the top of the Arch in the first quarter of FY24. July 2023 emerged as a highlight with a 25% increase over the prior year, boasting the highest volume of monthly tram riders since the onset of the COVID-19 pandemic.

The Riverboats at the Gateway Arch also had a season to celebrate by hosting the most annual passengers in 15 years. More than 135,000 guests were welcomed aboard the two riverboats, including near-record or record-setting months in March, April, and November.

St. Louis Downtown Airport celebrated the opening of a $5.4 million dollar Ground Engine Run-Up and Compass Calibration Pad project, which benefits aircraft maintenance and manufacturing providers operating at the airport – the busiest general aviation airport in Illinois outside of Chicago. Five million dollars in Illinois state funding was awarded for the project which helps improve operational safety, boost airport businesses, and increase global competitiveness for the region. In addition, St. Louis Downtown Airport saw notable increases in the number of flight operations and higher fuel sales, further evidence that the aviation business is rebounding following the pandemic.

The St. Louis Regional Freightway continued to successfully promote the global connectivity the region offers in freight and logistics assets and helped strengthen freight network through public and private partnerships. The 2024 Priority Projects List includes 26 regional infrastructure improvement projects totaling $7.2 billion. Nearly $2.7 billion of those projects are already funded and under construction or partially funded and under construction or in design in the next few years. This illustrates the tremendous progress on a range of projects that will improve vital roadways, bridges, rail infrastructure and river port and airport facilities in the bi-state area.

The FY 2025 Operating and Capital budget continues a direction of fiscal responsibility and a focus on the long-term financial health of the organization. Upon approval by the Bi-State Development Board of Commissioners, the FY2025 Operating and Capital Budget continues through a review and approval process that includes the St. Louis County Public Transportation Commission before advancing to the St. Louis County Executive and the Ways and Means Committee of the Board of Aldermen in the City of St. Louis. Bi-State Development's Transportation Improvement Program will be incorporated into the region's list of transportation priorities and projects eligible for federal financial assistance, generated by the East-West Gateway Council of Governments, the Metropolitan Planning Organization.

We are committed to advancing public transit and economic development within the two-state region. Through prudent financial management of taxpayers and private resources, we exist to effectively serve the future generations in our communities.

Taulby A. Roach
President and Chief Executive Officer

BI-STATE DEVELOPMENT

BI-STATE DEVELOPMENT

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BSD Organizational Overview and Personnel

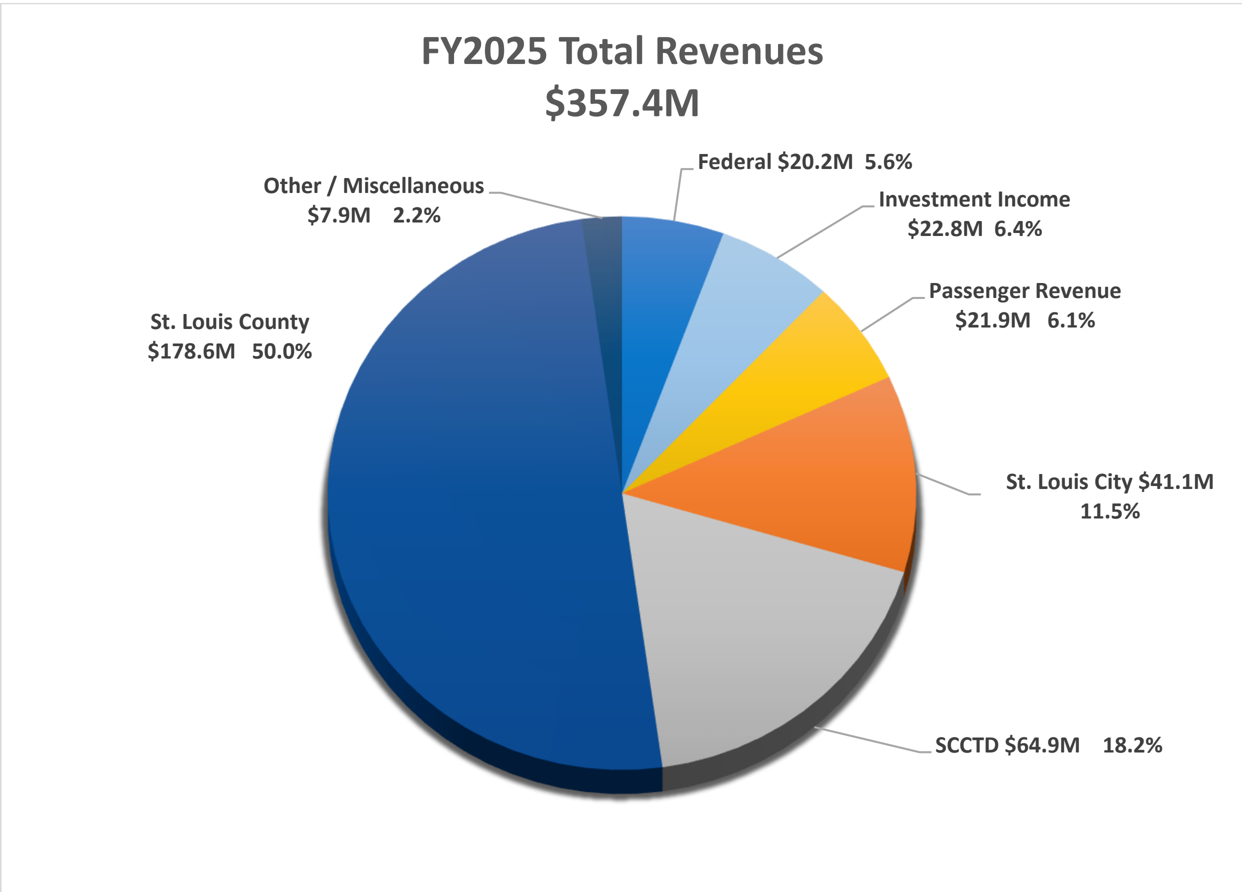
Bi-State Development is a dynamic and multi-faceted resource for economic development in the St. Louis bi-state region for Illinois and Missouri. BSD is uniquely empowered to provide real solutions to regional challenges with a model of efficiency and accountability.

This section contains the Bi-State Development organizational chart for the President and Chief Executive Officer and his direct reports. Also in this section is a FY 2025 Combining Statement of Revenue and Expense, which shows each business unit, and a FY 2023 - FY 2025 Combined Revenue and Expense Summary, which combines all business units together with eliminations for the respective periods. The section concludes with BSD personnel information that has a report by division and function and by pay group.

Financial Direction

Fiscal responsibility is a Bi-State Development (BSD) core value and is significantly important to BSD's mission of improving the quality of life in the St. Louis region by delivering excellent public services and dynamic regional solutions. We are One BSD inclusive of Metro Transit, Gateway Arch and Riverfront, St. Louis Downtown Airport, and the St. Louis Regional Freightway.

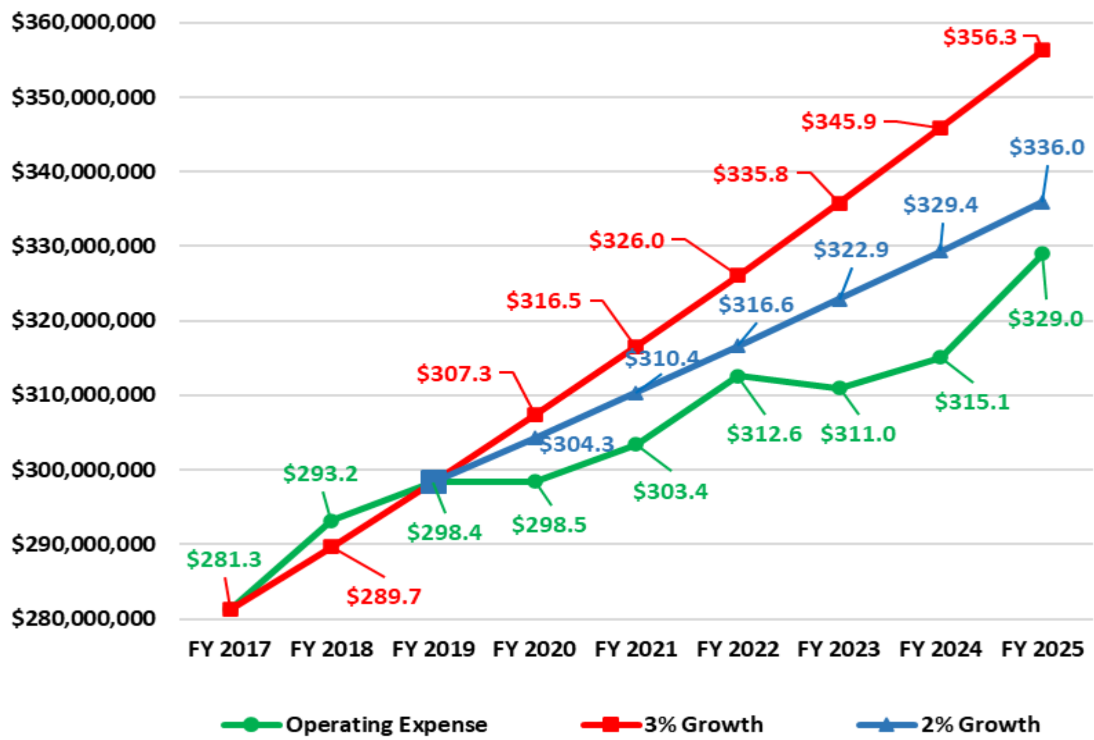
BSD is focused on finding efficiencies through system and process improvements and revenue enhancement through improved ridership as part of our fiscal responsibility strategic initiative. For FY 2025, the current Transit projected revenue is $357,341,008. This includes approximately $21.9 million in passenger revenue. Our budget includes sales tax revenues from St. Louis County and St. Louis City and contract revenue from St. Clair County. The breakdown of total revenue is shown in the pie chart below.



Transit projected operating costs for FY 2025 are $328,980,534. This is an increase of 4.4% percent from the prior year budgeted operating costs of $315,093,748. Service levels remained the same from FY 2024 to FY 2025. Salaries and benefits represent 62% of the total operating costs and 55% of the total operating expense increase from FY 2024. Salaries, workers compensation and medical benefits create the majority of the rise in expense. BSD manages the financial risk associated with diesel fuel with a fuel hedge program that offsets price increases at the pump and provides stability to our FY 2025 budget by gradually increasing costs related to this expense over time. Casualty expenses represent 22% of the overall growth. Flooding that occurred in 2022 escalated premium costs and a push to close out claims is driving this expense up. A more financially astute team has managed to maintain a budgeted average growth rate of 1.98% over the last 6 years despite an intense labor market driving salaries higher, rising inflation cost and supply chain issues. Our goal is to continue to remain below 2.00% average growth in the future.

Metro Transit System Cost Stabilization

6-Year Average Annual Growth Rate 1.98%



Combining Statement of Revenue and Expense (By Enterprise)

	Metro Transit	Gateway Arch	Riverfront Attractions	St. Louis Downtown Airport	St. Louis Regional Freightway	Executive Services	Health Self-Insurance Fund	Casualty Self-Insurance Fund	Workers Comp Self-Insurance Fund	Arts In Transit	Total	Eliminations	Total After Eliminations
Passenger revenue	$ 21,859,446	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,859,446	$ -	$ 21,859,446
Paratransit contract	1,724,163	-	-	-	-	-	-	-	-	-	1,724,163	-	$ 1,724,163
Other operating revenue	2,831,196	13,900	284,410	197,200	-	-	-	-	-	-	3,326,706	(40,583)	$ 3,286,123
Agency operating revenue	-	-	-	-	-	4,530,440	-	-	-	-	4,530,440	(4,169,733)	$ 360,707
Arch ticket sales	-	9,798,848	-	-	-	-	-	-	-	-	9,798,848	-	$ 9,798,848
Service/fee revenue	-	414,206	-	-	-	-	-	-	-	-	414,206	-	$ 414,206
Sales discounts revenue	-	(14,698)	-	-	-	-	-	-	-	-	(14,698)	-	$ (14,698)
Not-for-profit (NFP) revenue	-	-	-	-	-	-	-	-	-	52,452	52,452	(52,452)	$ -
Regional freight fees	-	-	-	-	400,000	-	-	-	-	-	400,000	-	$ 400,000
Aircraft parking	-	-	-	147,524	-	-	-	-	-	-	147,524	-	$ 147,524
Leased acreage	-	-	-	839,449	-	-	-	-	-	-	839,449	-	$ 839,449
Hangar rental	-	-	-	780,662	-	-	-	-	-	-	780,662	-	$ 780,662
Aviation sale flowage fee	-	-	-	137,500	-	-	-	-	-	-	137,500	-	$ 137,500
Airport concessions	-	-	-	108,950	-	-	-	-	-	-	108,950	-	$ 108,950
Cruise revenue	-	-	2,865,090	-	-	-	-	-	-	-	2,865,090	-	$ 2,865,090
Food and beverage revenue	-	-	1,023,891	-	-	-	-	-	-	-	1,023,891	-	$ 1,023,891
Retail revenue	-	-	118,297	-	-	-	-	-	-	-	118,297	-	$ 118,297
Employee health	-	-	-	-	-	-	7,342,920	-	-	-	7,342,920	-	$ 7,342,920
Employer health	-	-	-	-	-	-	32,041,797	-	-	-	32,041,797	(30,767,777)	$ 1,274,020
ISF-Casualty insurance revenue	-	-	-	-	-	-	-	6,160,000	-	-	6,160,000	(6,160,000)	$ -
ISF-Workers comp revenue	-	-	-	-	-	-	-	-	7,735,050	-	7,735,050	(7,735,050)	$ -
Total operating revenues	26,414,805	10,212,256	4,291,688	2,211,285	400,000	4,530,440	39,384,717	6,160,000	7,735,050	52,452	101,392,693	(48,925,595)	$ 52,467,098
Total grants & assistance	306,353,746	-	-	140,000	-	-	-	-	-	-	306,493,746	-	$ 306,493,746
Interest revenue	22,836,466	574,937	25,000	40,000	-	4,599,375	67,500	162,500	175,000	-	28,480,778	-	$ 28,480,778
Pass through grant revenue	1,735,991	-	-	-	-	-	-	-	-	-	1,735,991	-	$ 1,735,991
Total revenues	357,341,008	10,787,193	4,316,688	2,391,285	400,000	9,129,815	39,452,217	6,322,500	7,910,050	52,452	438,103,208	(48,925,595)	$ 389,177,613
Wages and benefits	204,822,811	3,053,597	1,971,447	1,053,818	209,966	3,291,534	949,809	129,985	146,459	-	215,629,426	5,277	$ 215,634,703
Services	58,163,170	2,881,900	558,651	183,100	350,000	1,175,540	1,048,395	397,000	359,000	50,000	65,166,756	(51,079)	$ 65,115,677
Fuel, materials and supplies	35,862,086	787,667	737,551	102,808	3,500	20,900	33,640	-	-	2,452	37,550,604	(6,000)	$ 37,544,604
Casualty and liability costs	11,275,455	43,438	307,645	221,199	-	73,496	-	4,300,000	300,000	-	16,521,233	(4,300,000)	$ 12,221,233
Utilities	9,218,601	148,474	96,255	339,500	-	1,750	4,680	-	-	-	9,809,260	(650)	$ 9,808,610
Leases, other and admin. charges	9,638,411	1,802,636	207,060	206,065	42,000	516,920	148,375	-	377,250	-	12,938,717	(4,210,316)	$ 8,728,401
Health and welfare self-insurance	-	-	-	-	-	-	37,256,518	-	-	-	37,256,518	(30,767,777)	$ 6,488,741
Casualty self-insurance	-	-	-	-	-	-	-	4,400,000	-	-	4,400,000	(1,860,000)	$ 2,540,000
Workers comp self-insurance	-	-	-	-	-	-	-	-	7,700,000	-	7,700,000	(7,735,050)	$ (35,050)
Total operating expenses	328,980,534	8,717,712	3,878,609	2,106,490	605,466	5,080,140	39,441,417	9,226,985	8,882,709	52,452	406,972,514	(48,925,595)	$ 358,046,919
Interest expense	19,096,864	167,083	-	-	-	-	-	-	-	-	19,263,947	-	$ 19,263,947
Contributions to outside entities	2,440,000	285,000	-	-	-	-	10,800	-	-	-	2,735,800	-	$ 2,735,800
Pass through grant expense	2,877,490	-	-	-	-	-	-	-	-	-	2,877,490	-	$ 2,877,490
Other non-operating expense	186,000										186,000	-	$ 186,000
Total expenses	353,580,888	9,169,795	3,878,609	2,106,490	605,466	5,080,140	39,452,217	9,226,985	8,882,709	52,452	432,035,751	(48,925,595)	$ 383,110,156
Net income (deficit) before depreciation and transfers	3,760,120	1,617,398	438,079	284,795	(205,466)	4,049,675	-	(2,904,485)	(972,659)	-	6,067,457	-	$ 6,067,457
Depreciation and ammortization	64,559,692	-	241,719	1,220,354	-	-	-	-	-	-	66,021,765	-	$ 66,021,765
Net transfers	3,877,144	-	-	-	-	-	-	(2,904,485)	(972,659)	-	-	-	$ -
Net income (deficit)	$ (64,676,716)	$ 1,617,398	$ 196,360	$ (935,559)	$ (205,466)	$ 4,049,675	$ -	$ -	$ -	$ -	$ (59,954,308)	$ -	$ (59,954,308)

Numbers may not sum due to rounding.

Bi-State Development
Combined Statement of Revenue & Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating revenue:					
Passenger and service revenue	$ 40,408,687	$ 41,432,315	$ 42,650,963	1,218,648	2.9%
Other	6,852,307	6,102,036	5,461,963	(640,073)	-10.5%
Charges for services	49,530,161	50,026,454	53,279,767	3,253,313	6.5%
Total operating revenue:	96,791,155	97,560,805	101,392,693	3,831,888	3.9%
State and local	257,073,733	270,191,215	286,338,746	16,147,531	6.0%
Federal	234,176,827	27,950,000	20,155,000	(7,795,000)	-27.9%
Total grants & contractual revenue	491,250,560	298,141,215	306,493,746	8,352,531	2.8%
Interest revenue	20,946,707	22,802,693	28,480,778	5,678,086	24.9%
Other non-operating revenue	1,300,162	1,103,278	1,735,991	632,713	57.3%
Total non-operating revenue:	513,497,428	322,047,186	336,710,515	14,663,330	4.6%
Total revenue:	**610,288,583**	**419,607,991**	**438,103,208**	**18,495,217**	**4.4%**
Intercompany revenue eliminations	(47,548,503)	(47,769,028)	(48,925,595)	(1,156,567)	2.4%
Total revenue less eliminations:	**562,740,080**	**371,838,963**	**389,177,613**	**17,338,650**	**4.7%**
Operating expense:				-	-
Wages and benefits	186,540,043	207,053,434	215,629,425	8,575,991	4.1%
Services	52,486,360	62,977,049	65,166,756	2,189,707	3.5%
Fuel and lubricants	5,483,675	9,906,437	11,439,466	1,533,029	15.5%
Parts and supplies	22,520,904	25,741,428	26,111,138	369,709	1.4%
Casualty and liability costs	16,155,008	13,019,685	16,521,233	3,501,548	26.9%
Interfund administrative charges	4,693,337	4,313,597	4,169,734	(143,863)	-3.3%
Utilities	9,089,111	9,269,457	9,809,260	539,803	5.8%
Leases and other expenses	5,660,838	9,076,493	8,768,983	(307,510)	-3.4%
Health self-insurance claims	33,620,400	37,812,985	37,256,520	(556,465)	-1.5%
Casualty & work comp self-insurance claims	17,944,194	9,801,000	12,100,000	2,299,000	23.5%
Total operating expense	**354,193,869**	**388,971,566**	**406,972,516**	**18,000,949**	**4.6%**
Non-operating expense:				-	-
Interest expense	19,872,378	22,708,576	19,263,947	(3,444,629)	-15.2%
Contributions to outside entities	1,911,586	2,598,762	2,735,800	137,038	5.3%
Other non-operating expense	1,571,105	1,103,278	3,063,490	1,960,212	177.7%
Total non-operating expense	23,355,069	26,410,616	25,063,237	(1,347,379)	-5.1%
Total expense:	377,548,938	415,382,182	432,035,753	16,653,570	4.0%
Intercompany expense eliminations	(47,548,503)	(47,769,028)	(48,925,595)	(1,156,567)	2.4%
Total expense less eliminations:	**330,000,435**	**367,613,154**	**383,110,158**	**15,497,003**	**4.2%**
Income (decifit) before depreciation	232,739,645	4,225,813	6,067,456	1,841,643	43.6%
Depreciation	90,011,852	73,053,084	66,021,765	(7,031,319)	-9.6%
Net Income (decifit) before transfers	**142,727,793**	**(68,827,271)**	**(59,954,308)**	**8,872,963**	**-12.9%**
Net transfers	-	-	-	-	0.0%
Net Income (decifit)	**142,727,793**	**(68,827,271)**	**$ (59,954,308)**	**8,872,963**	

Numbers may not sum due to rounding.

Bi-State Development Personnel

Bi-State Development remains committed to maintaining a responsible position count. The organization went through a series of transitions and a reorganization during the last year. FY 2024 budget included 2,043 positions. For FY 2025, a budget of 2,081 positions reflects an overall increase from FY2024. The FY 2025 budget plan was developed intent on streamlining processes and becoming more efficient in an optimistic hiring environment. In FY 2025 a net reduction of 6 operators reflects an overall service level reduction for Paratransit.

Metro Transit

A total of 2,005 positions are budgeted for the Metro Transit system enterprise in FY 2025.

Metro Transit Operations

For FY2025 a combined net increase in the estimated positions from FY2024 for these Metro Transit Operations are expected.

- Bus Transportation: Per the terms and conditions of the labor contract, Metro may utilize part-time operators to improve efficiency of operations. A budget of 650 full-time operator positions are planned to operate service levels. This represents an increase of 15 full time operators from FY 2024.
- Rail Transportation: MetroLink operator counts will remain at 102.
- Paratransit Transportation: Operator positions will budget a decrease of 21 to 180 in response to a difficult hiring environment.
- Maintenance of Way, Vehicle and Facility Maintenance: Will reassign responsibilities and expect to be able to hire 24 new professional positions in Maintenance of Way for new track additions. The Vehicle and Facility Maintenance group continues to seek available qualified professionals to fill positions. This regional shortage of maintenance personnel will require a reduction of 3 expected headcounts.
- Engineering Services: Will increase by 1 position for FY 2025.

Metro Transit Administration

- Metro Transit Administration will increase by 2 positions in Procurement.
- Organizational Effectiveness is expected to re-distribute talent within the Group in FY 2025. Organizational Effectiveness includes Human Resources, Pension and Retiree Benefits, Risk Management, and Labor Relations.

Internal Service Funds

Consists of Health, Casualty and Workers Compensation Self-Insurance funds. The FY 2025 budget count for Casualty Self-Insurance and Workers Compensation will maintain existing positions from FY 2024 levels.

Executive Services

FY 2025 reflects no change from FY 2024 levels.

Gateway Arch

The Gateway Arch will increase by 1 position for FY 2025.

St. Louis Downtown Airport

Staffing levels will remain the same for the FY 2025 budget.

Riverfront Attractions

Staffing levels will increase by 2 as business begins to strengthen.

St. Louis Regional Freightway

St. Louis Regional Freightway will add 1 position for FY 2025.

Bi-State Development Employees by Division and Function

The following page contains tables of budgeted staff count for FY 2025. The tables compare total BSD personnel to the prior FY 2024 budget.

Note:
In the Organizational Units section of this document, there are detailed organization charts for each division within Transit. The organization charts for the Gateway Arch, Riverfront Attractions, St. Louis Downtown Airport, Internal Service Funds and Executive Services are found in the respective sections of this document.

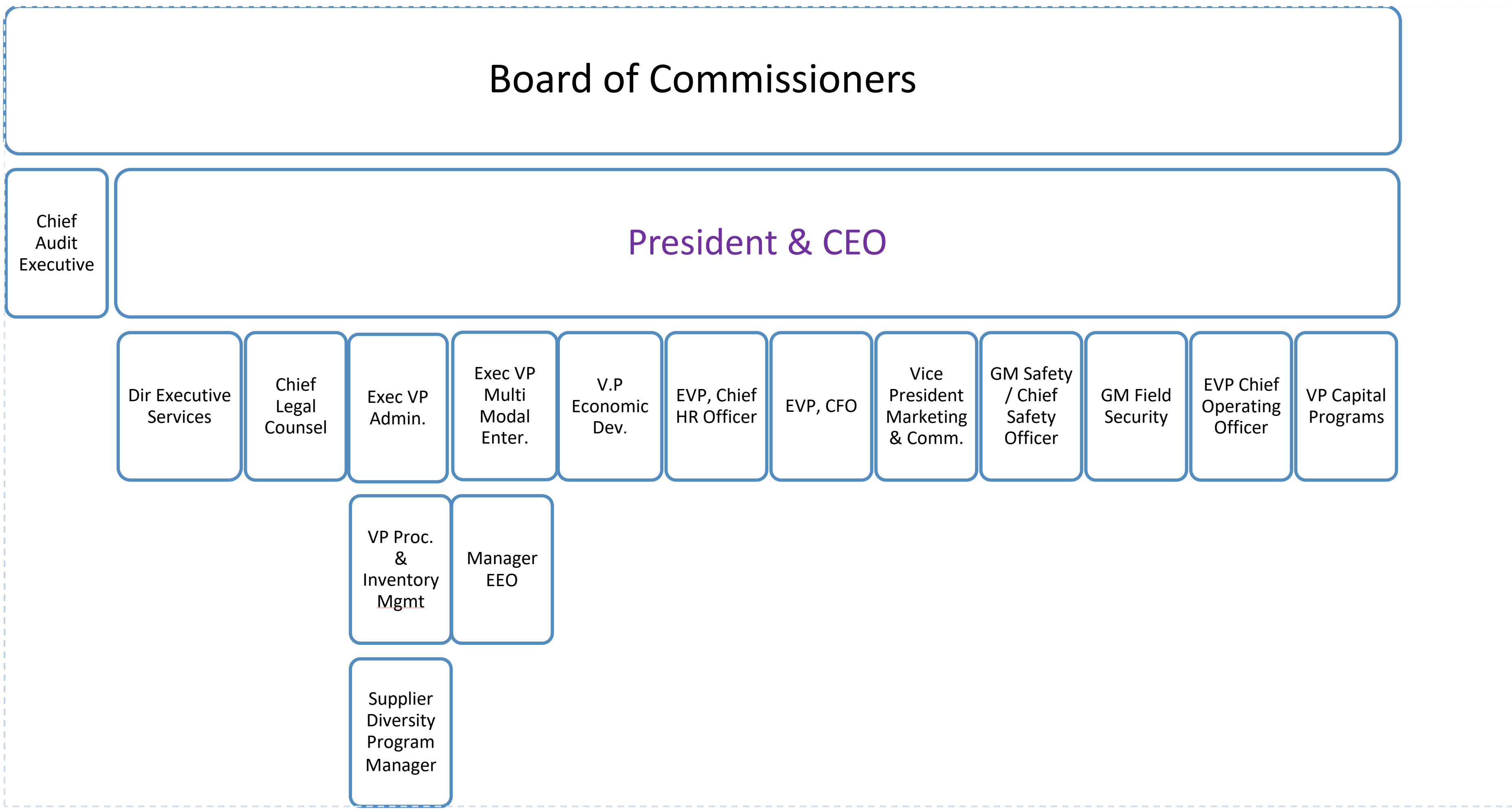
Bi-State Development
Personnel by Division & Function

	Budget 2024	Budget 2025	Variance
Metro Transit Operations			
MetroBus Operations	713	738	25
Metro Transit Operations	-	2	2
Security	79	68	(11)
MetroLink Operations	145	141	(4)
Paratransit Operations	246	225	(21)
Vehicle and Facility Maintenance	373	370	(3)
Maintenance of Way	135	159	24
Service Planning	37	40	3
Engineering and New Systems	17	18	1
ADA Services	1	1	-
Executive Director of Metro Transit	5	3	(2)
Total Metro Transit Operations	**1,751**	**1,765**	**14**
Operational Support			
Executive Vice-President for Administration	7	8	1
Procurement Matls Mgmt & Supplier Diversity	56	58	2
Treasury	4	5	1
Controllers Group	18	18	-
Passenger Revenue	34	31	(3)
Finance Administration	4	5	1
Information Technology	36	39	3
Human Resources	21	17	(4)
Compensation and Workforce Analytic	-	2	2
Training Management Development	-	2	2
Pension and Retiree Benefits	1	1	-
Absence Management	-	3	3
Risk Management	5	2	(3)
Labor Relations	2	2	-
Workforce Diversity and EEO	2	2	-
Executive VP Organizational Effectiveness	1	5	4
Culture and Change Management	1	2	1
Marketing	20	22	2
Meridian Garage and Real Estate	2	2	-
Safety	9	11	2
Emergency Management	-	1	1
Drug and Alcohol	2	2	-
Total Metro Transit	**1,976**	**2,005**	**29**
Executive Services	18	18	-
Gateway Arch	17	18	1
St. Louis Downtown Airport	10	10	-
Riverfront Attractions	11	13	2
St. Louis Regional Freightway	1	2	1
Health Self Insurance SIF	8	8	-
Casualty Self Insurance SIF	1	1	-
Workers Comp Self Insurance SIF	1	1	-
Bi-State Development Research Institute	-	-	-
Arts In Transit (AIT)	-	-	-
Total Bi-State Development	**2,043**	**2,076**	**33**

Personnel by Paygroup

	Budget 2024	Budget 2025	Variance
Bus Operators (FT)	635	650	15
Bus Operators (PT)	-	-	-
Light Rail Operators	102	102	-
Van Operators	201	180	(21)
Total Operators	**938**	**932**	**(6)**
788 Clerical	41	43	2
788 Service	81	84	3
788 Maint	294	297	3
IBEW	64	65	1
Salaried	625	655	30
Total Bi-State Development	**2,043**	**2,076**	**33**

Executive Office



STRATEGIC PLAN

Metro Transit – Strategic Plan Overview

Priorities

Metro Transit's priority is to run a safe and secure system fully responsive to input from regional leadership, Metro customers, and the recent MetroLink security assessment. Metro works to maintain and build ridership through dedicated efforts that improve public perception through team member engagement, strategic planning, communications, and marketing strategies that strengthen relationships with our partners and customers.

Strategic Focus

- Delivering customer-focused transit solutions that help build a more connected, vibrant, and thriving region. We are committed to stabilizing and growing ridership by investing in programs that are safe, secure, equitable, and efficient.

Our strategic focus for FY 2025 centers on:

SAFETY & SECURITY

- We have made significant progress in security operations and continue to enhance our system focusing on security. We are committed to training and empowering team members to contribute individually to a safer and more secure Metro.

CUSTOMER EXPERIENCE

- Our aim is to improve the customer experience by developing programs and partnerships that align transit solutions with customer and community needs. We are committed to delivering capital investments that balance customer experience goals, service expansion, and transit asset management principles.

FISCAL RESPONSIBILITY

- Our focus is on resource allocation, service reorientation, team rebuilding, and seeking innovative funding opportunities and partnerships to ensure Metro's long-term financial sustainability.

PARTNERSHIPS / RELEVANCE

- We are dedicated to building and nurturing partnerships, cultivating authentic relationships with our customers, and participating in national transit-related discussions to remain current and relevant.

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Assumptions

The FY 2025 budget projects a $3,760,125 net income before depreciation and net transfers.

Service miles and hours are budgeted to remain level with the FY 2024 budget. System revenue hours are also budgeted level with the FY 2024 budget.

Passenger boardings on MetroBus, MetroLink, and Call-A-Ride for FY 2025 show a combined system operating 1.4% more than the FY2023 results. Expected ridership will result from multiple factors including higher fuel costs, improved perceptions of security, pandemic issues and changes in workforce transit patterns including telecommuting.

Operating Revenue

Passenger revenue is budgeted at $21.8 million for FY 2025. This is a slight reduction of $207,813 or .9% from the FY 2024 budget. The change in passenger revenue is reflective of a modest leveling of ridership as it returns from the pandemic environment of previous years. The proposed budgeted revenue level is reflective of the focus on improvements in safety and security issues resulting from the use of all available resources. Utilization of mobile ticketing APPs along with the expansion of on-demand service options available within the community are also a contributing factor. Metro's focus on the customer experience through improved safety and security measures and new customer amenities should continue to help improve ridership trends. Bi-State Development continues to work with its funding partners, law enforcement partners, and civic and community groups to improve the safety and security of the system. These factors have been incorporated into the FY 2025 operating budget ridership projection with no plans for fare increases in this fiscal budget.

Paratransit contracts include Medicaid revenue and other contractual receipts related to trips provided by Paratransit Operations. The $1.7 million budgeted in FY 2025 is an expected increase from the focus on this strong market.

Other operating revenue includes advertising on bus shelters and MetroLink stations; provided maintenance service and vending machine concessions; rental income and miscellaneous other revenue. Other operating revenues are expected to decrease $1,111,255. This is primarily the result of decreased revenue from informed decisions to discontinue advertising on revenue vehicles.

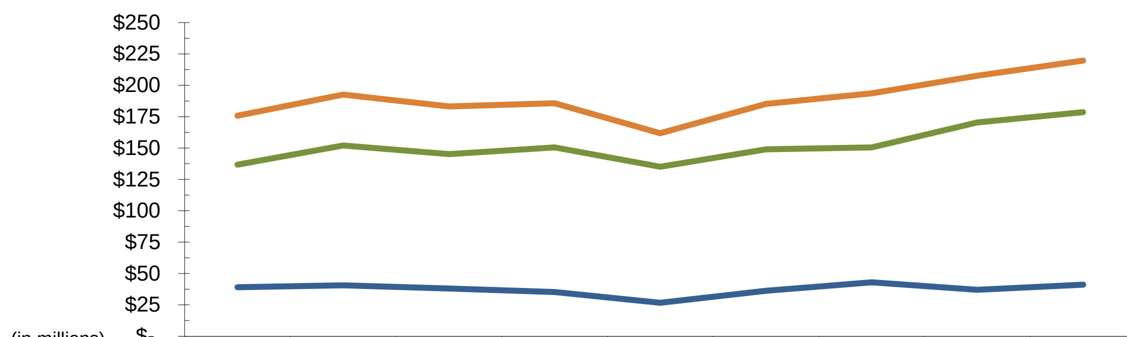
Grants, Sales Tax, and Contractual Revenue

City of St. Louis and St. Louis County sales taxes include ½ cent sales tax (1973) for transportation and ¼ cent sales tax (1994) for light rail development, operation and maintenance and a ¼ cent sales tax (passed 1997, collected 2010) for system operating capital and future expansion. Only the ½ cent tax (1973) is subject to deductions for Tax Increment Financing (TIF). St. Louis City forwards to BSD all taxes collected net of TIF's.

St. Louis County voters passed Prop A, a ½ cent sales tax (2010) and the City of St. Louis activated Prop M2, a ¼ cent sales tax to fund service restoration, enhancements, and future expansion. St. Louis County appropriates operating, capital, and debt service funding annually to cover for the service package requested.

Sales tax receipts (after TIF reductions) appropriated to BSD:

Sales Tax Appropriations



	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
St. Louis County	136.70	152.18	145.13	150.42	135.10	149.10	150.60	170.46	178.60
St. Louis City	39.00	40.51	37.94	35.30	26.70	36.18	43.01	37.08	41.10
Total	175.70	192.70	183.07	185.72	161.80	185.28	193.61	207.54	219.70

The chart above represents the growth in appropriation of sales tax from St. Louis City and County to BSD. A somewhat stronger trend has been noticed in the local economy which translates to relatively modest growth in sales tax receipts for FY 2023 and optimistically through FY2025 in St. Louis City and St. Louis County sales taxes. Budgeted sales tax receipts are allocated between operating needs, debt service requirements, and capital programs.

State of Missouri revenue for the FY 2025 budget is a conservative estimate at $750,000.

St. Clair County, Illinois revenue is based on a service agreement between St. Clair County Transit District and BSD. The District administers St. Clair County tax collections and Illinois Department of Transportation funding and contracts with BSD for services.

Federal vehicle maintenance represents federal capital formula funds that BSD chooses to program for vehicle maintenance per the Federal Transit Administration's guidelines. FY 2025 budget remains consistent with FY 2024 budget.

Non-capital federal grant revenue funding is expected to be $4.2 million for FY 2025. These funds are expected to be used for MetroLink right-of-way and tunnel structural repairs, system conduit rehabilitation and facilities parking lot repairs and other operating needs as determined.

Non-Operating Revenue

Investment income consists of interest earned on invested funds. The projected budget for FY 2025 is $15.6 million. This sizable increase over the prior year budget is influenced by a stronger interest rate environment.

Capital lease revenue recognizes the revenue associated with capital leases. The revenue and expense offset. For FY 2025, these amounts are both $7.3 million.

Expenses

Wages & benefits are expected to be 3.9% more than the FY 2024 budget. Operator staffing is a planned increase over the last few years. The FY2025 budget reflects the latest ratification of contractual wage and benefit agreements with operators.

Other post-employment benefits arose from the implementation of GASB Statement No. 45, Accounting and Financial Reporting for Employers for Post-employment Benefit Plans Other Than Pension. Total OPEB consists of pay-as-you-go retiree medical costs (included in benefits) and the unfunded portion. For FY 2025, the unfunded portion of OPEB should reflect similar favorable adjustments experienced (in FY2023) in the amount of $1.1 million.

Services are expected to increase 2.6%. Metro continues to budget increased costs related to public safety concerns on the Metro transit system. Contracts with our law enforcement partners supplement these services. For FY 2025 the cost of leveraging the use of individual alternative mobility services to replenish ridership reductions will be reduced $1.0 million from prior year's budget.

Fuel hedging (realized gains/losses) helps neutralize the outcome of price spikes or decreases in the budget. The fuel hedge program involves purchasing heating oil contracts up to 36 months into the future. In times of rising prices, hedging contracts rise in value when sold and generate a savings that slows the effect of the market increase.

Fuel and lubrications net expense for the FY 2025 budget is anticipated to increase 15.8% as a result of the leveling off of beneficial fuel hedge pricing observed in the prior year(s). Fuel usage throughout the system will slowly decline as newer more fuel efficient alternatives are introduced.

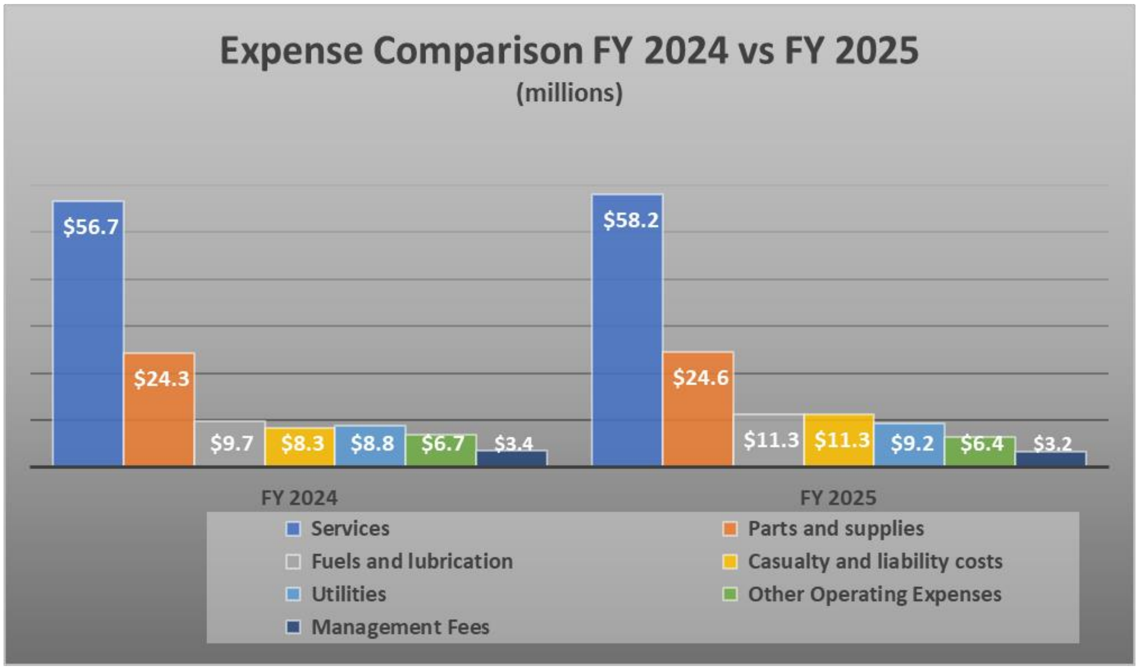
Parts and supplies expense is expected to increase 1.2%. Life cycle fleet maintenance is the basis in determining revenue equipment parts needs each year. Enhanced inventory management which includes addressing supply chain issues and a continued emphasis on quality parts will drive cost efficiencies and savings.

Casualty and liability expense is dependent on a variety of factors including the insurance market, passenger boardings, the number of miles driven, population density of the service area and the number of accidents, injuries and claims. Casualty and liability expense is expected to increase $3.0 million compared to the previous budget. Property lines are expected to increase due to hard market conditions.

Utilities, including electric propulsion, are budgeted at 4.4% more than the prior year due to in part to increased consumption and pricing. Process improvements continue to be the goal to reduce expense. The 2025 budget is in line with the cost needed to support expected activity.

Other expenses consist of taxes, leases, advertising, travel, and staff development. FY 2025 reflects a 4.4% reduction compared to the prior year budget. This net decrease includes additional staff development training and recognition offset by reductions in business fees, taxes and commissions.

Management fees are payments to Executive Services for providing administrative services to Metro.



Non-Operating Expense

Capital lease expense recognizes the cost associated with capital leases. The expense is offset by a revenue amount. For FY 2025 these amounts are both $7.3 million.

Interest on debt results primarily from interest paid on bonds issued to finance the Cross County expansion. Interest expense is budgeted at $11.8 million in FY 2025.

Sheltered workshop expense is budgeted at $2.4 million.

Depreciation and Amortization

Depreciation in public transit systems is generally not funded by operating income. This differs from private industry, which must generate profits for purchase/replacement of property and equipment. Depreciation is presented as required by U.S. Generally Accepted Accounting Principles (US GAAP). Depreciation is not funded to provide equity for capital replacements because capital assets are predominately funded by federal grants. For FY 2025, depreciation is expected to be $7.0 million lower in FY2025 at $64,559,692.

Net Transfers

Internal service fund administration fees are charged by the Workers' Compensation and Casualty Self-Insurance Funds to Metro Transit. These fees represent self-insurance administration costs in excess of claim amounts paid.

METRO TRANSIT SYSTEM PROFILE

METRO TRANSIT
SYSTEM PROFILE

BU230816

Total System

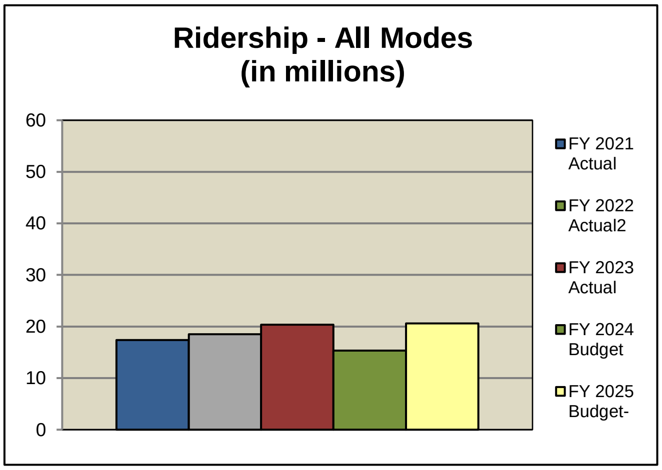
Metro Transit

Overview:

Metro transit provides services in three modes - bus, light rail, and demand response using service names of MetroBus, MetroLink and Call-A-Ride, respectively.

Service levels (FY 2023 Actual):

20.4 million passenger boardings
56,528 average weekday ridership
17.7 million revenue miles
1.2 million revenue hours
3.1 million diesel gallons consumed



Service area (558 square miles):

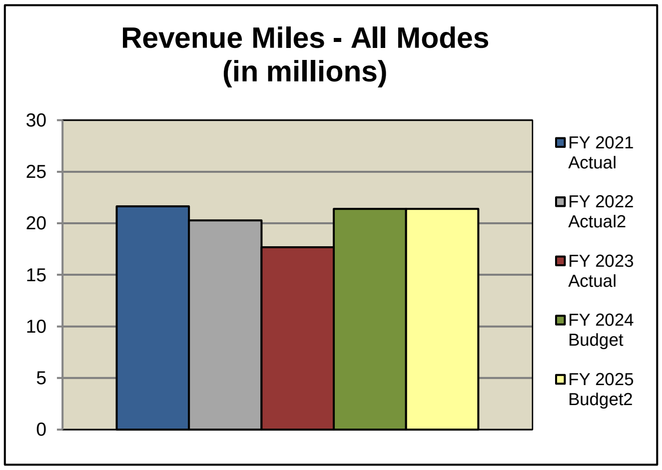
Missouri:
- City of St. Louis
- St. Louis County

Illinois:
- St. Clair County
- Madison County
- Monroe County

Union contracts:

Amalgamated Transit Union, Division 788:
- Bus/Rail Operations and Maintenance
- Clerical Unit
- Demand Response

The International Brotherhood of Electrical Workers:
- Local No. 2 (Missouri)
- Local No. 309 (Illinois)



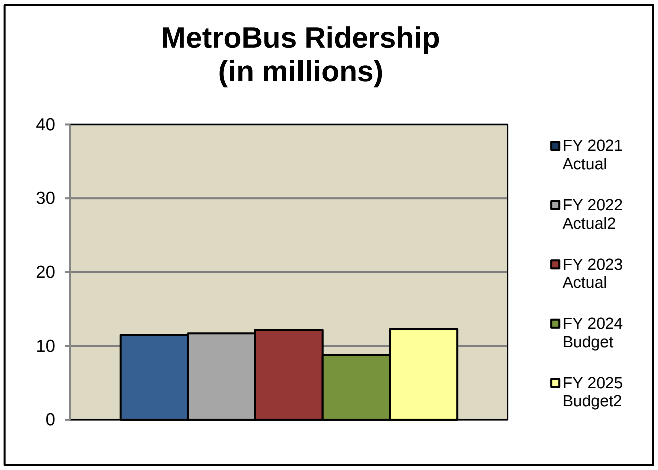
MetroBus

Overview:

Since 1963, Bi-State Development has continuously provided bus service in the Greater St. Louis Region. BSD currently operates 64 fixed bus routes in Missouri and 20 fixed bus routes in Illinois. Additional special bus service is offered in Illinois for all St. Louis Cardinals home baseball games and the Muny Opera.

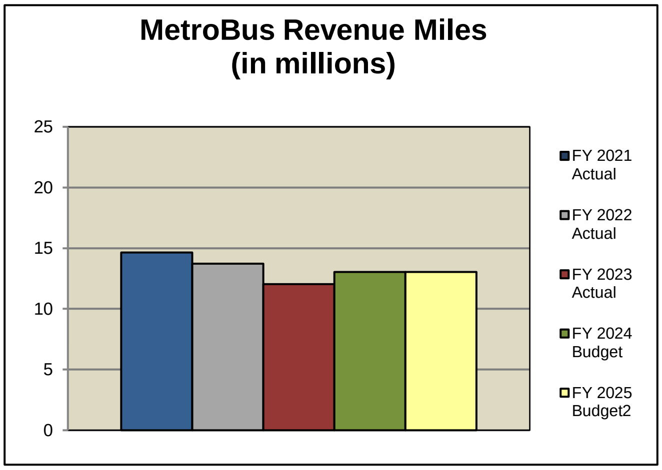
Service levels (FY 2023 Actual):

- 12.1 million passenger boardings
- 33,812 average weekday ridership
- 12.0 million revenue miles
- .87 million revenue hours
- 386 buses (239 used at peak)
- 2.8 million diesel gallons consumed
- 67 bus routes (pre-COVID)
- 59 bus routes (revised to reflect passengers boardings)



Facilities:

- 3 garages and 1 maintenance facility
- 8 MetroBus Transit Stations
- 27 free park and ride lots
  (MO -17; IL -10)



Development:

Completed:

- North County Transit Center (2016)
- Civic Center Transit Center Expansion (2017)

Metro Transit

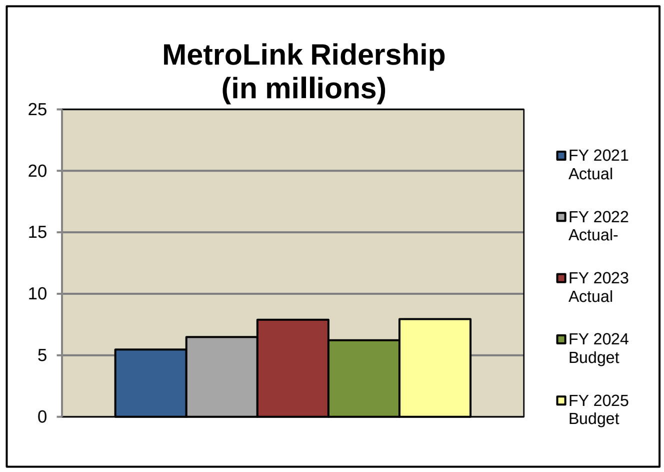
MetroLink

Overview:

Since 1993, Bi-State Development has provided light rail service in the Greater St. Louis Region. The MetroLink system covers 38 miles from Lambert International Airport in Missouri to Scott Air Force Base in Illinois. In addition the Cross County extension, which opened in 2006, covers 8 miles from Forest Park south to Shrewsbury, Missouri. The overall alignment serves St. Louis County, the City of St. Louis in Missouri and St. Clair County in Illinois.

Service levels (FY 2023 Actual):

7.9 million passenger boardings
21,894 average weekday ridership
2.44 million revenue miles
108,292 revenue hours
80 rail cars (48 used at peak)

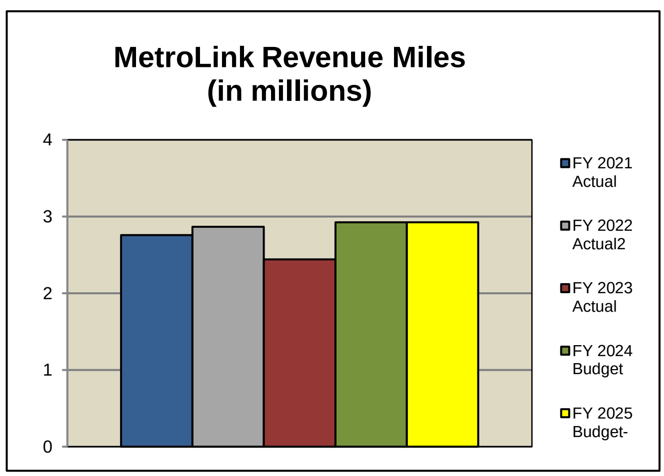


Facilities:

2 rail yards
2 maintenance facilities
38 stations
20 park and ride lots

Development:

- Cortex MetroLink Station
- MetroLink extension in St. Clair County
- Bywater Development Group partnership Project in Swansea, IL
- Excellence in Architecture award – Central West End MetroLink Station



Metro Transit

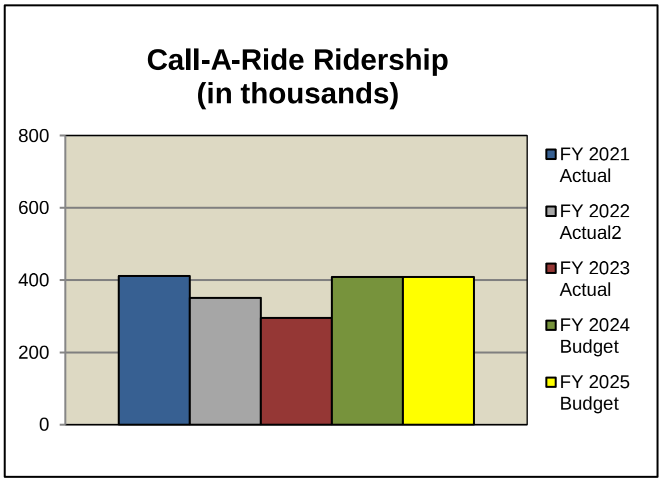
Call-A-Ride

Overview:

Since FY 1987, Call-A-Ride has provided alternative transportation to residents who have limited access to MetroBus or MetroLink service and/or disabled residents who are unable to use these services. This program is designed to ensure Bi-State Development meets the federal mandate of full ADA compliance.

Service levels (FY 2023 Actuals):

- 295,980 passenger boardings
- 99.9% ADA passenger boardings
- 822 average weekday ridership
- 3.2 million revenue miles
- 185,243 revenue hours
- 412,817 reservation/assistance calls
- 0.3 million gallons of diesel consumed
- 123 vans (102 used at peak)

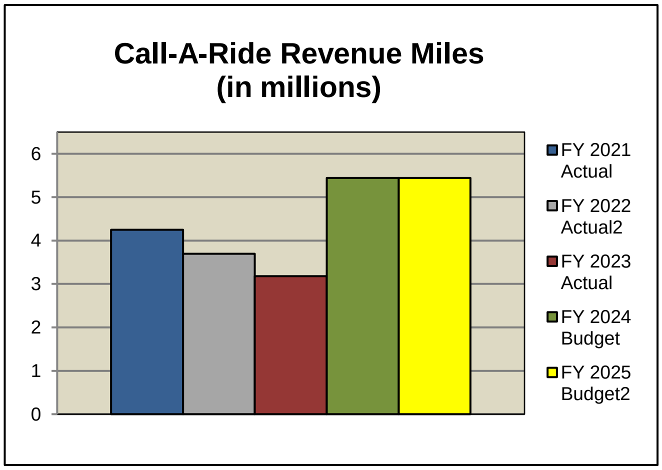


Facilities:

- Paratransit maintenance facility at Main Shop

Development:

- Trapeze gives CAR the ability to look at vehicles, manpower and ridership and produce a run pick that maximizes those resources.



Performance Indicators: Metro Transit

			FY 2025 Budget		FY 2024 Budget		FY 2023 Actual
Passenger boardings:	**System**		**20,626,576**		**15,356,932**		**20,350,001**
	MetroBus		12,272,646		8,729,217		12,172,149
	MetroLink		7,945,650		6,219,436		7,881,872
	Call-A-Ride		408,280		408,280		295,980
Revenue miles:	**System**		**21,408,591**		**21,408,591**		**17,672,400**
	MetroBus		13,041,900		13,041,900		12,048,457
	MetroLink		2,924,034		2,924,034		2,442,084
	Call-A-Ride		5,442,657		5,442,657		3,181,859
Revenue hours:	**System**		**1,366,523**		**1,366,523**		**1,166,152**
	MetroBus		943,841		943,841		872,617
	MetroLink		126,152		126,152		108,292
	Call-A-Ride		296,530		296,530		185,243
Total miles:	**System**		**23,591,670**		**23,591,670**		**19,713,072**
	MetroBus		14,874,442		14,874,442		13,877,555
	MetroLink		2,955,826		2,955,826		2,467,249
	Call-A-Ride		5,761,402		5,761,402		3,368,268
Total hours:	**System**		**1,476,050**		**1,479,050**		**1,262,037**
	MetroBus		1,026,495		1,029,495		951,572
	MetroLink		128,206		128,206		109,808
	Call-A-Ride		321,349		321,349		200,657
Passenger revenue	**System**	**$**	**21,859,446**	**$**	**22,067,259**	**$**	**19,928,198**
(excluding TMA and	MetroBus		12,063,115		12,315,504		12,434,860
contractual)	MetroLink		9,102,255		9,052,705		6,953,889
	Call-A-Ride		694,076		699,050		539,449
TMA (regional van services) & contractual Medicaid services		**$**	**1,724,163**	**$**	**1,374,675**	**$**	**782,230**
Operating expense by mode:	**System**	**$**	**328,980,534**	**$**	**315,093,748**	**$**	**279,424,929**
	MetroBus		175,346,625		181,845,627		152,197,548
	MetroLink		123,696,680		100,510,486		104,843,769
	Call-A-Ride		29,937,229		32,737,635		22,383,612
Passenger boardings per	**System**		**1.0**		**0.7**		**1.2**
revenue mile:	MetroBus		0.9		0.7		1.0
	MetroLink		2.7		2.1		3.2
	Call-A-Ride		0.1		0.1		0.1
Operating expense:							
Per revenue mile:	**System**	**$**	**15.37**	**$**	**14.72**	**$**	**15.81**
	MetroBus		13.44		13.94		12.63
	MetroLink		42.30		34.37		42.93
	Call-A-Ride		5.50		6.02		7.03
Per revenue hour:	**System**	**$**	**240.74**	**$**	**230.58**	**$**	**239.61**
	MetroBus		185.78		192.67		174.42
	MetroLink		980.54		796.74		968.16
	Call-A-Ride		100.96		110.40		120.83
Per passenger boarding	**System**	**$**	**15.95**	**$**	**20.52**	**$**	**13.73**
	MetroBus		14.29		20.83		12.50
	MetroLink		15.57		16.16		13.30
	Call-A-Ride		73.33		80.18		75.63
Operating expense:							
Per total mile:	**System**	**$**	**13.94**	**$**	**13.36**	**$**	**14.17**
	MetroBus		11.79		12.23		10.97
	MetroLink		41.85		34.00		42.49
	Call-A-Ride		5.20		5.68		6.65
Per total hour:	**System**	**$**	**222.88**	**$**	**213.04**	**$**	**221.41**
	MetroBus		170.82		176.64		159.94
	MetroLink		964.83		783.98		954.79
	Call-A-Ride		93.16		101.88		111.55
Farebox recovery:	**System**		**6.6%**		**7.0%**		**7.1%**
	MetroBus		6.9%		6.8%		8.2%
	MetroLink		7.4%		9.0%		6.6%
	Call-A-Ride		2.3%		2.1%		2.4%
Subsidy per passenger boarding:	**System**	**$**	**15.42**	**$**	**18.94**	**$**	**11.95**
	MetroBus		13.91		19.37		10.72
	MetroLink		15.03		14.65		11.66
	Call-A-Ride		68.01		75.05		70.40

Metro Transit System - Statement of Revenue and Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating revenue:					
Bus/rail revenue	19,388,749	21,368,209	21,165,370	(202,839)	-0.9%
C-A-R revenue	539,449	699,050	694,076	(4,974)	-0.7%
Total Passenger Revenue	**$ 19,928,199**	**$ 22,067,259**	**$ 21,859,446**	**$ (207,813)**	**-0.9%**
TMA revenue	-	-			
Paratransit contracts	782,230	1,374,675	1,724,163	349,488	25.4%
Other operating revenue	5,233,729	3,942,451	2,831,196	(1,111,255)	-28.2%
Total operating revenue	**25,944,157**	**27,384,385**	**26,414,805**	**(969,580)**	**-3.5%**
Non-Operating Revenue:					
Grant, sales tax & contractual	491,250,560	298,006,215	306,353,746	8,347,531	2.8%
Investment income	10,204,118	3,560,776	15,560,625	11,999,849	337.0%
Capital lease revenue	9,375,905	9,996,229	7,275,841	(2,720,388)	-27.2%
Other misc non-operational revenue	1,048,655	1,103,278	1,735,991	632,713	57.3%
Total Non-operating revenue	**511,879,238**	**312,666,498**	**330,926,203**	**18,259,705**	**5.8%**
Total Revenues	**537,823,395**	**340,050,883**	**357,341,008**	**17,290,125**	**5.1%**
Operating Expenses:					
Compensation	103,748,559	115,508,971	119,530,534	4,021,563	3.5%
Benefits	75,630,736	80,411,491	86,433,605	6,022,114	7.5%
Other post-employment benefits	(1,235,962)	1,220,007	(1,141,328)	(2,361,335)	-193.6%
Total Wages & Benefits	**178,143,333**	**197,140,469**	**204,822,811**	**7,682,342**	**3.9%**
Services	47,795,001	56,694,869	58,163,170	1,468,301	2.6%
Fuel and lubrications	5,383,442	9,748,237	11,293,198	1,544,961	15.8%
Parts and supplies	21,666,317	24,278,995	24,568,888	289,893	1.2%
Casualty and liability costs	11,793,850	8,274,174	11,275,455	3,001,281	36.3%
Utilities	8,518,700	8,829,590	9,218,601	389,011	4.4%
Other operating expenses	3,922,782	6,742,759	6,442,856	(299,903)	-4.4%
Management fees	3,500,010	3,384,655	3,195,555	(189,100)	-5.6%
Total Operating Expenses	**280,723,436**	**315,093,748**	**328,980,534**	**13,886,786**	**4.4%**
Non-Operating Expense:					
Capital lease expense	9,375,905	9,996,229	7,461,841	(2,534,388)	-25.4%
Interest expense	10,767,827	12,538,454	11,821,023	(717,431)	-5.7%
Sheltered workshop	1,484,269	2,437,962	2,440,000	2,038	0.1%
Other misc non-oper. expense	(3,705,665)	1,103,278	2,877,490	1,774,212	160.8%
Total Non-Operating Expenses	**17,922,336**	**26,075,923**	**24,600,349**	**(1,475,569)**	**-5.7%**
Total Expenses	**298,645,773**	**341,169,666**	**353,580,883**	**12,411,217**	**3.6%**
Net Income (Deficit) Before Depreciation	**239,177,623**	**(1,118,783)**	**3,760,125**	**4,878,908**	**-436.1%**
Depreciation	88,394,434	71,537,899	64,559,692	(6,978,207)	-9.8%
Net transfers	5,189,163	4,913,670	3,877,144	(1,036,526)	-21.1%
Net Income (Deficit)	**$ 145,594,026**	**$ (77,570,357)**	**$ (64,676,716)**	**$ 12,893,641**	**-16.6%**

Numbers may not sum due to rounding

Metro Transit System - Detail of Grants, Sales Tax & Contractual Revenue

	Actual 2023	Budget 2024	Budget 2025	Budget Change $ Change	% Change
Missouri:					
City of St. Louis 1/2 cent sales tax	$ 23,558,148	$ 21,898,096	$ 22,886,371	$ 988,275	4.5%
City of St. Louis 1/4 cent sales tax	10,390,549	9,489,079	10,004,578	$ 515,499	5.4%
City of St. Louis Prop M2 sales tax	9,009,131	5,693,878	8,205,846	$ 2,511,968	44.1%
Total City of St. Louis	**42,957,828**	**37,081,053**	**41,096,795**	**4,015,742**	**10.8%**
St Louis County 1/2 cent sales tax	46,985,104	45,160,403	45,873,397	$ 712,994	1.6%
St Louis County 1/4 cent sales tax	35,204,309	35,385,509	37,786,149	$ 2,400,640	6.8%
St Louis County Prop A sales tax	68,433,676	89,919,250	94,932,405	$ 5,013,155	5.6%
Total St. Louis County	**150,623,089**	**170,465,162**	**178,591,951**	**8,126,789**	**4.8%**
Other Local Match - MO	547,929	450,000	450,000	$ -	0.0%
Planning and demo reimbursement	-	160,000	160,000	$ -	0.0%
Total Other Local MO	**547,929**	**610,000**	**610,000**	**-**	**0.0%**
General Operating & Special MODOT	3,645,358	750,000	750,000	$ -	0.0%
Total State Of Missouri	**3,645,358**	**750,000**	**750,000**	**-**	**0.0%**
Total Missouri local & state:	**197,774,204**	**208,906,215**	**221,048,746**	**12,142,531**	**5.8%**
Illinois:					
St Clair County	59,022,247	60,900,000	64,900,000	$ 4,000,000	6.6%
Other Local Match - IL	277,282	250,000	250,000	$ -	0.0%
Total Illinois local & state	**59,299,529**	**61,150,000**	**65,150,000**	**$ 4,000,000**	**6.5%**
Total local & state	**257,073,733**	**270,056,215**	**286,198,746**	**$ 16,142,531**	**6.0%**
Federal:					
Vehicle Maintenance	16,000,000	16,000,000	16,000,000	$ -	0.0%
Non-capitalized projects	3,847,743	3,950,000	4,155,000	$ 205,000	5.2%
Other Federal	214,329,084	8,000,000	-	$ (8,000,000)	-100.0%
Total Federal:	**234,176,827**	**27,950,000**	**20,155,000**	**(7,795,000)**	**-27.9%**
Total grants, sales tax & contractual revenue	**$ 491,250,560**	**$ 298,006,215**	**$ 306,353,746**	**$ 8,347,531**	**2.8%**

Numbers may not sum due to rounding.

The following section displays operating costs for the departments that reside within Metro Transit. The departments that encompass transit operations include Bus Transportation, Rail Transportation, Paratransit Transportation, Vehicle Maintenance, Facility Maintenance, Maintenance of Way, Operations Training, Planning & System Development, ADA Services, Labor Relations, and Operations Administration and are led by the Executive Vice President and Chief Operating Officer of Transit. The Executive Vice President of Administration manages Procurement & Inventory Management, Workfore Diversity & EEO, Information Technology, and the Administration office. The Executive Vice President and Chief Human Resource Officer manages Human Resources, Pension and Retiree Benefits, Compensation and Workforce Analytics, Culture & Change Management, Training management and Organizatioal Effectiveness. Other areas included are managed by the General Manager of Security, the General Manager of Safety, Executive Vice President and Chief Financial Officer, Vice President of Economic Development, and the Vice President of Marketing and Communications.

Metro Transit - Operating Expense By Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
By type of expense:				
Wages & benefits without OPEB	195,920,458	205,964,138	10,043,680	5.1%
Other post-employment benefits	1,220,007	(1,141,328)	(2,361,335)	-193.6%
Services	56,694,869	58,163,170	1,468,301	2.6%
Fuel and lubrications	9,748,237	11,293,198	1,544,961	15.8%
Parts and supplies	24,278,995	24,568,888	289,893	1.2%
Casualty and liability costs	8,274,174	11,275,455	3,001,281	36.3%
Utilities	8,829,590	9,218,601	389,011	4.4%
Leases and other expense	6,742,763	6,442,856	(299,907)	-4.4%
Agency Fees	3,384,655	3,195,555	(189,100)	-5.6%
Operating expense	**315,093,748**	**328,980,534**	**13,886,786**	**4.4%**
By function:				
Transit Operations	228,448,742	232,482,393	4,033,651	1.8%
Executive Transit Operations	38,854,150	42,530,321	3,676,172	9.5%
Executive VP Administration	19,552,931	19,971,745	418,814	2.1%
Executive VP Organizational Effectiveness	14,716,182	17,005,583	2,289,401	15.6%
Marketing & Communications	4,510,735	4,535,179	24,444	0.5%
Finance	6,424,376	10,951,973	4,527,596	70.5%
Real Estate & Meridian	2,586,632	1,503,339	(1,083,293)	-41.9%
Operating expense	**315,093,748**	**328,980,534**	**13,886,786**	**4.4%**

numbers may not sum due to rounding

Transit Operations - Operating Expense by Department / Function	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Bus Transporation				
Wages & benefits without OPEB	65,725,770	68,729,884	3,004,114	4.6%
Other post-employment benefits	472,772	(130,300)	(603,072)	-127.6%
Services	411,040	333,907	(77,133)	-18.8%
Parts and supplies	225,700	128,315	(97,385)	-43.1%
Casualty and liability costs	0	0	0	0.0%
Utilities	37,500	41,300	3,800	10.1%
Leases and other expense	144,524	177,857	33,333	23.1%
Agency Fees	0	0	0	0.0%
Operating expense	**67,017,306**	**69,280,963**	**2,263,656**	**3.4%**
Rail Transporation				
Wages & benefits without OPEB	14,712,722	16,634,630	1,921,908	13.1%
Other post-employment benefits	81,327	(79,100)	(160,427)	-197.3%
Services	0	(5,262)	(5,262)	0.0%
Fuel and lubrications		(76,000)		
Parts and supplies	13,164	81,792	68,628	521.3%
Casualty and liability costs	0	0	0	0.0%
Utilities	26,688	28,400	1,712	6.4%
Leases and other expense	42,579	9,858	(32,721)	-76.8%
Agency Fees	0	0	0	0.0%
Operating expense	**14,876,480**	**16,594,317**	**1,717,837**	**11.5%**
Paratransit Transporation				
Wages & benefits without OPEB	15,967,485	14,106,969	(1,860,516)	-11.7%
Other post-employment benefits	22,920	(51,700)	(74,620)	-325.6%
Services	364,200	178,109	(186,091)	-51.1%
Parts and supplies	34,740	32,800	(1,940)	-5.6%
Casualty and liability costs	0	0	0	0.0%
Utilities	6,000	6,000	0	0.0%
Leases and other expense	65,026	39,957	(25,069)	-38.6%
Agency Fees	0	0	0	0.0%
Operating expense	**16,460,371**	**14,312,135**	**(2,148,236)**	**-13.1%**
Vehicle Maintenance				
Wages & benefits without OPEB	36,183,081	33,158,716	(3,024,365)	-8.4%
Other post-employment benefits	202,591	(146,035)	(348,626)	-172.1%
Services	3,968,260	3,539,130	(429,130)	-10.8%
Fuel and lubrications	9,743,525	11,349,078	1,605,553	16.5%
Parts and supplies	16,088,619	16,240,812	152,193	0.9%
Casualty and liability costs	(224,120)	(76,524)	147,596	-65.9%
Utilities	497,967	515,576	17,609	3.5%
Leases and other expense	481,415	298,720	(182,695)	-37.9%
Agency Fees	0	0	0	0.0%
Operating expense	**66,941,339**	**64,879,474**	**(2,061,865)**	**-3.1%**

Transit Operations - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Facility Maintenance				
Wages & benefits without OPEB	6,012,170	6,554,526	542,356	9.0%
Other post-employment benefits	28,694	(24,000)	(52,694)	-183.6%
Services	3,953,000	3,591,940	(361,060)	-9.1%
Fuel and lubrications	0	0	0	0.0%
Parts and supplies	1,526,650	1,518,045	(8,605)	-0.6%
Casualty and liability costs	0	0	0	0.0%
Utilities	2,510,800	2,488,700	(22,100)	-0.9%
Leases and other expense	65,500	56,000	(9,500)	-14.5%
Agency Fees	0	0	0	0.0%
Operating expense	**14,096,814**	**14,185,211**	**88,397**	**0.6%**
Maintenance of Way				
Wages & benefits without OPEB	15,750,861	17,413,332	1,662,470	10.6%
Other post-employment benefits	88,036	(103,600)	(191,636)	-217.7%
Services	7,952,982	10,112,547	2,159,565	27.2%
Other Lubricants	0	0	0	0.0%
Parts and supplies	2,591,350	3,290,837	699,487	27.0%
Casualty and liability costs	0	0	0	0.0%
Utilities	5,221,913	5,596,144	374,231	7.2%
Leases and other expense	130,307	187,065	56,758	43.6%
Agency Fees	0	0	0	0.0%
Operating expense	**31,735,449**	**36,496,325**	**4,760,876**	**15.0%**
Operations Training				
Wages & benefits without OPEB	2,068,957	2,554,585	485,628	23.5%
Other post-employment benefits	7,584	(18,300)	(25,884)	-341.3%
Services	60,000	46,900	(13,100)	-21.8%
Gasoline Consumed	0		0	0.0%
Parts and supplies	49,266	97,613	48,347	98.1%
Casualty and liability costs	0		0	0.0%
Utilities	2,000	4,500	2,500	125.0%
Leases and other expense	53,715	119,328	65,613	122.2%
Agency Fees	0		0	0.0%
Operating expense	**2,241,522**	**2,804,626**	**563,104**	**25.1%**
Planning & System Development				
Wages & benefits without OPEB	3,415,166	3,662,915	247,750	7.3%
Other post-employment benefits	20,353	(18,100)	(38,453)	-188.9%
Services	8,029,980	7,052,117	(977,863)	-12.2%
Parts and supplies	333,050	222,687	(110,363)	-33.1%
Casualty and liability costs	0	0	0	0.0%
Utilities	6,000	5,400	(600)	-10.0%
Leases and other expense	44,110	55,213	11,103	25.2%
Agency Fees	0	0	0	0.0%
Operating expense	**11,848,659**	**10,980,232**	**(868,427)**	**-7.3%**

Transit Operations - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
ADA Services				
Wages & benefits without OPEB	176,981	188,592	11,610	6.6%
Other post-employment benefits	4,269	(2,800)	(7,069)	-165.6%
Services	800,320	1,010,604	210,284	26.3%
Parts and supplies	2,520	3,210	690	27.4%
Casualty and liability costs	0	0	0	0.0%
Utilities	984	1,620	636	64.6%
Leases and other expense	26,415	25,670	(745)	-2.8%
Agency Fees	0	0	0	0.0%
Operating expense	**1,011,489**	**1,226,895**	**215,406**	**21.3%**
Labor Relations				
Wages & benefits without OPEB	281,373	223,899	(57,473)	-20.4%
Other post-employment benefits	2,167	(2,200)	(4,367)	-201.5%
Services	582,312	559,325	(22,987)	-3.9%
Parts and supplies	2,858	2,612	(246)	-8.6%
Casualty and liability costs	0	0	0	0.0%
Utilities	0	1,200	1,200	0.0%
Leases and other expense	0	6,914	6,914	0.0%
Operating expense	**868,710**	**791,749**	**(76,960)**	**-8.9%**
Operations Administration				
Wages & benefits without OPEB	738,467	379,528	(358,939)	-48.6%
Other post-employment benefits	2,735	(8,500)	(11,235)	-410.7%
Services	550,000	532,265	(17,735)	-3.2%
Parts and supplies	41,000	6,574	(34,426)	-84.0%
Casualty and liability costs	0	0	0	0.0%
Utilities	800	900	100	12.5%
Leases and other expense	17,600	19,698	2,098	11.9%
Agency Fees	0	0	0	0.0%
Operating expense	**1,350,602**	**930,465**	**(420,138)**	**-31.1%**
Transit Operations Total				
Wages & benefits without OPEB	**161,033,033**	**163,607,575**	**2,574,541**	**1.6%**
Other post-employment benefits	**933,449**	**(584,635)**	**(1,518,084)**	**-162.6%**
Services	**26,672,094**	**26,951,582**	**279,487**	**1.0%**
Fuel and lubrications	**9,743,525**	**11,273,078**	**1,529,553**	**15.7%**
Parts and supplies	**20,908,917**	**21,625,297**	**716,380**	**3.4%**
Casualty and liability costs	**(224,120)**	**(76,524)**	**147,596**	**-65.9%**
Utilities	**8,310,652**	**8,689,740**	**379,088**	**4.6%**
Leases and other expense	**1,071,191**	**996,280**	**(74,911)**	**-7.0%**
Agency fees	**0**	**0**	**0**	**0.0%**
Operating expense	**228,448,742**	**232,482,393**	**4,033,651**	**1.8%**

numbers may not sum due to rounding

Executive Transit Operations Administration by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Security				
Wages & benefits without OPEB	6,813,416	6,429,246	(384,170)	-5.6%
Other post-employment benefits	31,849	(116,783)	(148,632)	-466.7%
Services	14,804,576	15,436,792	632,216	4.3%
Gasoline Consumed	0	0	0	0.0%
Parts and supplies	64,986	64,911	(75)	-0.1%
Casualty and liability costs	0	0	0	0.0%
Utilities	11,985	4,950	(7,035)	-58.7%
Leases and other expense	39,314	19,371	(19,943)	-50.7%
Agency Fees	0	0	0	0.0%
Operating expense	**21,766,126**	**21,838,487**	**72,361**	**0.3%**
Risk Management				
Wages & benefits without OPEB	519,947	394,993	(124,954)	-24.0%
Other post-employment benefits	3,903	(3,300)	(7,203)	-184.6%
Services	62,500	53,393	(9,107)	-14.6%
Parts and supplies	5,050	3,505	(1,545)	-30.6%
Casualty and liability costs	8,188,000	10,916,335	2,728,335	33.3%
Utilities	1,200	800	(400)	-33.3%
Leases and other expense	10,700	11,558	858	8.0%
Operating expense	**8,791,300**	**11,377,284**	**2,585,984**	**29.4%**
Drug & Alcohol				
Wages & benefits without OPEB	203,172	215,789	12,617	6.2%
Other post-employment benefits	1,183	(4,100)	(5,283)	-446.6%
Services	600,000	664,306	64,306	10.7%
Parts and supplies			-	0.0%
Casualty and liability costs			-	0.0%
Utilities	400	1,000	600	150.0%
Leases and other expense	4,500	4,657	157	3.5%
Agency Fees				0.0%
Operating expense	**809,255**	**881,652**	**72,397**	**8.9%**
Safety				
Wages & benefits without OPEB	1,081,102	1,336,556	255,454	23.6%
Other post-employment benefits	4,570	(14,300)	(18,870)	-412.9%
Services	350,000	282,541	(67,459)	-19.3%
Parts and supplies	205,350	259,457	54,107	26.3%
Casualty and liability costs	0	9,818	9,818	100.0%
Utilities	35,660	25,750	(9,910)	-27.8%
Leases and other expense	65,760	373,042	307,282	467.3%
Agency Fees	0	0	0	0.0%
Operating expense	**1,742,441**	**2,272,863**	**530,422**	**30.4%**

Executive Transit Operations Administration by Department / Function

Emergency Preparedness	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Wages & benefits without OPEB	0	91,832	91,832	100.0%
Other post-employment benefits	864	0	(864)	-100.0%
Services	0	0	0	0.0%
Parts and supplies	0	0	0	0.0%
Casualty and liability costs	0	0	0	0.0%
Utilities	0	0	0	0.0%
Leases and other expense	0	0	0	0.0%
Agency Fees	0	0	0	0.0%
Operating expense	**864**	**91,832**	**90,967**	**10523.6%**

Engineering & New Systems	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Wages & benefits without OPEB	1,571,178	1,849,627	278,449	17.7%
Other post-employment benefits	14,613	(36,600)	(51,213)	-350.5%
Services	4,090,000	4,234,605	144,605	3.5%
Parts and supplies	30,972	4,725	(26,247)	-84.7%
Casualty and liability costs	0	0	0	0.0%
Utilities	5,400	0	(5,400)	-100.0%
Leases and other expense	32,000	15,846	(16,154)	-50.5%
Agency Fees	0	0	0	0.0%
Operating expense	**5,744,164**	**6,068,203**	**324,040**	**5.6%**

Executive Transit Operations Administration Totals				
Wages & benefits without OPEB	**10,188,815**	**10,318,043**	**129,228**	**1.3%**
Other post-employment benefits	**56,982**	**(175,083)**	**(232,065)**	**-407.3%**
Services	**19,907,076**	**20,671,637**	**764,561**	**3.8%**
Parts and supplies	**306,358**	**332,598**	**26,240**	**8.6%**
Casualty and liability costs	**8,188,000**	**10,926,153**	**2,738,153**	**33.4%**
Utilities	**54,645**	**32,500**	**(22,145)**	**-40.5%**
Leases and other expense	**152,274**	**424,474**	**272,200**	**178.8%**
Agency Fees	**0**	**0**	**0**	**0.0%**
Operating expense	**38,854,150**	**42,530,321**	**3,676,172**	**9.5%**

numbers may not sum due to rounding

Executive Vice-President - Administration - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Procurement & Inventory Management				
Wages & benefits without OPEB	5,532,494	5,657,631	125,138	2.3%
Other post-employment benefits	31,917	(49,800)	(81,717)	-256.0%
Services	101,592	88,925	(12,667)	-12.5%
Parts and supplies	772,910	566,014	(206,896)	-26.8%
Casualty and liability costs	0	0	0	0.0%
Utilities	3,960	2,060	(1,900)	-48.0%
Leases and other expense	52,530	78,324	25,795	49.1%
Operating expense	**6,495,402**	**6,343,154**	**(152,248)**	**-2.3%**
Workforce Diversity & EEO				
Wages & benefits without OPEB	217,823	211,165	(6,658)	-3.1%
Other post-employment benefits	1,778	(4,100)	(5,878)	-330.6%
Services	36,000	22,680	(13,320)	-37.0%
Fuel and lubrications	0			0.0%
Parts and supplies	12,400	12,248	(152)	-1.2%
Casualty and liability costs	0			
Utilities	1,680	1,800	120	7.1%
Leases and other expense	19,320	52,476	33,156	171.6%
Operating expense	**289,001**	**296,269**	**7,268**	**2.5%**
Information Technology				
Wages & benefits without OPEB	4,868,324	5,549,469	681,145	14.0%
Other post-employment benefits	32,775	(89,680)	(122,455)	-373.6%
Services	5,847,048	5,704,558	(142,490)	-2.4%
Parts and supplies	88,800	97,314	8,514	9.6%
Casualty and liability costs	246,000	341,322	95,322	38.7%
Utilities	349,820	350,192	372	0.1%
Leases and other expense	116,524	117,372	848	0.7%
Operating expense	**11,549,291**	**12,070,547**	**521,255**	**4.5%**
Executive VP Administration				
Wages & benefits without OPEB	713,324	833,949	120,625	16.9%
Other post-employment benefits	2,609	(10,800)	(13,409)	-513.9%
Services	66,000	80,085	14,085	21.3%
Parts and supplies	371,000	325,442	(45,557)	-12.3%
Casualty and liability costs	0	0	0	0.0%
Utilities	1,000	2,500	1,500	150.0%
Leases and other expense	65,304	30,598	(34,706)	-53.1%
Operating expense	**1,219,237**	**1,261,775**	**42,538**	**3.5%**

Executive Vice-President - Administration - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Executive Vice President - Totals				
Wages & benefits without OPEB	11,331,965	12,252,215	920,250	8.1%
Other post-employment benefits	69,079	(154,380)	(223,459)	-323.5%
Services	6,050,640	5,896,248	(154,392)	-2.6%
Fuel & Lubrications	0	0	0	0.0%
Parts and supplies	1,245,110	1,001,018	(244,092)	-19.6%
Casualty and liability costs	246,000	341,322	95,322	38.7%
Utilities	356,460	356,552	92	0.0%
Leases and other expense	253,677	278,771	25,093	9.9%
Operating expense	19,552,931	19,971,745	418,814	2.1%

numbers may not sum due to rounding

Executive Vice-President - Organizational Effectiveness - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Human Resources				
Wages & benefits without OPEB	2,341,263	1,916,294	(424,969)	-18.2%
Other post-employment benefits	8,398	(29,100)	(37,498)	-446.5%
Services	839,176	812,178	(26,998)	-3.2%
Parts and supplies	178,400	106,686	(71,714)	-40.2%
Casualty and liability costs	0	0	0	0.0%
Utilities	11,000	8,400	(2,600)	-23.6%
Leases and other expense	318,229	544,086	225,857	71.0%
Operating expense	**3,696,465**	**3,358,543**	**(337,922)**	**-9.1%**
Pension & Retiree Benefits				
Wages & benefits without OPEB	7,784,879	9,439,769	1,654,890	21.3%
Other post-employment benefits	1,132	(13,400)	(14,532)	-1284.1%
Services	98,780	95,330	(3,450)	-3.5%
Parts and supplies	100	433	333	333.0%
Casualty and liability costs	17,862	0	(17,862)	-100.0%
Utilities	744	1,544	800	107.5%
Leases and other expense	16,500	10,565	(5,935)	-36.0%
Operating expense	**7,919,997**	**9,534,241**	**1,614,244**	**20.4%**
Compensation & Workforce Analytics				
Wages & benefits without OPEB		181,659	181,659	100.0%
Other post-employment benefits		0	0	0.0%
Services		208,644	208,644	100.0%
Parts and supplies			0	0.0%
Casualty and liability costs			0	0.0%
Utilities			0	0.0%
Leases and other expense		295,227	295,227	100.0%
Operating expense	**0**	**685,530**	**685,530**	**100.0%**
Culture & Change Management				
Wages & benefits without OPEB	177,773	306,320	128,547	72.3%
Other post-employment benefits	0	0	0	0.0%
Services	60,000	193,909	133,909	223.2%
Parts and supplies	6,000	10,033	4,033	67.2%
Casualty and liability costs			0	0.0%
Utilities		1,500	1,500	100.0%
Leases and other expense	122,100	84,654	(37,446)	-30.7%
Operating expense	**365,873**	**596,416**	**230,543**	**63.0%**

Executive Vice-President - Organizational Effectiveness - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Training management Development				
Wages & benefits without OPEB	0	344,903	344,903	100.0%
Other post-employment benefits	0	0	-	0.0%
Services	59,907	44,415	(15,492)	-25.9%
Parts and supplies	0	22,161	22,161	100.0%
Casualty and liability costs	0	0	-	0.0%
Utilities	0	2,250	2,250	100.0%
Leases and other expense	1,685,801	330,823	(1,354,978)	-80.4%
Operating expense	**1,745,708**	**744,552**	**(1,001,156)**	**-57.3%**
Executive VP Organizational Effectiveness				
Wages & benefits without OPEB	168,398	912,283	743,886	441.7%
Other post-employment benefits	845	(8,700)	(9,545)	-1129.8%
Services	538,638	222,075	(316,563)	-58.8%
Parts and supplies	1,600	18,931	17,331	1083.2%
Casualty and liability costs	0	0	0	0.0%
Utilities	0	2,250	2,250	100.0%
Leases and other expense	278,659	939,461	660,802	237.1%
Operating expense	**988,140**	**2,086,301**	**1,098,161**	**111.1%**
Executive Vice President - Totals				
Wages & benefits without OPEB	**10,472,313**	**13,101,228**	**2,628,915**	**25.1%**
Other post employment benefits	**10,374**	**(51,200)**	**(61,574)**	**-593.5%**
Services	**1,596,501**	**1,576,551**	**(19,950)**	**-1.2%**
Parts and supplies	**186,100**	**158,244**	**(27,855)**	**-15.0%**
Casualty and liability costs	**17,862**	**0**	**(17,862)**	**-100.0%**
Utilities	**11,744**	**15,944**	**4,200**	**35.8%**
Leases and other expense	**2,421,289**	**2,204,816**	**(216,473)**	**-8.9%**
Operating expense	**14,716,182**	**17,005,583**	**2,289,401**	**15.6%**

numbers may not sum due to rounding

Marketing & Communications - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Arts in Transit				
Wages & benefits without OPEB	0	0	0	0.0%
Other post-employment benefits	0	0	0	0.0%
Services	50,000	48,199	(1,801)	-3.6%
Parts and supplies	1,700	1,370	(330)	-19.4%
Casualty and liability costs	0	0	0	0.0%
Utilities	0	0	0	0.0%
Leases and other expense	250	0	(250)	-100.0%
Operating expense	**51,950**	**49,569**	**(2,381)**	**-4.6%**
Gateway Card Center				
Wages & benefits without OPEB	512,108	540,262	28,154	5.5%
Other post-employment benefits	2,484	(9,900)	(12,384)	-498.6%
Services	120,000	113,821	(6,179)	-5.1%
Parts and supplies	600	9,442	8,842	1473.6%
Casualty and liability costs	0	0	0	0.0%
Utilities	600	600	0	0.0%
Leases and other expense	50,450	55,789	5,339	10.6%
Operating expense	**686,241**	**710,013**	**23,772**	**3.5%**
Marketing Management				
Wages & benefits without OPEB	1,721,253	1,872,085	150,832	8.8%
Other post-employment benefits	11,706	(28,630)	(40,336)	-344.6%
Services	1,112,602	1,027,612	(84,990)	-7.6%
Parts and supplies	204,300	194,884	(9,416)	-4.6%
Casualty and liability costs	0	0	0	0.0%
Utilities	4,850	10,800	5,950	122.7%
Leases and other expense	717,833	698,846	(18,987)	-2.6%
Operating expense	**3,772,544**	**3,775,597**	**3,053**	**0.1%**
Marketing & Communications - Total				
Wages & benefits without OPEB	**2,233,361**	**2,412,347**	**178,986**	**8.0%**
Other post employment benefits	**14,189**	**(38,530)**	**(52,719)**	**-371.5%**
Services	**1,282,602**	**1,189,632**	**(92,970)**	**-7.2%**
Fuel and lubrications			**0**	**0.0%**
Parts and supplies	**206,600**	**205,696**	**(904)**	**-0.4%**
Casualty and liability costs	**0**	**0**	**0**	**0.0%**
Utilities	**5,450**	**11,400**	**5,950**	**109.2%**
Leases and other expense	**768,533**	**754,635**	**(13,898)**	**-1.8%**
Total operating expense	**4,510,735**	**4,535,179**	**24,444**	**0.5%**

numbers may not sum due to rounding

Finance - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Proj $ Change	Bdgt vs Proj % Change
Finance				
Wages & benefits without OPEB	399,583	3,997,509	3,597,926	900.4%
Other post-employment benefits	134,051	(131,800)	(265,851)	-198.3%
Services	559,200	1,275,996	716,796	128.2%
Fuel and lubrications	44,400	0	(44,400)	-100.0%
Parts and supplies	1,376,945	1,258,216	(118,729)	-8.6%
Casualty and liability costs	0	0	0	0.0%
Utilities	5,005	5,000	(5)	-0.1%
Leases and other expense	3,905,192	4,547,052	641,860	16.4%
Total operating expense	**6,424,376**	**10,951,973**	**4,527,596**	**70.5%**

numbers may not sum due to rounding

Real Estate & Meridian - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Proj $ Change	Bdgt vs Proj % Change
Real Estate & Meridian				
Wages & benefits without OPEB	259,375	275,222	15,847	6.1%
Other post-employment benefits	1,881	(5,700)	(7,581)	-403.1%
Services	626,755	601,526	(25,229)	-4.0%
Fuel and lubrications	0	0	0	0.0%
Parts and supplies	9,277	7,937	(1,340)	-14.4%
Casualty and liability costs	46,432	84,504	38,072	82.0%
Utilities	85,634	107,466	21,832	25.5%
Leases and other expense	1,557,278	432,384	(1,124,894)	-72.2%
Agency Fees	0	0	0	0.0%
Total operating expense	**2,586,632**	**1,503,339**	**(1,083,293)**	**-41.9%**

numbers may not sum due to rounding

METRO TRANSIT ORGANIZATIONAL UNITS

METRO TRANSIT
ORGANIZATIONAL UNITS

BU230816

Metro Transit

Operational overview:

Transit Operations manages three modes of public transportation in the St. Louis metropolitan area and associated support functions including the following:

Operations Administration provides overall management of the Metro transit operations functions.

MetroBus includes MetroBus activities related to bus operations management, bus operators and operator training.

MetroLink includes MetroLink activities related to light rail operations management, light rail operators and operator training.

Call-A-Ride includes all Call-A-Ride activities related to paratransit operations management, van operators, operator training, passenger scheduling, and paratransit programs.

Vehicle Maintenance is responsible for Metro's fleet management and transit asset management programs maintenance and cleaning of all revenue and non-revenue vehicles. Vehicles maintained include buses, light rail cars, vans, and support vehicles. In addition to development and management of predictive, preventative and condition-based maintenance programs, this function also operates a heavy repair facility, which includes a body and paint shop, engine overhaul shop, radiator shop, transmission overhaul shop, and radio communications maintenance shop. Also included are the vehicle maintenance management, vehicle maintenance training, maintenance analysis, and product development groups. Responsibilities of Metro Bus' Maintenance of Way include transfer centers, shelters, loops, and bus stops.

Facilities Maintenance is responsible for maintaining and cleaning the DeBaliviere, Brentwood, and Illinois bus operations facilities, paratransit facility and passenger transit centers.

Maintenance of Way is responsible for the inspection, maintenance, and repair of assets along the MetroLink routes. MetroLink responsibilities cover all rail systems including communications, signals, and traction power right-of-way including light rail stations, light rail maintenance facilities, tunnels, structures, track, and rail right-of-way.

Risk and Absence Management is responsible for BSD self-insurance and insurance programs as well as the administration of workers' compensation, property and auto liability claims. The department administers federal drug and alcohol programs including random testing and is responsible for the monitoring and management of employee absences

Public Safety is responsible for the safeguarding of Bi-State Development's customers, personnel, and property as well as fare enforcement. Bi-State Development utilizes certain employees, jurisdictional police officers, outside security service guards, and undercover police officers.

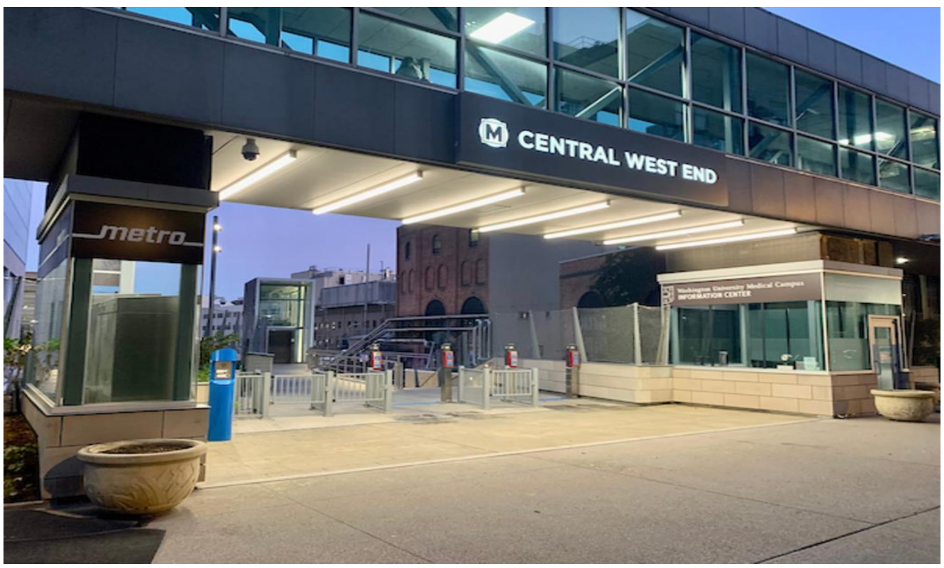
Planning & System Development designs fixed route service plans and other efficient and attractive mobility solutions across Metro Transit's service area, including MetroBus, MetroLink, and since FY 2020, microtransit solutions. These service plans are based on detailed analysis of operating schedules, service productivity, and other research regarding opportunities and trends in mobility. Metro's Customer Service Team communicates Metro's service options, provides trip planning assistance to customers, and supports the customer through engaging conversations across multiple media.

Labor Relations is responsible for administering all collective bargaining agreements with the various bargaining units; whereby negotiating labor contracts, managing grievance processes, and maintaining data unique to union personnel. The Department also functions in both an advisor and confidant to Metro Transit leaders in the execution of their responsibilities in a manner consistent with those collective bargaining agreements, the agency policies, and applicable laws.

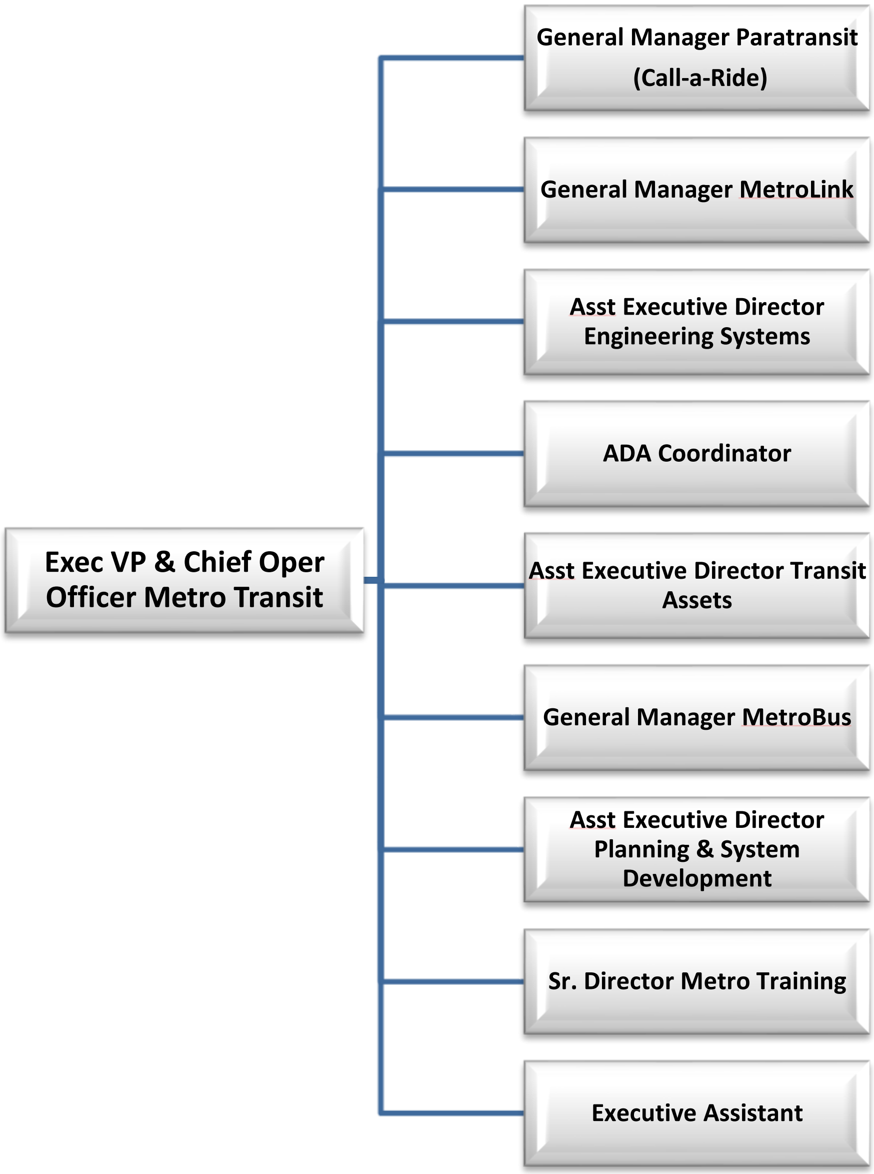
ADA Services administers and oversees compliance with transportation provisions of the Americans with Disabilities Act. The group administers and coordinates the ADA activities related to Metro's services and facilities. This includes certification of customers as eligible for ADA complementary paratransit service, monitoring of service to the disability community, and active participation in community outreach. A Travel Training Program, designed to train disabled customers in the use of transit's fixed route bus and light rail service, is managed by the department.

Engineering designs, engineers, and constructs capital projects for the rail and bus systems. The Capital Projects Department manages the design and construction of projects that repair, upgrade or expand the MetroBus and MetroLink facilities. Capital projects are typically funded from federal grants. The Project Control Department tracks and monitors project schedules and budgets and provides quality assurance. All project documents are maintained within this department.

In 2022 Transit received an Excellence in Architecture Award from the American Institute of Architects (AIA) Central States Excellence in Design Program for the Central West End MetroLink Station.



Organization:



Performance Indicators – Metro Transit

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators for the Transit Operations:

	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Bus Transportation:				
On-time performance	91.0%	87.0	91.0%	86.4%
Accidents per 100,000 vehicle miles	.88	.88	2.3	1.1
Passenger injuries per 100,000 boardings	1.3	.095	1.3	1.0
Rail Transportation:				
On-time performance	98.0%	98.1%	98.0%	86.1%
Accidents per 100,000 vehicle miles	0.1	0.1	0.1	0.0
Passenger injuries per 100,000 boardings	0.5	.45	0.5	.00
Paratransit Transportation:				
On-time performance	93.0%	92.9%	93.0%	93.0%
Accidents per 100,000 vehicle miles	1.5	.85	1.5	.45
Passenger injuries per 100,000 boardings	5.0	4.2	5.0	2.0
Vehicle Maintenance:				
Average revenue miles between incidents:				
MetroBus roadcalls	22,085	21,378	22,085	22,138
MetroLink failures	23,307	34,009	23,307	28,765
Call-A-Ride roadcalls	21,632	48,337	21,632	14,154
Maintenance of Way (MOW):				
MOW system reliability (on-time performance)	98.5%	95.0%	98.5%	94.3%
Elevator and escalator availability	98.0%	98.0%	98.0%	98.0%
On-time performance of equipment inspections	97.5%	95.0%	97.5%	97.5%
Labor Relations:				
Employee/retiree outreach:				
Education events	30	30	30	30
Communications	6	6	6	6
Engineering:				
Permits and agreements secured as required	100%	100%	100%	100%
Managed according to policy and procedure	100%	100%	100%	100%
Monitor compliance to policy	100%	100%	100%	100%
Projects completed within budget	100%	100%	100%	100%
Projected completed on time	90%	85%	90%	90%

Administration Division

Organizational overview:

The Administration Division oversees and manages the following administrative functional areas: Administrative Services, Equal Employment Opportunity (EEO), Information Technology, and Procurement, Inventory Management and Supplier Diversity.

Information Technology and Procurement are covered in their own sections in this document.

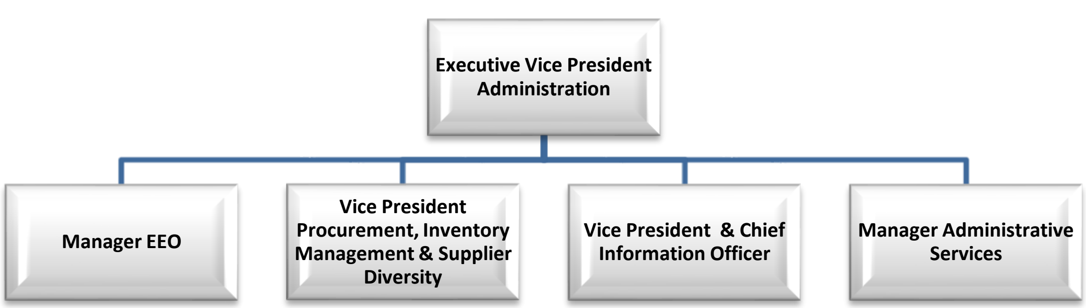
Administrative Services is responsible for providing corporate security, mail delivery, office management, and printing services for the agency.

Equal Employment Opportunity (EEO) is responsible for the ongoing development and implementation, administration, monitoring and ensuring compliance with employment laws. At all times, Bi-State Development provides equal employment opportunity to all persons, and BSD will not discriminate on the basis of race, color, creed, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, gender identity and any other protected class under federal, state and local laws. Bi-State Development implements its commitment to equal employment opportunity and diversity in all of its employment practices, including but not limited to: recruitment, hiring, promotions, discipline, transfers, compensation/rates of pay, training, benefits, terminations and other terms and conditions of employment.

Information Technology is responsible for providing efficient, reliable, cost-effective and secure technology services and dedicated support to all technology users throughout Bi-State Development

Procurement, Inventory Management and Supplier Diversity is responsible for delivering on a timely basis the best value product or service, while maintaining the public's trust and fulfilling public policy goals.

Organization:



Objectives and Strategies Action Plan: Information Technology

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document, which include improving the perception of system safety and the image of the Agency. Information Technology priorities are listed below:

Objective:	**Improve the effectiveness of safety related systems and procedures for Metro Transit.**

Strategy:

- Promote and support technology, process, and infrastructure improvements that allow deployment of systems and equipment that promote safety and public safety initiatives.
- Work with the Public Safety and Operations teams to identify key initiatives. Work together on prioritization and crafting of desired schedules.
- Share information on new technology or approaches that may enhance capabilities and results. Ensure that technology resources and needs are available to meet or exceed agreed on schedules. Assist with reporting of metrics and measures that assist in progressing employee, partner, and customer safety.

Performance Measurement:

- Key needs identified and technology resources are effectively deployed, maintained and operating to support the Agency-wide safety and security initiatives that support the provision of safe services.
- Positive trends on key measures that assess employee and customer perception of safety and security.

Objective:	**Improve the image of Bi-State Development by promoting technology solutions that improve our capabilities and effectiveness as an employer, partner, and supplier of services.**

Strategy:

- Work with our business partners to identify areas where improvements would be most impactful. Together, evaluate the value to the organization and potential impact for employees, partners, and customers.
- Ensure that technology resources are available to meet or exceed agreed on schedules. Ensure stakeholders are included and informed on technology related efforts.
- Continue to upgrade our technology security plans, network design, and infrastructure to ensure we are meeting all relevant security standards and keeping our network and data secure.

Performance Measurement:

- Improvement in public image of BSD to our customers, business partners and stakeholders.
- Appropriate technology solutions are in place and effectively used.
- Successful deployment of technology solutions and infrastructure that improves our network and data security posture.

Objective: Create operational efficiencies by eliminating redundant or outdated processes and procedures.

Strategy:

- Evaluate IT processes and assess them for effectiveness. Evaluate processes and procedures with our business partners. Look for cost reduction opportunities and internal process improvements. Promote changes that can improve efficiency and value. When approved, assist with implementation of changes.
- Review and right size our software licensing and maintenance costs using periodic assessment, evaluation of alternatives, and long term contracts when that makes sense.
- Ensure that we get competitive pricing on all new hardware and software purchases. When feasible, buy licenses or hardware in larger quantities to attain best discounts.

Performance Measurement:

- The cost of information technology related operations becomes more efficient.

Objectives and Strategies Action Plan: Procurement

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Procurement priorities:

Objective: Maximize current in-house automated technology capabilities to most efficiently complete the procure-to-pay process and ensure correct inventory counts.

Strategy:

- Implement the order acknowledgement process to streamline order processing and allow for vendor rating.
- Implement Level 3 reporting for high volume Pro-card business suppliers. The higher visibility increases the potential for negotiating agreements.
- Improve the MRP process within Materials Management in order to improve analysis and accuracy of inventories and streamline the process.
- Remove the requirement for a 10% retention on construction projects which makes it easier for DBE's and Primes to compete.

Performance Measurement:

- Technological functions create more efficient process that allow for more accurate and timely inventory level analysis as well as improved service levels thereby reducing stock outs. Payments to suppliers without retention speeds the process, reduces administrative efforts and allows for timely payment to DBE's. More detail in regards to what is being purchased on Pro-cards allows for spend analysis and contracting opportunities.

Objective: Improved staff skillset through training improves image of the Agency.

Strategy:

- Focus staff training to advance in-house technological expertise; thereby creating a skillset that will utilize financial system capacity to better support all financial activities.

Performance Measurement:

- Staff is well trained. Relationships with vendors improve as professionalism increases.

Performance Indicators – Procurement and Inventory Management

Progress in meeting the goals and objectives are measured through performance indicators. Following is the list of the performance indicators for the organization:

	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Inventory Management:				
Accuracy of bus parts inventory	98.0%	98.0%	98.0%	96.1%
Accuracy of rail parts inventory	98.0%	97.0%	98.0%	95.6%
Bus parts inventory turnover	3.00	1.85	3.00	2.29
Rail parts inventory turnover	2.00	.88	2.00	1.03
Procurement:				
Percent of purchases competitively sourced	80.0%	90.0%	90.0%	80.1%

Performance Indicators – Information Technology

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators:

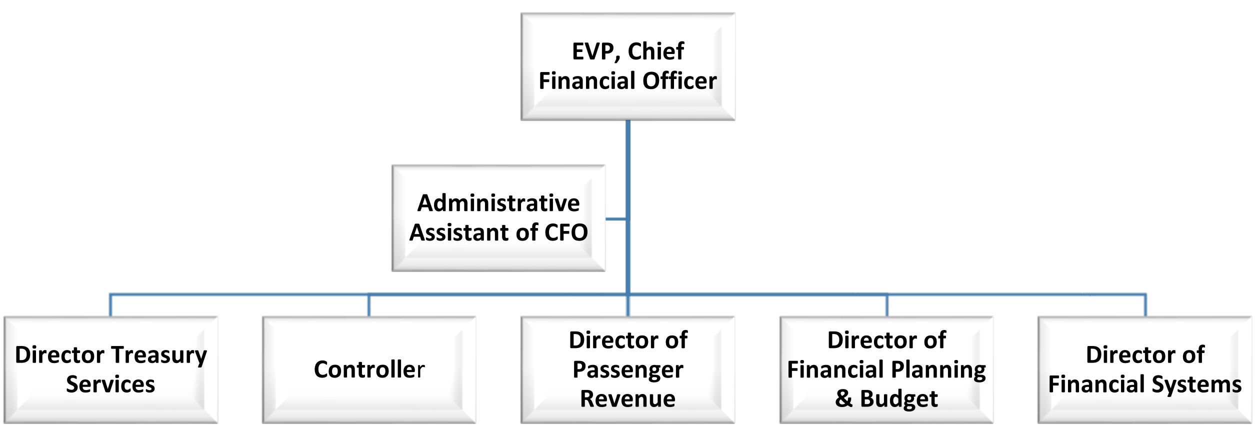
	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Information Technology:				
System uptime	99.0%	82.8%	98.8%	99.0%
Information Technology % personnel turnover	<10%	6.5%	<10%	6.7%
Average Customer Ticket Closures - Days	< 5days	7.5 days	<4 days	6.4 days
Office Services:				
In-house professional print jobs	>120	125	>120	112

Finance Division

Organizational overview:

Finance Division is a diverse operation under the direction of the Chief Financial Officer. Finance is responsible for customary functions such as Treasury, Program Development and Grants, Accounting, Payroll, Accounts Receivable, Accounts Payable and Budgeting. Finance is also responsible for passenger revenue collection, passenger ticket sales and revenue equipment maintenance.

Organization:



Objectives and Strategies Action Plan:

The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Finance priorities:

Objective:	**Maximize current in-house automated technology capabilities to most efficiently complete accounting and budget functions.**

Strategy:

- Focus staff training to advance in-house technological expertise; thereby creating a skillset that will utilize financial system capacity to better support all financial activities.
- Network with other Oracle and Tagetik clients within the public transportation industry or government to understand how they are using these systems to streamline and improve all financial functions including monthly, quarterly and year-end closing and budget activities.

Performance Measurement:

- Staff is well trained. Financial functions become more efficient and department staff find technological advancement that will shorten the time it takes to complete monthly, quarterly and year-end close.

Objective:	**Evaluate reporting requirements, business units and departmental functions for redundant and unnecessary activities.**

Strategy:

- Perform an inventory of all reporting requirements provided from the Finance Division.
- Research the effectiveness of its content and frequency of its distribution.
- Determine if duplicate financial functions are performed elsewhere within BSD.
- Analyze the cost of duplicate functions and the economy of scale by centralizing these functions.
- Identify processes and procedures that have not been evaluated and documented in the prior 5 years.
- Complete a work flow and evaluation of these processes and procedures to better evaluate enhancement opportunities.

Performance Measurement:

- Streamlined Agency better utilizing manpower, technology and time

Objective: Create a succession plan for Finance.

Strategy:

- Work with Human Resources and Organizational Effectiveness to create a successful long-term succession plan for the Finance Division.
- Develop and implement an on boarding plan for all Finance staff which includes job specific and division specific knowledge.
- Cross train staff as well as develop staff skillset for future promotion opportunities.

Performance Measurement:

- Department is more prepared to transition through periods of staff turnover preventing loss of historical knowledge, loss of efficiency and increased cost of inefficiency.

Objective: Develop training materials and train all agency staff how to read and understand basic financial reporting tools.

Strategy:

- Develop the training materials.
- Work with Human Resources and Organizational Effectiveness to create a training plan.
- Schedule and deliver training sessions.

Performance Measurement:

- Workforce that is better trained to understand the financial position of the Agency and their individual departments and divisions.

Performance Indicators - Finance

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators for the Finance Division areas:

	FY 2025 Target	FY 2024 Projection	FY 2024 Target	FY 2023 Actual
Treasury:				
Treasury Module closed within one working day after month end	100%	100%	100%	100%
All EFTs timely made without errors	100%	100%	100%	100%
Positive pay issue files transmitted in a timely manner	100%	100%	100%	100%
Monthly Treasurer's Report completed before Board deadline	100%	100%	100%	100%
	FY 2025 Target	**FY 2024 Projection**	**FY 2024 Target**	**FY 2023 Actual**
Passenger Revenue:				
Percent of TVM refund claims processed within three days of receipt	100%	99%	100%	99%
Percent of special events staffed with ticket sales where TVMs are unable to handle demand	100%	100%	100%	100%
Percent of pass/ticket distributions to third party vendors meeting deadline	100%	100%	100%	100%
Percent of month-end journal entries meeting closing schedule	100%	99%	100%	99%
Percent of working fund balances reconciled with general ledger	100%	100%	100%	100%
Number of farebox revenue audits performed	12	12	12	12
	FY 2025 Target	**FY 2024 Projection**	**FY 2024 Target**	**FY 2023 Actual**
Program Development and Grants:				
Percent of annual formula, & discretionary funded grant applications submitted on time	100%	100%	100%	100%
Percent of FTA/FEMA-DHS/IDOT milestone progress reports submitted on time (within 30 days after the end of the quarter or as required)	100%	100%	100%	100%
Percent of federal grants closed within 90 days of all grant activity and expenditure of all federal funds	100%	100%	100%	100%

	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Controller’s Group:				
GFOA Certificates of Achievement:				
Comprehensive Annual Financial Report	Yes	Yes	Yes	Yes
Percent of months in which the general ledger was closed within 10 business days or less	100%	100%	100%	100%
Percent of invoices paid within supplier payment terms	95.0%	92.0%	95.0%	92.0%
Percent of supplier records to be maintained in supplier master file	100%	99%	100%	99%
Payroll errors as a percent of paychecks	<1%	<1%	<1%	<1%
Percent of employees using direct deposit	99.99%	97.4%	99.99%	97.4%

Organizational Effectiveness Division

Organizational overview:

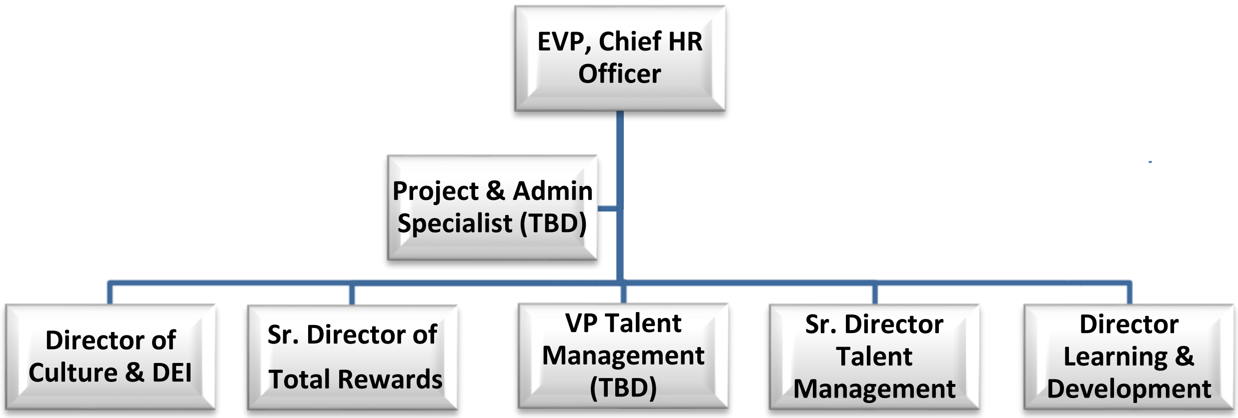
The Organizational Effectiveness Division oversees and manages the following administrative functional areas: Human Resources, Benefits, Risk and Absence Management and Workforce Diversity/EEO.

Talent Management provides services in the area of talent acquisition, compensation, training, development, and employee relations. The Talent Management Division also provides coaching and consulting in the areas of organizational development and effectiveness. The division endeavors to provide these services and the pursuit of excellence in all employee-oriented programs, while influencing positive management-workforce relationships.

Employee Benefits Department is responsible for health, welfare and retirement programs that support the physical, mental and financial well-being of employees, retirees and their dependents. The department advocates for a range of benefits including a self-funded medical, prescription drug and dental plan; Medicare retiree replacement options and Health Reimbursement Account (HRA) subsidies; Employee assistance plan / behavioral health; vision, health and dependent care, flexible spending accounts; basic and supplemental / dependent life insurance; Accidental Death and Dismemberment (AD&D) insurance; short and long term disability protection; management and technical support for three Defined Benefit (DB) pension plans, and a 401(k) Program.

Self-Insurance Funds (SIF) have been established to bring greater visibility and transparency to self-funded health insurance programs, self-funded casualty claims and workers compensation costs. The Health SIF accounts for health plan related expenses such as medical, prescription drug and dental claims along with internal and external service expenses. The Casualty SIF accounts for claims, personal costs, external services and insurance premiums. The Workers Compensation SIF accounts for claims, insurance premiums and other claims related expenses

Organization:



Objectives and Strategies Action Plan: Organizational Effectiveness Division

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Organizational Effectiveness priorities:

Objective:	**Organization/Department (Culture)/Leadership. Oversee and manage the following functional areas: Benefits, Labor Relations, Risk and Absence Management and Talent Management (Human Resources).**

Strategy:

- Provide talent management services in the pursuit of excellence in all employee-oriented programs, while influencing positive management workforce relationships.
- Provide health, welfare and retirement programs that support the physical, mental and financial well-being of employees, retirees and their dependents.
- Identify and implement solutions to minimize and mitigate risks to protect BSD employees, customers, partners and assets.
- Research, develop and implement policies and procedures to minimize absenteeism.
- Build a diverse and high performing workforce while ensuring compliance with FTA Circular UMTA 4704.1A (Equal Employment Opportunity Guidelines) as well as all applicable laws, regulations and BSD policies and procedures.
- Negotiate and administer labor contracts, manage grievances and maintain data unique to union personnel.
- Administer and report on the BSD Health, Casualty, and Workers Compensation Self-insured Funds.

Performance Measurement:

- Timely, effective and efficient delivery of employee related services. Positive employee morale and relationships.

Objective:	**Compliance (Governance): Ensure compliance with Federal and State laws and regulations and Agency policies and procedures. Manage risks on non-compliance.**

Strategy:

- Improve reporting and transparency.
- Review and ensure proper controls are in place and are being followed.
- Educate and train on their responsibilities under compliance laws, policies and procedures.

Performance Measurement:

- Agency is in compliance with all Federal and State laws and regulations.

Objective:	**Enhance Community Engagement: Align services with the needs and priorities of our customers in the community. Support all Agency customer initiatives that enhance our employee, retiree and dependent community as well as talent recruitment, retention and reward initiatives.**

Strategy:

- Support all transit and company-wide initiatives.
- Serve on boards and participate in community based organization activities that enhance Metro's visibility and supports increased knowledge, builds skills and allows for networking that improves internal performance in role.
- Promote visibility of Metro.
- Create Operational Efficiencies (eliminate redundant or outdated processes & procedures)

Performance Measurement:

- Improved relationships with external organizations and public image.

Objective:	**Leadership (People) Development. Build and nurture a diverse and high-performing workforce. Increase utilization of Talent Management System including creating individual development plans, conducting regular one-on-one meetings and completing performance appraisal process by all deadlines as outlined**.

Strategy:

- Explore, analyze and implement cost efficiencies such as contract reviews, travel/training expenditures, staff analysis/consolidation and streamline core business practices to manage costs and reach financial stability.
- Prepare budget per published timeline.
- Conduct monthly reviews and analysis of cost center, budget and financial reports to manage costs.
- Evaluate and analyze all open positions (determine the need for new hires etc.) prior to filling positions.

Performance Measurement:

- Highly trained workforce delivering excellent service.

Objective:	**Practice Sound Fiscal Stewardship: Practice a high standard of fiscal responsibility, be transparent about budget decisions and investments and prioritize resources. Close budget gap. Review expenses and cost center budgets, and ensure cost effective use of resources to project no growth for FY25 budget from FY24.**

Strategy:

- Explore, analyze and implement cost efficiencies such as contract reviews, travel/training expenditures, staff analysis/consolidation and streamline core business practices to manage costs and reach financial stability.
- Prepare budget per published timeline.
- Conduct monthly reviews and analysis of cost center, budget and financial reports to manage costs.
- Evaluate and analyze all open positions (determine the need for new hires etc.) prior to filling positions.

Performance Measurement:

- Highly efficient use of budget dollars.

The organizational unit develops a strategic plan based on the company's goals and objectives. This strategic plan is set into strategies and action steps that help Bi-State Development achieve its goals and objectives as outlined in the strategic plan section of this document.

Marketing and Communications

Organizational overview:

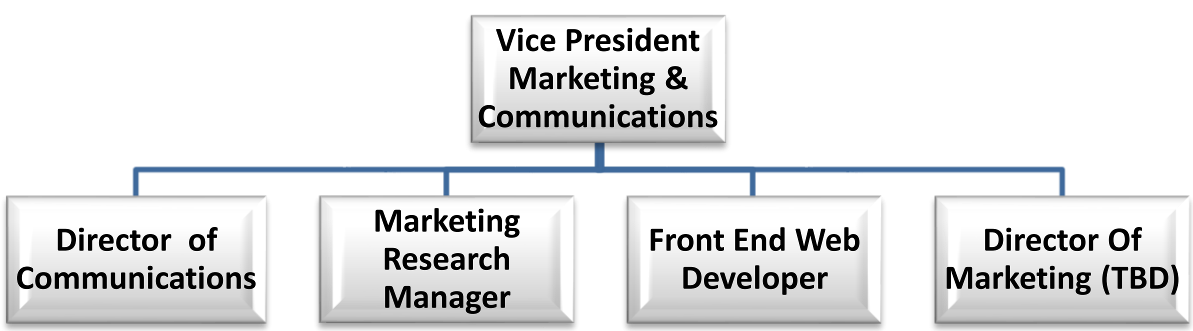
Marketing and Communications is responsible for developing and executing strategic and tactical marketing, sales, community outreach and public relations plans for Bi-State Development and its enterprises to advance understanding of and support for BSD's role in driving economic activity in the region.

Marketing develops and implements marketing, sales and graphic communication strategies and programs to support BSD and all its business units. Marketing is responsible for consumer engagement and consumer insights (a research component) to improve adoption of Metro's mobility services. In addition, Marketing operates MetroStore, BSD's "owned and operated" consignment pass sales location positioned at 8th & Pine to service regular transit users as well as tourism and corporate sales for transit.

Communications is responsible for the development and implementation of BSD messaging, programs, activities, materials, presentations and media relations designed to enhance public employee awareness, understanding and support for BSD's policies, plans, services and initiatives.

Consumer Engagement is influential in elevating public perception and adoption of Metro Transit services. The team executes marketing strategies that engage key consumer (Metro Transit) audiences. Strategies work to grow customer base(s) through programs that target consumer education and improving public adoption of existing / new products, services, and improved transit ridership while building advocacy.

Organization:



Goals and Objectives Action Plan: Marketing and Communication

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Marketing priorities:

Objective 1: Enhance the reputation and perception of Metro Transit through strategic marketing, communications, and proactive engagement measures. Our aim is to deliver consistent messaging that underlines our commitment to improving service quality. By highlighting tangible progress and actionable initiatives, we strive to create a transparent relationship with our customers, fostering trust and confidence in our services.

Strategy:

- **Customer-centric Communication:** Regularly update our commuters via social media platforms, emails, and our website about service improvements, planned changes, or any disruptions. This fosters a sense of transparency and displays our dedication to customer service.
- **Success Story Campaigns:** Showcase our achievements through case studies that highlight service improvements, successful projects, or innovative initiatives. Stories distributed via a monthly e-newsletter and across our digital platforms to instill a sense of trust and progress within our commuter base.
- **Commuter Feedback Initiatives:** Regularly conduct commuter surveys to gauge satisfaction levels and areas of improvement. Showcasing changes and improvements made because of this feedback demonstrates our commitment to a positive commuter experience.
- **Community Engagement:** Host community events and programs that allow us to engage directly with our customers, community, and stakeholders, fostering a sense of community and highlighting our commitment to being more than just a transit provider.
- **Team Member Ambassador Program:** Encourage team members to become ambassadors for Metro Transit. Their first-hand stories and experiences can help humanize the brand and enhance our reputation.

Performance Measurements:

- **Frequency of Communications**: Number of updates provided via social media, emails, and the website. An increase in the frequency of communications over time demonstrates a commitment to transparency and customer service.
- **Engagement with Success Stories**: Number of views, shares, likes, and comments on success story campaigns. High engagement levels indicate a positive perception and trust in our brand.
- **Commuter Survey Results**: Monitor the improvement in satisfaction levels over time based on commuter survey results. A rise in satisfaction levels shows the effectiveness of our efforts towards improving service quality.
- **Participation in Community Events**: Count the number of attendees and interactions at community events. Increased participation is evidence of a growing sense of community and positive perception of Metro Transit.
- **Team Member Ambassador Participation and Engagement**: Measure the number and hours of team members who participate in the ambassador program and gauge the engagement with their stories on our platforms. High participation and engagement indicate a strong internal reputation and a positive external perception of our brand.

Objective 2: Increase positive media coverage for Metro Transit. Leveraging communication and public relations efforts, we'll highlight our initiatives, achievements, and commitment to service excellence. Our goal is to foster positive public perception, encourage ridership, and build strong community relationships.

Strategy:

Cultivate relationships with local journalists, bloggers, and influencers to increase the amount of positive earned media. Share our success stories, innovative initiatives, community involvement, and improvements made because of commuter feedback. This will not only enhance our visibility but also validate our service improvements and commitment to the community. Regular press releases, invitations to experience our services first-hand, and exclusive interviews with our team can be employed as part of this strategy. By providing them with unique stories and experiences, we can encourage them to share about Metro Transit in their respective platforms, thus reaching a wider audience.

Performance Measurements:

Monitor the amount and quality of earned media coverage. An increase in positive news stories, blog posts, and social media mentions indicates a successful earned media strategy and improved reputation of Metro Transit.

Objective 3: Drive and develop engaging content strategies aimed at promoting Metro Transit ridership. We aim to maximize engagement with both current and new customers by highlighting new transit services and initiatives. Our goal is to communicate our continuous efforts in enhancing transit experiences effectively, thereby motivating ridership growth and fostering a strong sense of loyalty and trust in our services.

Strategy:

- **Innovative Content Creation**: Develop creative and informative content that details new services, initiatives, and enhancements. This could take the form of blog posts, infographics, explainer videos, and social media campaigns that can be easily shared and understood.
- **Customer Testimonials**: Feature stories and testimonials from customers who have benefited from our new services. This form of user-generated content can create a sense of authenticity and peer validation.
- **Interactive Engagement**: Launch interactive campaigns such as quizzes, contests, or Q&A sessions on our social media platforms. These not only educate our customers about our new services but also encourage active participation.
- **Behind-the-Scenes Content**: Share exclusive behind-the-scenes content that showcases the hard work and dedication that goes into developing and implementing new initiatives. This fosters a sense of transparency and appreciation for our services, further encouraging ridership.

Performance Measurements:

- **Content Engagement Metrics**: Monitor the number of likes, shares, comments, and views on our content. A higher engagement rate indicates effective content strategies.
- **Website Traffic**: Use analytics to measure the increase in website traffic following the publication of new content. Higher traffic suggests successful content marketing efforts.
- **Ridership Data**: Analyze ridership data to see if there is an increase following the launch of new content strategies. Increased ridership would signify effective content in promoting our services.

- **Feedback and Surveys**: Gather feedback and conduct surveys to understand customer sentiments towards our new services and the effectiveness of our communication strategies. Positive feedback and survey results would denote successful engagement with our riders.

Objective 4: Enhance internal communications with the goal of increasing team member engagement and support for our enterprises: Metro Transit, the St. Louis Regional Freightway, St. Louis Downtown Airport, Gateway Arch, and Riverboats at the Gateway Arch. This strategy aims to foster a more informed and connected internal community that actively contributes to the broader vision and successful operation of these enterprises.

Strategy:

- **Internal Communications**: Create and distribute "The Weekly Buzz", "Essentials" and "Eblasts" that highlights key updates, achievements, events, and team members spotlights related to the regional assets. This will keep team members informed and engaged, while also promoting a sense of pride and ownership in these important landmarks.
- **Team Member Ambassador Program**: Launch an ambassador program where team members can volunteer to represent and promote the regional assets at community events, conferences, and trade shows. This will not only increase visibility for these enterprises but also encourage team member engagement and advocacy.
- **Internal Events**: Organize regular internal events such as town halls, team-building activities, or lunch-and-learns that focus on theses regional assets. This will foster a sense of connection and understanding among team members and encourage them to actively support these assets.
- **Intranet & App**: Engage with team members for each of the enterprises to help to keep updated information on The Hub and Bonfire with relevant information, updates, and resources. These tools serve the centralized places for team member to access information and stay connected with these important landmarks.

Performance Measurements:

- **Internal Engagement Metrics**: Monitor team member engagement with the internal communication tools, events, and ambassador program. A higher participation rate would indicate successful internal communication strategies.
- **Team Members Satisfaction**: Conduct team member surveys to understand their satisfaction with the internal communications related to the regional assets. Positive feedback would denote effective engagement and support for these landmarks.

- **Community Event Participation**: Track team member participation in community events as ambassadors for the regional assets. Increased participation would signify successful engagement and promotion of these landmarks.
- **Team Member Feedback**: Gather regular feedback from team members on their understanding and knowledge of our enterprises. Positive feedback would denote effective internal communication strategies.

Performance Indicators – Marketing and Communications Division

Progress in meeting the goals and objectives are measured through performance indicators. The following is a list of the performance indicators for Marketing and Communications:

	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Develop and execute strategic and tactical marketing and sales plans that meet business targets for transit				
• Advertising Revenue	$.4M	$1.5M	$1.7M	$1.7M
• MetroStore Concession Sales	$75K	$60K	$58K	$75K
• U-Pass Sales	$3.1M	$3.2M	$3.8M	$3.1M

METRO TRANSIT IMPROVEMENT PLAN

BU230816

METRO TRANSIT IMPROVEMENT PLAN

Transit Improvement Plan Assumptions

The three-year Transit Improvement Plan reflects known factors to estimate the financial position for BSD through 2027. Ridership and passenger revenue has been slow to recover after the pandemic. A strategic plan focused on safety and security, customer service, fiscal responsibility, and an improved company culture will improve the future of the organization. The Secure Platform project and the next generation fare collection project will also improve safety and collection of fares in the years to come.

Operating Revenue

Passenger revenue for FY 2025 - FY 2027 is projected to slowly increase over the next couple years.

Paratransit contract revenues are associated with Call-A-Ride operations. A 1% increase is projected.

Other operating revenue consists of advertising on shelters and at Metro Link stations, property rental, contracted maintenance for St. Clair ATS service, concessions, and miscellaneous other.

Operating Expense

Operating expenses adjusted for newly budgeted projects expected to generate new revenue or funded by grants are projected to remain relatively flat for FY 2025 and be strictly managed to grow modestly towards FY 2026. For FY 2026 - FY 2027 inflationary growth is estimated to be about 1.5%. This represents normal inflationary pressure on wages and benefits, parts, services, insurance, and utilities and a disciplined approach to managing costs.

Grants, Sales Tax, and Contractual Revenue

Sales tax receipts remain the vehicle of choice for funding public transportation in the St. Louis region. The importance of public transportation to the St. Louis metropolitan region has been recognized since 1973 with the passage of a ½ cent sales tax in both St. Louis County and City. To introduce light rail to the region and provide for further expansion a ¼ cent sales tax was passed in both St. Louis County and City in 1994. In 1997, the City of St. Louis passed an additional ¼ cent sales tax contingent upon a reciprocal tax in St. Louis County. In 2010, St. Louis County residents passed an additional ½ cent sales tax which allowed collection of both the 2010 ½ cent tax in the County and the 1997 ¼ cent sales tax within the City.

Each year, BSD requests an appropriation sufficient to fund capital improvement and replacements, debt service, and operational costs in excess of passenger revenue. Projected annual growth in sales taxes between FY 2025 - FY 2026 is budgeted to increase 2.0% for St. Louis City and County and 1.0% thereafter.

State of Missouri revenue for FY 2026 - FY 2027 is expected to increase and the East-West Gateway Council of Governments reimbursement will remain level over both years.

St. Clair County revenue for FY 2025 budget year will be $4 million more than the prior year. St. Clair County Transit District contracts for and pays 100% of the fully allocated cost of service provided to them by BSD. Resources received by St. Clair Transit District to fund public transportation in their District include a 1981 ¼ cent sales tax, a 1993 ½ cent sales tax and Downstate Illinois Department of Transportation Funding. BSD is committed to control expenses and projects. St. Clair County is currently working to expand the MetroLink to MidAmerica St. Louis Airport.

Federal vehicle maintenance (Federal Formula Funds) is budgeted at $16 million for the period FY 2026 - FY 2027. Using these funds for operations may result in transit deferring capital spending in future years.

Other non-capital projects represents projects that are eligible to be funded with Federal monies but are technically an operating cost per United States Generally Accepted Accounting Principles. An example would be rail maintenance grinding which is a repair but costs millions of dollars. Between FY 2025 - FY 2027 BSD anticipates spending between $4-5 million annually on these type of projects. Federal assistance provides 80% of the costs for these projects.

Non-Operating Revenue (Expense)

Investment income is dependent on the series of rate increases by the Federal Reserve. This line item also includes the revenue portion of the capital lease program which increases annually. Lease interest revenue offsets lease interest expense related to this program.

Interest expense for the capital lease is equally offset by interest revenue which is in investment income. Annual principal payments on bond debt reduce the amount of interest expense related to bond debt annually.

Transit Improvement Plan Financial Summary

The following pages include a three-year Statement of Revenue and Expenses and a three-year Statement of Grants, Sales Tax, and Contractual Revenue detail.

Metro Transit
Transit Improvement Plan
Three-Year Financial Summary
(in thousands)

	FY 2025 Budget	FY 2026 Projection	FY 2026 Change	FY 2027 Projection	FY 2027 Change
Operating Revenue:					
Passenger Revenue	$ 21,859	$ 22,406	2.5%	$ 23,184	3.5%
Paratransit Contract	1,724	1,741	1.0%	1,758	1.0%
Other transit operating revenue	2,831	1,831	-35.3%	1,833	0.1%
Total operating revenues	**26,414**	**25,978**	**-1.7%**	**26,775**	**3.1%**
Non-Operating Revenue:					
Total Grants & Assistance	306,354	311,591	1.7%	316,235	1.5%
Investment Income	22,836	23,000	0.7%	22,609	-1.7%
Other misc. non-operating revenue	1,736	1,738	0.1%	1,740	0.1%
Total non-operating revenues	**330,927**	**336,329**	**1.6%**	**340,584**	**1.3%**
Total revenues	**357,341**	**362,307**	**1.4%**	**367,359**	**1.4%**
Operating Expense:					
Wages And Benefits	204,823	208,926	2.0%	212,060	1.5%
Services	58,163	59,034	1.5%	59,920	1.5%
Fuel & Lubrications	35,862	36,400	1.5%	36,946	1.5%
Other Expense	30,132	30,584	1.5%	31,043	1.5%
Total operating expenses	**328,980**	**334,944**	**1.8%**	**339,969**	**1.5%**
Non-Operating Expense:					
Interest on debt	19,283	19,302	0.1%	19,321	0.1%
Sheltered workshop	2,440	2,442	0.1%	2,444	0.1%
Other Non-Operating Expense	2,877	1,738	-39.6%	1,740	0.1%
Total non-operating expenses	**24,600**	**23,482**	**-4.5%**	**23,505**	**0.1%**
Total expenses	**353,580**	**358,426**	**1.4%**	**363,474**	**1.4%**
Net income (deficit) before	**3,761**	**3,881**	**3.2%**	**3,885**	**0.1%**
Depreciation And Amortization	64,560	64,560	0.0%	64,560	0.0%
Net Transfers	3,877	3,881	0.1%	3,885	0.1%
Net income (deficit)	**$ (64,676)**	**$ (64,560)**	**-0.2%**	**$ (64,560)**	**0.0%**

Totals may not sum due to rounding.

Metro Transit
Transit Improvement Plan
Three-Year Grants, Sales Tax & Contractual Revenue Detail
(in thousands)

	FY 2025	FY 2026		FY 2027	
	Budget	**Projection**	**Change**	**Projection**	**Change**
Local & State:					
Missouri:					
City of St. Louis 1/2 cent sales tax	$ 22,886	$ 23,344	2.0%	$ 23,578	1.0%
City of St. Louis 1/4 cent sales tax	10,005	10,205	2.0%	10,306	1.0%
City of St. Louis Prop M2 sales tax	8,206	8,370	2.0%	8,454	1.0%
Total City of St. Louis	**41,097**	**41,919**	**2.0%**	**42,338**	**1.0%**
St. Louis County 1/2 cent sales tax	45,873	46,791	2.0%	47,259	1.0%
St. Louis County 1/4 cent sales tax	37,786	38,542	2.0%	38,927	1.0%
St. Louis County Prop A 1/2 cent sales tax	94,932	96,831	2.0%	97,799	1.0%
Total St. Louis County	**178,591**	**182,164**	**2.0%**	**183,985**	**1.0%**
State of Missouri	750	944	25.8%	2,693	185.3%
Other local match - MO	450	450	0.0%	450	0.0%
Planning & demonstration reimb.-EWGCOG	160	160	0.0%	160	0.0%
Total Missouri local & state	**221,049**	**225,637**	**2.1%**	**229,626**	**1.8%**
Illinois:					
St. Clair County	64,900	65,549	1.0%	66,204	1.0%
Local Match (IL) Non-Cap Projects	250	250	0.0%	250	0.0%
Total Illinois local & state	**65,150**	**65,799**	**1.0%**	**66,454**	**1.0%**
Total local & state	**286,199**	**291,436**	**1.8%**	**296,080**	**1.6%**
Federal:					
Vehicle maintenance	16,000	16,000	0.0%	16,000	0.0%
Non-capital projects	4,155	4,155	0.0%	4,155	0.0%
Total Federal	**20,155**	**20,155**	**0.0%**	**20,155**	**0.0%**
Total grants, sales tax, & contractual revenue	**$ 306,354**	**$ 311,591**	**1.7%**	**$ 316,235**	**1.5%**

Totals may not sum due to rounding.

METRO TRANSIT CAPITAL BUDGET

METRO TRANSIT CAPITAL BUDGET

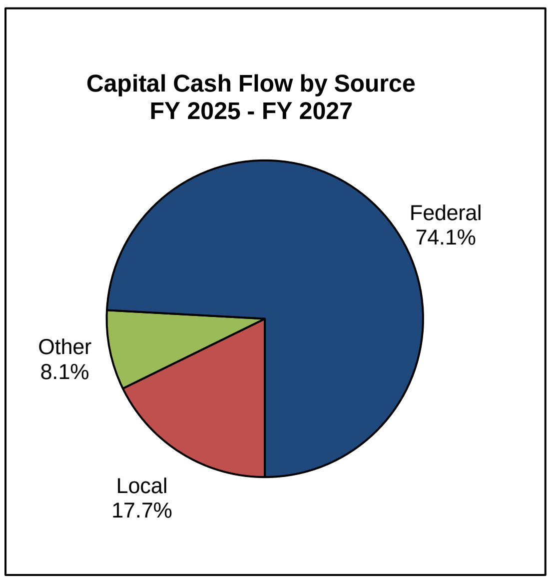
BU230816

Capital Revenue Assumptions
FY 2025 – FY 2027

Federal Funding

"Infrastructure Investment and Jobs Act" (IIJA)

The IIJA, also known as the Bipartisan Infrastructure Law, is a five year bill signed into law by President Biden on November 15, 2021. The IIJA Act became effective on October 1, 2022. The new transportation law authorizes transit programs for FY 2022 – FY 2026, through September 30, 2026. The IIJA Act provides steady and predictable funding over the next five years and authorizes up to $108 billion for public transportation. The IIJA Act also targets funding increases towards improving state of good repair and the bus program. The IIJA provided an increase in funding for FY22 of 33% or $19M from the FAST Act - FY21.



Under the IIJA, annual authorizations through the Section 5307 Urbanized Area Formula program are expected to increase by approximately 2% each year over FY 2024 authorized amounts. Annual authorizations through the Section 5337 State of Good Repair program are expected to increase by approximately 2% each year over FY 2024 authorized amounts. The Section 5339 Bus and Bus Facility formula program is maintained under the new transportation law and annual authorizations are expected to increase by approximately 2% each year over FY 2024 authorized amounts. Additionally, the IIJA includes discretionary grant opportunities that will advance public transportation through four key properties: Safety, Modernization, Climate and Equity.

Annual capital revenue assumptions over the FY 2025 – FY 2027 capital budget period for Bi-State Development will be based on several factors. For urbanized areas (UZAs) with populations of 200,000 or more, the formula is based on a combination of bus revenue vehicle miles, bus passenger miles, bus operating costs, fixed guideway vehicle revenue miles and fixed guideway route miles, as well as population and population density. The formula allocation also includes a percent of the Section 5307 funds that will be allocated on the basis of low-income persons residing in urbanized areas. Also, annual revenue from these formula-based programs will be based on Bi-State Development's annual reporting of data to the National Transit Database.

Capital revenue assumptions in the FY 2025 – FY 2027 capital plan are relatively more stable since the IIJA will be in effect throughout this budget cycle and therefore provides stable sources of federal formula allocations. Population, population density, and low-income population numbers are subject to change based on the 2020 US census count, which will impact the Agency's federal formula allocations as the funding to date have not used the 2020 census data in apportionment calculations.

Under the FAST Act, the Bus and Bus Facility Discretionary program was re-introduced, and includes a sub-program for technological changes or innovations to modify low or no emission vehicles and facilities. This program continues under the IIJA. The IIJA also continues federal highway funding for the Congestion Mitigation and Air Quality program and the Surface Transportation program. Funding under each of these programs is eligible for various public transportation purposes.

The IIJA also continues the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program, which is a formula program to improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options.

Bi-State Development's FY 2025 – FY 2027 capital budget totals $1.04 Billion. Funding is planned through the IIJA programs mentioned above as well as previously authorized and apportioned programs under Fast Act, MAP-21 and SAFETEA-LU. Federal discretionary programs such as Congestion Mitigation & Air Quality (CMAQ) funds and Surface Transportation Program (STP) funds are continued under the IIJA and are planned in this capital program.

"Fixing America's Surface Transportation Act" (FAST Act)

The FAST Act is a five year bill signed into law by President Obama on December 4, 2015. The FAST Act became effective on October 1, 2015. The new transportation law authorizes transit programs for FY 2016 – FY 2020, through September 30, 2020. The FAST Act provides steady and predictable funding over the next five years with an increase of $1 billion dollars per year to transit. The FAST Act also targets funding increases towards improving state of good repair and the bus program.

The FAST Act re-introduced a discretionary bus program, which was eliminated under the previous transportation law. In addition, recipients are no longer required to expend 1% of the 5307 funding on associated transit improvements.

"Moving Ahead for Progress in the 21st Century" (MAP-21)

MAP-21 was a two-year bill signed into law by President Obama on July 6, 2012. MAP-21 became effective Oct. 1, 2012 and authorized transportation programs through the federal fiscal year ending September 30, 2014. MAP-21 was under a continuing resolution until December 4, 2015. Funding and programs authorized under MAP-21 will continue to be administered through their programmatic life.

MAP-21 repealed the New Freedom Program (Section 5317) established under SAFETEA-LU and the New Freedom Program activities were merged into an existing Section 5310 Elderly and Disabled program creating the new Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program. The original Section 5310 program was established in 1975 as a discretionary capital assistance program awarding grants to private nonprofit organizations to serve the transportation needs of seniors and persons with disabilities. Under SAFETEA-LU, the Section 5317 New Freedom program was a formula grant program that provided funding for capital and operating expenses that support new public transportation services beyond those required by the Americans with Disabilities Act of 1990. Under the new Section 5310 program, funding supports "Traditional" capital projects and incorporates the New Freedom activities into the program. The FAST Act continues the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program over the five-year authorization.

Safe, Accountable, Flexible and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA–LU)

SAFETEA-LU was signed into law on August 10, 2005 and authorized a total of $52.6 billion in guaranteed funding for Federal transit programs for FY 2005 through FY 2009. SAFETEA-LU was structured to increase investments in public transit through common sense transit solutions. The law expired September 30, 2009 and remained in effect under a series of continuing resolutions until its final expiration on September 30, 2012. Funding and programs authorized under SAFETEA-LU will continue to be administered through their programmatic life.

Department of Homeland Security Transit Security Grant Program (TSGP)

The Transit Security Grant Program continues to be an important funding source for Bi-State Development. These funds provide for the critical hardening of Bi-State Development's assets by enhancing various security measures as well as providing funding to support front-line employee training and bus and rail response and recovery drills to address potential terrorist threats. The capital budget includes projects and planned applications throughout the FY 2025 – FY 2027 period.

State Funding

Illinois Department of Transportation (IDOT)

Funding to support capital projects will be sought through IDOT as available.

Missouri Department of Transportation (MoDOT)

Funding to support capital projects will be sought through MoDOT as available.

Local and Other Funding

Missouri Local Sales Tax Funds

Bi-State Development uses a combination of 1/2 cent and 1/4 cent local sales tax capital funds generated by St. Louis City and County as the local match to Federal funding for bus and non-bus capital projects located in the City and County. Currently, 98% of the 1/2 cent sales tax receipts will be used for operating purposes for FY 2025 - FY2027.

Funds generated by the 1/4 cent sales tax approved as “Proposition M” in August 1994 are applied first to cover debt service requirements of the Cross County bond issuance. After covering debt service requirements, a portion of the remaining funds may be used as the local match to fund specified capital projects located in Missouri as approved by St. Louis City and County.

Proposition A was authorized through a referendum passed in St. Louis County on April 6, 2010. Proposition A provides an additional 1/2 cent sales tax to fund public transit capital and operating needs for the St. Louis region. Prop A’s passage in the County also triggered a 1/4 cent sales tax in the City of St. Louis that voters there approved in 1997.

St. Clair County (Illinois) Transit District

Funding to support capital projects affecting Illinois will be sought through the St. Clair County Transit District as available.

Other Financing

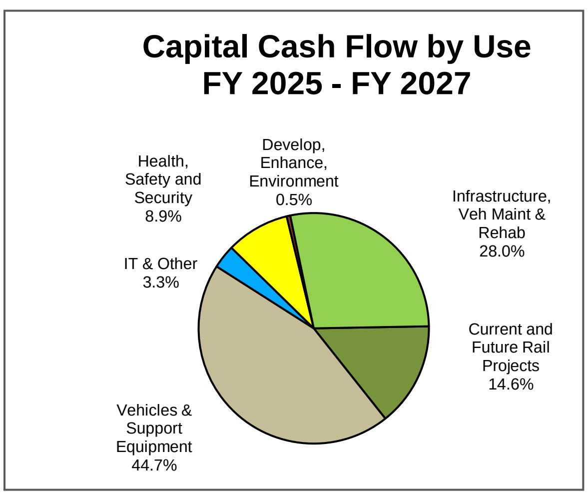
Other financing is made up of operating dollars used to match capital projects such as preventive maintenance of vehicles and facilities. From time to time, funding is also identified from sources other than local sales taxes.

Capital Expenditure Assumptions FY 2025 – FY 2027

Capital Expenditures

The capital expenditure program for FY 2025 – FY 2027 encompasses a wide range of initiatives over the next three years meeting Bi-State Development's (BSD) major capital projects and priorities and incorporates the federal program changes reflected in the current transportation law Infrastructure Investment and Jobs Act (IIJA).

A capital project is defined as costing more than $5,000 and having a useful life of more than one year. Total capital expenditures planned for FY 2025 is $844.4 million. Total capital expenditures planned for the three-year capital program is $1.04 billion. The FY 2025 – FY 2027 capital expenditure program includes both recurring and non-recurring capital expenditures. The recurring capital expenditures are those that are included in almost every budget and will have no significant impact on the operating budget. These recurring investments include bus and paratransit revenue rolling stock vehicle replacements; hardware and software upgrades to support advances in technology; and preventive maintenance along the MetroLink Right-of-Way and at MetroBus stations. Federal Formula funds will be allocated to the vehicle maintenance program throughout this capital budget period.



Under the previous transportation law, Fixing America's Surface Transportation Act (FAST Act), the requirement to set aside one percent of Section 5307 Formula funds for associated transit improvements to enhance MetroBus and MetroLink facilities as a part of BSD's recurring capital activities has been repealed. However, carryover funding approved from prior transportation laws under SAFETEA-LU and MAP-21, are included in the FY 2025 – FY 2027 capital expenditure program to support transit improvements throughout the system. To support future transit enhancements, other capital funds will be designated for the Arts in Transit Program as directed by Board policy.

In July 2016, the Federal Transit Administration (FTA) issued a final rule requiring FTA grantees to develop management plans for their public transportation assets, including vehicles, facilities, equipment, and other infrastructure. The Transit Asset Management (TAM) final rule requires transit agencies to develop a strategic approach to maintain and improve their capital assets. The FY 2025 - FY 2027 capital and operating budgets contain several funding strategies to ensure Bi-State Development achieves and maintains a state of good repair status for all its assets.

The three-year capital budget assumes approximately $151.5 million for MetroLink infrastructure projects, $4.8 million for new development and environmental enhancements, $92.2 million for safety and security enhancements, and $33.8 million for information technology improvements. Vehicles and supporting equipment needs assume $464.1 million; infrastructure and vehicle maintenance needs assume $290.8 million.

Peripheral equipment is planned to improve operating efficiencies, customer enhancements and support “smart bus” technology which includes automatic passenger counters, an automatic vehicle location system, closed circuit television (CFCTV) systems and fare collection program modernization. These improvements will meet regional intelligent transportation system architecture requirements.

Security program investments will be accomplished through this capital program period including additional cameras and digital recording devices on light rail vehicles, buses and paratransit vehicles and in various MetroLink tunnels and bridges. In addition, various security enhancements will be implemented at bus and light rail facilities including installation of upgraded public address systems and CCTVs.

Investments at MetroLink stations and bus stops throughout the transit service area will create a more comfortable customer environment, improve the state of repair of customer-facing facilities, and address the American with Disabilities Act (ADA) requirements. ADA improvements include the upgrade of tactile warning strips at various MetroLink stations as well as continuing to improve access to bus stops and the installation of passenger shelters and benches at various bus stop locations throughout the system.

Technology investments in hardware and software are planned throughout the system over the next three years that will support Bi-State Development’s premiere transit operations. A new operating and capital budgeting system and a new enterprise asset management (EAM) system were implemented in FY 2020. The notable benefits of the implementation of these systems include more efficient budget planning, streamlined reporting, and increased asset visibility.

Major facility improvements planned over the next three years include the replacement of 15-20 year old major components such as heating, ventilation and air conditioning systems, elevators, escalators, electrical systems and doors. In addition, MetroLink infrastructure projects over the next three years include bridge and tunnel repairs, surface and alignment of the mainline track, substations and catenary insulators. All planned projects for the FY 2025 – FY 2027 capital budget are in support of the Federal Transit Administration’s Transit Asset Management and State of Good Repair practices.

Non-Routine Capital Expenditures

There are a number of non-recurring capital expenditures planned in the FY 2025 – FY 2027 capital budget. These non-recurring expenditures are intended to address an immediate capital need within the Metro transit system and may impact the operating budget after initial capitalization. Design and construction work for rehabilitation and repair of various structures along the alignment are planned to keep the system in good repair. Passenger amenity, technology and revenue vehicle replacement projects are budgeted to increase customer satisfaction.

Bi-State Development continues to upgrade its interoperable communications system to be compliant with FCC regulations and to enable communications with first responders within the region.

Bi-State Development is continuing its commitment to create a more environmentally and economically sustainable transit system through investments in energy efficient lighting and equipment, and alternative propulsion systems. Metro's battery electric bus program is continuing through this capital budget cycle, with plans to purchase additional battery electric buses and necessary infrastructure for charging stations. Additional revenue vehicle replacements include battery electric technology based in part on the success of Metro's pilot programs.

During the FY 2025 – FY 2027 capital program period, $48 million will be allocated to the vehicle maintenance program through Federal Formula funds. A total of $16 million in Federal Formula funds annually will be allocated to the program for FY 2025 - FY 2027.

Under the IIJA, funding for the State of Good Repair Program which supports maintenance, replacement and rehabilitation of light rail infrastructure, facilities and equipment continues to be authorized. During the FY 2025 - FY 2027 capital investment program, projects will be administered and funds expended under the State of Good Repair Program as well as the previously authorized Fixed Guideway Modernization Program. A combined total of $249.5 million in Federal State of Good Repair and Fixed Guideway funds projects are planned over FY 2025 - FY 2027 to support light rail facility and right-of-way improvements throughout the system, as well as rehabilitation and replacement of aged revenue and non-revenue equipment. As a part of Bi-State Development's overall state of good repair efforts, Bi-State Development continues to develop its transit asset management program which will further establish standards for the state of good repair of transportation infrastructure and vehicles and to develop a transit asset management database to more efficiently manage all assets.

The three-year capital budget of $1.04 billion addresses all major elements of Bi-State Development's Metro transit system improvements. The project types for the work included in the budget are broken out as follows:

Project Type Summary

Item		Amount
Miscellaneous MetroLink Alignment Projects	$	72,300,000
LRV Projects	$	32,200,000
MetroLink Station Projects	$	26,900,000
MetroLink Structures Projects	$	77,600,000
IT and Software Projects	$	23,000,000
Bus Stop and Parking Lot Projects	$	17,500,000
Rail Facilities Projects	$	16,500,000
Bus Facilities Projects	$	40,700,000
Transit Facilities Projects	$	1,900,000
Buses, LRVs and other Vehicles	$	570,000,000
Preventive Maintenance	$	60,000,000
Fare Collection	$	98,600,000
	$	**1,037,200,000**

Funding for all programs will be derived from Federal Formula, Fixed Guideway, State of Good Repair, Bus and Bus Facility Formula, Bus and Bus Facility Discretionary, Surface Transportation Program, Job Access and Reverse Commute, Homeland Security, Congestion Mitigation & Air Quality, New Freedom, Enhanced Mobility of Seniors and Individuals with Disabilities and other sources of discretionary funding appropriately matched by local sources of funding. This plan is progressive and when effectively implemented will ensure that Bi-State Development is on target to meet the needs of the community.

Non-Routine Capital Grant Administration Agreements

The New Freedom program was introduced in SAFETEA-LU as a formula program. Under MAP-21 the program was eliminated and the activities are now incorporated as eligible activities in a new formula program known as the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities. The IIJA continues the funding authorization for the Enhanced Mobility of Seniors and Individuals with Disabilities over the five year authorization and is planned during the FY 2024 – FY 2026 program period.

The East-West Gateway Council of Governments (EWGCOG) was identified as the designated recipient for New Freedom funds through SAFETEA-LU. Through a Memorandum of Understanding (MOU), Bi-State Development administers sub-recipient awards and agreements for any projects that were selected through a competitive application process for these programs. Under MAP-21, the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities responsibilities were assigned to co-designated recipients including Bi-State Development, East-West Gateway Council of Governments, Missouri Department of Transportation (MoDOT) and Illinois Department of Transportation (IDOT). Bi-State Development will manage sub-recipient awards and agreements for the “New Freedom” type projects; the State DOTs will manage the “traditional” 5310 program activities; and EWGCOG will administer the application process and the development of the Coordinated Human Services Transportation Plan.

The IIJA continues the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities funding program. It is expected that the co-designated recipients and their assigned responsibilities previously established under the prior authorization will be maintained and that funding will be administered as identified under the current MOU.

Bi-State Development will continue to administer funds remaining under the Fast Act and MAP-21 authorizations through the FY 2025 – FY 2027 program period. New funding appropriated under the IIJA will also be administered through this program period.

While Bi-State Development is responsible for the administration of the grants and the reimbursement of expenditures generated by these partner agencies, Bi-State Development is not a direct recipient of these funds. Therefore, these projects and funds are not included in Bi-State Development’s capital improvement program. Bi-State Development serves as administrator for the following sub-recipients:

FAST Act Funded Projects
Section 5310 New Freedom Type Projects

Sub-recipient		**Amount**
City of Florissant	$	95,159
Disability Resource Association	$	383,428
Illinois Center for Autism	$	222,888
ITN St. Charles	$	41,094
Northside Youth and Senior Services	$	65,700
Northside Youth and Senior Services	$	98,539
OATS – Jeffco Express	$	168,390
OATS – Covid Relief	$	50,000
OATS – Department of Mental Health	$	25,000
Paraquad	$	201,087
Pony Bird, Inc.	$	85,325
St. Louis Society for the Blind	$	83,740
Total Sub-recipient Grant Administration Agreements	**$**	**1,520,350**

Impact of Capital Improvements on Operating Budget

Included in the capital budget is a three-year program designed to build, maintain or replace Bi-State Development's core infrastructure critical to the operation of the system. The effect of these projects on the operating budget is as varied as the projects. The capital budget provides the funding to implement necessary improvements and upgrades to the system infrastructure as well as various expenditures for asset replacements that occur on an infrequent basis and have an expected long term useful life. The operating budget provides the funding to support everyday maintenance and resources necessary to support those maintenance efforts. This section addresses the expected operating budget impact of significant, current active capital projects or those planned to begin during the FY 2025 – FY 2027 capital program period and that directly affect the FY 2025 operating budget period.

Current and Future Rail Projects

Track, catenary, alignment, bridge, tunnel and maintenance projects generally have the effect of stabilizing maintenance activity in the operating budget by avoiding expense peaks and valleys. The FY 2025 – FY 2027 capital budget plans for $98,000,000 in structural repairs along the alignment, with the key focus on tunnels and retaining walls. A significant investment is also being made to the CCTV and train control systems in anticipation of the MetroLink extension to the MidAmerica St. Louis Airport and the Secure Platform project.

Additional light rail bridge and other structure upgrades are planned through the FY 2025 – FY 2027 capital period to bring a number of infrastructures and facilities back to a state of good repair.

Vehicles and Supporting Equipment

Timely replacement of vehicles that have met their useful life will ensure that operating expenses remain stable. Revenue vehicles, non-revenue vehicles and paratransit vans currently are budgeted yearly based on the vehicle replacement plans. Light Rail Vehicle (LRV) replacement has a significant impact on the capital budget and the Agency has spent the last several years reserving funds for the first phase of LRV replacement to begin the procurement and assembly of the first order of LRVs. The Agency has also been awarded a discretionary grant in the amount $196M for the purchase of new LRVs. These new LRVs will significantly reduce the annual operating costs through reduced maintenance.

A multi-year radio system replacement project is underway with design and planning of optimal sites for location of new radio towers being planned. This project is the result of FCC regulations requiring changes in technology and operating frequency. The radio system upgrade will incorporate automatic vehicle location (AVL) technology. The addition of AVL should result in operating savings of more than $500,000 annually. If the radio project were not undertaken, the operational issues that would result from losing operating radio frequency would be unacceptable.

Transit Development - Facility, Centers, Stations, Parking Lots, Loops, Other

Metro is committed to delivering an excellent customer experience through reliable, efficient service and safe, attractive and clean vehicles and facilities. Metro has made considerable investments in passenger facilities in recent years. In the current capital budget cycle, Metro is focusing considerable effort to improve the condition of existing transit facilities and assets. Capital projects included in this budget will improve several original MetroLink stations, introducing crime prevention through environmental design (CPTED), upgraded lighting, stairs, and passenger waiting areas, and use art and design to create unique spaces that are evocative of Metro Transit and the communities we serve. Many stations not scheduled for redesign will receive upgrades and repairs including parking lot resurfacing, new concrete at platform and passenger areas, new electrical systems, lighting and signage. These facilities impact Metro's operating budget by adding costs for cleaning, utilities, maintenance programs and the personnel resources necessary to sustain Metro's tremendous inventory of transit assets in a state of good repair.

Information Technology Improvements

Investments to improve Customer Service Information and Operations Management are planned over the three-year period. Additional technology upgrades will include a number of enhancements to the systems that will improve our customer relations and system management efforts without increasing manpower costs.

Long Range Capital and Operating Budget Impacts

St. Clair County Transit District is currently constructing a light rail extension to the MidAmerica St. Louis Airport, which will require increased local operating support. Metro is also working with partners across the region to explore opportunities for transit investment within the Northside-Southside (NSSS) and other important corridors, with preliminary design efforts are underway for the NSSS rail alignment. Any significant expansion of fixed-guideway transit would require federal capital support and increased local capital and operating support. In 2021, Metro began introducing alternative mobility solutions, including microtransit. It is too soon to estimate the impact of this new service paradigm on Metro's capital budget; however, if Metro adopts microtransit or similar service at a wide scale, Metro's revenue vehicle requirements may diminish some over time.

Metro Transit

Federal Programming Needs
FY 2025 – FY 2027

To meet the goals identified in the capital budget, adequate federal funding must be secured to support capital programs for the planned three-year fiscal period. Any delay or reduction in federal, state or local funding will necessitate modifications to the capital improvements contained in this capital program.

The Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law, is a five year bill signed into law by President Biden on November 15, 2021. The IIJA Act became effective on October 1, 2022. The new transportation law authorizes transit programs for FY 2022 – FY 2026, through September 30, 2026. The IIJA Act provides steady and predictable funding over the next five years and authorizes up to $108 billion for public transportation. The IIJA Act also targets funding increases towards improving state of good repair and the bus program.

Programs authorized under the IIJA will continue to address several important goals facing the transportation system today, which includes improving safety, ensuring the state of good repair of the system and focusing on performance and program efficiency. It emphasizes rehabilitation and replacement of aged infrastructure by furthering the asset management requirements and performance-based planning requirements established under the previous transportation law Fixing America's Surface Transportation Act (FAST Act)

Projects identified in Bi-State Development's FY 2025 – FY 2027 capital plan seek to meet the requirements detailed in the FAST Act authorization and guidance. Planned replacement of rolling stock, including buses and paratransit vehicles that meet EPA clean air standards and are equipped with ADA complaint lifts and equipment will ensure the safety and security of our traveling customers throughout the region. Bi-State Development's planned projects to rehabilitate rail right-of-way, tunnels and bridges will ensure the state of good repair of our light rail system. Federal funding to support these significant capital upgrades are planned from Urbanized Area Formula, State of Good Repair and Bus & Bus Facility formula funds as well as discretionary sources including, but not limited to, Bus and Bus Facility, Congestion Mitigation & Air Quality and Surface Transportation Program funds.

Bi-State Development is continuing its efforts to meet the goals of the Long Range Transit plan by conducting planning studies that would result in the expansion of high-capacity transit across the St. Louis region. Under the IIJA, Bi-State Development may seek funding under the Capital Investments Grant program, which supports capital transit projects, including new and expanded light rail and bus rapid transit.

Metro Transit
Sources of Funds FY 2025 - FY 2027

Sources of Funds	FY2025	FY2026	FY2027	TOTAL
Federal Formula Funds - New	$ 75,281,887	$ 44,776,241	$ 46,704,824	$ 166,762,952
Federal Formula Funds - Carryover	$ 101,266,674	$ -	$ -	$ 101,266,674
Fixed Guideway Funds - Carryover	$ 3,235,603	$ -	$ -	$ 3,235,603
State of Good Repair - New	$ 52,148,008	$ 26,546,713	$ 27,315,192	$ 106,009,913
State of Good Repair - Carryover	$ 93,575,827	$ -	$ -	$ 93,575,827
Bus and Bus Facility - New	$ 9,834,935	$ 3,369,681	$ 3,405,063	$ 16,609,679
Bus and Bus Facility - Carryover	$ 7,611,210	$ -	$ -	$ 7,611,210
Approved Federal Discretionary Funds	$ 273,942,247	$ -	$ -	$ 273,942,247
Missouri Local Match	$ 117,554,931	$ 10,844,177	$ 15,166,464	$ 143,565,572
St. Clair County Transit District Funds	$ 33,670,497	$ 3,828,983	$ 2,928,457	$ 40,427,937
Other Financing	$ 76,304,369	$ 4,000,000	$ 4,000,000	$ 84,304,369
Grand Total	**$ 844,426,188**	**$ 93,365,796**	**$ 99,519,999**	**$ 1,037,311,983**

Metro Transit
Capital Programs and Project FY 2025

Current and Future Rail Projects		
Track, Catenary, Alignment, Bridge, Tunnel, and Maintenance Projects	$	103,213,660
	$	**103,213,660**
Vehicles and Supporting Equipment		
Peripheral Equipment	$	34,559,996
Peripheral Support	$	5,746,489
Revenue Vehicles	$	352,808,804
Support Vehicles	$	21,052,079
	$	**414,167,368**
New Development, Enhancement, Environmental Projects		
Community Development Projects	$	1,018,016
Enhancement Projects	$	606,838
Transit Development-Facility, Centers, Stations, Parking Lots, Loops, Other	$	2,068,700
	$	**3,693,553**
Information Technology Improvements		
Hardware and Software Data Systems	$	18,222,209
Office Equipment	$	-
	$	**18,222,209**
Infrastructure, Vehicle Maintenance and Rehab Programs		
Existing Facilities - Maintenance and Rehab	$	36,130,562
Maintenance Equipment - Fleet, Warehouse, Facilities, Storeroom	$	7,780,623
Preventative Maintenance	$	28,293,355
Vehicle Maintenance, Rehab, Overhaul Programs	$	141,536,589
	$	**213,741,129**
Health, Safety, and Security		
Health, Safety and Security Projects	$	91,388,270
	$	**91,388,270**
Grand Total	**$**	**844,426,188**

Metro Transit
Capital Programs and Projects FY 2025 - FY 2027

Current and Future Rail Projects		
Track, Catenary, Alignment, Bridge, Tunnel, and Maintenance Projects	$	151,482,581
	$	**151,482,581**
Vehicles and Supporting Equipment		
Peripheral Equipment	$	34,559,996
Peripheral Support	$	5,746,489
Revenue Vehicles	$	396,232,922
Support Vehicles	$	27,572,079
	$	**464,111,486**
New Development, Enhancement, Environmental Projects		
Community Development Projects	$	1,168,016
Enhancement Projects	$	1,606,838
Transit Development-Facility, Centers, Stations, Parking Lots, Loops, Other	$	2,068,700
	$	**4,843,553**
Information Technology Improvements		
Hardware and Software Data Systems	$	33,836,201
Office Equipment	$	-
	$	**33,836,201**
Infrastructure, Vehicle Maintenance and Rehab Programs		
Existing Facilities - Maintenance and Rehab	$	53,980,474
Maintenance Equipment - Fleet, Warehouse, Facilities, Storeroom	$	12,198,215
Preventative Maintenance	$	68,293,355
Vehicle Maintenance, Rehab, Overhaul Programs	$	156,325,348
	$	**290,797,392**
Health, Safety, and Security		
Health, Safety and Security Projects	$	92,240,770
	$	**92,240,770**
Grand Total	**$**	**1,037,311,983**

Metro Transit
Capital Cash Flow Summary FY 2025 - FY 2027

Uses of Funds		FY2025		FY2026		FY2027		TOTAL
Track, Catenary, Alignment, Bridge, Tunnel, and Maintenance Projects	$	103,213,660	$	22,708,370	$	25,560,552	$	151,482,581
Peripheral Equipment	$	34,559,996	$	-	$	-	$	34,559,996
Peripheral Support	$	5,746,489	$	-	$	-	$	5,746,489
Revenue Vehicles	$	352,808,804	$	16,567,789	$	26,856,329	$	396,232,922
Support Vehicles	$	21,052,079	$	3,200,000	$	3,320,000	$	27,572,079
Community Development Projects	$	1,018,016	$	150,000	$	-	$	1,168,016
Enhancement Projects	$	606,838	$	500,000	$	500,000	$	1,606,838
Transit Development-Facility, Centers, Stations, Parking Lots, Loops, Other	$	2,068,700	$	-	$	-	$	2,068,700
Hardware and Software Data Systems	$	18,222,209	$	13,884,792	$	1,729,200	$	33,836,201
Office Equipment	$	-	$	-	$	-	$	-
Existing Facilities - Maintenance and Rehab	$	36,130,562	$	4,167,327	$	13,682,585	$	53,980,474
Preventative Maintenance	$	28,293,355	$	20,000,000	$	20,000,000	$	68,293,355
Maintenance Equipment - Fleet, Warehouse, Facilities, Storeroom	$	7,780,623	$	1,068,696	$	3,348,896	$	12,198,215
Vehicle Maintenance, Rehab, Overhaul Programs	$	141,536,589	$	10,266,321	$	4,522,438	$	156,325,348
Health Safety and Security Projects	$	91,388,270	$	852,500	$	-	$	92,240,770
Grand Total	**$**	**844,426,188**	**$**	**93,365,796**	**$**	**99,519,999**	**$**	**1,037,311,983**

GATEWAY ARCH

GATEWAY ARCH

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Gateway Arch

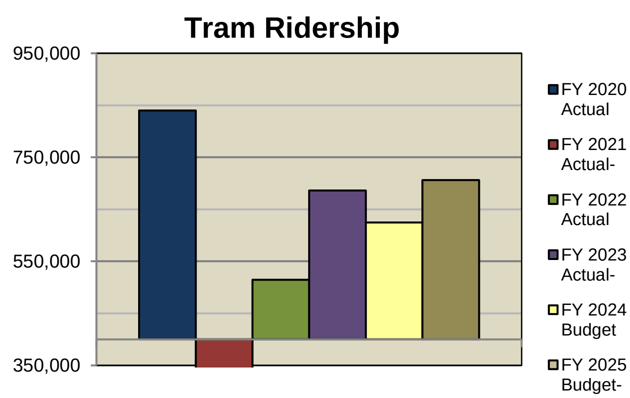
Overview:

In 1962, as the construction of the Gateway Arch was beginning, National Park Service (NPS) officials recognized that existing funds were insufficient to construct a tram system to carry visitors to the top of the monument. Bi-State Development proposed its first major public transaction which was for the sale of revenue bonds to finance the Gateway Arch Tram Transportation System. Since its opening in 1967, BSD has overseen the tram system operation. Today, BSD employees also handle all aspects of ticketing, reservations and provide marketing support for the monument in partnership with the National Park Service. With the December 2014 bond issuance to fund additional capital projects at the Arch, BSD and NPS have extended the agreement for another 30 years.

The Gateway Arch is a premier tourist destination in the Midwest and one of the most visited monuments in the United States. BSD's focus is to create a sustainable increase in visitation to Gateway Arch National Park and surrounding area through targeted marketing and capital improvements to meet the demands of our visitors. BSD is partnering with the National Park Service and other organizations to leverage and enhance the unique entertainment and educational products at the Gateway Arch, with the goal of creating a higher perceived value to all visitors. The Gateway Arch hosts more than 2.3 million visitors each year and generates more than $100 million of direct and peripheral economic benefit for the St. Louis Region.

Attractions:

Tram Ride to the Top
New exhibits were implemented for both the North and South Trams in FY 2017.



Museum
The former Westward Expansion Museum opened in July 2018.

Tucker Theater
Features the film "Monument to the Dream" documenting construction of the Arch.

Arch Store
The Museum Store closed in 2015 and reopened in Spring 2016 as The Arch Store in the former Odyssey Theatre space.

Also on the St. Louis Riverfront:

Old Courthouse, Riverboats at the Gateway Arch, Helicopter tours, Laclede's Landing MetroLink station

Tourism Innovation

Gateway Arch

Strategic Focus

In partnership with the National Park Service (NPS) and the other Gateway Arch National Park (GANP) partners, our Gateway Arch team remains committed to honoring our nation's history and serve the American public. Despite operational changes during the pandemic, and impacts from the nationwide workforce shortage, the team continues to optimize the visitor experience with limited resources. In FY 2025, we are hopeful to continue the recovery to return closer to pre-pandemic visitation. We will implement strategies to make the visitor experience more welcoming, to further enhance the museum's identity as a world-class destination, and to increase overall attendance at GANP.

Our strategic focus for FY 2025 centers on:

VISITOR EXPERIENCE

- ✓ From seamless pre-visit planning and wayfinding to valuable post-visit interactions, we are optimizing the Gateway Arch tram and ticketing operations by providing a memorable visitor experience.

FINANCIAL RESPONSIBLILITY

- ✓ We are implementing cost-effective solutions while developing strategies to maximize revenue streams.

SAFETY

- ✓ We continue to identify and implement unique solutions to maximize visitor and team member safety while remaining in compliance with all applicable regulations and guidelines.

TEAM

- ✓ We are motivating and engaging our team members with guest-focused training, rewarding challenges and community outreach opportunities.

Gateway Arch
Statement of Revenue and Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
Arch ticket sales	$ 9,725,722	$ 8,742,098	$ 9,798,848	$ 1,056,750	
Sales discounts revenue	(7,217)	(13,113)	(14,698)	(1,585)	
Service/fee revenue	406,141	422,353	414,206	(8,147)	
Other operating revenue	20,101	22,200	13,900	(8,300)	
Total operating revenues	10,144,747	9,173,538	10,212,256	1,038,718	11.3%
Non-Operating Revenue:					
Interest revenue	368,548	433,187	574,937	141,750	
Total revenues	10,513,295	9,606,725	10,787,193	1,180,468	12.3%
Operating Expense:					
Wages and benefits	2,555,874	2,994,867	3,053,597	58,730	
Services	2,190,704	2,419,085	2,881,900	462,815	
Fuel, materials and supplies	207,303	691,296	787,667	96,371	
Casualty and liability costs	21,525	30,525	43,438	12,913	
Utilities	143,090	136,324	148,474	12,150	
Leases, other and admin. charges	1,757,329	1,774,748	1,802,636	27,888	
Total operating expenses	**6,875,825**	**8,046,845**	**8,717,712**	**670,867**	**8.3%**
Non-Operating Expense:					
Interest expense	179,507	173,893	167,083	(6,810)	
Contributions to outside entities	427,317	160,000	285,000	125,000	
Total expenses	7,482,649	8,380,738	9,169,796	789,057	9.4%
Net income (deficit) before depreciation and transfers	**3,030,646**	**1,225,987**	**1,617,398**	**391,411**	**31.9%**
Depreciation and amortization	-	-	-	-	
Net transfers	(42,779)	-	-	-	
Net income (deficit)	**$ 3,073,425**	**$ 1,225,987**	**$ 1,617,398**	**$ 391,411**	**31.9%**

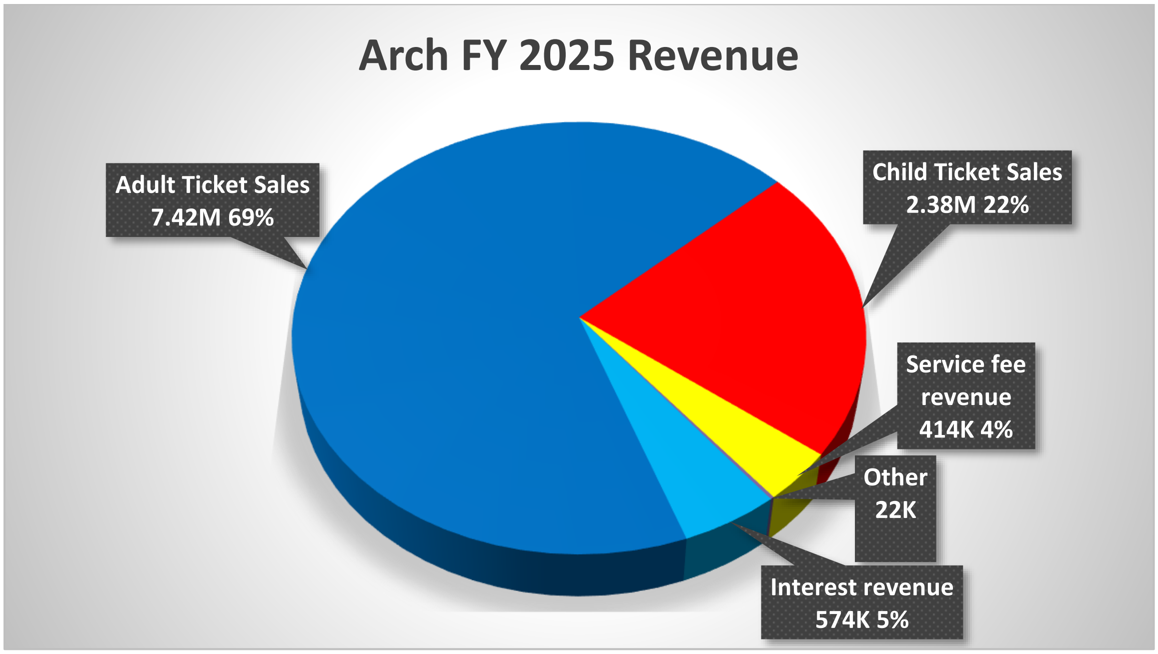
Numbers may not sum due to rounding.

Revenue

Arch ticket sales are projected based on 706,233 tram passengers expected in FY 2025. The projected revenue for ticket sales is $9,798,848, 12.1% higher than in FY 2024. A variable pricing structure, common in the hospitality and tourism industry was introduced in January of 2019. Tram rates range from $15-$19 for adults and $11-$15 for children. A $3 National Park Entrance fee is included in the adult rate.

Site rental and other revenues include tram rental fees for events held at the Gateway Arch and convenience fees charged to online and individual phone ticket purchases.

Interest Revenue from Investments increased substantially from the prior year due to a much more favorable interest rate environment. FY 2025 interest revenue is projected at $574,937.



Expense

Wages and benefits including OPEB are budgeted in FY 2025 are approximately level, increasing $58,730. This wage and benefit level are a result of maximizing efficiencies in some areas of operation (such as ticketing center staffing) and addresses the expected increase in ridership.

Services are increasing by 19.1% from the FY 2024 budget. In FY 2025, the largest expenditure in this category is the committed cost of O&M of $1.1M formerly carried in Contributions to Outside Entities expense. Next is the cost of mechanics employed by the National Park Service. Services include the following (in thousands):

Operations & Maintenance	$1,100
Mechanics employed by National Park Service	1,019
Theater O&M	350
Credit card fees, banking service charges	265
Maintenance services	77
Website Development	37
Other	33
	$2,882

Parts and supplies are budgeted at $787,667, which is 13.9% higher than the prior year budget. Amounts are due to parts and materials needed for the Arch trams.
Casualty and liability costs are budgeted 42.3% higher than the FY 2024 budget due to higher premiums.

Utilities are primarily electricity costs that are $145,474 of the overall $148,474 utility budget. Utility costs are influenced to some degree by the severity of the weather although much of the facility is underground.

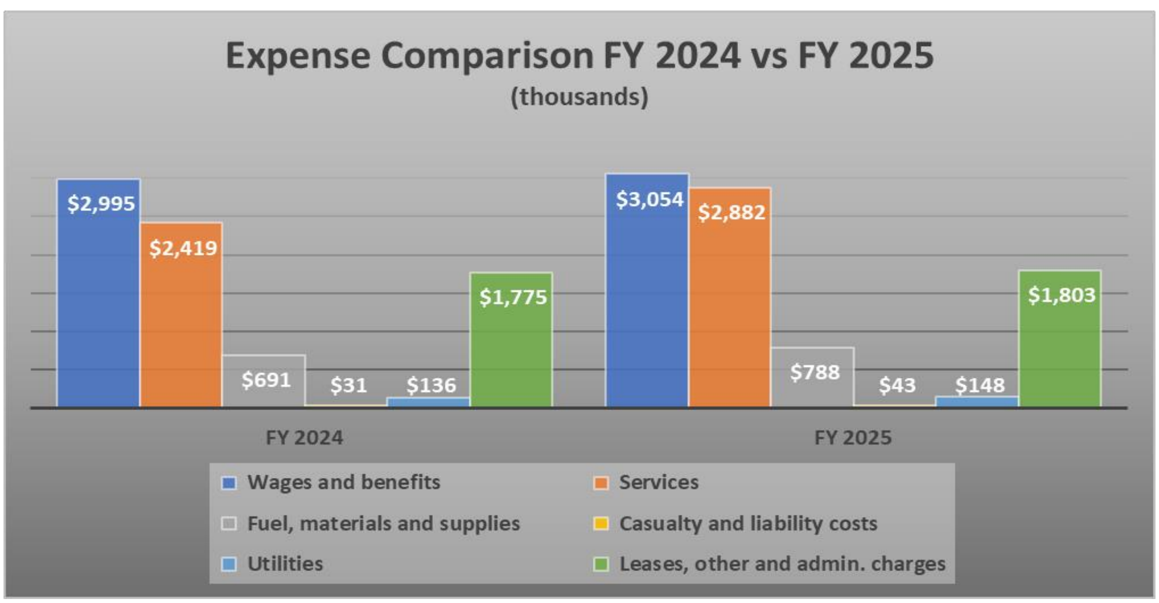
Other expense includes the following (in thousands):

Management fee to Agency	$ 855
Advertising and promotion	823
Dues, Training, Travel and Other	125
	$ 1,803

Other expense is budgeted in FY 2025 to be 6.1% higher primarily due to an increase in management fees earned on increased revenue from ticket sales and a focus returning to Staff Training.

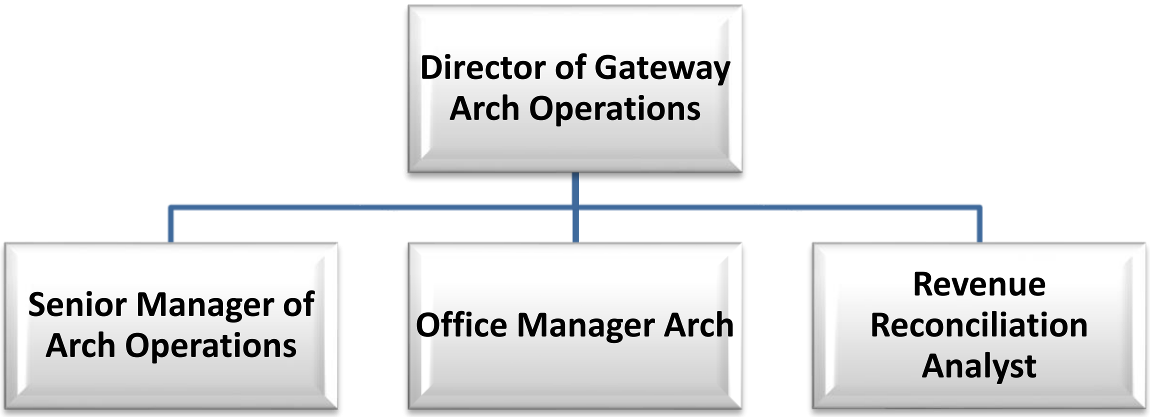
Interest expense is the interest on the $7.5 million Arch Tram Revenue Bonds refunded in August of 2021. The original bond issue funded both the motor generator set replacement project and the Arch Visitor Center roof replacement project.

Contributions to outside entities are for operation and maintenance costs for the newly expanded Gateway Arch Visitor Center, including additional security operations by the National Park Service.



Net income before depreciation for FY 2025 is budgeted at $1,617,398.

Organization:



Total Personnel:

Full-Time - 19
Part-Time - Seasonal employee count varies throughout the year

Objectives and Strategies Action Plan: Gateway Arch

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Gateway Arch priorities:

Objective:	Maximize Gateway Arch tram ridership and visit satisfaction, within updated capacity and summer operating hours, in FY25.

Strategy:

- Develop and implement initiatives that aim to drive increased park visitation and tram ticket sales. Engage with partners and marketing agency in the evolution of the museum marketing campaign.
- Emphasize customer service in all division operations and training programs.
- Work with the National Park Service to develop updated tram efficiency expectations that serve the maximum number of potential visitors, while adhering to safety considerations and guest experience best practices.
- Further optimize visitor experience by simplifying visitor-facing ticket purchase experience.
- Collaborate with park partners to provide a seamless visitor experience from pre-visit planning to post-visit interactions.

Performance Measurement:

- Post-visit survey results, specifically net promoter score and experience satisfaction ratings.
- Strive to fill 85% of the current tram capacity.

Objective:	Stay within appropriations and ensure cost effective use of resources to maintain FY25 Gateway Arch operating budget.

Strategy:

- Prepare Arch cost center budgets per published timeline.
- Independently and in collaboration with the Budget Department, conduct monthly reviews and analysis of cost center, budget, and financial reports to manage costs.
- Forecast budget changes due to limited capacity and identify and target potential expense savings.
- Collaborate with park partners to identify unique solutions to maximize visitor experience with less resources.

Performance Measurement:

- Remain within operating budget and minimize variances.

Objective:	**Foster staff excitement and ownership of improved visitor experience and customer service philosophy.**

Strategy:

- Empower team members to better address visitor needs by providing training on recovery techniques.
- Engage team members through motivational challenges and contests throughout the year.
- Work with park partners and Gateway Arch Employee Association to create a deeper sense of community among team members and our partner agencies.
- Develop new guest service training and deploy program from operational management to frontline team members.

***Performance Measurement*:**

- Highly motivated and engaged employees as measured through internal surveys.

Objective:	**Further enhance safety and security practices and engage in and promote a safety-first culture.**

Strategy:

- Educate team members on their role in safety responsibilities and compliance.
- All team members attend safety program training. Integrate safety-focused topics into meetings and back-office digital communications to support BSD's Safety Culture.
- Collaborate with partners regarding situational awareness training, emergency procedures, and conduct drills.

***Performance Measurement*:**

- Training attendance and comprehension assessments

Performance Indicators – Gateway Arch

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators:

Performance Indicators				
	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Tram ridership	706,233	648,245	624,435	686,188
Net Income (Deficit) before Depreciation (in thousands)	$1.6M	$3.4M	$1.2M	$3.0M
Operating Expense Ratio	85.4%	72.0%	87.7%	67.8%

RIVERBOAT ATTRACTIONS

BU230816

Riverfront Attractions

Overview:

The Riverboats at the Gateway Arch is the oldest excursion boat company to continuously operate on the Mississippi River. In July 2001, Bi-State Development purchased the Becky Thatcher and Tom Sawyer riverboat operation to preserve the riverboats as a part of the overall St. Louis Riverfront experience. Through on board narrations by National Park Service rangers, the Riverboats at the Gateway Arch are a natural extension of the educational programs currently offered at the Gateway Arch National Park.

The Riverboats offer two primary public cruises. The one-hour sightseeing cruise departs up to seven times a day seasonally, with additional times added as needed to accommodate demand. The evening dinner cruise features dinner, live riverboat jazz-style music, and magnificent views of the St. Louis skyline. In addition, they offer popular Blues cruises, Brunch cruises, Kimmswick cruises, Lock & Dam cruises, Ocktoberfest cruises and many more specialty themed cruises The Gateway Arch Riverboats are also utilized for corporate/convention functions, weddings, reunions, fundraisers, and special events.

The Gateway Arch Riverboats also operate the Paddlewheel Café, gift shop, and a public use heliport barge offering helicopter tours.

Number of passengers yearly (FY 2023 Actual):

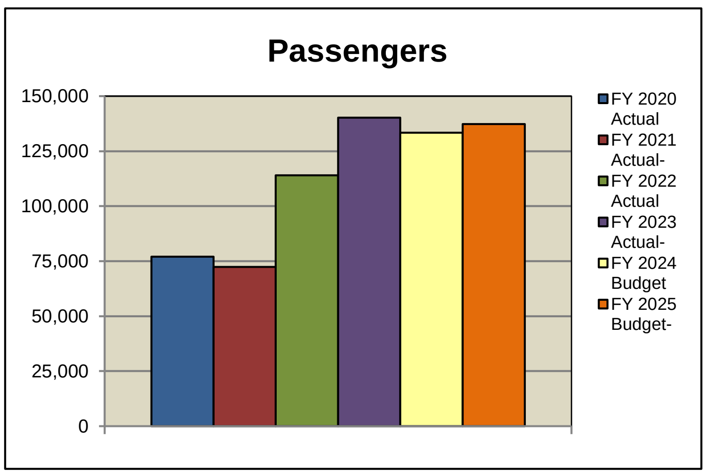
Sightseeing	122,065
Dinner cruise	7,205
Charter/specialty cruise	10,942

Tom Sawyer Riverboat:

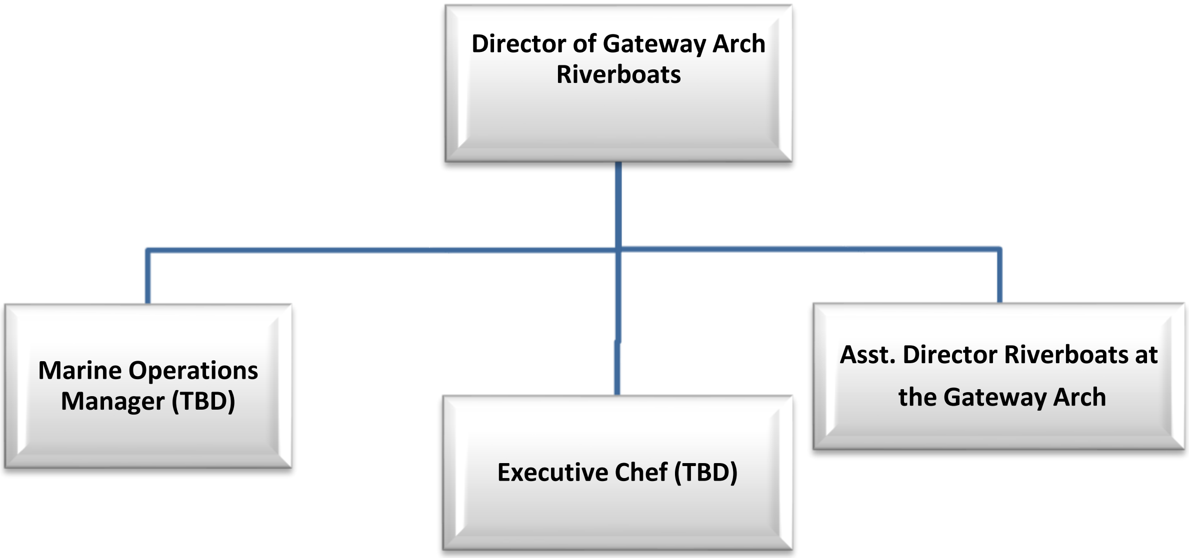
Passenger capacity	350
Year built	1966

Becky Thatcher Riverboat:

Passenger capacity	300
Year built	1963



Organization: Riverfront Attractions



Total Personnel:

Full-Time - 13

Part-Time - Seasonal employee count varies throughout the year

Tourism Innovation

Riverfront Attractions

Strategic Focus

BSD Riverfront Attractions include Riverboats at the Gateway Arch and one of the only inland waterways public use heliports in the United States. With over 1,000 scheduled cruises per year, the St. Louis Riverfront Cruise is the primary revenue source for the Riverboats. Along with the Skyline Dinner Cruise, seasonal specialty cruises, Paddlewheel Cafe, Gift Shop, private events, and our scenic helicopter tour provider BSD Riverfront Attractions provide a complete riverfront destination for locals and tourists. Through cross promotion to Gateway Arch visitors, we seek to extend overall visit time along with increase per capita spending by visitors to the St. Louis Riverfront. We strive to meet or exceed a CSAT (Customer Satisfaction) rating of 85% for Overall Experience.

Our strategic focus for FY 2025 centers on:

PROMOTIONS & GUEST EXPERIENCE

- ✓ Continue cross-promotional marketing opportunities of the St. Louis Riverfront Cruise which leverage 'combo pricing' with Arch tram tickets.
- ✓ In collaboration with tourism industry partners (i.e., Explore St. Louis, Missouri History Museum, St. Louis Regional Freightway) execute a marketing and communication plan that encourages visits from the local and regional tourism markets.
- ✓ Continue to work with internal and external partners to address visitor experience challenges and provide a seamless experience from pre-visit planning to post-visit interactions including simplified parking purchases and improved security.

TEAM DEVELOPMENT

- ✓ Cultivate a high-performance culture of accountability and inclusion. Develop clear organization strategic goals that maximize Tourism Innovation resources and Riverboat team members

FISCAL RESPONSIBILITY

- ✓ Our focus on increasing revenue through ticket sales, food and beverage sales, and retail sales includes effectively managing costs and identifying potential expense savings while balancing operational conditions, leveraging key partnerships, and earned media for increased exposure.

SAFETY & SECURITY

- ✓ Continue to collaborate with Bi-State Public Safety, St. Louis Police Department, and other law enforcement partners to ensure the safety and security of staff, guests, and vendors.
- ✓ Together with United States Coast Guard requirements, Passenger Vessel Association recommendations, and direct support from BSD Public Safety, regularly educate team members on their role in safety responsibilities and compliance.

Riverfront Attractions
Statement of Revenue & Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
Cruise revenue	$ 2,976,652	$ 2,661,425	$ 2,865,090	$ 203,665	
Food and beverage revenue	540,092	951,105	1,023,891	72,786.00	
Retail revenue	130,520	109,888	118,297	8,409.00	
Other operating revenue	338,337	145,560	284,410	138,850.00	
Total operating revenues	3,985,601	3,867,978	4,291,688	423,710	11.0%
Non-Operating Revenue:					
Interest Revenue	29,156	-	25,000		
Total revenues	4,014,757	3,867,978	4,316,688	423,710	11.0%
Operating Expense:					
Wages and benefits	1,307,796	1,661,903	1,971,447	309,544	
Services	703,701	600,939	558,651	(42,288)	
Fuel, materials and supplies	653,024	785,595	737,551	(48,044)	
Casualty and liability costs	242,660	265,852	307,645	41,793	
Utilities	105,721	86,225	96,255	10,030	
Leases, other and admin. charges	200,702	206,795	207,060	265	
Total operating expenses	**3,213,604**	**3,607,309**	**3,878,609**	**271,300**	**7.5%**
Non-Operating Expense:	-				
Total expenses	3,213,604	3,607,309	3,878,609	271,300	7.5%
Net income (deficit) before depreciation and transfers	**801,153**	**260,669**	**438,079**	**177,410**	**68.1%**
Depreciation and amortization	261,414	255,010	241,719	(13,290)	
Net Transfers	-				
Net income (deficit)	**$ 539,739**	**$ 5,659**	**$ 196,360**	**$ 190,700**	**3369.9%**

Numbers may not sum due to rounding.

Revenue

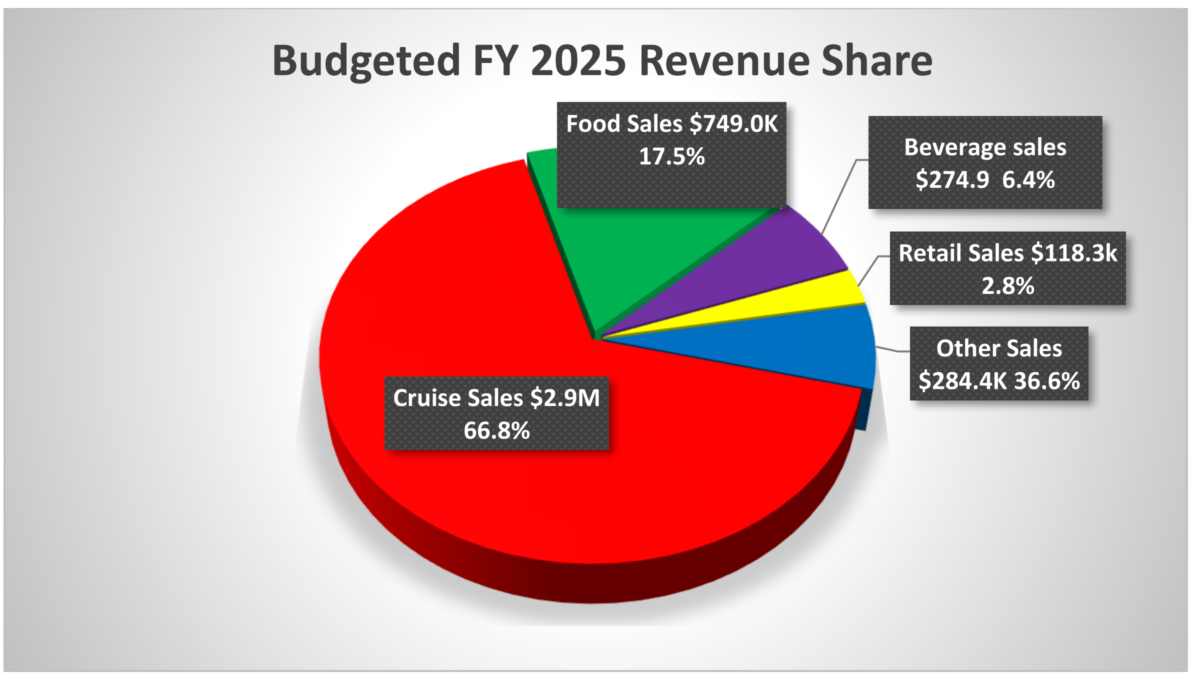
Cruise revenue is based on the FY 2025 budget of 137,380 passengers. Cruise revenue is projected at $2,865,090 which is 7.7% higher than the FY 2024 budget. In conjunction with the Gateway Arch, the riverboats offer variable pricing, with an adult sightseeing ticket starting at $24 and a child ticket starting at $14. A base dinner cruise ticket is $54.

Food revenue includes food sold on dinner dance cruises, on board concessions and at the Paddlewheel Café. Food revenue is budgeted to increase 7.7% from the FY 2024 projection.

Beverage revenue is generated from beverage sales on the various types of cruises and from the Paddlewheel Café. Beverage revenue is budgeted to increase 7.7%.

Retail revenue is generated from gift shop sales. These revenues are higher by 7.7% from the FY 2024 budget.

Other miscellaneous revenue includes revenues from helicopter tours and concessions and a contracted passenger cruise photography service.



Expense

Wages and benefits including OPEB increased 18.6% in the FY 2025 budget.

Services are budgeted to decrease 7.0% from the prior year budget. This decrease is primarily due to a decrease in maintenance services and consulting fees.

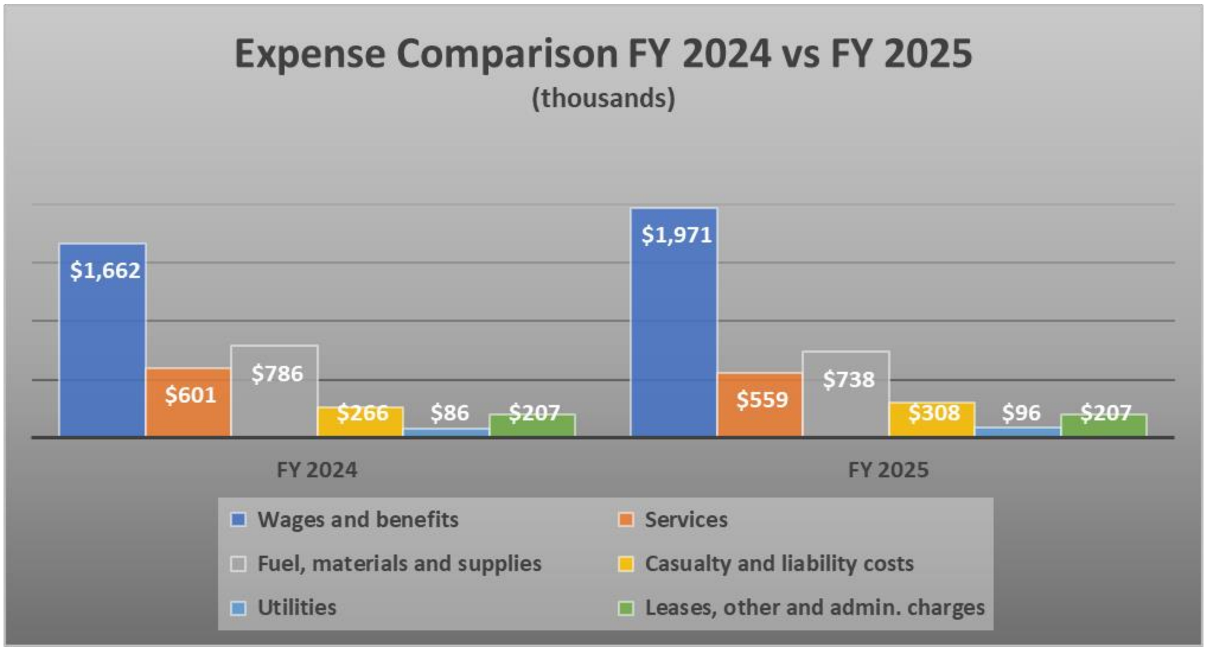
Materials and supplies are budgeted 6.1% lower than the previous budget. The FY 2025 budget for materials and supplies is a reflection of the expected change in revenue components related to the anticipated number of cruises and patrons.

Fuel and lubrications expense is budgeted to decrease 10.7% over FY 2024 in line with the higher Cruise Revenue.

Casualty and liability costs are 15.7% more than budgeted costs in FY 2024 due to increases in premiums.

Utilities are comprised of $52,028 for electricity, $3,202 for telephone, $9,007 for natural gas, $12,007 for waste removal, and $20,011 for water and sewer. Utilities are significantly impacted by the severity of weather, level of service, and days of operation.

Other expense is 0.3% higher than the prior year. Over the last two years advertising costs have been modified to match the necessary level of business and to strengthen awareness of new programs and cruise themes available to the public. Advertising is budgeted at approximately $130,000 or 8.4%% more than FY 2024 in an effort to maintain the current level of revenue streams.



Income

Net income before depreciation is budgeted at $438,079.

Objectives and Strategies Action Plan: Riverboats

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Riverboats' priorities:

Objective:	**Practice a high standard of fiscal responsibility, be transparent about budget decisions and investments and prioritize.**

Strategy:

- Forecast budget changes due to COVID-19. Identify and target potential expense savings while revenue stream is impacted due to COVID-19.
- Conduct monthly reviews and analysis of cost centers financial reports to verify and manage costs.
- Collaborate with Finance/Budget Department to address riverboat expense challenges.

Performance Measurement:

- Stay within budget, minimize variances and maximize revenue growth.

Objective:	**Cultivate a high performance culture of accountability and inclusion. Develop clear organization strategic goals that maximize Tourism Innovation resources and Riverboat team members within COVID-19 capacity constraints in FY24.**

Strategy:

- Lead team members to focus on Riverboat efficiency, communication, resources and sales that achieve Riverboat ticket sales goals.
- Develop management and team member skill sets that create cross-functional teams to improve productivity, communication and conflict management.
- Create and institute new cruise itineraries and events that increase local engagement, partner buy-in and repeat clientele.

Performance Measurement:

- Sales results, meeting/exceeding deadlines, leadership program attendance, Talent Management System reports.

Objective:	**Implement and integrate efforts that enhance safety and security practices and engage in and promote a safety culture.**

***Strategy**:*

- Regularly educate team members on their role in safety responsibilities and compliance.
- All new hires receive safety training pertinent to their individual departments.. Minimize risks that harm will come to team members or guests.
- Ensure Standard Operating Procedures are up-to-date and enforced. Update COVID-19 policies as conditions change.
- Review and ensure that proper cash/credit controls are in place and followed.
- Oversee a security plan that includes proactive measures to prevent illegal or unwanted actions with the safe, proper and intended operation of Riverboat facility equipment and protection for team members and guests.

***Performance Measurement**:*

- Training attendance and comprehension; customer satisfaction regarding safety and security; # of audit findings (Safety), inspection and incident results, internal and external survey results.

Objective:	**Develop a culture of hospitality by providing excellent internal and external service. Effectively manage Riverboat team members by identifying solutions that ensure a safe, financially responsible and visitor centric operation. Increase revenue through Riverboat ticket sales and Paddlewheel Café.**

Strategy:

- Work in partnership with Bi-State Development, regional leaders and Tourism Innovation team members to execute COVID-19 marketing and communication protocols that provide a safe and memorable experience.
- Collaborate with marketing, city and regional tourism partners to address visitor experience challenges and provide a seamless experience from pre-visit planning to post-visit interactions including simplified parking purchases and improved security.
- Enhance digital communication to guests and seek out guest feedback, by implementing online visitor surveys for each cruise (in tandem with Marketing), to make continued improvements.
- Develop refined manager and guest service training and deploy program from operational management to frontline team members. Strive to meet or exceed a CSAT rating of 85% for each of the following categories - Food Service, Overall Experience, COVID-19 Health & Safety Measures and Staff Performance.

Performance Measurement:

External surveys, revenue growth, guest engagement.

Performance Indicators – Riverfront Attractions

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators

Gateway Arch Riverfront Attractions: Performance Indicators				
	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Passengers	137,380	133,571	133,379	140,212
Cruises	1,250	1,221	1,250	1,248
Days of operation	288	283	288	277
Passengers per Cruise	100	109	100	112
Revenue per Passenger	$31.24	$32.73	$29.00	$28.43
City health inspection score				
Becky Thatcher boat	100	100	100	100
Tom Sawyer boat	100	100	100	100
Main Galley	100	100	100	100

Riverboats At The Gateway Arch
FY 2025 - 2027 Capital Projects Summary

Sources of Funds:	FY2025	FY2026	FY2027	Total
Riverboat Revenue	$ 450,000	$ 250,000	$ -	$ 700,000
Total Sources of Funds	**$ 450,000**	**$ 250,000**	**$ -**	**$ 700,000**
Uses of Funds:				
Tom Sawyer Drydock (USCG)	$ 450,000	$ -	$ -	$ 450,000
Facility Modernization		$ 250,000	$ -	$ 250,000
Total Uses of Funds	**$ 450,000**	**$ 250,000**	**$ -**	**$ 700,000**

ST. LOUIS DOWNTOWN AIRPORT

ST. LOUIS DOWNTOWN
AIRPORT

BU230816

St. Louis Downtown Airport

Overview:

Purchased in 1964 for $3.4 million, today the St. Louis Downtown Airport is a full-service aviation center offering an extensive line of general aviation services just eight minutes from downtown St. Louis in Cahokia / Sauget, Illinois. As the primary general aviation reliever airport for St. Louis Lambert International Airport, St. Louis Downtown Airport is the busiest Illinois airport outside the Chicago area and provides a $584 million economic impact to the St. Louis region annually.

St. Louis Downtown Airport supports the National Aviation System Plan and the St. Louis region through its mission, which is to provide world-class airport facilities and services to the public. St. Louis Downtown Airport does this by providing the best possible infrastructure with the highest-quality benchmark services provided through our employee team and airport tenant businesses.

The Airports' vision is to set the standard for reliever airports and continue to be the general aviation "airport of choice" for people traveling to and from downtown St. Louis and the bi-state region.

Its primary goals are safety and security, infrastructure preservation and enhancement, and organizational excellence. These goals support the "National Plan of Integrated Airport Systems" by providing the general aviation flying public with a safe, secure, convenient, and well-equipped facility and by providing the local community with over 3,731 high-paying jobs and acting as a catalyst for economic growth and development in the region. Short-term goals include improving economic performance by increasing land lease revenue, fuel flowage revenue, transient aircraft operations and enhancing airport services and capabilities

Operations (FY 2023):

Location of Flight Training Dept. of St. Louis University

Gallons of Fuel Sold	1,606,416
Aircraft Movements	104,156

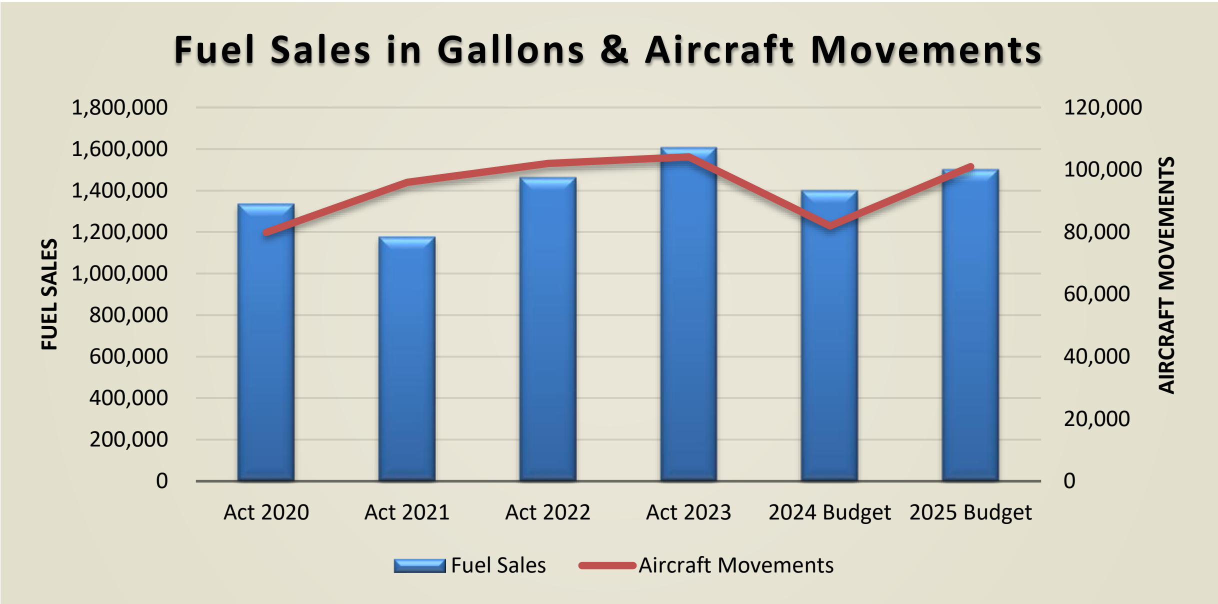
Facilities:

Small Hangars	95
Mid Size Hangars	42
Large Hangars	21
Property Size	1,013 Acres

Airport recognition:

Busiest general aviation airport in St. Louis region

Busiest airport in Illinois outside Chicago
Two hangars named to National Register of Historic Places



Given its strategic location just east of downtown St. Louis, the airport serves as a Gateway to the Metropolitan area and tourist attractions and amenities that landed St. Louis a spot on the list of World's Greatest Places of 2021 by *TIME Magazine*. Recognizing the wealth of attractions and destinations within a 15-mile radius of its terminal, St. Louis Downtown Airport offers a Visitors Guide. The guide provides suggestions for different types of places to visit, ranging from museums, parks and stadiums to casinos, breweries and a host of other unique attractions. It also includes a handy list of hotels in the heart of the city and a map to see at a glance where everything is located in relation to St. Louis Downtown Airport.

St. Louis Downtown Airport

Strategic Focus

The airport continues to market its services and real estate as a way to increase its economic impact on the St. Louis region while attracting more attention from aeronautical businesses, corporations, and the flying public. In FY 2025, activity at and around the St. Louis Downtown Airport showed steady recovery from the effects of the COVID-19 pandemic. The airport is positioning itself to be a trusted aeronautical entity with a well-organized, safe, efficient, and professional reputation to users and potential developers.

Our strategic focus for FY 2025 centers on:

OPERATIONAL EFFICIENCY

- ✓ We aim to streamline our operations further, implementing new software and cutting-edge equipment that saves time and allows personnel to focus efforts on value-adding tasks.

FISCAL RESPONSIBILITY

- ✓ Our goal is to maximize funding opportunities by fostering relationships with FAA, State, and Local agencies. We will ensure continuous leasing and occupation of airport properties, develop new properties, expand our services, and reduce inefficient short-term maintenance solutions.

SAFETY

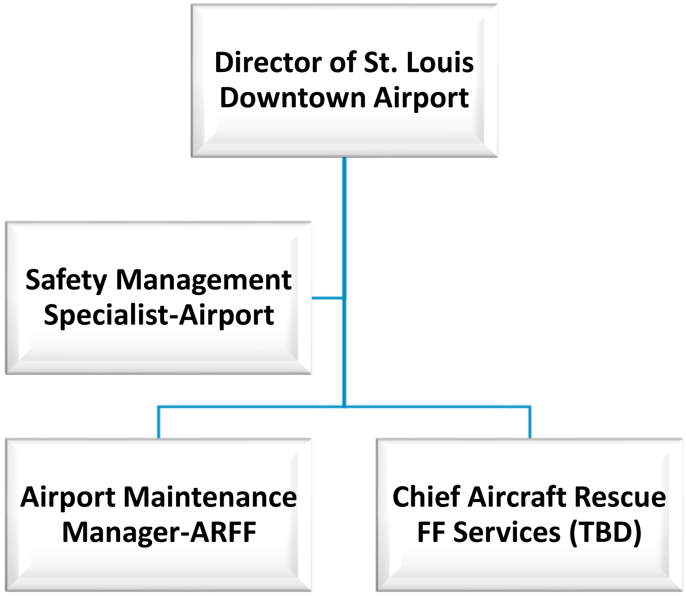
- ✓ We believe in surpassing federal safety standards, and to that end, we will regularly audit our internal safety programs and training.

PROMOTION & ENGAGEMENT

- ✓ Our strategy will be centered on fostering a culture of staff ownership, supporting, and improving airport services with a "user first" service philosophy. We will leverage our partnerships with tenants, collaborating on marketing efforts to amplify our reach and attract aircraft, businesses, and developers to our airport.

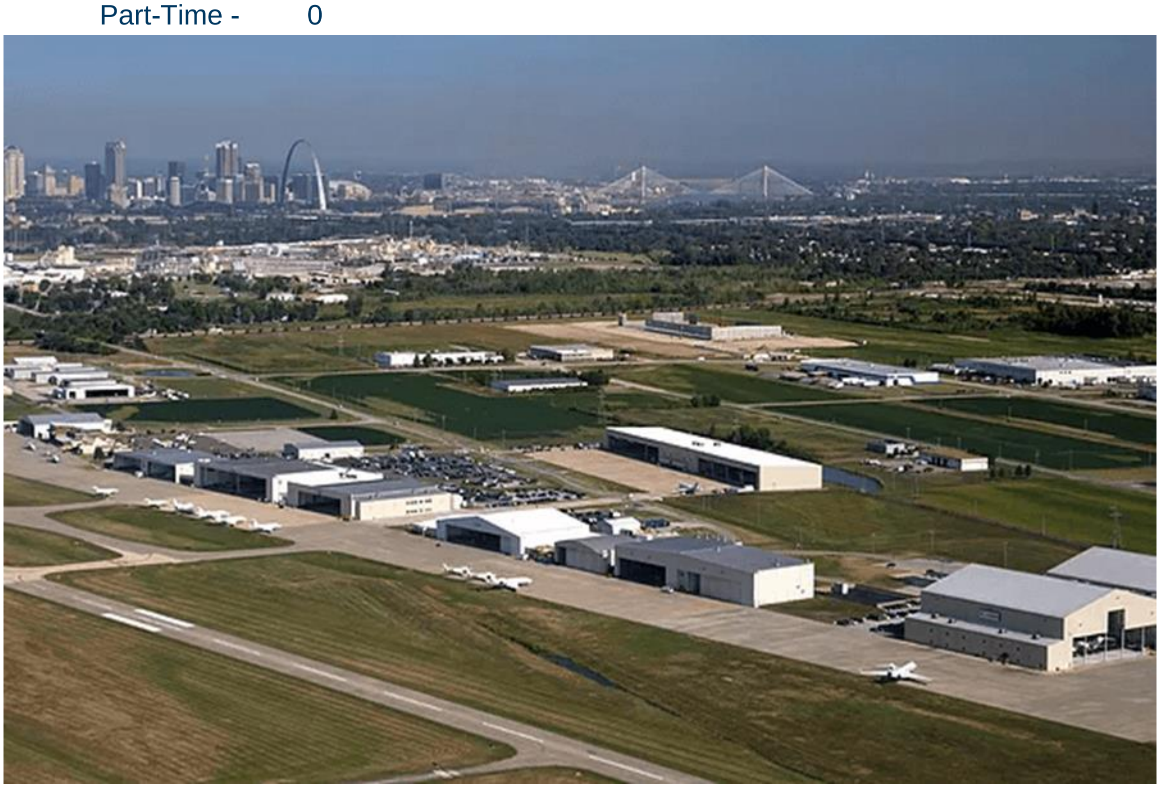
By focusing on these core areas, we believe we can solidify our position as a trusted partner in aeronautics and make a significant positive impact on the Bi-State region. We are committed to continuous improvement and excited about the opportunities that lie ahead for St. Louis Downtown Airport.

Organization:



Total Personnel:

Full-Time - 10
Part-Time - 0



St. Louis Downtown Airport
Statement of Revenue & Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
Aircraft parking	$ 131,002	$ 140,599	$ 147,524	$ 6,925	
Leased acreage	1,187,834	840,912	839,449	(1,463)	
Hangar rental	130,463	589,596	780,662	191,066	
Aviation sale flowage fee	133,686	137,496	137,500	4	
Airport concessions	104,108	116,448	108,950	(7,498)	
Other operating revenue	194,945	190,200	197,200	7,000	
Total operating revenues	1,882,038	2,015,251	2,211,285	196,034	9.7%
Non-Operating Revenue:					
Grants and assistance	-	-	140,000		
Interest revenue	160,739	135,000	40,000	(95,000)	
Total revenues	2,042,777	2,150,251	2,391,285	101,034	4.7%
Operating Expense:					
Wages and benefits	1,014,076	1,060,130	1,053,818	(6,312)	
Services	233,483	193,628	183,100	(10,528)	
Fuel, materials and supplies	52,477	86,116	102,808	16,692	
Casualty and liability costs	96,385	146,135	221,199	75,064	
Utilities	315,065	209,508	339,500	129,992	
Leases, other and admin. charges	142,005	181,997	206,065	24,068	
Total operating expenses	**1,853,491**	**1,877,513**	**2,106,490**	**228,977**	**12.2%**
Non-Operating Expense:					
Other non-operating expense	3,794	-	-	-	
Total expenses	1,857,285	1,877,513	2,106,490	228,977	12.2%
Net income (deficit) before depreciation and transfers	**185,492**	**272,738**	**284,795**	**12,057**	**4.4%**
Depreciation and amortization	856,004	1,260,175	1,220,354	(39,821)	
Net income (deficit)	**$ (670,512)**	**$ (987,437)**	**$ (935,559)**	**$ 51,878**	**-5.3%**

Numbers may not sum due to rounding.

Revenue

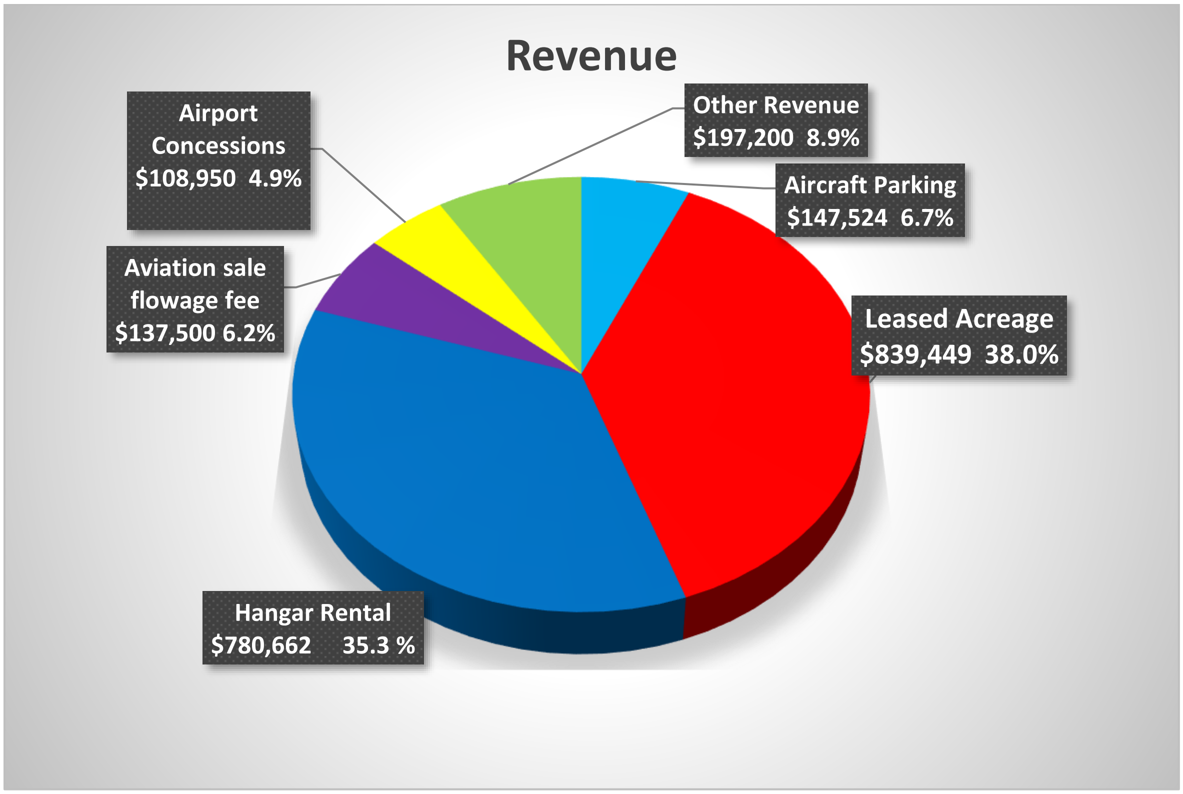
Aircraft parking revenue for FY 2025 is budgeted at $147,524, this is approximately $7 thousand, 5% higher than the FY 2024 budget.

Leased acreage revenue is airport land leased for private investment. Revenue is expected to be $839,449. This is a $1 thousand, 0.2% decrease from the previous year.

Hangar rentals are leased property for airframes and tenants. The projected revenue for FY 2025 is $780,662. This is $191 thousand or 32% higher than FY 2024.

Aviation fuel sale-flowage fee revenue is budgeted in FY 2025 at $137,500. This is nearly identical than expected revenues for FY 2024.

Concession fees include crop income and rentals for the concourse. The FY 2025 budget is $108,950. This is a 6.0% decrease from FY 2024 budget.



Expense

Wages and benefits including OPEB are $1.05 million down 0.6% from the FY 2024 budget.

Services include the following (in thousands):

Legal and consulting fees	$ 70
Contract maintenance	90
Other	23
	$ 183

Services are budgeted in FY 2025 to be 5% lower than FY 2024. The FY 2025 budget includes consulting fees for surveys, plots, and concurrent use agreements. Services also include legal fees for lease review and consultation, consultant fees for general engineering services, firehouse elevator and extinguisher maintenance, fire alarm maintenance, the emergency phone system, firefighting truck inspection and maintenance, and HVAC controls system support.

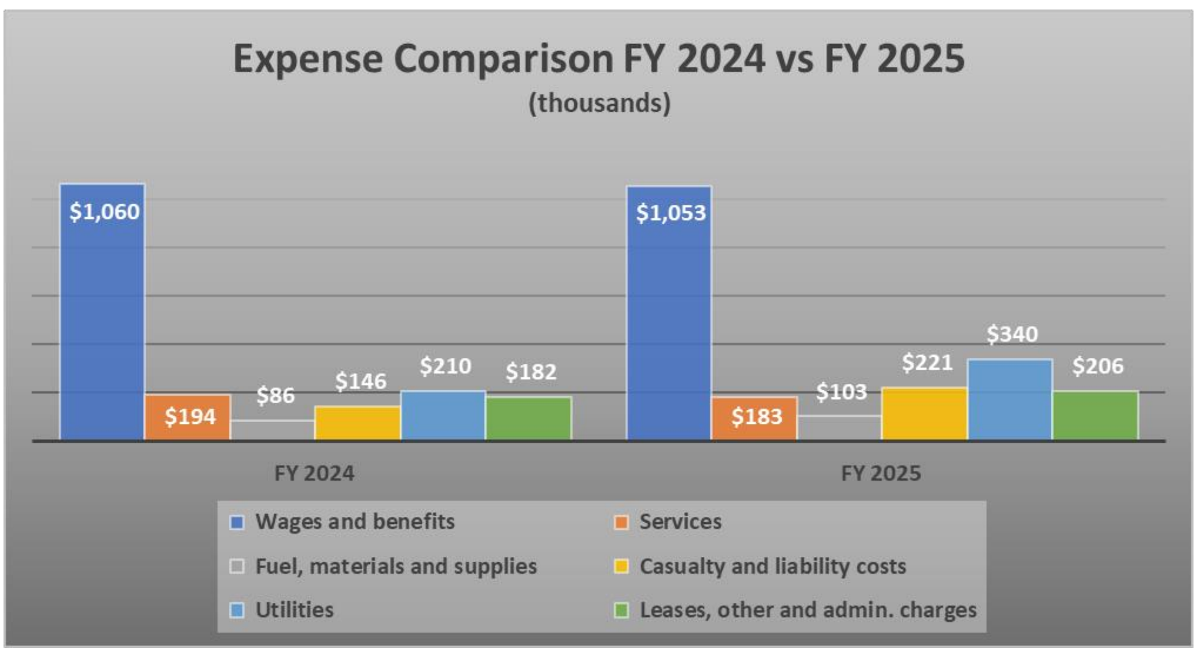
Parts and Supplies are budgeted in FY 2025 to be 19% higher than FY 2024. These costs are for maintenance consisting of Aircraft Rescue and Firefighting (ARFF) fire tools and equipment.

Casualty and liability costs are budgeted to increase 51% over FY 2024 budgeted expenses due to increases in premium rates resulting from a difficult insurance market.

Utilities include electricity, gas, telephone, waste removal, and water are budgeted in FY 2025 to be 62% higher than the FY 2024 budget.

Other expense includes the following (in thousands):

Management fees to the Agency	$ 120
Travel, training, meetings, and dues	41
Other (including advertising)	45
	$ 206



Income

Net income before depreciation is projected to be $284,795 for FY 2025.

Objectives and Strategies Action Plan: St. Louis Downtown Airport

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. St. Louis Downtown Airport priorities:

Objective:	**Continue to keep Airport properties leased and occupied to accomplish financial objectives. Schedule expenditures to ensure budget compliance.**

Strategy:

- Coordinate quarterly marketing conference call meeting with Jet Aviation to focus on advertising campaigns, local venue contacts, and how to collectively attract more aircraft into the airport. This will help build market awareness, foster positive relationships between Jet Aviation, the airport and airport users, and generate additional fuel flow fees.
- Collaborate with other airports in the nation that serve our market niche to build more Originating and Departing traffic.
- Continue to refine, implement, and enforce safety protocols and procedures related to COVID-19 and general employee and visitor safety
- Engage with airport stakeholders in airport operations through one on one meetings to improve communication to encourage marketing efforts with their industry partners.

Performance Measurement:

- Increase revenue.

Objective:	**Optimize Airport operations to ensure a safe and efficient airport operating environment for the traveling public.**

Strategy:

- Develop new training and deploy programs that improve the operational management of airport services. This will help present the airport as well organized, professional, and as an organization our airport users can trust.
- Continue to minimize overtime costs with balanced staff hours while meeting our regulatory requirements and providing excellent customer service.
- Continue to provide Airport Rescue and Fire Fighting services for large commercial airline service.
- Collaborate with IDOT, FAA and local agency safety personnel to maximize funding opportunities to support capital improvements.
- Forecast budget changes due to COVID-19 and identify and target

potential expense savings while revenue stream is impacted by pandemic

Performance Measurement:

- Decrease costs, while improving safety, security, and customer service of the airport.

Objective:	**Foster staff ownership of improved airport services and customer service philosophy.**

Strategy:

- Host quarterly meetings with tenants, community leaders and Airport employees to develop and implement tasks to improve airport efficiency thereby creating a sense of community among team members and our partner agencies. The goal of this strategy is to increase regional partnerships and engagement in the airport and build awareness.
- Improve airport efficiency, response and safety by having staff participate in quarterly planning, training and implementation meetings.
- Empower airport employees to review best business practices related to COVID impact
on airport operations and continuously refine how to achieve the best possible health and safety for airport employees.

Performance Measurement:

- Improved relationships and morale with Airport staff.

Performance Indicators – St. Louis Downtown Airport

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators:

St. Louis Downtown Airport:	**FY 2025**	**FY 2024**		**FY 2023**
	Target	**Projection**	**Target**	**Actual**
Net income (deficit) before depreciation (in thousands)	$284.8	$312.5	$272.7	$.185M
Fuel sales in gallons (in thousands)	1,500	1,600	1,400	1,606
Aircraft movement	118,000	117,000	79,000	104,156

St. Louis Downtown Airport
FY 2025 - 2027 Capital Projects Summary

Sources of Funds:

	FY 2025	FY 2026	FY 2027	Total
Federal Grants	$ 10,189,500	$ 7,200,000	$ 9,900,000	$ 27,289,500
State and Local	$ 1,076,750	$ 400,000	$ 550,000	$ 2,026,750
Airport & Other Funds	$ 2,713,750	$ 400,000	$ 550,000	$ 3,663,750
Total Sources of Funds	**$ 13,980,000**	**$ 8,000,000**	**$ 11,000,000**	**$ 32,980,000**

Uses of Funds:

	Projects by Year			
	FY 2025	FY 2026	FY 2027	Total
Construction:				
Taxiway B Drainage Improvements	$ 1,000,000	$ -	$ -	$ 1,000,000
Reconstruct Curtiss Steinberg Drive	$ 1,615,000	$ -	$ -	$ 1,615,000
Reconstruct Taxiway B Phase 2: EAST	$ 5,000,000	$ -	$ -	$ 5,000,000
Reconstruct Taxiway B Phase 3: CENTER	$ -	$ 8,000,000		$ 8,000,000
Reconstruct Taxiway B Phase 4: WEST	$ -	$ -	$ 11,000,000	$ 11,000,000
Resurface Vector Dr from Curtis Steinberg Dr to Airflite Dr	$ 750,000	$ -	$ -	$ 750,000
Equipment and Facilities Replacements:				
Terminal: Reconstruction	$ 4,531,000	$ -	$ -	$ 4,531,000
Land and Land Improvements:				
Taxiway Bravo Relocation Final Design	$ 500,000	$ -	$ -	$ 500,000
Airport Layout Plan (ALP)	$ 584,000	$ -	$ -	$ 584,000
Total Use of Funds	**$ 13,980,000**	**$ 8,000,000**	**$ 11,000,000**	**$ 32,980,000**

ST. LOUIS REGIONAL FREIGHTWAY

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ST. LOUIS REGIONAL
FREIGHTWAY

St. Louis Regional Freightway

Strategic Focus

The St. Louis Regional Freightway coordinates regional freight development efforts, tightly connecting the private and public sectors. We create a foundation for planning and marketing the industry, while advocating the region's greatest freight and site selection strengths. The path to growth is through leveraging our partnerships, maximizing the opportunities we continue to uncover, while elevating the region's profile as a world class logistics hub.

Our strategic focus for FY 2025 centers on:

AWARENESS

- ✓ We continue to build strategic partnerships with shippers and carriers that attract new business, and engaging our allies to help us build a strong network of regional ambassadors.

INFRASTRUCTURE FUNDING & MULTIMODAL CAPABILITIES

- ✓ We are developing and coordinating regional projects, advocacy strategies, and funding approaches with leaders across transportation and manufacturing / logistics industries.

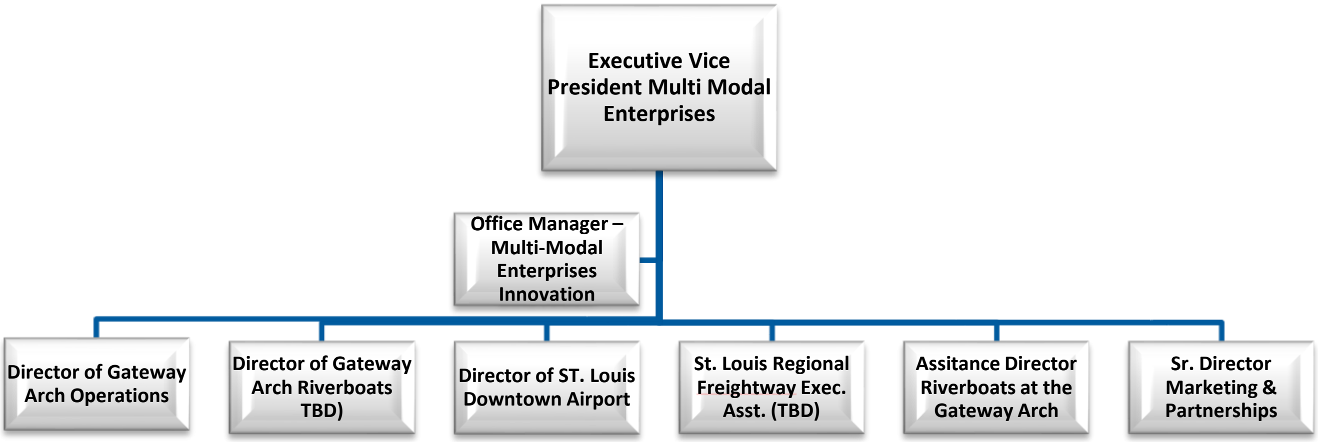
PROMOTING INDUSTRIAL REAL ESTATE

- ✓ Our focus includes leveraging TheFreightway.com as a tool to unify industrial real estate leaders, and utilizing this tool to inform, promote, and share regional success stories and opportunities.

RELEVANCE

- ✓ We will continue linking to larger national freight-related conversations, such as the impact of supply chain disruptions on the freight industry and US infrastructure improvement plans, and driving this relevant content through targeted stories directed to regional media outlets and national industry publications.

Organization for all Agency, Multi-Modal Enterprises:



Total Personnel:

Full - Time - 2

St. Louis Regional Freightway
Statement of Revenue & Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
Regional freight fees	$ 300,000	$ 400,000	$ 400,000	$ -	
Other operating revenue	14,244	-	-	-	
Total operating revenues	314,244	400,000	400,000	-	0.0%
Non-Operating Revenue:					
Total revenues	314,244	400,000	400,000	-	0.0%
Operating Expense:					
Wages and benefits	157,549	139,523	209,966	70,443	
Services	232,835	325,000	350,000	25,000	
Fuel, materials and supplies	2,278	3,500	3,500	-	
Leases, other and admin. charges	26,500	36,000	42,000	6,000	
Total operating expenses	**419,162**	**504,023**	**605,466**	**101,443**	**20.1%**
Total expenses	419,162	504,023	605,466	101,443	20.1%
Net income (deficit) before depreciation and transfers	**(104,917)**	**(104,023)**	**(205,466)**	**(101,443)**	**97.5%**
Other non-operating expense	(493,689)	-	-	-	
Net income (deficit)	**$ 388,772**	**$ (104,023)**	**$ (205,466)**	**$ (101,443)**	**97.5%**

Numbers may not sum due to rounding.

Revenue

In FY 2025, contributions for service provided are expected to generate $400,000 in operating revenue.

Expense

Total FY 2025 operating expense is expected to be $605,466, resulting in a net loss of $205,466. The majority of operating expense is for consulting services, compensation, and benefits.

Objectives and Strategies Action Plan: St. Louis Regional Freightway

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. St. Louis Regional Freightway priorities:

Objective:	**Increase national and global awareness of the St. Louis region's world class logistics hub.**

Strategy:

- Build strategic alliances and new partnerships with shippers and carriers that support existing freight businesses and help attract new businesses.
- Develop and leverage regional success stories and promote regional assets.
- Actively build regional ambassadors-a network of engagement, reciprocity and create a sense of "community" within the region.

Performance Measurement:

- Secured relationships with industry and regional stakeholders.

Objective:	**Maximize infrastructure funding opportunities through public-private partnerships and improve multimodal capabilities.**

Strategy:

- Develop and build consensus for a regional list of multimodal transportation and infrastructure projects with the East-West Gateway Council of Governments Board of Directors, Missouri and Illinois Departments of Transportation, all modes of transportation and manufacturing/logistics industries.
- Develop and help coordinate infrastructure funding strategies and advocacy plans with public and private sector leaders.

Performance Measurement:

- Coordinated regional and national infrastructure investment and support for priority project.

Objective:	**Promote industrial user real estate site and streamline the site selection process to help increase jobs in the manufacturing and logistics industries.**

Strategy:

- Develop and maintain TheFreightway.com website in a manner that continues to experience increased usage by the industrial real estate industry.
- Build strategic alliances and new partnerships with the local and national industrial real estate industry leaders.
- Develop and promote regional success stories and promote the region's industrial real estate market.

- Actively build and inform regional ambassadors of the region's industrial real estate market – a network of engagement, reciprocity, creating a sense of "community" within the region.

Performance Measurement:

- Secured bi-partisan and federal support for the region's multimodal infrastructure.

Objective: Manage the Freightway in a productive and cost-effective manner.

Strategy:

- Greater awareness that supports and expands the St. Louis region's manufacturing and logistics industries and elevates the region's profile as a World Class Logistics Hub.
- Bring relevance to the region's freight efforts by linking to larger national freight related conversations such as the impact of COVID-19 on the freight industry and US infrastructure improvement plans.
- Drive content through targeted stories to regional media outlets, national industry publications.

Performance Measurement:

- Secure Freightway funding with Madison, St. Clair and Monroe Counties in Illinois, St. Louis City, Missouri and Franklin, Jefferson, St. Charles and St. Louis Counties in Missouri and other funding resources.

Performance Indicators – St. Louis Regional Freightway

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators for St. Louis Regional Freightway

	FY 2025	FY 2024		FY 2023
	Target	**Projection**	**Target**	**Actual**
St. Louis Regional Freightway				
Brand strategy roll-out	100%	On Target	100%	Met
Committee, Industry Forum and Freight Summit attendees	100%	80%	80%	100%
Develop relationships with industry and regional stakeholders	100%	On Target	100%	Met
Execute infrastructure funding strategies and secure regional consensus for infrastructure priority list of projects	100%	On Target	100%	Met

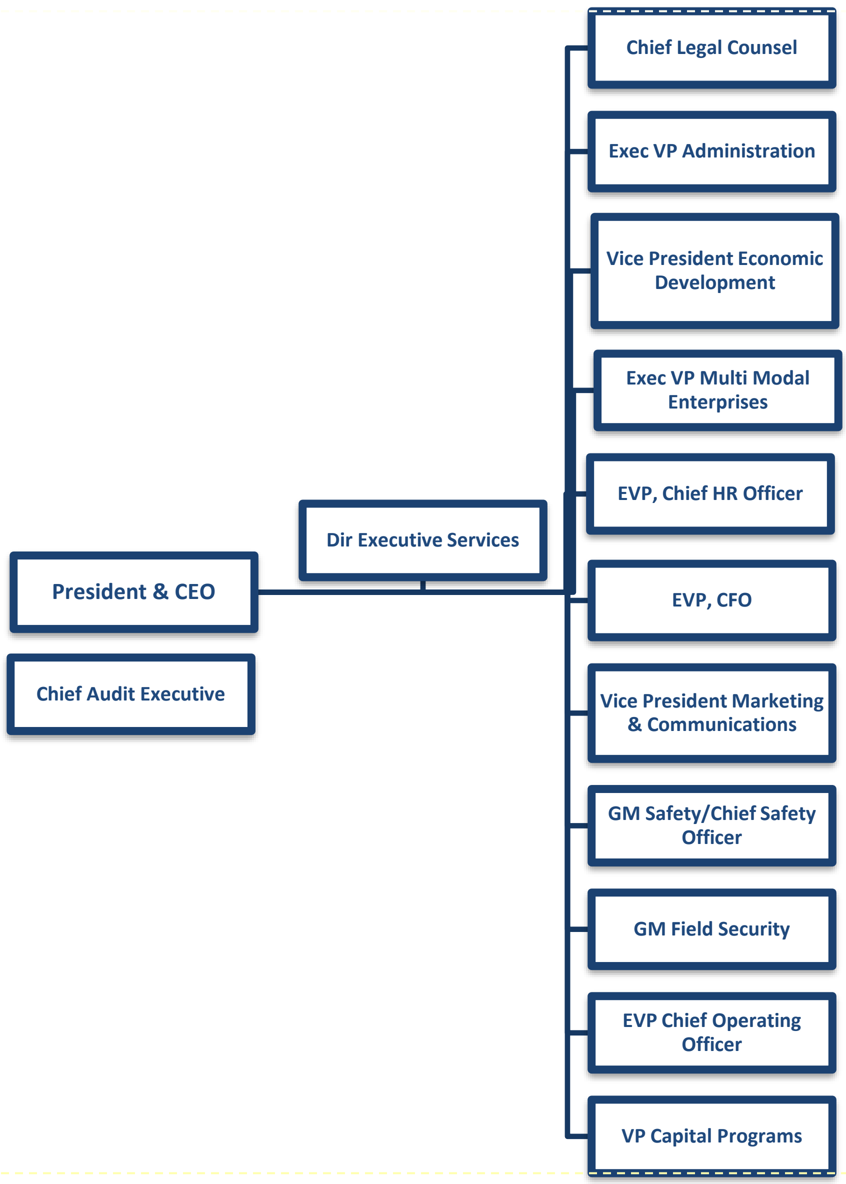
EXECUTIVE SERVICES

Executive Services

Strategic Focus

The President and Chief Executive Officer leads Executive Services. Executive Services is a service enterprise that provides support to all Bi-State Development business operating units. These services are provided by executive management, as well as, the legal department, real estate and economic development department, tourism innovation administration, and the internal audit department.

Organization:



Executive Services
Statement of Revenue & Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
Admin Fees - Transit	$ 3,500,010	$ 3,384,655	$ 3,195,555	$ (189,100)	
Admin Fees - Arch	1,091,188	827,729	854,613	26,884	
Admin Fees - Airport	102,139	101,208	119,565	18,357	
Admin Fee - National Park Svc	340,865	327,657	360,707	33,050.00	
Total operating revenues	5,034,202	4,641,249	4,530,440	(110,809)	-2.4%
Non-Operating Revenue:					
Interest revenue	60,153	8,812,500	4,599,375	(4,213,125)	
Total revenues	5,094,355	13,453,749	9,129,816	(4,323,933)	-32.1%
Operating Expense:					
Wages and benefits	2,286,286	2,879,167	3,291,534	412,367	
Services	901,607	1,411,588	1,175,540	(236,048)	
Fuel, materials and supplies	30,976	24,697	20,900	(3,797)	
Casualty and liability costs	67,224	-	73,496	73,496	
Utilities	2,687	3,250	1,750	(1,500)	
Leases, other and admin. charges	437,160	532,146	516,920	(15,225)	
Total operating expenses	**3,725,940**	**4,850,848**	**5,080,141**	**229,293**	**4.7%**
Non-Operating Expense:	536,468				
Total expenses	4,262,408	4,850,848	5,080,141	229,293	4.7%
Net income (deficit)	**$ 831,947**	**$ 8,602,901**	**$ 4,049,675**	**$(4,553,226)**	**-52.9%**

Numbers may not sum due to rounding.

Revenue

The Metro administration fee provides a significant portion of the revenue for Executive Services. Transit represents 70.5% of the operating revenue.

The Gateway Arch management fee is calculated based on a formula negotiated with the National Park Service. The total Gateway Arch management fee is $854,613 reflecting a 3.2% increase over FY 2024.

The St. Louis Downtown Airport management fee is calculated at 5% of the Downtown Airport operating revenue and interest income. The St. Louis Downtown Airport administration fee is $119,565.

The National Park Service fees are calculated at 20% of the Arch entrance fees and movie admissions. The National Park Service administration fee is $360,707.

Interest Revenue from Investments is lower from the prior year by $4.2 million. FY 2025 interest revenue is $4.6 million.

Expense

Wages and benefits are $412,367 higher due to restructures and salary and benefit increases.

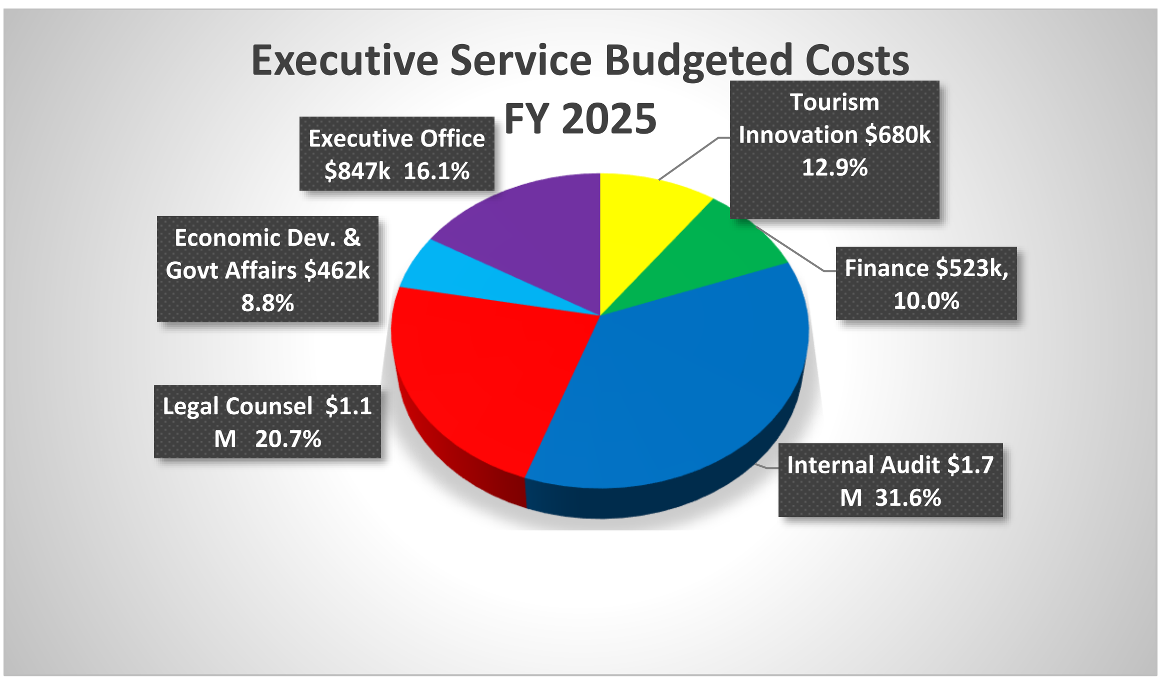
Services consist of fees for outside consultants, auditors, lawyers, and lobbyists and also services for establishing strategic partnerships and investment in Washington DC, Missouri and Illinois. In FY 2025 Executive Services will spend $56,048 less than in the prior year.

Parts and supplies include office supplies and equipment, training materials, and data processing supplies. The FY 2025 budget for office and data processing supplies decreased minimally.

Utilities consist of mobile devices and tablet usage. These expenditures decreased by $1,500.

Other expense includes employee and commissioner travel, employee training and dues for regional, state, and national transportation and economic organizations. Travel, training, and subscriptions are expected to be 2.86% lower in FY 2025.

Expense by Department



Income

Net income is projected at $4,049,675.

The following section displays operating costs for the departments that reside within Executive Services. The departments that encompass Executive Services are the Executive Office, Internal Audit, General Counsel, Economic Development, Tourism Innovation, and other Financial expenses.

Executive Services - Operating Expense - Summary

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
By type of expense:				
Wages & benefits without OPEB	2,868,082	3,291,534	423,452	14.8%
Other post-employment benefits	11,085	0	(11,085)	-100.0%
Services	1,411,588	925,540	(486,048)	-34.4%
Parts and supplies	24,697	20,900	(3,797)	-15.4%
Casualty and liability costs	0	73,496	73,496	0.0%
Utilities	3,250	1,750	(1,500)	-46.2%
Leases and other expense	532,146	316,920	(215,226)	-40.4%
Operating expense	**4,850,848**	**4,630,140**	**(220,708)**	**-4.5%**
By function:				
Executive Office	794,220	846,515	52,294	6.6%
Internal Audit	1,750,750	1,662,042	(88,708)	-5.1%
Strategic Initiatives	0	0	0	0.0%
Government Affairs	0	0	0	0.0%
General Counsel	1,099,498	1,086,322	(13,176)	-1.2%
Economic Development	272,138	281,940	9,802	3.6%
Tourism Innovation	484,241	679,824	195,583	40.4%
Research Institute	0	0	0	0.0%
Financial Expenses	450,000	73,496	(376,504)	-83.7%
Operating expense	**4,850,848**	**4,630,140**	**(220,708)**	**-4.5%**
numbers may not sum due to rounding				

Executive Services - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Executive Office			0	0.0%
Wages & benefits without OPEB	512,828	568,965	56,137	10.9%
Other post-employment benefits	2,651	0	(2,651)	-100.0%
Services	116,100	74,600	(41,500)	-35.7%
Parts and supplies	2,796	2,000	(796)	-28.5%
Casualty and liability costs	0	0	0	0.0%
Utilities	750	750	0	0.0%
Leases and other expense	159,096	200,200	41,104	25.8%
Operating expense	**794,220**	**846,515**	**52,294**	**6.6%**
Internal Audit			0	0.0%
Wages & benefits without OPEB	881,702	1,022,542	140,840	16.0%
Other post-employment benefits	3,264	0	(3,264)	-100.0%
Services	725,000	550,000	(175,000)	-24.1%
Parts and supplies	11,876	11,000	(876)	-7.4%
Casualty and liability costs	0	0	0	0.0%
Utilities	0	0	0	0.0%
Leases and other expense	128,908	78,500	(50,408)	-39.1%
Operating expense	**1,750,750**	**1,662,042**	**(88,708)**	**-5.1%**
General Counsel			0	0.0%
Wages & benefits without OPEB	796,010	799,742	3,732	0.5%
Other post-employment benefits	2,313	0	(2,313)	-100.0%
Services	266,008	246,460	(19,548)	-7.3%
Parts and supplies	5,525	6,900	1,375	24.9%
Casualty and liability costs	0	0	0	0.0%
Utilities	0	0	0	0.0%
Leases and other expense	29,642	33,220	3,578	12.1%
Operating expense	**1,099,498**	**1,086,322**	**(13,176)**	**-1.2%**
Economic Development			0	0.0%
Wages & benefits without OPEB	209,539	220,460	10,921	5.2%
Other post-employment benefits	1,119	0	(1,119)	-100.0%
Services	54,480	54,480	0	0.0%
Parts and supplies	1,000	1,000	0	0.0%
Casualty and liability costs	0	0	0	0.0%
Utilities	1,000	1,000	0	0.0%
Leases and other expense	5,000	5,000	0	0.0%
Operating expense	**272,138**	**281,940**	**9,802**	**3.6%**

Executive Services - Operating Expense by Department / Function

	Budget 2024	Budget 2025	Bdgt vs Bdgt $ Change	Bdgt vs Bdgt % Change
Tourism Innovation Administration				
Wages & benefits without OPEB	468,002	679,824	211,821	45.3%
Other post-employment benefits	1,739	0	(1,739)	-100.0%
Services	0	0	0	0.0%
Parts and supplies	3,500	0	(3,500)	-100.0%
Casualty and liability costs	0	0	0	0.0%
Utilities	1,500	0	(1,500)	-100.0%
Leases and other expense	9,500	0	(9,500)	-100.0%
Operating expense	**484,241**	**679,824**	**195,583**	**40.4%**
Financial Expenses			0	0.0%
Wages & benefits without OPEB	0	0	0	0.0%
Other post-employment benefits	0	0	0	0.0%
Services	250,000	0	(250,000)	-100.0%
Parts and supplies	0	0	0	0.0%
Casualty and liability costs	0	73,496	73,496	0.0%
Utilities	0	0	0	0.0%
Leases and other expense	200,000	0	(200,000)	-100.0%
Operating expense	**450,000**	**73,496**	**(376,504)**	**-83.7%**
numbers may not sum due to rounding				

Objectives and Strategies Action Plan: Internal Audit

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Internal Audit's priorities:

Objective: Improve Safety and Security.

Strategy:

- Continuously educate team members on their role in safety responsibilities and compliance.
- Measure process safety improvements (PPE compliance etc.) that reduce injuries while staff conduct audits.
- Educate staff to be on the look-out for unsafe practices and speak up if something is unsafe during audits.
- Using existing safety data, identify future potential hazards and key risks that can be incorporated into the IAD's annual audit plan.
- Assess and suggest adjustments of safety and security processes and procedures through IAD's SSO and other audits.

Performance Measurement:

- Audit feedback results from safety and security audits.
- Internal Audit safety training attendance.
- Safety and security internal audit results and findings.
- Follow-up and monitor Correction Action Plans.

Objective: Improve fiscal responsibility and operational efficiencies.

Strategy:

- Perform an Agency-wide Risk Assessment of 120 (+) auditable units. An auditable unit is defined as any particular topic, subject, project, department, division, process, and/or function that is deemed to be worthy of an audit.
- Develop an Annual Audit Work Plan that identifies key auditable units that will be the focus of an audit during the fiscal year from the results of the Agency-wide Risk Assessment.
- Track Management's progress made towards implementing audit recommendations that have been designed to improve operational efficiencies.
- Annually update the Agency-wide Risk Assessment with new/updated risks.
- Explore, analyze and monitor implementation of cost efficiencies such as; ProCard Audits, Finance Department Consultations, audit reviews, expenditures.
- Provide solid recommends to audit customers' ways to streamline core business practices to manage costs and reallocate resources.

Performance Measurement:

- Annually completed audits identified in the Annual Audit Work Plan.
- Successfully track and follow-up on operational inefficiencies identified in the audits to ensure implementation and goals achieved.

Objectives and Strategies Action Plan: Economic Development and Real Estate

Each department and enterprise has developed objectives and strategies to engage in the success of the Agency. The following action steps are designed to further the achievement of Bi-State Development's goals as outlined in the Strategic Plan section of this document which include improving the perception of system safety and the image of the Agency. Economic Development and Real Estate priorities:

Objective:	**Fiscally responsible management of all related real estate and economic development activities and projects.**

Strategy:

- Manage the collective department's expenditures in a fiscally responsible manner while focusing on increasing revenues from BSD real estate assets.
- Achieve savings on non-salary, foreseeable departmental expenses, year over year for budgets and actuals, and pro-actively manage in a fiscally responsible manner the cost centers for HQ, Brentwood Meridian Garage, Real Estate and Economic Development.
- Sale/lease/license non-revenue producing BSD real estate assets when and where possible, including the disposition of excess property for Transit Oriented Development (TOD) use creating some $700,000 in sales for BSD in conjunction with the proposed North Hanley and DeBaliviere TODs.
- Work with community partners on revenue producing and cost containment initiatives, such as the $90,000 available annually to BSD for the next 40-years for bus stop and other transit upgrades that the City of St. Ann adopted via a city-wide St. Ann TDD.

Performance Measurement:

- Fiscally responsible management of cost centers and BSD real estate assets.

Objective:	**Delivery of Transit Oriented Development (TOD).**

Strategy:

- Support and collaborate with private developers to gain TOD investment at BSD MetroLink stations resulting in additional revenue, ridership and rider security.
- Continue supporting the DeBaliviere and North Hanley TOD projects through their approval and development process, and collaborate with developers on property adjacent to BSD MetroLink stations, including for additional TOD at Swansea and new TOD at Delmar, both of which benefit increased ridership and rider security.
- Prepare and market TOD opportunities with and through public and private partners.

Performance Measurement:

- Transit Oriented Development projects which create socioeconomic benefits around BSD station areas and along the MetroLink alignment.

Objective:	**Successful management of property and property disposition.**

Strategy:

- Work with public and private partners to create and complete capital events for BSD asset disposition.
- Manage BSD Board's annual excess property declarations, and dispose of excess properties where and when there is a viable buyer creating revenues in excess of disposition expenses.
- Update Chapter 40 of the BSD Board policies to streamline the property disposition process.
- Support FTA's on-going and triennial review requirements related to real estate disposition.
- Actively manage the Brentwood Meridian Garage, including specific review of budgets and expenditure items.
- Interface with regional utilities for easements, etc., across BSD properties, many of which produce a source of BSD revenue.
- Interface with BSD Accounts Payable for prompt payment of BSD real estate bills, and with BSD Accounts Receivable for prompt collections related to BSD's real estate assets.

Performance Measurement:

- Accurate excess property inventory on annual Surplus Property list.
- Well managed Meridian Garage.
- Produce BSD income through sales, leases, easements and license agreements.

Objective:	**Ensure successful external collaboration to create income and ridership.**

Strategy:

- Support and collaborate with other BSD Departments and community partners on projects and programs for BSD's rider centric direction.
- Leadership and support of BSD efforts for increased ridership and security through TOD projects, bus stop and shelter improvements and future transit services, such as NS/SS.
- Represent BSD in community engagement in support of regional transit successes.
- Pursue and create revenue opportunities with private partners to make on-going use of BSD assets, such as the $50,000 annual contract with T-Mobile to put cellular services

in our train tunnels, and the $18,000 annual contract with T-Mobile for antennas at the Civic Center MetroLink station.

- Support GRG's Brickline effort as it benefits transit ridership and improves modality.

Performance Measurement:

- Ridership increases.
- Produce additional income through property dispositions and fee for use agreements.

Objective:	**Provide economic development and real estate services support to all BSD Enterprises to maximize efficiencies of operation.**

Strategy:

- Provide focused, experienced economic development and real estate services that save BSD considerable time, legal and consultant fees, and avoid having to "reinvent the wheel" on a routine basis.
- Provide specific real estate focused review of St. Louis Freightways marketing materials.
- Actively manage St. Louis Downtown Airport's real estate lease and sale needs.
- Support BSD Engineering's project property acquisition needs.
- Support BSD Operations and MOW's real estate requirements, in particular, involving easements.
- Support BSD Planning's bus shelter related real estate needs.
- Support St. Clair County Transit District's real estate needs.
- Support Metro Transit's vendor and concessionaire real estate and lease needs.

Performance Measurement:

- Support all BSD Enterprises and Departments in a manner that they successfully contribute to the region's well-being.

Performance Indicators – Executive Services

Progress in meeting the goals and objectives are measured through performance indicators. Following is a list of the performance indicators:

	FY 2025	FY 2024		FY 2023
	Target	Projection	Target	Actual
Executive Office and General Counsel:				
Timely preparation of Board Resolutions	Yes	Yes	Yes	Yes
Timely preparation of Board Minutes	Yes	Yes	Yes	Yes
Respond to all Sunshine Law requests within 3 days	100%	100%	100%	100%
Ensure Agency-wide legal and regulatory compliance	100%	100%	100%	100%
Close 90% of new Compliance and Fraud incident reports within 30 days	100%	100%	100%	100%
Internal Audit: Internal & State Safety Audits				
Internal Audits & Special Projects Completed	100%	100%	100%	75%
Internal Audit Recom. Accepted Management	100%	90%	100%	100%
Audit Recom. Implemented Annually	50%	50%	100%	75%
State Safety Audits Planned	11	11	11	11
State Safety Audits Completed	100%	100%	100%	100%
State Safety Audits Recom. Accepted	100%	90%	100%	100%
State Safety Audit Recom. Implemented	50%	40%	50%	40%
Economic Development:				
Transit Oriented Development (TOD) project efforts at 38 stations	100%	100%	100%	100%
Support BSD departmental requirements	Yes	Yes	Yes	Yes
Grow regional project/funding partnerships	Yes	Yes	Yes	Yes
Create opportunities for use of Bi-State compact	Yes	Yes	Yes	Yes
Real Estate:				
BSD strategic property analysis	Yes	Yes	Yes	Yes
BSD Engineering, etc. departmental support	Yes	Yes	Yes	Yes
BSD real estate accounts receivable current	98%	98%	98%	98%
BSD real estate accounts payable current	100%	100%	100%	100%
Manage BSD real estate assets to maximize value	Yes	Yes	Yes	Yes

SELF-INSURANCE FUNDS

Health Self-Insurance Fund

Strategic Focus

Providing management with greater visibility and enhanced financial reporting for $39.4 million self-funded health and welfare insurance activities. Guidance and management is provided for benefits and enrollment, monitoring claims, managing third party health related contracts, proposing cost controlling measures, and the in-house wellness program. The wellness program is an active part of BSD's cost control environment.

Health Self Insurance ISF
Statement of Revenue and Expense
FY 2023 - FY 2025

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
Employee health	6,888,205	6,817,968	7,342,920	524,952	7.7%
Employer health	28,243,518	32,571,409	32,041,797	(529,612)	-1.6%
Total operating revenues	**35,131,723**	**39,389,377**	**39,384,717**	**(4,660)**	**-0.01%**
Non-Operating Revenue:					
Interest revenue	36,897	-	67,500	67,500	
Total revenues	**35,168,620**	**39,389,377**	**39,452,217**	**62,840**	**0.0%**
Operating Expense:					
Wages and benefits	905,877	891,227	949,809	58,582	6.6%
Services	168,142	523,440	1,048,395	524,955	100.3%
Fuel, materials and supplies	8,621	27,730	33,640	5,910	21.3%
Utilities	3,848	4,560	4,680	120	2.6%
Leases, other and admin. charges	85,055	128,635	148,375	19,740	15.3%
Health and welfare self-insurance	33,620,916	37,812,985	37,256,518	(556,467)	-1.5%
Total operating expenses	**34,792,460**	**39,388,577**	**39,441,417**	**52,840**	**0.13%**
Non-Operating Expense:					
Contributions to outside entities	-	800	10,800	10,000	1250.0%
Total expenses	**34,792,460**	**39,389,377**	**39,452,217**	**62,840**	**0.16%**
Net income (Deficit) before depreciation and transfers	376,160	0	0	0	
Net income (Deficit)	376,160	0	0	0	

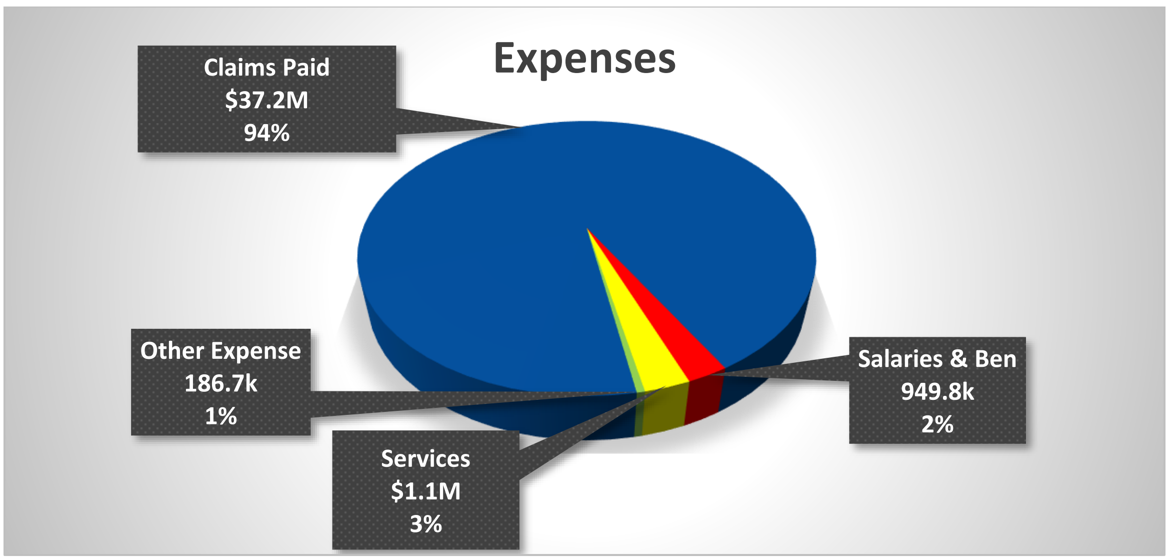
Numbers may not sum due to rounding

Revenue

Revenue for the Health SIF is generated by charges for services provided to other business units within BSD and to related parties. The majority of revenue is remitted from BSD business units who pay for the company portion of health plan costs for each units' respective employees. Other funding comes from the employee and pensioner contributed portion of health related benefits and represent approximately 18.6% of the revenue provided by the fund.

Expense

The majority of total operating expense for the Health SIF consists of claims paid for medical, prescription, and dental. Other operating expenses include: compensation for staff to operate the programs, consultant fees, third party administrator fees, and premiums for excess insurance coverage. Claims paid are the largest single expense for the self-insurance fund and represent claims paid on a cash basis. Claims paid in FY2025 are expected to decrease by $556,467 or (1.5%). A number of company sponsored wellness offerings are available throughout the year.



Casualty Self-Insurance Funds

Strategic Focus

BSD's Casualty Self-Insurance Fund (SIF) focuses on managing premiums, reporting claims, and controlling cost while providing greater visibility and financial reporting for the $9.2 million in self- funded risk activities.

Casualty Self Insurance ISF
Statement of Revenue and Expense
FY 2023 - FY 2025

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
ISF-Casualty insurance revenue	8,259,104	3,816,405	6,160,000	2,343,595	61.4%
Total operating revenues	**8,259,104**	**3,816,405**	**6,160,000**	**2,343,595**	**61.4%**
Non-Operating Revenue:					
Interest revenue	261,507	-	162,500	162,500	
Total revenues	**8,520,611**	**3,816,405**	**6,322,500**	**2,506,095**	**65.7%**
Operating Expense:					
Wages and benefits	76,073	132,203	129,985	(2,218)	-1.7%
Services	140,192	402,000	397,000	(5,000)	-1.2%
Casualty and liability costs	3,679,533	4,022,000	4,300,000	278,000	6.9%
Leases, other and admin. charges	-	600	-	(600)	-100.0%
Casualty self-insurance	9,142,692	3,001,000	4,400,000	1,399,000	46.6%
Total operating expenses	**13,038,490**	**7,557,803**	**9,226,985**	**1,669,182**	**0**
Non-Operating Expense:					
Total expenses	**13,038,490**	**7,557,803**	**9,226,985**	**1,669,182**	**0**
Net income (Deficit) before depreciation and transfers	**(4,517,879)**	**(3,741,398)**	**(2,904,485)**	**836,913**	**-22.4%**
Net transfers	(3,932,295)	(3,741,398)	(2,904,485)	-	-
Net income (Deficit)	**(585,584)**	**0**	**0**	**836,913**	

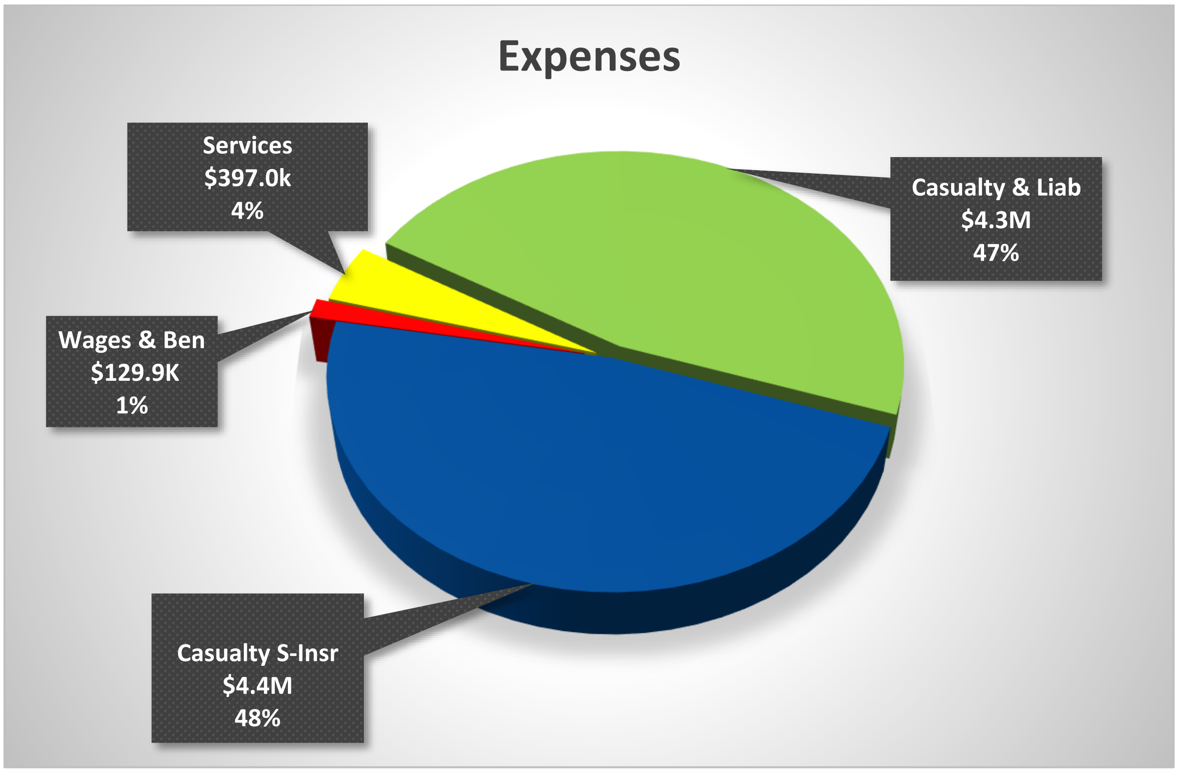
Numbers may not sum due to rounding

Revenue

Revenue for the SIF is generated by charges for services provided to other business units within BSD. As insurance claims are incurred, the affected business unit within BSD is charged for the incurred claim and offsetting revenue is generated within the SIF. The incurred amount charged to each business unit represents the claim amount and insurance premiums. There is a secondary charge to the business units for administrative services provided. The secondary fee covers personnel compensation and general office expenses to operate the fund.

Expense

Total operating expense for the self-insurance fund consists of compensation for staff, consultant fees, premiums for excess insurance coverage, office supplies, and claims paid. Claims paid are the largest single expense for the self-insurance fund and represents claims paid on a cash basis. Claims paid are expected to increase in FY 2025 by $1.4 million or 46.6%.



Workers Compensation Self-Insurance Fund

Strategic Focus

The Workers' Compensation Self-Insurance Fund (SIF) is focused on managing premiums, reporting claims, and controlling cost. The SIF provides greater visibility and financial reporting for BSD's $8.9 million in self- funded activities.

Workers Comp Self Insurance ISF
Statement of Revenue and Expense
FY 2023 - FY 2025

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
ISF-Workers comp revenue	6,139,333	6,820,672	7,735,050	914,378	13.4%
Total operating revenues	**6,139,333**	**6,820,672**	**7,735,050**	**914,378**	**13.4%**
Non-Operating Revenue:				0	0
Interest revenue	449,684	-	175,000	175,000	
Total revenues	**6,589,017**	**6,820,672**	**7,910,050**	**1,089,378**	**0**
Operating Expense:					
Wages and benefits	93,179	153,944	146,459	(7,485)	-4.9%
Services	103,258	356,500	359,000	2,500	0.7%
Fuel, materials and supplies	140	-	-	-	-
Casualty and liability costs	253,831	281,000	300,000	19,000	6.8%
Leases, other and admin. charges	282,631	401,500	377,250	(24,250)	-6.0%
Workers comp self-insurance	8,801,502	6,800,000	7,700,000	900,000	13.2%
Total operating expenses	**9,534,541**	**7,992,944**	**8,882,709**	**889,765**	**0**
Non-Operating Expense:					
Total expenses	**9,534,541**	**7,992,944**	**8,882,709**	**889,765**	**0**
Net income (Deficit) before depreciation and transfers	(2,945,524)	(1,172,272)	(972,659)	**199,613**	**0**
Net transfers	(756,868)	(1,172,272)	(972,659)	199,613	-
Net income (Deficit)	**(2,188,656)**	**0**	**0**	**0**	

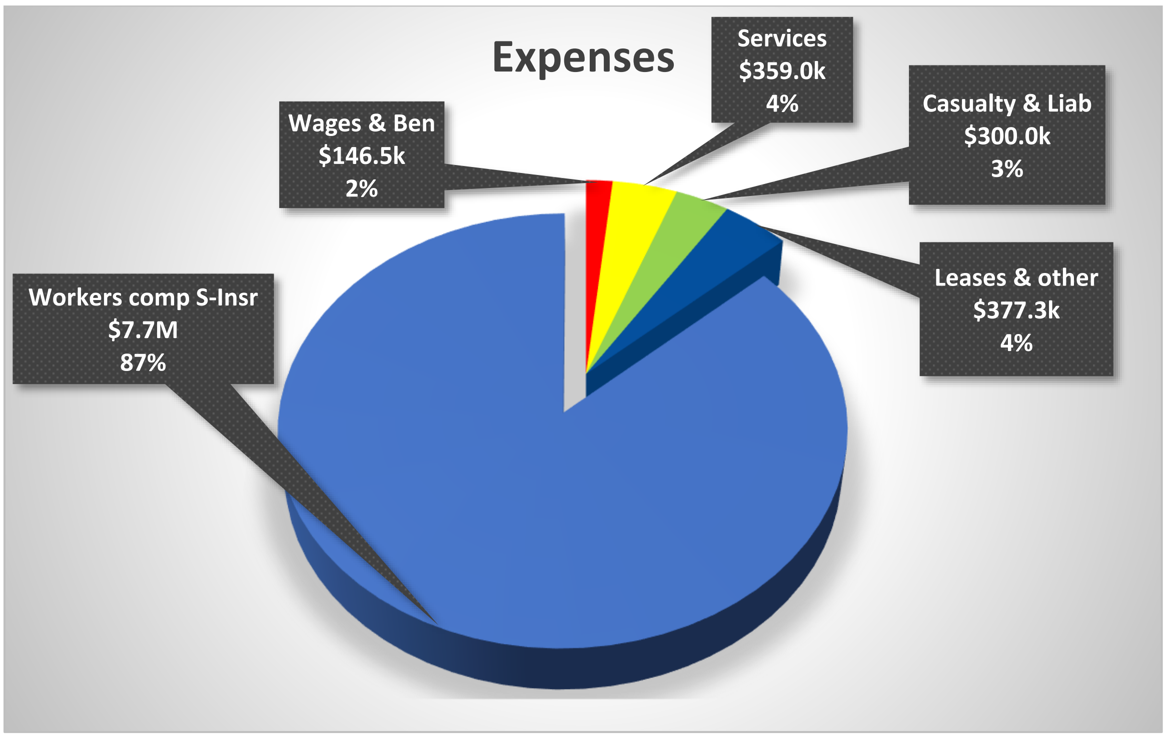
Numbers may not sum due to rounding

Revenue

Revenue for the SIF is generated by charges for services provided to other business units within BSD. As insurance claims are incurred, the affected business unit within BSD is charged for the incurred claim and an offsetting revenue is generated within the SIF. The incurred amount charged to each business unit represents the claim amount and insurance premiums. There is a secondary charge to the business units for administrative services provided. The secondary fee covers personnel compensation and general office expenses to operate the fund.

Expense

Total operating expense for the internal service funds consist of compensation for staff to operate the programs, consultant fees, premiums for excess insurance coverage, office supplies, and claims paid. Claims paid are the largest single expense for the self-insurance fund and represents claims paid on a cash basis. Claims paid in FY 2025 are expected to be up $900,000 or 13.2%.



ARTS IN TRANSIT

BU230816

ARTS IN TRANSIT

Arts In Transit, Inc.

Strategic focus

Arts in Transit, Inc. (AIT) facilitates community engagement public art programs and projects that enhance the transit experience through creative place making and wayfinding.

Our strategic focus for FY2025 centers on:

FISCAL RESPONSIBILITY

- ✓ We engage with nationally recognized currators to repair and restore the collection of art installations across the Metro Transit System resulting from deterioriation and abuse. Condition assessments assist in prioritizing installations which require preservation.

CUSTOMER EXPERIENCE

- ✓ Improve consumer engagement and ridership across the Metro system through creative initiatives that allow our team to engage with families, community groups, and constituents through are projects that can be integrated into our facilities and rolling fleet.

- ✓ Improve the perception of Metro Transit services through reinvigorated AIT engagement programs such as MetroLines (Poetry), MetroScapes (Visual), and Art in Motion (Bus Painting) geared toward education.

Arts In Transit (AIT)
Statement of Revenue and Expense

	Actual 2023	Budget 2024	Budget 2025	$ Change	% Change
Operating Revenue:					
Not-For-Profit revenue	$ -	$ 51,950	$ 52,452	$ 502	
Other operating revenue	-	-	-	-	
Total operating revenues	-	51,950	52,452	502	1.0%
Non-Operating Revenue:					
Total revenues	-	51,950	52,452	502	1.0%
Operating Expense:					
Services	17,437	50,000	50,000	-	
Fuel, materials and supplies	-	1,700	2,452	752	
Leases, other and admin. charges	-	250	-	(250)	
Total operating expenses	**17,437**	**51,950**	**52,452**	**502**	**1.0%**
Non-Operating Expense:					
Contributions to outside entities	-	-	-	-	
Total expenses	17,437	51,950	52,452	502	1.0%
Net income (deficit) before depreciation and transfers	**(17,437)**	**-**	**-**	**-**	**0.0%**
Net income (deficit)	**$ (17,437)**	**$ -**	**$ -**	**$ -**	**0.0%**

Numbers may not sum due to rounding.

Revenue

Arts in Transit revenue for FY 2025 is expected to be $52,452. In-Kind Contributions are provided through the expertise and service contributions from BSD staff.

Expense

Arts in Transit incurs expense from consulting fees, the use of outside services to assist in various art projects, and art materials and supplies. In FY 2025 operating expenses are projected to increase marginally.

BUDGET PROCESS

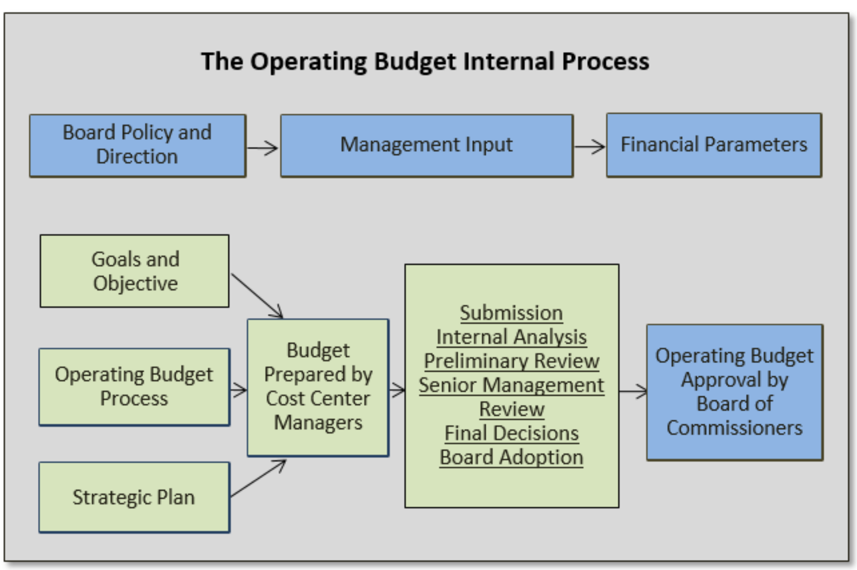
The Budget Process

The Compact between the States of Missouri and Illinois adopted in 1949 requires Bi-State Development Agency of the Missouri-Illinois Metropolitan District to prepare and adopt an annual budget. Such a budget must set forth proposed expenditures to be undertaken during the budget year for administration, operations, maintenance, debt service and capital projects. In addition, the budget identifies the anticipated income funding options for financing the proposed expenditures. The transit system is required to present a balanced budget where revenues equal expenses. Non-cash expenditures per United States Generally Accepted Accounting Principles (US GAAP) or Government Accounting Standards Boards (GASB) Pronouncements are not required to be funded to balance the budget. These expenditures include Other Post-Employment Benefits, pension adjustments in net pension liability per GASB 68 and depreciation and amortization of assets. The budget is a financial and strategic plan for the upcoming year developed in accordance with Bi-State Development policies. It seeks to optimize resources and maintain consistency with defined organizational objectives and BSD's Strategic Plan.

The preparation and eventual approval of the three-year operating and capital budgets are both an internal and external process.

Operating Budget Internal Preparation

Each year the budget begins with a budget message to Bi-State Development's cost center managers imparting objectives for the upcoming budget year. Included in the message is the state of Bi-State Development's expected financial condition for the coming year and details of procedures to follow in preparation of the budget.



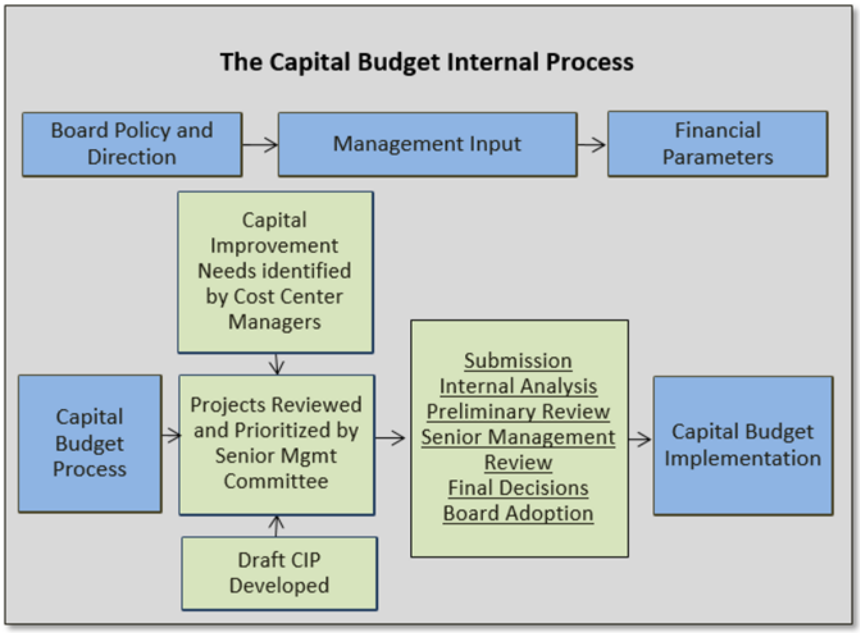
The cost center managers submit operating requests to the budget department using an online application. Bi-State Development's senior management reviews the preliminary operating budgets and sets parameters for the coming year. Through a series of meetings, cost center managers refine their preliminary operating budget requests per management's parameters, goals and objectives. Final decisions are then made by Bi-State Development's President and Chief Executive Officer, which allow the operating budget document to be prepared and presented to the Board. The Board of Commissioners' approval completes the internal process.

Operating Budget External Review and Approval Process

Each of the Transit System's funding jurisdictions has a separate operating budget approval process. In St. Louis County, Bi-State Development's operating budget is reviewed and recommended by the Public Transportation Commission and advanced to the County Executive. The County Executive submits a funding bill to the County Council, which debates and acts upon the bill. In the City of St. Louis, the Ways and Means Committee of the Board of Aldermen reviews the bill prior to adoption of funding ordinances by the Board. Subsequently, the Board of Estimates and Apportionment authorizes payments. In Illinois, Bi-State Development contracts with the St. Clair County Transit District for funds for operations. Budgets for the Bi-State Development Research Institute and Arts In Transit, Inc. are approved by their respective boards. The Gateway Arch, BSD personnel and the National Park Service work together to prepare a budget that is approved by the National Park Service.

Capital Budget Internal Preparation

The preparation and eventual approval of the three year capital budget is both an internal and external process. Each year the capital budget process begins with a meeting of Bi-State Development's senior managers who serve as the Capital Improvement Program Prioritization Committee. Projected federal, state and local revenue sources covering three fiscal years are discussed and the budget message to BSD's cost center managers is communicated regarding the capital improvement objectives for the upcoming capital budget cycle. Projects for all enterprises are solicited from the cost center managers. Projects from the region's long-range plan formulated by the East-West Gateway Council of Governments, the federally recognized St. Louis Metropolitan Planning Organization, are incorporated as appropriate. Projects sponsored by the FAA for the Airport and National Park Service for the Arch are also incorporated as appropriate. Internally, operating plans are formulated, as is a Transportation Improvement Program, which documents all federal transit grants for which Bi-State Development plans to apply.

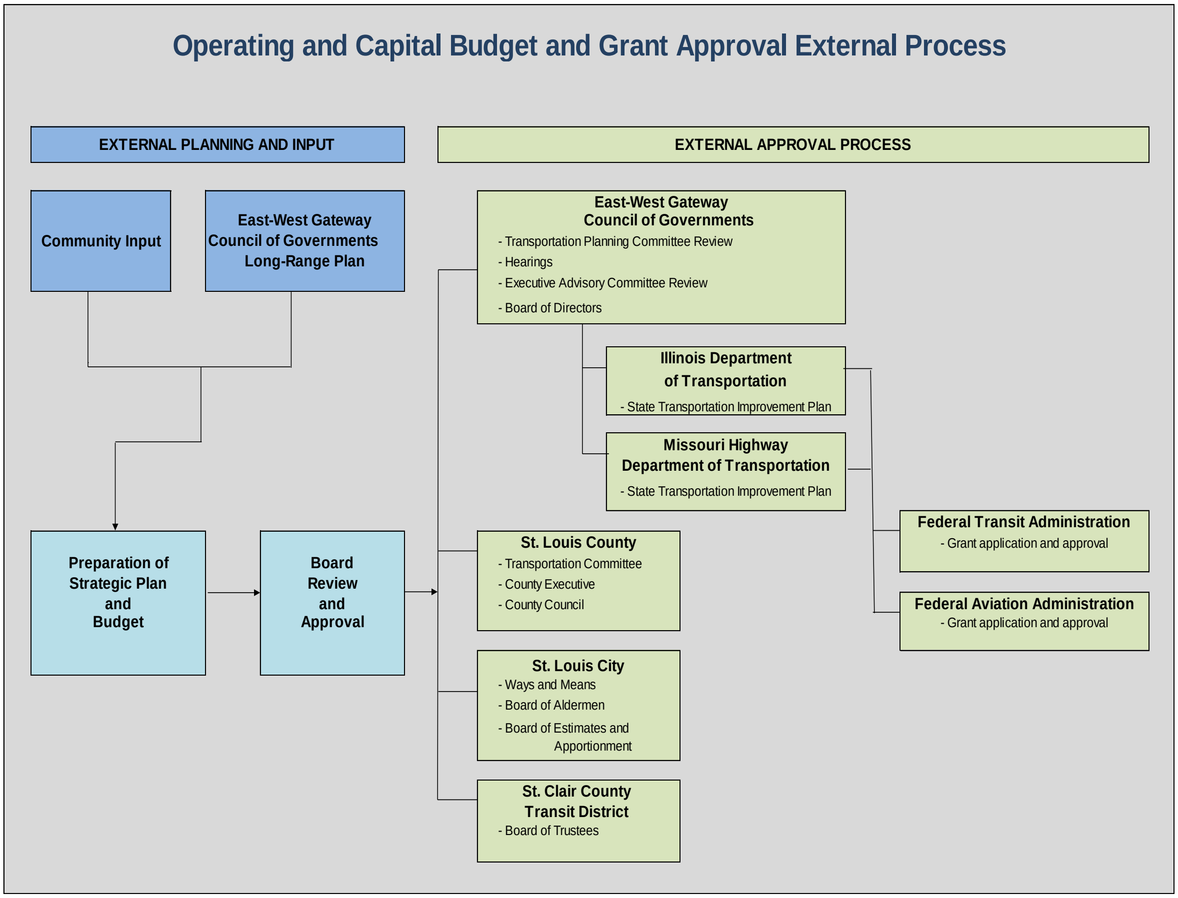


Cost center managers submit capital requests to the budget department. Senior management reviews these preliminary budgets and parameters are set for the coming year. Through a series of meetings with cost center managers, capital budget requests are refined and prioritized. Final decisions are then made by BSD's President and Chief Executive Officer and senior management to allow the budget document to be prepared and presented to the Board. The Board of Commissioners approval completes the internal process.

Capital Budget External Review and Approval Process

The capital budget is then considered under an external review and approval process. Each of the Transit System's funding jurisdictions has a separate approval process. In St. Louis County, Bi-State Development's capital budget is reviewed and recommended by the Public Transportation Commission and advanced to the County Executive. The County Executive submits a bill to the County Council, which debates and acts upon the bill. In the City of St. Louis, the Ways and Means Committee of the Board of Aldermen reviews the bill prior to adoption of funding ordinances by the Board. Subsequently, the Board of Estimates and Apportionment authorizes payments. In Illinois, Bi-State Development contracts with the St. Clair County Transit District (District) for funds for operations and capital acquisition. Bi-State Development, with approval of the District, applies for grants from the Illinois Department of Transportation. Budgets for the Bi-State Development Research Institute and Arts In Transit, Inc. are approved by their respective boards. The National Park Service approves the Arch budget and the FAA approves related capital projects for the Airport.

East-West Gateway has a rigorous review process for the TIP, an important part of BSD's overall budget. That process includes public hearings and committee review prior to consideration for approval by its Board of Commissioners. After Council approval, the TIP is forwarded to the Illinois Department of Transportation and the Missouri Highway and Transportation Commission for review and inclusion in each state's Transportation Improvement Program. Final review by the Federal Transit Administration is required for grant application and receipt of federal funds.



Operating and Capital Budget Amendment Process

Organizational hierarchy changes can occur after the budget has been approved by the Board of Commissioners. These reporting changes can involve a single employee or multiple departments being reassigned to a different managerial structure. Managerial reassignments can be within the same company or a change in the company to which an employee or department is reporting.

If managerial and reporting changes do occur, the Finance Division in cooperation with the affected divisions/departments will transfer only the appropriate budget dollars, related labor and expenses. The budget transfers under these circumstances will be a dollar for dollar transfer from the old reporting structure to the new reporting structure. Overall, there will be no changes, deletions or additions to total revenue, expense or net income (deficit) for BSD overall. Any budget transfers affected by hierarchy changes will be presented to the Board in an informational briefing paper.

A budget amendment for either the operating or capital budget is deemed necessary when a shortfall requiring the identification of additional funds is created by a significant event that could not have been reasonably foreseen at the time of budget adoption. Additionally, an amendment may be necessary due to local, state or federal government action. Presentation of the amendment to the Board of Commissioners is necessary, identifying proposed changes along with the justification and funding mechanism. Adoption by a majority of the Board formally amends the budget.

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FY 2025 Operating Budget Calendar

September 2023	• Ready budget system • Review expense and revenue drivers
October 2023	• Division leaders submit goals and objectives • Prepare baseline budget • Budget "kick -off" information released • Budget system opened to management
November 2023	• Miles, hours, passengers and operator manpower received • Position change forms received from division leaders • Organizational leaders submit strategies, action steps and performance measures • Managers submit and vice presidents approve budget requests
December 2023	• Budget team reviews budget input at detail level • Team leaders submit FY 2023 target performance indicator measures • Reports prepared and transit overview discussed with President
January 2024	• Bi-State Development budget reports discussed with President and Vice Presidents • Budget changes made in the system by Budget Team • Updated budget communicated to President and senior staff
February 2024	• Review and analyze budget documents • Transit Improvement Plan created • Approved budget reports and documents prepared
March 2024	• Budget book prepared • PowerPoint budget presentation created • Budget documents printed and sent to Board of Commissioners • Budget presented to the Audit, Finance, and Administration Committee
April 2024	• Budget presented to the Board of Commissioners for approval
May/June 2024	• Complete the external budget approval process St. Louis County • Complete the external budget approval process St. Louis City • Completed the external budget approval process St. Clair County Transit • Complete the exteral budget approval process EWGCG

ORGANIZATION & COMMUNITY PROFILE

BU230816

Bi-State Development Profile

Organizational History and Enterprise Overview

Bi-State Development was established on September 20, 1949, by an interstate compact passed by the state legislatures in Illinois and Missouri, and then approved by the governors of the two states. The Compact, approved by the United States Congress and signed by President Harry S. Truman on August 31, 1950, created an organization that has broad powers in seven counties (St. Louis City, St. Louis, St. Charles and Jefferson Counties in Missouri and St. Clair, Madison and Monroe Counties in Illinois). The Compact gives BSD the ability to plan, construct, maintain, own and operate bridges, tunnels, airports and terminal facilities, plan and establish policies for sewage and drainage facilities and other public projects, and issue bonds and exercise such additional powers as conferred upon it by the legislatures of both states. Funding is received from local, state and federal sources through grant, contract and sales tax revenue. BSD does not have taxing authority but is authorized to collect fees from the operation of its facilities. For nearly seven decades, BSD has been uniquely empowered to initiate and realize regional economic development.

Today, BSD is organized as a one parent organization with five business enterprises: Metro Transit, Gateway Arch, Riverfront Attractions, St. Louis Downtown Airport, and St. Louis Regional Freightway. BSD maintains

History	
1949	Bi-State Development Agency was created.
1950	Interstate Compact approved by U.S. Congress and President Truman.
1953	Granite City Dock bonds issued.
1962	Gateway Arch Transportation System bonds issued.
1963	Purchased 15 local transit systems.
1964	Purchased Parks Airport (St. Louis Downtown Airport).
1967	Gateway Arch Transportation System (trams) opened (Arch opened in 1965).
1988	Call-A-Ride begins demand response service.
1993	MetroLink opened. St. Clair County in Illinois approved sales tax to fund future MetroLink corridor.
1994	City of St. Louis and St. Louis County approved ¼ cent sales tax for regional transit improvements.
1997	City of St. Louis passed ¼ cent sales tax contingent on St. Louis County passage.
2001	St. Clair County Illinois MetroLink extension opened. Purchased Tom Sawyer and Becky Thatcher riverboats.
2002	First of nine MetroBus transfer centers and garages opened.
2003	MetroLink opened Illinois Shiloh-Scott extension.
2006	Cross County MetroLink line opened.
2010	St. Louis County approved Prop A ½ cent sales tax.
2013	Missouri voters passed Proposition P, a 3/16 cent sales tax to fund improvements for trails and parks in the region as well as additional funding to the Gateway Arch grounds.
2014	Bi-State Research Institute was formed. BSD tasked to lead the Regional Freight District. Gateway Arch Parking Facility discontinued operations.
2016	St. Louis Regional Freightway was launched and the Historic Eads Bridge rehabilitation project was completed.
2018	Gateway Arch renovation project completed
2021	First battery electric buses put into service
2022	Secure Platform Program Began

three self-insurance funds designed to highlight the significant business activity and expense associated with health, casualty and worker's compensation self-insurance.

Regional Infrastructure Development

One of Bi-State Development's first projects was the 1953 construction of a 600-foot wharf in Granite City, Illinois. BSD issued $1.5 million in revenue bonds for the cost of construction. The wharf and its facilities were used for mooring, loading and unloading barges, the handling of commodities to be transported by barges and transit storage. BSD contracted with Granite City Terminals Company to run the southern end of the wharf. The port was sold to America's Central Port (formerly Tri-City Regional Port) on April 15, 1975 for $730,000. In the early 1960's, BSD participated in an exhaustive study of the St. Louis County sewer problem that contributed to creation of the Metropolitan St. Louis Sewer District. In 2016, BSD celebrated the completion of the first full-scale rehabilitation of the historic Eads Bridge. The 142-year-old structure is the oldest bridge still in operation across the Mississippi River and the $48 million comprehensive rehabilitation project was necessary to extend the life of the bridge for another 75 years so it can continue to carry vehicles, pedestrians and MetroLink trains across the river, providing a critical link between downtown St. Louis, Missouri, and East St. Louis, Illinois. It is the only connection for MetroLink between the two states, carrying 300 MetroLink trains each day.

The Department of Economic Development has concluded (2022) a community related Transit Oriented Development (TOD) proposed project. The Forest Park / DeBaliviere TOD project is a $90 million, 285-unit, 24,000 square feet retail, apartment development that includes 363 parking spaces. The project includes investment on Bi-State's parking lot and kiss-n-ride properties as well as an adjacent private property along DeBaliviere. A North Hanley TOD proposes a 55-unit workforces housing development at an underutilize portion of the southwest corner of the North Hanley MetroLink parking lot.

In addition, staff is working with the Armory project developers for station connectivity and TOD improvements around the Grand Avenue Metrolink station in conjunction with that development, and with Great Rivers Greenway's Brickline installation, which is also adjacent to the station area.

St. Louis Downtown Airport

By 1961, Lambert International Airport was becoming so crowded that a secondary St. Louis airport was essential. Realizing an additional airfield was crucial to the continuing economic growth in St. Louis, the region looked to BSD for a solution. An agreement was reached that BSD would assist in reopening Parks Metropolitan Airport in Cahokia, Illinois. BSD acquired the airport property for $3.4 million in 1965, reopened it as the Bi-State Parks Airport and invested in airport improvements. In July 1999, the Board of Commissioners renamed it the St. Louis Downtown Airport. Today, St. Louis Downtown Airport, is the third busiest airport in Illinois and second busiest in the St. Louis region. It generates more than 3,700 jobs and provides a regional economic impact of $584 million.

Tourism Innovation: Gateway Arch and Riverfront Attractions

October 2015 marked the 50th Anniversary of the completion of the Gateway Arch and of BSD's partnership with the National Park Service. In the early 1960's, BSD was asked to fund and operate the Gateway Arch tram system that would carry visitors to the top of the Gateway Arch. A $3.3 million revenue bond issue was completed in July 1962, and a unique partnership with the Gateway Arch and National Park Service began. Today, BSD continues to operate the trams and other services as a cooperative effort with the National Park Service. Renewing the agreement with the National Park Service in 2014 allowed BSD to move forward with other important capital projects at the Arch. BSD issued $7.6 million in bonds to replace the tram system motor generator sets and a portion of the Visitor's Center/Museum roof completed in 2017. In 2018, the National Park Service announced the decision to officially change the name of the Jefferson National Expansion Memorial to simply the Gateway Arch. The public opening of the renovated national park in July 2018 unveiled a new museum and concessions operated by BSD.

Bi-State Development extended its presence on the St. Louis riverfront at the foot of the Jefferson National Expansion Memorial in July 2001 when it purchased the Becky Thatcher and Tom Sawyer Riverboats preserving the long history of riverboat cruising in St. Louis. The riverboat business is a continuation of the Streckfus Steamers Company, which was founded in 1891. BSD riverfront attractions also include the operation of a barge heliport. Gateway Helicopter Tours operates from a barge on the riverfront and has daytime flight tours of several scenic locations around the region.

Metro Transit

Metro was founded in 1963 when BSD purchased and consolidated 15 privately owned transit operations by using a $26.5 million bond issue to sustain efficient and reliable bus service in the region. Today, BSD provides three modes of public transportation services in the St. Louis region: MetroBus, bus operations; MetroLink, light rail operations; and Metro Call-A-Ride, paratransit operations.

BSD expanded into light rail transportation in July 1993. The original 17-mile corridor was constructed between Lambert International Airport in Missouri and Fifth and Missouri Streets in East St. Louis, Illinois. MetroLink doubled in length with the 2001 expansion to Southwestern Illinois College in Illinois and the 2003 expansion to Shiloh, Illinois, home of Scott Air Force Base. The most recent light rail expansion occurred in August 2006 when the Cross-County extension was completed. This expansion added another eight miles on the Blue Line through Clayton south to Shrewsbury, Missouri. The MetroLink light rail system operates 80 vehicles over 46 miles of track, serving 38 stations and 20 Park and Ride lots.

In 1987, Metro Call-A-Ride began demand response service to fill a need for alternative transportation service to customers with physical or cognitive disabilities who are unable to independently use regular fixed route bus or light rail service. BSD has created programs to educate and certify all paratransit users. BSD also spearheaded the regional Transportation Management Association (TMA), which consists of private for-profit and non-profit transportation providers working together to provide regional paratransit services. The Metro Call-A-Ride fleet has 123 vans which primarily provide curb-to-curb van service for Americans with Disabilities Act (ADA) eligible customers.

Today, East-West Gateway Council of Governments, the region's metropolitan planning organization, is involved in consideration of several MetroLink expansion options for the future while Metro Transit continues to implement its long-range plan with projects like the North County Transit Center (completed 2016), the Civic Center Transit Center expansion (completed 2017) and construction of a new MetroLink station to serve the Cortex Innovation Community (completed 2018). Metro Transit launched a new system redesign in September 2019, Metro Reimagined, to improve frequency delivering shorter waits faster trips and better connections.

St. Louis Regional Freightway

In 2014, BSD was selected by the region's elected leadership to lead a new regional freight district partnership aimed at optimizing the region's freight transportation infrastructure in BSD's seven county region and Franklin County. The St. Louis Regional Freightway is a public-private partnership to optimize the region's freight transportation network. The cooperative effort will determine how the region manages the movement of freight on the roads, rails, rivers, airport and pipelines. Freightway activities will boost the St. Louis region's competitive position among its peer cities in becoming not only a premier multimodal freight center in the Midwest region through job and economic growth, but also a freight center with global reach ready to compete in international markets.

The Freightway has produced a list of priority infrastructure projects in support of regional goals that has been unanimously approved by the chief elected officials of the region including the replacement of the Merchants Bridge; has launched a website that serves as the point of contact regarding regional logistics capabilities and site selection for potential employers and developers; and hosted numerous regional meetings on critical freight and logistics opportunities engaging local partners and potential partners throughout the Midwest and into the Gulf of Mexico. In May 2019, the Freightway in partnership with Inland Marine Expo and the Institute for Trade and Transportation Studies held St. Louis Freight Week, showcasing the region's freight assets, raising St. Louis' profile as a global freight hub and introducing St. Louis' assets to shippers and carriers. The St. Louis Regional Freightway welcomed John Trent of the Georgia Ports Authority as keynote speaker for its spring Freight Industry Forum, which highlighted the new partnership being developed between The Freightway and the Port of Savannah. Currently, the Freightway is positioning the St. Louis region to be a key inland market and distribution center as nation-wide growth in the global container market continues.

Community Profile

The St. Louis bi-state region (the region) is a Midwestern leader in the start-up economy, educational institutions, freight movement and tourism and home to more than 2.8 million residents. Located at the confluence of the Mississippi and Missouri Rivers, St. Louis is recognized globally by the iconic image of the Gateway Arch on the downtown riverfront.

St. Louis Region Population by County

Region	2010	2020	% Change
St. Louis City	319,294	301,578	-5.55%
St. Louis County	998,954	1,004,125	0.52%
St. Charles County	360,485	405,262	12.42%
Jefferson County	218,728	226,739	3.66%
Franklin County	101,491	104,682	3.14%
St. Clair County	270,056	257,400	-4.69%
Madison County	269,282	265,859	-1.27%
Monroe County	32,957	34,962	6.08%
Total	**2,571,247**	**2,600,607**	**1.14%**
United States	**308,745,538**	**331,449,281**	**7.35%**

www.census.gov

Centrally located, the St. Louis region is a convenient destination from anywhere in the country. Transportation access includes four major interstates, St. Louis Lambert International Airport, several regional airports, Greyhound Bus and Amtrak. The St. Louis region is a global logistics hub and the largest freight hub among comparably sized Midwestern cities totaling 383 million tons of freight annually. The region is home to the second largest inland port, third largest rail hub at the crossroads of six Class I railroads, four interstates and two international cargo airports.

The region has much to offer including urban, suburban and rural communities at one of the lowest costs of living levels among the largest cities in the United States, diverse housing stock, and great cultural, academic and recreational amenities.

St. Louis' Forest Park, site of the 1904 World's Fair, is home to many of the region's cultural and educational institutions including the St. Louis Art Museum, St. Louis Zoo, St. Louis Science Center and Missouri History Museum. Additionally, the park houses the 12,000-seat outdoor Municipal Amphitheatre (the MUNY), America's oldest and largest outdoor musical theater. Opening day for the new St. Louis Aquarium at Union Station was Christmas Day 2019. The region also boasts five state parks and hundreds of county and municipal parks. Grand Center is now the center of a thriving arts district, and two professional sports teams, St. Louis Cardinals baseball and St. Louis Blues hockey, play in downtown St. Louis. The St. Louis MLS team is a Major League Soccer expansion franchise that is expected to begin play in 2023. The Gateway Arch just completed major renovations inside and outside the iconic landmark. The premier tourist destination in the Midwest, The Arch attracts over 2 million visitors annually.

Bi-State Development is the transportation and economic development agency for the St. Louis Region. The City of St. Louis, St. Louis County, and St. Clair County in Illinois are served by BSD's MetroBus, MetroLink and Metro Call-A-Ride operations. Residents from Madison County, Illinois enjoy the benefits of the Metro transit system through coordinated services with Madison

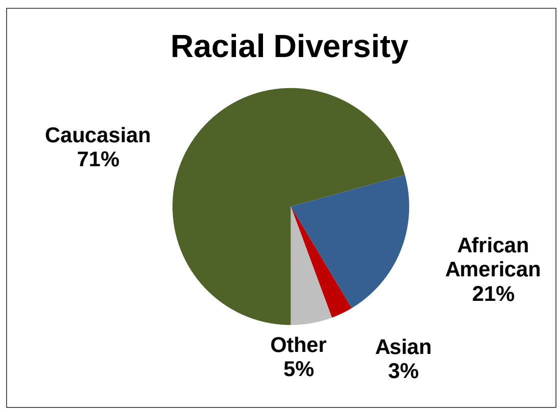
County Transit. Other communities such as St. Charles and Jefferson Counties in Missouri may access Metro Transit Centers and park-and-ride lots near the borders of these communities. The bi-state region also boasts a robust greenway system and miles of on-road dedicated bike lanes supporting those who choose to bike to work or simply for recreation or exercise.

Demographics and Workforce

Long known for its educational excellence, the St. Louis region is home to some of the top educational institutions in the world. More than 12 universities and four-year colleges, including Washington University, Saint Louis University and the University of Missouri - St. Louis are in the St. Louis region. Additionally, 18 two-year and community colleges enhance the quality and skills of the regional workforce and enrich its intellectual creativity and strength.

The region ranks highly in the rate of people earning associate degrees, bachelor's degrees, and advanced degrees. This trend in educational attainment positions the region to attract businesses and improve economic outcomes. The bi-state region has one of the highest proportions of its population engaged in the workforce at 76.3%, ranking 16th out of 50 US cities. The region also has the 10th largest proportion of middle-class jobs in the US. 59.2% of jobs earn between two-thirds and two times the national median wage (EWG WWS, 2019).

Ninety-two percent of the region's residents are either Caucasian (71%) or African American (21%), while persons of Asian and other origin each make up about three percent (3.0%) of the region's population. Per the U.S. Census Bureau, the Hispanic population can identify with any race and therefore are included in any of the racial categories shown on the chart. The population in the bi-state area can be described as slow-growth. A notable exception is an increase in the foreign-born population. Immigrants make up 4.9 percent of the region's population.



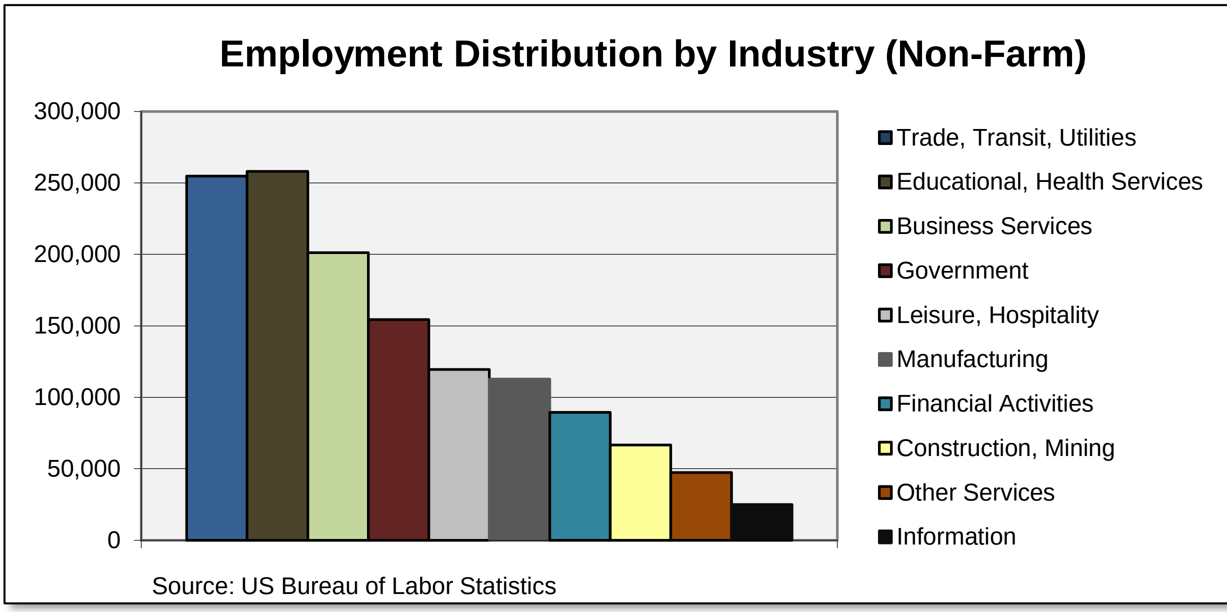
Seniors, age 65 and over, comprise 15.7% of the region's population. The "greying" of the regional workforce is a demographic challenge that policymakers and planners are working to address along with other workforce issues, such as the need to decrease racial disparity through increased access to quality education, workforce development and job opportunities.

Regional Economy and Workforce

St. Louis' $161 billion-dollar regional economy includes more than 103,700 businesses employing more than 1.4 million people. Fifteen Fortune 1000 companies and some of the largest private firms in the nation, and an increasing number of small-to-medium enterprises and startups are located throughout the region. The current median household income is approximately $62,790

per year, and according to the State of Missouri, the gross domestic product of the region is $169.8 billion.
The region ranks fifth in the Midwest for start-up businesses, spurred by growth in the Cortex Innovation Community and several other innovation and start-up hubs throughout the region. Venture capital investment is amongst the highest in the Midwest, with over $800 million last year.

The St. Louis region is home to a diverse industrial base. The area boasts more than 254 million

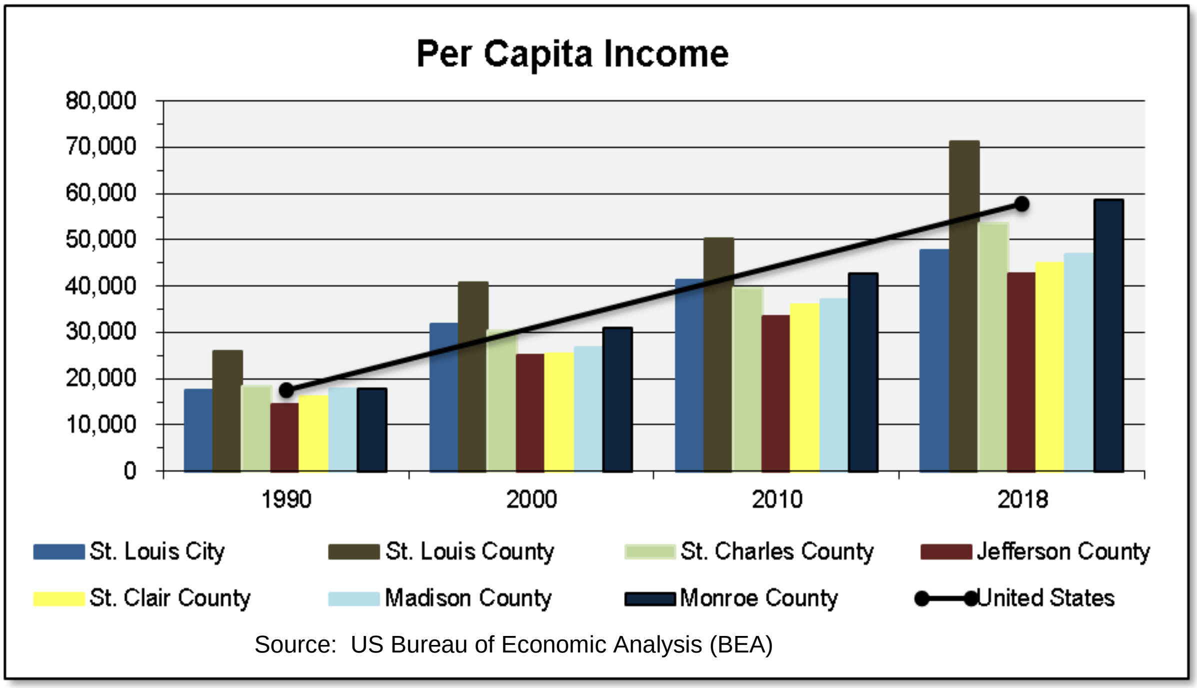


square feet of distribution and manufacturing space, as well as room for growth and expansion. More than 75 companies operate distribution facilities with over 250,000 square feet including some with 1 million square feet. Total non-farm employment is over 1.3 million. The trades, transit and utilities group remain the top employment producer with educational and health services close behind. The largest employers in the region include BJC HealthCare, Wal-Mart Stores Inc., Washington University, SSM Healthcare, Mercy Healthcare, Boeing Defense Space & Security, Scott Air Force Base and Schnucks.

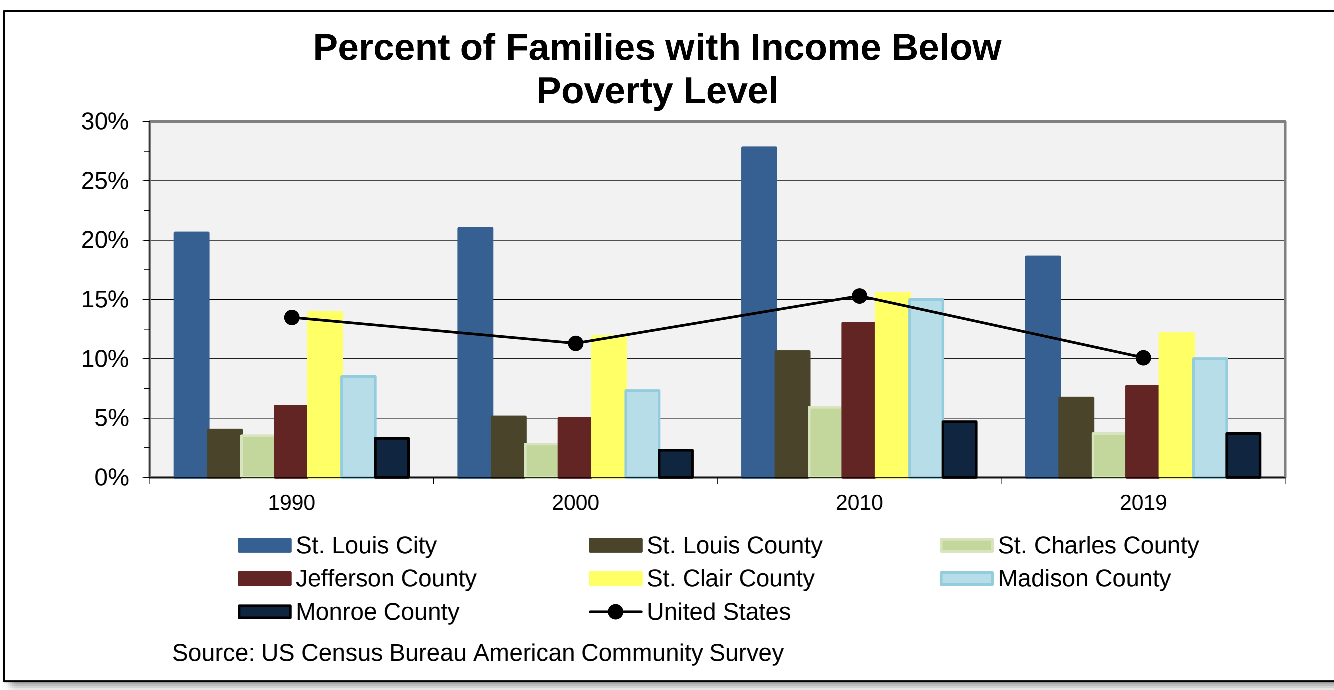
The region is ranked 10th highest in purchasing power in the country (EWG WWS, 2018) as a result of experiencing good real estate development prospects, benefiting from a low cost of doing business as well as living costs. St. Louis scored 3.62 out of 5.0 on perceived development and redevelopment opportunity. Source: 2020 Urban Land Institute Emerging Trends in Real Estate.

Regional Income and Poverty

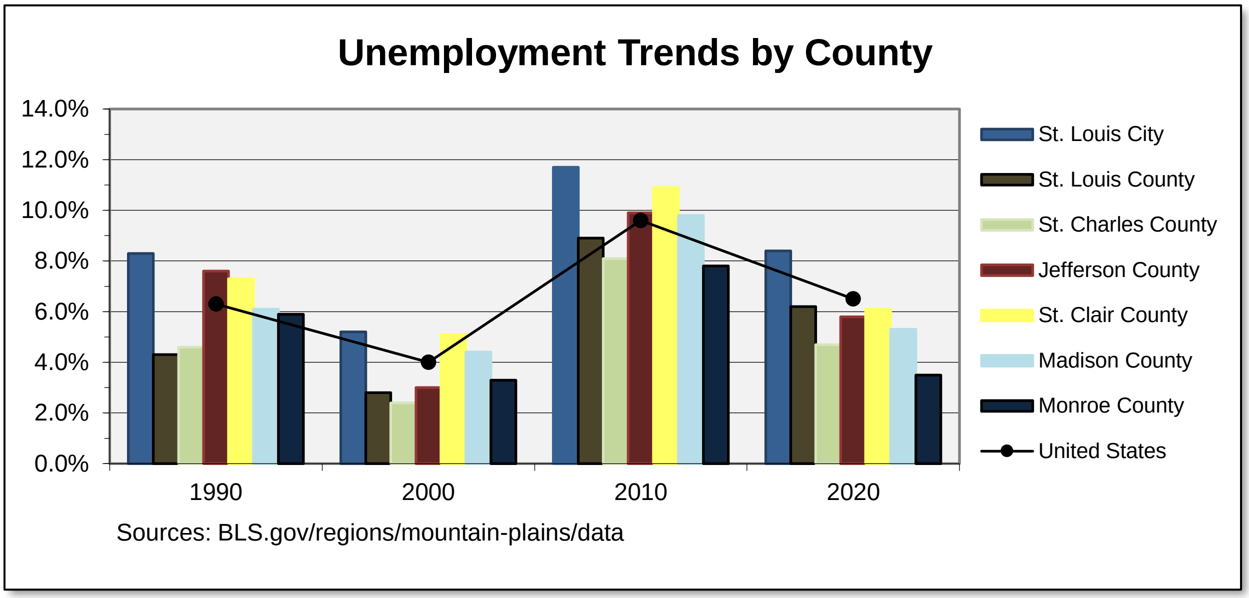
Income levels are relevant to BSD enterprises especially as it relates to public transit ridership. Public transit provides access to work and school for many low-income residents who cannot afford to own or maintain a car. Per capita income is derived by dividing the total income of all people, age 16 and over, in a geographic area by the total population in that area.



The poverty thresholds are the same for all parts of the country. They are not adjusted for region, state or local variations in the cost of living. According to the 2018 U.S. Census Bureau, the national average of families living below the poverty level was 11.8%. The following chart depicts that the BSD region includes poverty level trends and economic disparities that are both better and worse than the national average. These trends may be influenced by socio-economic factors relating to environment and education and the lasting effects of long-term fluctuating unemployment rates.



In December 2020, the U.S Bureau of Labor Statistics reported the national average unemployment rate was 6.9%. Within the bi-state area, the average unemployment rate was 5.9%. But as the graph below displays unemployment rates do vary by county.



Mobility

Ease of mobility is a key factor to the success of any community. Excellent transportation access to work, school, sporting venues, entertainment, and medical centers attract business, people and visitors to the region. Once here, public transit provides MetroBus, MetroLink and demand response service. Bike commuting has increased through a dockless bike / e-scooter share program in the City as well as neighboring County municipalities.

Metro Transit is ranked 23rd out of the 50 urbanized areas with the most transit travel (ranked by unlinked passenger trips) providing an alternative to the automobile. Additionally, public transportation provides a rich service for the elderly and disadvantaged by improving their mobility and quality of life. Seniors account for over 15.7% of the region's population. The City of St. Louis has more than 24.2% of its population living below the poverty level. Public transit is the most common mode of travel for households after single occupancy vehicles.

YEAR IN REVIEW

BU230816

FY 2023 & FY 2024 Overview and Highlights

Bi-State Development continued to be an economic development driving force in the bi-state region during FY 2023. BSD promotes and develops opportunities to make the St. Louis region more prosperous and livable for those who call the region home.

Business Events

Metro Transit

Although the worst of the COVID-19 pandemic subsided, Metro Transit continued to address its impact on transit services and workforce strength during FY 2023. During the year, Metro Transit enacted four service changes to match available workforce resources to rider demand and changing travel patterns. This included some reductions of service frequency and changes to routing due to manpower shortages.

In response, the Bi-State Development Board of Commissioners has approved several new initiatives and incentives packages to help with the critical need of attracting and retaining team members. This includes more benefits and wellness offerings, such as paid parental leave and subsidies for child or elder care, new learning and career development opportunities, and tuition reimbursement and student loan subsidies. Anti-bias and anti-racism training for managers and team members have also been introduced to promote diversity, equity and inclusion throughout the organization.

An aggressive marketing and outreach campaign was also launched to aid with recruitment, particularly of critical positions including bus, train and van operators, mechanics and electricians. Print, broadcast and digital marketing campaign was developed in combination with monthly hiring events hosted at Metro Transit facilities, where applicants could get on-site interviews and instant job offers if qualified. In addition, a $2,000 signing bonus was introduced along with a $1,000 referral bonus to aid with recruitment, with the signing bonus temporarily increased to $5,000 at the end of FY 2023.

On July 26, 2022, the Metro Transit system was impacted by a natural disaster – more than nine inches of rain in 24 hours that flooded roads, homes and vehicles, causing millions of dollars in damage throughout the community, and an estimated $40 million in damage to the MetroLink light rail system. This includes the loss of one train, substantial damage to critical communications and signal equipment, and substantial damage to two elevators and five miles of track. MetroLink service was severely compromised for several days, but thanks to the heroic, around-the-clock efforts of the MetroLink team, Red Line MetroLink service was restored on July 30, with Blue Line service partially restored. Full Blue Line service resumed in November 2022.

While the Metro Transit team continued to deal with these unique and unprecedented challenges, they also continued making progress on important capital projects and customer services and programs. Substantial progress was made on the Secure Platform Plan, part of a multi-tiered strategy to grow ridership and enhance the customer experience by creating a safer transit environment through centralized, highly secure customer entrances at all 38 MetroLink stations. The engineering design firm was selected in August 2022 and the new gates, fencing, security cameras and other infrastructure are scheduled to be installed at the first four selected MetroLink stations beginning in fall 2023.

Metro Transit's new Real-Time Camera Center opened in November 2022, providing access to 800 live cameras throughout the Metro Transit system that are monitored 24/7 by both Metro Public Safety team members and law enforcement officers. Through the Secure Platform Plan, 800 new cameras will be added to the transit system, with all 1,600 cameras available at the Real-Time Camera Center.

MetroLink is 30 years old and the original MetroLink train cars are reaching the end of their operational lives and are scheduled for replacement over the next several years. Some of these legacy train cars have recorded more than 1.7 million miles since going into service in July 1993, and are expected to average 1.8 million miles before they are finally decommissioned. Out of the 31 original MetroLink vehicles, 25 are still in service.

In May 2023, it was announced that Metro Transit was awarded a $196.2 million in federal grant funding from the Federal Transit Administration to replace aging MetroLink light rail cars. The federal grant will help Metro Transit replace up to 48 light rail cars.

Metro Transit celebrated the two-year anniversary of its electric bus fleet in FY 2023 with a $5.4 million grant from the Federal Transit Administration to expand its battery electric bus program. This is the second federal grant award for Metro Transit that will be used for construction of new bus-charging infrastructure at the DeBaliviere MetroBus Facility and the purchase of new electric buses. Metro Transit currently has 24 total battery electric buses in its MetroBus fleet, including fourteen 60-foot articulated buses and ten 40-foot buses that provide tremendous cost savings and environmental benefits for the bi-state area.

Metro Transit also celebrated the two-year anniversary of its microtransit service, Via Metro STL. Via Metro STL operates in four service areas in Missouri, providing transit customers with convenient, efficient and affordable first-mile/last-mile trip options. Via is an on-demand service and customers can request a ride by phone or by using the app when they need it, no schedules required. In the two years since its launch, Via provided more than 80,000 rides..

The rehabilitation of the East Riverfront MetroLink Station was completed in May 2023 that included platform improvements, maintenance and the complete replacement of both multi-level staircases at the station, which were original to the station when it opened 29 years ago. Several MetroLink stations are slated for rehabilitation and enhancement in the months and years ahead as many are approaching 30 years old.

St. Louis Regional Freightway

As the nation continued its recovery from the COVID-19 pandemic, The Freightway continued its work of supporting the region's freight and logistics industries, and promoting the bi-state area as an international freight hub. One of its most impactful achievements in FY 2023, which also improved supply chain movement on the country's rail lines, was the reopening of the Merchants Bridge in September. The 133-year old bridge serves six Class I railroads and Amtrak as a crossing of the Mississippi River and had been the region's top freight infrastructure priority since 2016. The renovations were needed to allow the aging bridge to serve two rail lines without speed restrictions, which allows shippers to move freight more cost effectively and more reliably, providing a viable alternative to larger congested rail hubs like in Chicago, Ill.

To educate business leaders and regional stakeholder on the importance of the renovated bridge, as well as the region's entire freight network, the Freightway hosted three specialty riverboat cruises in FY 2023. These cruises traveled along the Mississippi River, providing guests with a curated, up-close look at the region's bridges, interstates, inland ports, rail depots and freight transfer facilities that make up the bi-state area's critical freight infrastructure.

To highlight the region's aviation industry and resources, the Freightway hosted the firstof-its-kind Take Flight Forum in November. It featured a moderated panel with the directors of all five airports in the bi-state region for an insightful discussion on the St. Louis region's position as a vibrant aviation hub. These aviation leaders provided an overview of the unique niche each airport has in the aviation sector, tenant operations, capital investments, insight on the regional collaboration supporting aviation workforce and operations, and the overall economic impact of their operations.

The Freightway hosted its fifth annual FreightWeekSTL, a five-day conference that brings together industry leaders and experts throughout the country for discussions and presentations on the latest developments and innovations in the nation's freight industry. This year's conference included a mix of both virtual and in-person sessions, with discussions on autonomous rail, container-on-vessel services, infrastructure investment, inland port development and more. This year's conference also included the return of the annual Freight Summit, an in-person event that featured keynote speaker Mike Bozza, Deputy Port Director of the Port Authority of New York & New Jersey, who spoke about the East Coast's largest container import gateway and its rail connectivity to the St. Louis region.

St. Louis Downtown Airport

St. Louis Downtown Airport began construction of its new $5.4 million Ground Engine Run Up and Compass Calibration Pad. The airport was awarded $5 million in state funding for this project, which will benefit aircraft maintenance providers, manufacturers and other tenants, and support more than 450 aerospace manufacturing jobs at the airport by improving production safety, reliability and efficiency. The project is scheduled for completion in early FY 2024.

The airport was also awarded a $2.5 million grant from the Federal Aviation Administration to help cover the cost of replacing its existing terminal, an aging facility from the 1980s, that serves as the front door for businesses and developers expanding to the region. The new terminal at St. Louis Downtown Airport will better meet the needs of the aviation customers who use the airport for the unparalleled access it offers to the heart of the bi-state St. Louis region, while decreasing its footprint to reduce current and future maintenance costs and making this economic engine for the region more fiscally responsible to taxpayers. Funding of $2,700,000 has been secured through the award of a federal grant in the amount of $2,500,000 as part of the Bi-Partisan Infrastructure Law and a local match of $200,000 funded by the State of Illinois.

Several members of the St. Louis Downtown Airport team attended the 2023 National Business Aviation Association (NBAA) conference in Nashville, Tenn. The conference showcased the latest business aviation services, equipment and advanced technologies designed to drive the aviation industry forward. This opportunity allowed staff to absorb new industry insights, while also developing connections with potential partners and customers.

Gateway Arch/Gateway Arch Riverboats

The Gateway Arch and Riverboats at the Gateway Arch continued to enjoy a healthy recovery of their visitors following the COVID-19 pandemic. Visitation at the Gateway Arch continues to rebound post-COVID-19 with ridership for the tram to the top of the Arch exceeding 686,000, the highest number since the pandemic began. Approximately 75,000 visitors rode the tram in June 2022, the single highest monthly count since 2020. This is all the more remarkable as the Gateway Arch made an adjustment last year to not return to full tram capacity to provide visitors with a better experience at the observation deck. Tram ticket prices were adjusted last year to account for this change, and tram revenue in FY 2023 of $9.7 million still exceeded FY 2019's numbers of $8.7 million.

The Gateway Arch offered a new virtual reality theater experience for guests in FY 2023. Bi-State Development teamed up with the Jefferson National Parks Association to market and sell tickets for the new experience. This new feature provides an additional visitor experience and revenue stream.

The Riverboats at the Gateway Arch offer daily sight-seeing cruises, as well as specialty evening cruises, music cruises, themed cruises, brunch cruises and private charters. The riverboats began FY 2023 celebrating its best financial year ever. That trend continued throughout FY 2023, as the riverboats recorded $1.2 million in income before depreciation and 138,000 cruise guests, the highest passenger count recorded in 15 fiscal years.

Community Engagement

Metro Transit participated in a number of community events including food truck fairs, St. Louis Earth Day Festival, neighborhood festivals and more, to provide visitors with information on how to use Metro Transit and allow them to get an up-close look at the new electric MetroBus fleet. Metro has expanded its events to include a number of community-focused opportunities, including riverfront clean-up, tree planting in neglected area neighborhoods, blood drives, charity fundraisers, etc. Metro also partnered with local organizations including Citizens for Modern Transit, St. Louis Cardinals, St. Louis Blues, and St. Louis City SC for customer events at Metrolink stations and Metro Transit Centers to engage passengers with gifts and other promotions, while thanking them for riding

Metro Transit once again partnered with the Betty Jean Kerr People's Health Center to bring their mobile health unit to select Metro Transit locations in underserved communities to provide free healthcare resources to riders and residents, including blood pressure screenings, COVID-19 testing and other basic health assessments. Metro also partnered with the St. Louis Area Foodbank to host its mobile food pantry at the Rock Road, North Hanley and Riverview Transit Centers, which serves an underserved community, on a monthly basis. The mobile pantry provides free healthy and nutritious food to visitors and transit riders.

The Gateway Arch hosts a number of community events each year to introduce visitors to a new way to experience the Gateway Arch National Park. This includes park ranger led events and programs, the Frights and Heights Family-Friendly Halloween celebration, the Arch Builders Reunion and other community-focused programming. St. Louis Downtown Airport hosted Girls in Aviation Day in FY 2023, with more than 100 young women from a dozen bi-state area high schools and a local Girl Scout troop to learn about aviation and aviation careers. The participants climbed into the cockpits of various aircraft for a unique vantage point and an overview of the instrumentation, and they flew planes in high-tech simulators that enabled them to safely experience the thrill of flight..

APPENDIX

Bi-State Development Funds, Sources and Uses

The FY 2025 budget sources and uses of cash report is detailed by operating business unit. The report shows the beginning balances, sources and uses of those funds and the final ending balances. The report includes the dollar and percent change in balances from the beginning to the end of the period. On the following page is combined Operating and Capital report. Below is a discussion of the changes in cash by business unit.

Metro Transit

Metro transit funds are expected to decrease by approximately $3.2 million or .7%. This decrease is primarily related to increases in services and capital asset additions. The capital projects planned for Metro transit are extensive and detailed in the capital section of the annual budget book. The funding for these projects will come from local sales tax money, which has been restricted for capital expenditures, and federal funding.

Executive Services

Sources of funds from operating revenue will include $4.6 million in investment income on cash. A favorable interest rate environment is expected to become level in the short term. Any available funds in Executive Services are used at the direction of the President and Chief Executive Officer and the Board of Commissioners. There is no capital activity planned for the Executive Services in FY 2025.

Gateway Arch

The Gateway Arch Tram is expected to operate at a positive cash flow of $1.7 million or 11.4% increase. The increase in funds can be attributed to higher operating revenue from increased activity in excess of the overall increase in total expenses.

Riverfront Attractions

The Riverfront Attractions is budgeted to have an operating profit and a $438k positive cash flow in FY 2025. Revenue has begun to increase subsequent to the completion of the riverfront and Arch grounds construction and resumption of business after Covid.

St. Louis Downtown Airport

The St. Louis Downtown Airport is expected to operate with a positive cash flow. The federal source of funds, state, local and the airport funds will provide funding for the capital expenditures. Capital projects for FY 2025 are expected to total $14.0 million to include initial phased in outlays for Taxiway reconstruction, road improvements and terminal reconstruction projects.

St. Louis Regional Freightway

St. Louis Regional Freightway continues to move forward. Still in the building stage, a negative cash flow of $205 thousand is projected for FY 2025. The President and Chief Executive Officer of Bi-State Development and the Executive Director of St. Louis Regional Freightway will pursue regional support to fund the deficit through private sector partners. There is no capital spending in the FY 2025 budget.

Self-Insurance Funds

The three Self-Insurance Funds have a combined source of funds of $53.7 million. The source of funds for Health, Casualty and Workers' Compensation funds are $39.4 million, $6.3 million and $7.9 million respectively. The use of funds for the Health Insurance Fund is equal to the source of funds resulting in a breakeven operating cash flow. For the Casualty and Workers Compensation Funds costs for administration will utilize funds set aside in anticipation of these costs. There is no Self-Insurance Funds capital spending in the FY 2025 budget.

Bi-State Development Component Units

The one remaining BSD component unit, Arts In Transit, Inc. has minimal impact on BSD's overall cash flow activities. Arts in Transit , Inc. will create a negative cash flow of approximately $53,000.

Bi-State Development

Capital and Operating Budget

Projected Sources and Uses of Funds

Fiscal Year 2025

(in thousands)

	Metro Transit	Executive Services	Gateway Arch Tram	Riverfront Attractions	St. Louis Downtown Airport	St. Louis Regional Freightway	Arts In Transit, Inc.	Health Self-Insurance Fund	Casualty Self-Insurance Fund	Workers Comp Self-Insurance Fund	Total
Beginning available funds*	**$ 466,121**	**$ 5,129**	**$ 15,655**	**$ 2,562**	**$ 2,047**	**$ 22**	**$ 78**	**$ 2,722**	**$ 15,214**	**$ 16,655**	**$ 526,205**
Sources of funds:											
Operating revenue	26,415	4,530	10,212	4,292	2,316	-	-	-	-	-	47,765
State and local assistance	437,424	-	-	-	1,076	-	-	-	-	-	438,500
Federal assistance	637,057	-	-	-	10,190	-	-	-	-	-	647,247
Investment Income **	22,836	4,599	575	25	40	-	-	68	163	175	28,481
Other	76,304	-	-	-	2,714	400	-	39,385	6,160	7,735	132,698
Total Sources	**1,200,036**	**9,129**	**10,787**	**4,317**	**16,336**	**400**	**-**	**39,453**	**6,323**	**7,910**	**1,294,691**
Uses of funds:											
Wages and benefits ***	205,964	3,292	3,054	1,971	1,054	210	-	950	130	146	216,771
Services	58,163	1,176	2,882	559	183	350	50	1,048	397	359	65,167
Materials and supplies	35,862	21	788	738	103	4	2	34	-	-	37,552
Utilities and fuel	9,219	2	148	96	340	-	-	5	-	-	9,810
Casualty and liability costs	11,275	73	43	308	221	-	-	-	4,300	300	16,520
Other	9,638	517	1,803	207	206	42	-	37,405	4,400	8,077	62,295
Contributions to Others	2,440	-	285	-	-	-	-	11	-	-	2,736
Capital Projects - Metrolink	103,214	-	-	-	-	-	-	-	-	-	103,214
New revenue & support vehicles	414,167	-	-	-	-	-	-	-	-	-	414,167
Facilities new and rehab	3,700	-	-	-	4,531	-	-	-	-	-	8,231
Construction - land improvement	-	-	-	-	8,365	-	-	-	-	-	8,365
Capital projects, equipment,	-	-	-	-	-	-	-	-	-	-	-
and other capital	323,351	-	-	-	1,084	-	-	-	-	-	324,435
Debt service (interest and principal) **	26,251	-	-	-	-	-	-	-	-	-	26,251
Total Uses	**1,203,244**	**5,081**	**9,003**	**3,879**	**16,087**	**606**	**52**	**39,453**	**9,227**	**8,882**	**1,295,514**
Ending available funds	**$ 462,914**	**$ 9,179**	**$ 17,439**	**$ 3,000**	**$ 2,296**	**$ (183)**	**$ 25**	**$ 2,722**	**$ 12,310**	**$ 15,682**	**$ 525,383**
Change in Balance	**$ (3,207)**	**$ 4,050**	**$ 1,784**	**$ 438**	**$ 249**	**$ (205)**	**$ (53)**	**$ -**	**$ (2,904)**	**$ (973)**	**$ (821)**
Percent Change	**-0.7%**	**79.0%**	**11.4%**	**> 100%**	**12.2%**	**<100%**	**-67.9%**	**-**	**-19.1%**	**-5.8%**	**-0.2%**

* Beginning balances are from the January 31, 2024 balance sheet for each enterprise.

** Excludes capital lease-leaseback activities.

*** Excludes non-cash pension and OPEB activity.

Metro Transit Peer Performance Comparison

Peer Groups

The following analysis compares Metro's transit performance to a select group of peers. This peer group includes transit agencies with similar service characteristics including regional demographics, system size and modes of transportation.

The BSD's transit peer group includes the follow systems:

Buffalo	Niagara Frontier Transportation Authority (NFT Metro)
Cleveland	The Greater Cleveland Regional Transit Authority (GCRTA)
Dallas	Dallas Area Rapid Transit (DART)
Pittsburgh	Port Authority of Allegheny County (Port Authority)
Portland	Tri-County Metropolitan Transportation District of Oregon (Tri-Met)
San Diego	San Diego Metropolitan Transit System (MTS)
San Jose	Santa Clara Valley Transportation Authority (VTA)

Performance Indicators

Performance was measured against six performance criteria as reported by the Federal Transportation Administration (FTA) in their National Transit Database (NTD) for 2022. The following performance measures were reviewed:

Service Efficiency

- Operating Expense per Revenue Hour
- Operating Expense per Revenue Mile

Cost Effectiveness

- Operating Expense per Passenger
- Operating Expense per Passenger Mile

Service Effectiveness

- Passengers per Revenue Hour

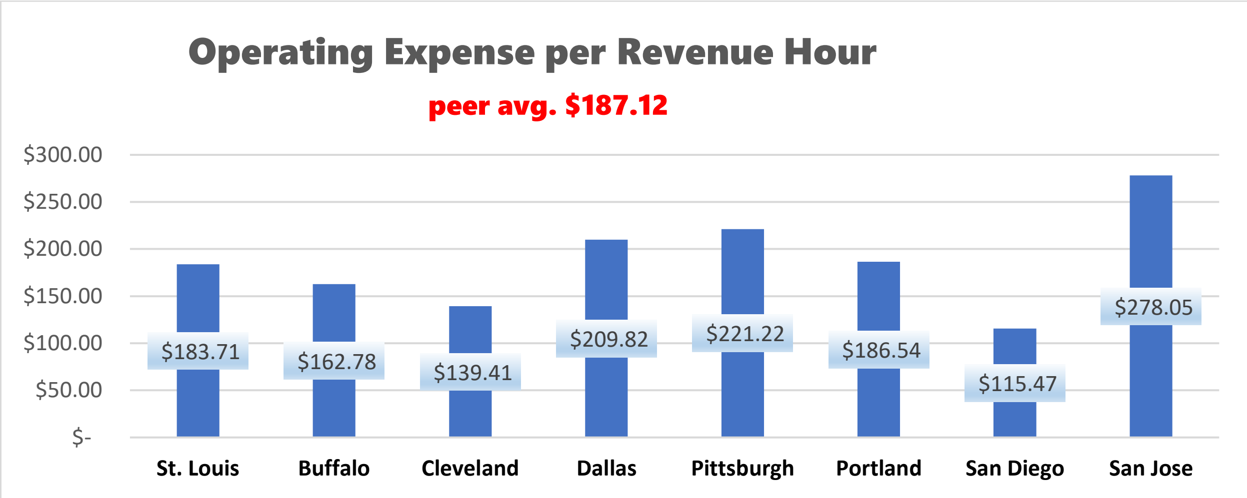
Operational Efficiency

- Farebox Recovery (Fare Revenue per Operating Expense)

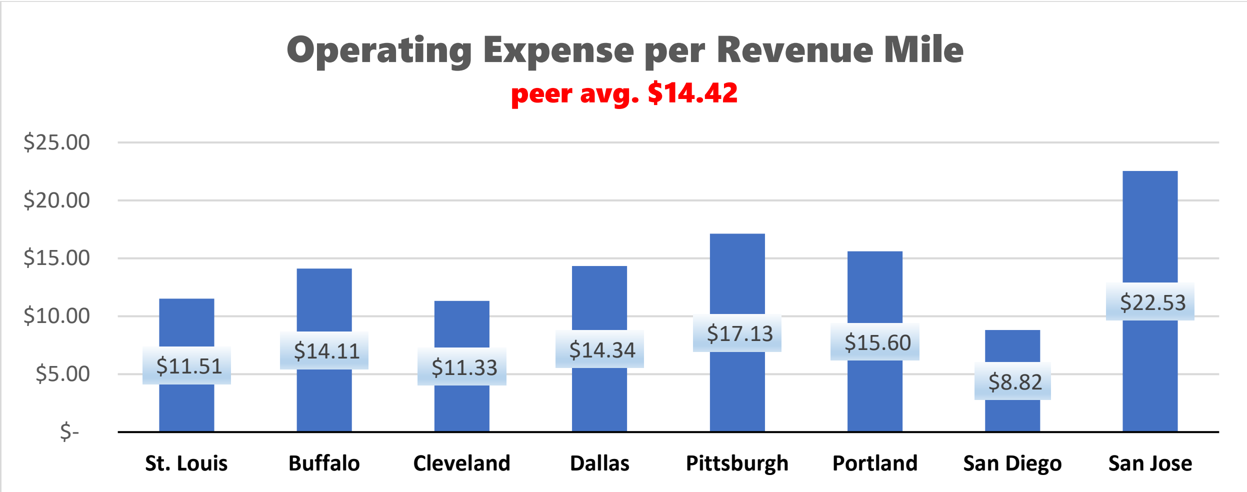
The following charts are prepared using 2022 National Transit Database system data, which is the latest data available at this writing. This time period still is influenced by the effects of COVID and much of the data was impacted accordingly. Most of these comparisons incorporate ridership and revenue related to ridership. For the Peer Group, ridership has trended downward from 2018 to 2021 but shows an increase in 2022.

Peer Performance Comparison

Service Efficiency



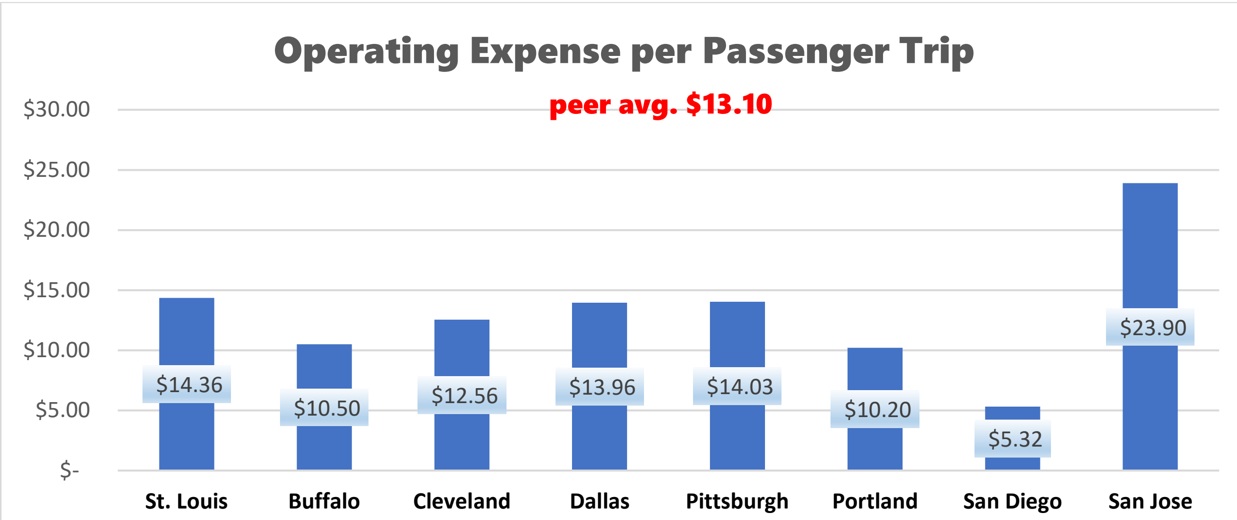
Operating Expenses are the costs associated with the operation of the transit agency and goods and services purchased for system operation. The cost efficiency performance ratio of operating expense per revenue hour shows Bi-State Development transit's cost per hour at 1.8% better than the peer average and ranking the fourth most efficient of the peer group behind Buffalo, Cleveland and San Diego.



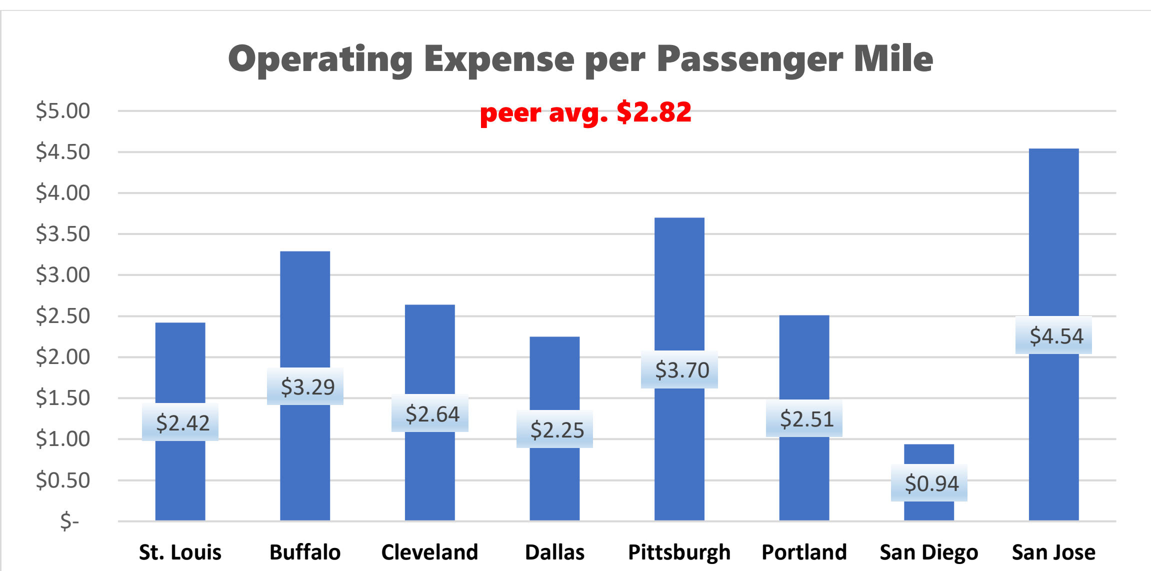
The performance ratio of operating expense per revenue mile has Bi-State Development transit's cost per mile ranking third in the peer group. It ranks 14.2% better than the peer average.

Peer Performance Comparison

Cost Effectiveness



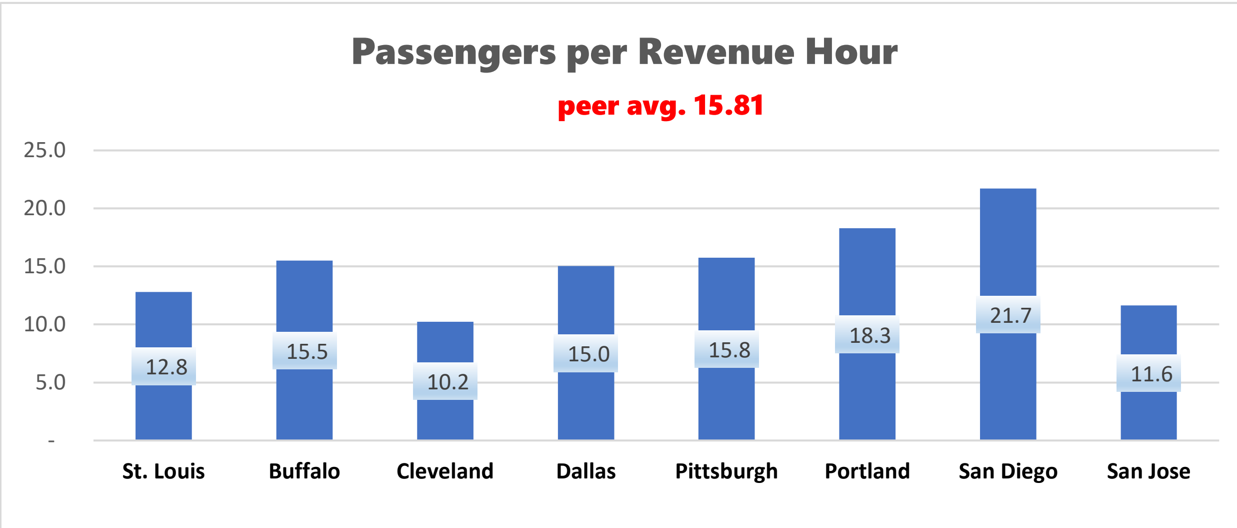
The cost effectiveness performance ratio of operating expense per passenger shows Bi-State Development transit operated 9.6% higher than peer group average cost. BSD at $14.36 operating expense per passenger trip is ranked 7th.



The performance ratio of operating expense per passenger mile has Bi-State Development transit ranked before Pittsburgh, Buffalo and San Jose. BSD transit's operating cost of $2.42 per passenger mile is 14.2% better than the peer average. BSD prides itself on controlling costs beginning with their effective preventive maintenance program.

Peer Performance Comparison

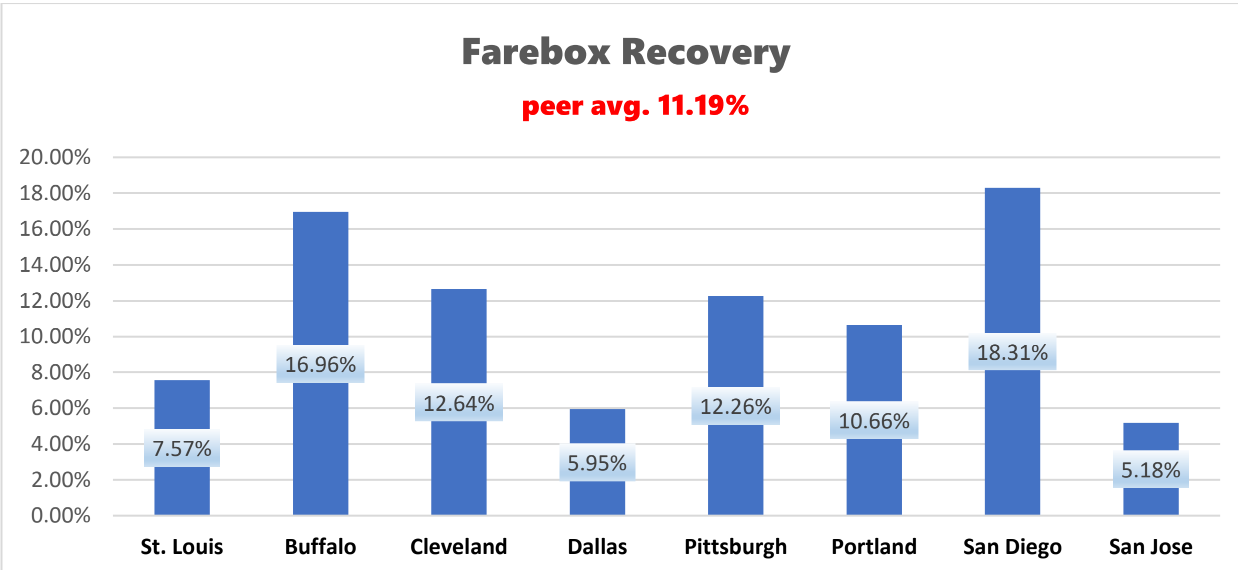
Service Effectiveness



Passenger per revenue hour indicates the system is widely used and a higher quotient is more desirable. Service effectiveness, as measured by the performance ratio of passengers per revenue hour, shows Bi-State Development transit below the peer average. The Bi-State Development service area population and low residential and employment density affects this performance indicator. BSD remains committed to serve the St. Louis region with an affordable and efficient transit system.

Peer Performance Comparison

Operational Efficiency



Farebox recovery is a measurement of how much of operating costs are covered by passenger revenue. A higher percentage ensures the transit system will be less dependent on other revenue sources. Bi-State Development transit's system farebox recovery of 7.57% is below the peer average, exceeding Dallas and San Jose. Declining trends in ridership have contributed to Metro's lower farebox recovery percentage. However, in all of the Peer agencies the farebox recovery % is better than in the prior year 2021.

Financial Policies, Fund Balances, Debt Obligations

All fiscal policies apply to all operations of Bi-State Development.

Planning and Budgeting Policies

Balanced Budget

Each year the President and Chief Executive Officer prepares an annual budget for the forthcoming fiscal year that will be presented to the Board of Commissioners. The President and CEO will work with the Board in setting strategic objectives, update Bi-State Development long range planning document, and prepare both operating and capital budgets. The operating budget shall include proposed expenditures for current operations during the ensuing fiscal year and the method of financing such expenditures. The capital budget shall include capital expenditures during the ensuing fiscal year and the proposed method of financing such expenditures.

Basis of Budgeting

Bi-State Development budgets expenses on the ***accrual basis of accounting*** that is consistent with accounting policy whereby revenues are recognized when earned and expenses are recognized at the time the liability is incurred.

Balanced Budget Guideline

For purposes of the operating budget, a balanced budget shall be where revenues equal expenditures except for depreciation, amortization and non-cash other post-employment benefit expenses.

Bi-State Development is required to adopt a balanced operating budget per Missouri Statute 70.370; however, it is not required to adopt legally enforceable budgets and does not adopt such budgets.

Audit Policies

Internal Audit

It is Bi-State Development’s policy to employ an Internal Auditor who will report directly to the Board of Commissioners. The Internal Auditor shall supervise and direct the staff of the Internal Audit Department. The Internal Audit Department shall provide independent, objective analysis and recommendations to assist the President and CEO and management in effectively discharging their administrative responsibilities. The Internal Audit Department shall perform routine audits of compliance of Bi-State Development’s enterprises with internal Bi-State Development rules and regulations. The Internal Audit Department shall, at all reasonable times, have access to the accounts, books, and records of Bi-State Development. The Internal Audit Department may interview the President and CEO and other employees of Bi-State Development as necessary.

External Audit

It is the policy of Bi-State Development to submit its books and records to an annual audit by a qualified recognized CPA firm. The firm shall have broad experience in auditing large local government and/or agencies in compliance with relevant federal rules and regulations such as the Single Audit Act.

Significant Accounting Policies

The financial statements of the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (Bi-State Development) are prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) applicable to state and local governments as prescribed by the Governmental Accounting Standards Board (GASB). The following is a summary of the more significant policies.

Financial Reporting Entity

The basic financial statements encompass all proprietary and fiduciary functions for which Bi-State Development is responsible. These functions include: Executive Services, St. Louis Regional Freightway, Gateway Arch Tram System, Riverfront Attractions, St. Louis Downtown Airport, Arts In Transit, Inc. and Metro Transit. In addition, Bi-State Development also has three self-insurance funds for Health, Casualty and Workers' Compensation.

Proprietary Fund

Bi-State Development's proprietary funds are reported as a single enterprise fund used to account for operations that are financed and operated in a manner similar to private business enterprises. Proprietary funds operate by creating a cash flow to pay for the services by issuing fees and charges. For financial reporting purposes, Bi-State Development reports a single enterprise fund in which all subsidiary enterprise funds are combined and interfund transactions are eliminated.

The business purposes of the various internal funds of Bi-State Development that are reported in a single enterprise fund are as follows:

- Executive Services - performs certain developmental activities and acts as the administrative head of Bi-State Development;
- St. Louis Regional Freightway - develops freight and freight related business opportunities in the St. Louis bi-state region;
- Gateway Arch Tram System - operates and maintains the transportation system within the Gateway Arch in accordance with a cooperative agreement with the National Park Service and the United States Government;
- Gateway Arch Riverfront Attractions - owns, operates and maintains both the Tom Sawyer and Becky Thatcher Riverboats docked along the Mississippi River just below the Gateway Arch;
- St. Louis Downtown Airport - owns, operates and maintains the St. Louis Downtown Airport and an adjacent business park located in Cahokia, Illinois;

- Arts In Transit, Inc. - plans, funds and acquires artwork for the transit alignment to enhance the ridership experience;
- Transit System (Metro) - owns, operates and maintains the St. Louis metropolitan area public transportation system which includes MetroBus, MetroLink and Metro Call-A-Ride services;
- Health Self-Insurance - operates the self-funded health programs and charges for services to other operating units within Bi-State Development.
- Casualty Self-Insurance - operates the self-funded casualty and risk insurance programs and charges for services to other operating units within Bi-State Development.
- Workers' Compensation Self-Insurance - operates the self-funded workers' compensation insurance program and charges for services to other operating units within Bi-State Development.

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside of Bi-State Development. GASB Statement No. 84 requires that funds held in a trustee or custodial capacity that meet certain criteria be included in Bi-State Development's financial statement presentation. Those criteria include the governmental agency having control of the assets of the fiduciary activity and the existence of a fiduciary relationship with the beneficiaries. Bi-State Development has determined the Other Post Employment Benefit Trust, certain portions of the Gateway Arch Tram, as well as, the Bi-State Development Salaried Pension plan meet these fiduciary criteria and has included the financial activity of each fiduciary fund in the basic financial statements of the report.

Bi-State Development Salaried Pension Plan and the Other Post Employee Benefit Trust are single employer, defined benefit pension plans as described in Footnotes 11 and 12, respectively. The plans are legally separate trusts. The Plans are included in Bi-State Development's financial reporting entity because the Bi-State Development Salaried Pension Plan's Board of Trustees is appointed entirely by the Bi-State Development's Board of Commissioners, while the Other Post- Employment Benefits (OPEB) Trust's Board consists of five Bi-State Development employees assigned to the Board based on their roles at Bi-State Development (President and CEO; Senior VP, EVP, Director of Benefits and Controller). Bi-State Development also has a financial burden related to both plans, as it is legally obligated to make contributions to the plans in order to provide future benefits to Bi-State Development's employees. In accordance with GASB Statement No. 84, the balances and transactions of these component units are presented separately in fiduciary funds.

The Gateway Arch Tram activities are governed by an agreement between Bi-State Development and the United States National Park Service (NPS). Based on the agreement, Bi-State Development is to operate the Gateway Arch Tram System (Tram), which includes the operation of the Arch Tram itself, as we as operation and maintenance of centralized ticketing, reservations, sales, and collection. Although the Gateway Arch Tram does not meet the requirements to be considered a component unit, Bi-State Development does have physical control over some assets that are held on behalf of the NPS. In accordance with GASB Statement No. 84, the balances and transactions of this component unit is presented separately in a fiduciary fund.

Component Units

Additionally, Bi-State Development evaluated whether there were any potential component units which should be included in these financial statements based on the following criteria: financial accountability, access to resources, responsibility for debts and deficits, and fiscal independence. The City of St. Louis, Missouri, the Missouri counties of St. Louis, St. Charles and Jefferson, the Illinois counties of Madison, St. Clair, and Monroe and the States of Illinois and Missouri have limited decision-making authority over Bi-State Development and have limited responsibility for Bi-State Development's debts or deficits except as provided in the Memorandum of Agreement.

Bi-State Development has two additional blended component units. Both units are qualified 501(c)3 non-profit entities and are shown on the schedule of business units in the statistical section of this ACFR. The two entities are the Bi-State Development Research Institute and Arts In Transit, Inc. Bi-State Development approves and determines the contingent of board members of both non-profits. Also each non-profit provides services entirely to Bi-State Development and for the benefit of Bi-State Development. For these reasons, the component units are considered blended and included in the Bi-State Development's ACFR. The activity of the blended component unit is immaterial to the financial reporting entity.

Basis Of Accounting

Bi-State Development follows the accrual basis of accounting and uses the economic resources measurement focus for its enterprise fund and fiduciary funds. Revenues are recognized when earned and expenses are recognized at the time liabilities are incurred regardless of the timing of related cash flows.

Estimates And Assumptions

The preparation of the financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, and deferred inflows and outflows of resources; the disclosure of contingent assets and liabilities at the date of the financial statements; and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Banking And Investment

Bi-State Development's policies direct the investment of all operating, self- insurance restricted, capital and debt service funds of all entities of the organization not expressly controlled by Revenue Bond Trustees. The preservation of funds is the first consideration in determining the investment of Bi-State Development's cash. Thereafter, the highest yield consistent with safety is required, provided the maturities are short enough to maintain operational liquidity. Banks and other financial institutions are selected for investments only on a competitive basis. The number of demand-deposit, non-interest bearing accounts is kept to the minimum for operational efficiency and safety.

Cash And Cash Equivalents

All highly liquid investments readily convertible into cash with original maturities of 90 days or less are treated as cash equivalents.

Investments

Bi-State Development's investments consist of collateralized repurchase agreements. Triple A rated money market funds, collateralized certificates of deposit, commodities guaranteed, investment contracts, municipal bonds, and U.S. Treasury and U.S. Government Agency securities. Additional information regarding valuation of investments can be found in Footnote 4.

Materials And Supplies

Metro inventories of materials and supplies are recorded at cost, using the weighted-average method and are expensed when inventories are consumed in operations.

The Gateway Arch Riverboats gift shop and food inventory counts are completed midyear to accommodate seasonality and maritime regulations. Purchases made between the midyear inventory count and fiscal year end are expensed as incurred.

The St. Louis Downtown Airport inventory of firefighting chemicals is recorded at cost, using the first-in-first-out method to expense as the chemicals are used.

Lease Arrangements

For arrangements where Bi-State Development is a lessee, a lease liability and an intangible right-to-use (RTU) asset are recognized at the commencement of the lease term. RTU assets represent Bi-State Development's intangible right-to-use underlying assets for the lease term and lease liabilities represent Bi-State Development's obligation to make lease payments arising from the lease. RTU assets and lease liabilities are recognized at the lease commencement date based on the estimated present value of lease payments over the lease term.

For arrangements in which Bi-State Development is the lessor, a lease receivable and a deferred inflow of resources is recognized at the commencement of the lease term. The lease receivable is measured at the present value of the lease payments expected to be received during the lease term. The deferred inflows of resources should be measured at the value of the lease receivable plus any payments received at or before the commencement of the lease term that relates to future periods.

The discount rates are based on estimates of Bi-State Development's incremental borrowing rate to calculate the present value of lease payments when the rate implicit in the lease is not known. Bi-State Development includes lease extension and termination options in the lease term, if after considering relevant economic factors, it is reasonably certain that Bi-State Development will exercise the option. Bi-State Development has elected to combine lease and non-lease components for all lease contracts and also has not recognized RTU assets and lease liabilities for lease terms for 12 months or less.

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets are recorded at cost, when acquired or constructed. Capital assets are defined under Bi-State Development policy as assets with an initial, individual cost of more than $5,000 and an estimated useful life of one year or more. Improvements to existing plant and equipment, which extend the useful lives of the related assets, are also capitalized. Donated capital assets are recorded at acquisition value.

Expenditures for maintenance and repairs are charged to expense as incurred. When capital assets are retired or otherwise disposed of, the cost of the assets and the related accumulated depreciation are removed from the accounts, and gains or losses on disposals are recorded. Prorated shares of the proceeds from the sale of property and equipment are used with coordination of state and federal governments to purchase other property and equipment.

Depreciation And Amortization

Depreciation of capital assets is calculated using the straight-line method over the estimated useful lives of the assets. The estimated useful lives by categories are as follows

Capital Asset Category	Years To Depreciate
Airport runways, airframe and related facilities	15 to 25
Buildings and improvements	15 to 40
Gateway Arch tram facilities	15 to 25
Riverboats and barges	15 to 20
Light rail structures and improvements	12 to 30
Autos and trucks	5 to 10
Buses, vans, light rail and other revenue vehicles	3 to 25
Furniture, fixtures, computers and other equipment	3 to 10

Self-insurance Liabilities

Self-insurance liabilities for workers' compensation, employee medical and dental insurance claims, and public liability and property damage claims are recognized when incurred and on the basis of the estimated cost to Bi-State Development upon resolution.

Workers' compensation benefits are awarded as determined by the appropriate governmental authority in each state in which Bi-State Development operates. Estimated liabilities for injury and damage claims and medical and dental insurance claims are charged to the appropriate operations expenses in the year the claim events occur. Estimated liabilities for outstanding claims are made by management, as needed.

Self-insured liabilities are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. These liabilities include an amount for claims that have incurred, but not reported.

Since self-insured claims depend on complex factors such as inflation, changes in legal doctrines, and damage awards, the process used in computing claims liability does not necessarily result in an exact amount. Claims liabilities are evaluated on a case-by-case basis and are re-evaluated periodically to take into consideration historical experience of recently settled claims, the frequency of claims, and other economic and social factors.

Other Non-Current Liabilities

The classification of other non-current liabilities for Bi-State Development includes various types of commitments which are due in longer than one year. There are FTA funds committed for future rehabilitation of MetroLink light rail cars. There is also the long term portion of accrued sick time. Since sick time is allowed by union contract to be carried forward and applied in future periods. The short term portion of accrued sick leave is recorded in other current liabilities.

There is also an amount due to St. Clair County Transit District (SCCTD) for additional funds contributed from SCCTD to Bi-State Development which were used for additional collateral related to 2001 Light Rail Vehicle equipment financed purchases. The combined funds from Bi-State Development and SCCTD used for the additional collateral are returnable in the future under certain conditions.

Derivative Financial Instruments

Bi-State Development utilizes commodity hedging to reduce the volatility in fuel costs. Hedging techniques are traditionally used to limit exposure to price fluctuations. Management recognizes that fluctuations in fuel prices could have an overall negative impact on Bi-State Development's financial affairs. Accordingly, futures contracts are used to manage this exposure.

GASB Statement No. 53, *Accounting and Financial Reporting for Derivative Instruments,* requires the gain or loss on the sale of derivative instruments to be recorded in the statement of revenues, expenses, and changes in net position. The fair value of the future contracts is estimated by a mathematical approximation of the market, derived from proprietary models as of a given date, and based on certain assumptions regarding past, present, and future market conditions, as well as certain financial information. The hedge agreement is reported at fair value and included in other current assets, and changes in fair values of the hedge agreement are reported as either deferred inflows or deferred outflows with increases in fair value of a hedge agreement reported as a deferred inflow and decreases in fair values of a hedge agreement reported as a deferred outflow in the Statements of Net Position.

Deferred Outflows/Inflows Of Resources

In addition to assets, statement of financial position will report a separate section for deferred outflows of resources. This separate financial statement element represents a consumption of net assets that applies to future period(s) and thus, will not be recognized as an outflow of resources (expense/expenditure) until then.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement represents an acquisition of net assets that applies to future period(s) and so will not be recognized as an inflow of resources (revenue) until that time.

Net Position

GASB requires the classification of net position into three components – net investment in capital assets; restricted; and unrestricted. These net position classifications are defined as follows:

Net investment in capital assets - This component consists of capital assets, net of accumulated depreciation reduced by the outstanding balances of any bonds, mortgages, notes, or other borrowings or debt-related deferred inflows or outflows of resources that are attributable to the acquisition, construction, or improvement of those assets.

Restricted net position - This component consists of external constraints placed on net position imposed by creditors (such as through debt covenants), contributors, or laws or regulations of other governments or constraints imposed by law through constitutional provisions or enabling legislation.

Unrestricted net position - This component of net position consists of amounts that do not meet the definition of "restricted" or "net investment in capital assets."

Bi-State Development typically utilizes restricted sources of funding first and then unrestricted sources of funding for its programs.

Operating Revenues And Expenses

Operating revenues and expenses generally result from providing services in connection with ongoing operations. Revenues are recorded as income in a manner consistent with the timing of the provided service. The principal operating revenues of the various internal funds of Bi-State Development are as follows:

- Executive Services – Interfund charges for management services;
- St. Louis Regional Freightway – contributions and reimbursement of expenses related to operating costs;
- Gateway Arch Tram System – charges for management fees and miscellaneous operating reimbursements;
- Gateway Arch Riverfront Attractions – charges to tourists for riverboat excursions along the Mississippi, memorabilia sales and heliport.
- St. Louis Downtown Airport – charges to customers for aviation and runway services provided, including hangar rentals and fuel;
- Arts In Transit, Inc. – contributions for bus paintings, art services and donations;
- Transit System (Metro) – fares charged to passengers for public transportation, advertising, and rentals.
- Health Self-Insurance – charges for medical, dental, prescription and other health related services to other Bi-State Development business units.
- Casualty Self-Insurance – charges for casualty and risk related services to other Bi-State Development business units
- Workers' Compensation Self-Insurance – charges for worker's compensation and other related services to other Bi-State Development business units

Operating expenses include the cost of delivering services, administrative expenses, and depreciation expenses on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Fare Revenue

Farebox revenues are recognized at the time services are purchased and revenue passes through the bus farebox and MetroLink ticket vending machines. Sales of monthly passes, ten two-hour passes, 30-day passes and other tickets types are also recorded as revenue at the time of purchase.

Sales of University passes, Universal passes and Student Tickets, which are valid for a specific academic term, are recorded initially as unearned revenue. These unearned revenues are recognized as operating revenue monthly. The amount recognized in each month is determined by calculating a daily weighted average proration factor. The weighted average proration factor is calculated by considering total number of students, employees, and days specified in the contract.

Sales Tax Revenues

Missouri state and local sales taxes are imposed on the purchase price of tangible personal property and taxable services sold. These taxes are forwarded to the State of Missouri Department of Revenue either monthly or quarterly depending on the sales volume of the vendor. The Missouri Department of Revenue distributes the local sales tax collected back to the applicable city and county. The Missouri sales tax subsidies to Bi-State Development are generated from a portion of the local City of St. Louis and St. Louis County sales taxes collected. These funding jurisdictions distribute the sales tax subsidies via an appropriation process to Bi-State Development or the Bond Trustee, as applicable. Sales and Use taxes are recorded as revenue in the month collected by the merchant. Typically, there is a two month lag from the date of sale tax collected by business owners and remission to the State of Missouri and the receipt of cash by Bi-State Development.

Grants And Assistance

All grants and assistance are recorded in the accounting period in which they become earned, measurable and all eligibility requirements are met. Unrestricted, irrevocable operating assistance grants are recorded as non-operating revenue. Capital grants and assistance that are restricted to use for payments of debt service or acquisitions of capital assets are recorded as capital contributions in the statement of revenues, expenses, and changes in net position.

Compensated Absences

Substantially all employees receive compensation for vacations, holidays, illness, and certain other qualifying absences. The number of days compensated in the various categories of absence is based generally on length of service. Compensated absences, which have been earned but not paid, have been accrued in the accompanying financial statements.

The accrued compensated absence liability for salaried employees' paid time off is $5.5 million on June 30, 2023. The combined accrued compensation absence liability for sick and vacation time for bargaining unit employees is $12.5 million on June 30, 2023.

Pensions

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of Bi-State Development's pension plans (Salaried Plan and Union Plans) and additions to/deductions from the pension plans' fiduciary net position have been determined on the same basis as they are reported by the pension plans. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Other Post-Employment Liability

For purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of Bi-State Development OPEB trust and additions to the OPEB trust net position have been determined on the same basis as they are reported by the OPEB Trust. Currently, no benefits are paid directly from the trust. Investments are reported at fair value.

Cash, Cash Equivalents And Investments

Cash, cash equivalents and investments are presented on the statement of net position as either unrestricted or restricted cash and cash equivalents and unrestricted or restricted investments. Restricted cash, cash equivalents and investments are disclosed in Footnote 3.

Balances of cash, cash equivalents, and investments of the business type activities as of June 30, 2022 were as follows:

Unrestricted cash and cash equivalents	
Cash on hand	$ 373,186
Cash deposits	58,137,208
Cash equivalents	199,798,388
Total unrestricted cash and cash equivalents	258,308,782
Restricted cash and cash equivalents	94,475,463
Total cash and cash equivalents	352,784,245
Unrestricted investments	159,749,605
Restricted investments	
Restricted investments	39,486,966
Restricted investments held to pay capital lease	152,237,002
Total restricted investments	191,723,968
Total investments	351,473,573
Total cash, cash equivalents and investments	$ 704,257,818

Cash On Hand

Cash on hand including, working funds (including funds in ticket vending machines) and undeposited receipts.

Cash Deposits

At June 30, 2023, the unrestricted and restricted deposit bank balances were $10,497,111.

Bank balances are insured by FDIC insurance for balances up to $250,000 per financial institution, per account owner. Any balances over the FDIC limit are collateralized with securities held in a joint custody account at the Federal Reserve Bank, or with securities held in a segregated account with a third party custodian.

Investments

Restricted investments are made in accordance with investment policies specific to their restriction. Unrestricted investments are made in accordance with Bi-State Development's general investment policy.

Credit Risk

Credit risk is the risk that the financial counterparty will fail to meet its defined obligations. Bi-State Development's investment policy authorizes the unlimited purchase of direct obligations of the U.S. Government or its agencies, repurchase agreements, and triple AAA rated money market funds. Repurchase agreements are entered into only with pre-approved credit-worthy banks or dealers, and a written repurchase agreement is completed for each bank or dealer. Repurchase agreements are collateralized with direct obligations of the U.S. Government or its agencies and sponsored enterprises. Securities are held in segregated customer accounts or at the Federal Reserve. Bi-State Development's investment policy limits investments in commercial paper, collateralized certificates of deposit, and banker's acceptances to five million dollars per issuer. The policy also stipulates that money market funds have over $500 million in assets and carry the highest rating issued by a nationally recognized credit rating organization. The policy is not applicable to restricted investments, or collateral securities related to lease finance obligations or bond indentures. The investment policies are specific to each transaction.

Custodial Credit Risk

Custodial credit risk is the risk that, in the event of the failure of the counter-party, Bi-State Development will not be able to recover its investments or collateral securities that are in possession of an outside party. Bi-State Development's investment policy specifies that all investments be delivered to Bi-State Development's securities safekeeping agent and held in the name of Bi-State Development. The policy is not applicable to restricted investments or collateral securities related to lease finance obligations or bond indentures, which generally are held in trust according to specific provisions of the lease agreement or bond indenture. As of June 30, 2023, Bi-State Development's investment safekeeping agent held, in Bi-State Development's name, all of Bi-State Development's non-lease or bond related investments in treasury securities or government agency securities.

Concentration Of Credit Risk

Bi-State Development maintains an investment policy that establishes thresholds for holdings of individual securities. As of June 30, 2023, the only investments with more than 5 percent of Bi-State Development's total investments were in Federal Home Loan Bank and Federal Farm Credit Agency Bonds, totaling $133,421,245 and $36,058,058, respectively.

Concentration of credit risk is the risk associated with the magnitude of investment in any one issuer. The Other Post-Employment Benefit Fiduciary Trust Committee maintains an investment policy that establishes thresholds for holdings of individual securities. As of June 30, 2023, more than 5 percent of the OPEB trust's investments were in the Artisan Partners Fund ($3.2 million), Vanguard 500 Index Fund ($15.5 million), DFA Investment Dimensions ($4.7 million), John Hancock ($7.5 million), Goldman Sachs ($7.6 million), Metropolitan West Funds ($12.3 million), Blackstone Hedged Equity ($6.0 million) and Blackstone Park Avenue ($4.8 million).

Interest Rate Risk

Interest rate risk is the risk that the fair value of an investment will decline as interest rates increase, and if it is sold before its maturity a loss will result. Bi-State Development's investment policy specifies that all funds may be invested in maturities that match anticipated obligations to a maximum of five years. The policy is not applicable to restricted investments or collateral securities related to lease finance obligations or bond indentures, for which investment maturities are generally matched to specific debt amortization requirements. Due to the short duration of the majority of Bi-State Development's non-lease or bond related investments at June 30, 2023, interest rate risk is not deemed significant to Bi-State Development.

Restricted Cash, Cash Equivalents And Investments

Assets are considered restricted when they are subject to constraints that are either externally imposed or imposed by law through constitutional provisions or enabling legislation.

Restricted cash, cash equivalents, and investments for Bi-State Development as of June 30, 2023 were the following:

	Cash & Cash Equivalents	Investments	Total
Cross county debt service reserve	$ 16,265,114	$ 38,346,966	$ 54,612,080
Regional Freightway	15,000	—	15,000
Self-insurance	32,594,645	—	32,594,645
Equipment financed purchase - collateral	3,444,936	—	3,444,936
Capital tower lease - collateral	1,279,762	—	1,279,762
Secure Platform Project	13,239,763	—	13,239,763
Airport Maintenance	1,407,190	—	1,407,190
Federal Transit Authority	19,699,609	—	19,699,609
Fuel hedge program	6,529,444	1,140,000	7,669,444
Total Restricted Cash And Investments	94,475,463	39,486,966	133,962,429
Restricted investments held to pay Equipment financed purchase	—	152,237,002	152,237,002
Total Restricted Cash, Cash Equivalents And Investments	$ 94,475,463	$ 191,723,968	$ 286,199,431

Cross County Debt Service Reserve Funds:

The trustee holds the debt service and the debt service reserve funds in restricted trustee accounts determined by the bond indenture. The debt service funds are used to pay current principal and interest on debt. The debt service reserve fund represents the highest annual debt service required over the life of the bond, and protects the bondholder in the event of impairment.

Regional Freightway:

Funds support staff and general expenses of the organization, which is focused on building relationships with industry partners and developing regional plans.

Self-Insurance Funds:

These are funds used to pay claims incurred by Bi-State Development's self-insurance plan. The funds are used for workers' compensation, casualty, and medical and dental claims. Funds withheld from employees' wages for the flexible spending account program are also restricted in this category. The funds are restricted based upon the vendor contracts and obligations.

Restricted Investments Held To Pay Equipment Financed Purchase Liabilities:

In 2001, Bi-State Development entered into equipment financed purchase transactions for multiple Light Rail Vehicles (LRVs). Bi-State Development received a prepayment equivalent to the net present value of the head obligations totaling $134.0 million. Approximately $93.6 million was initially deposited with AIG, to partially meet Bi-State Development's rent obligations under the agreement and to set aside funds to enable Bi-State Development to exercise its repurchase option. Since inception, this amount on deposit has significantly increased.

Capital Tower Lease Collateral Funds:

In February 2011, Bi-State Development cured a technical default on the C1 and C2 tranches of the 2001 LRV equipment financed purchase. The transaction required Bi-State Development to purchase collateral. Each year an evaluation of the supplemental collateral is performed to establish the requirement. For 2023, the collateral requirement is $3.4 million and is restricted under the contract agreement

Secure Platform Project:

These funds are a mix of Bi-State Development bond refunding proceeds, federal stimulus funds, and private sector funding, and will be used to create secure entrances at all MetroLink Stations.

Airport Maintenance:

These funds support an agreement for maintenance and repair, site infrastructure and improvements at the Airport.

Federal Transit Authority Funds:

The FTA initially funded $18.0 million of the debt service reserve on the 2010 debt. When the debt was paid off on August 1, 2013, the funds were designated and restricted to be used for the Illinois MetroLink upgrade project by the FTA. As of 2023, interest earned on the funds is $1.7 million.

Fuel Hedge Program Funds:

These funds are restricted for use in conducting the fuel hedging program.

Fair Value Of Financial Instruments

The following table presents the estimated fair values of Bi-State Development's financial instruments at June 30, 2022. The fair value of a financial instrument is defined as the amount at which the instrument could be exchanged between willing parties in a current open market transaction.

Investments

Bi-State Development categorizes its fair value measurements within the fair value hierarchy established by GASB Statement No. 72. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted market prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs.

June 30, 2023, Bi-State Development had the following recurring fair value measurements:

		Fair Value Measurements		
Description	**Fair Value**	**Level 1**	**Level 2**	**Level 3**
Investments				
U.S. Treasury bills	$ 13,123,210	$ —	$ 13,123,210	$ —
U.S. Treasury notes	12,681,638	—	12,681,638	—
Government Agencies:				
FHLB bonds	133,421,245	—	133,421,245	—
FHLMC bonds	3,952,420	—	3,952,420	—
FCB bonds	36,058,058	—	36,058,058	—
Debt Securities				
AIG	23,172,882	—	23,172,882	—
Assured Guaranty	129,064,120	—	129,064,120	—
Total Investments	$ 351,473,573	$ —	$ 351,473,573	$ —

In the chart above, U.S. Treasury bills and notes are classified in Level 1 of the fair value hierarchy and are valued using prices quoted in active markets for those securities.

Investments in government agencies are classified as Level 2. These securities are pricing and yield bonds whose market value is based upon a matrix pricing. Matrix pricing is used to value securities based upon on the securities relationship to benchmark quoted prices.

Non-negotiable CDs and money market funds are not valued at fair market value. Repurchase agreements, commodities accounts, and investment contracts are valued at amortized cost.

At June 30, 2023, Bi-State Development's OPEB Trust had the following recurring fair value measurements:

Fair value measurements:

Description	Fair Value	Level1	Level 2	Level 3
Mutual funds				
Money market mutual fund	$ 73,635	$ 73,635	$ —	$ —
Corporate bond mutual fund	12,318,263	12,318,263	—	—
Domestic equity mutual fund	23,325,027	23,325,027	—	—
International equity mutual fund	15,099,702	15,099,702	—	—
Investments measured at net asset value (NAV)				
Equity long / short hedge fund	5,977,653	—	—	—
Multi-strategy hedge fund	4,780,753	—	—	—
Total Investments	$ 61,575,033	$ 50,816,627	$ —	$ —

Leases

Lessee

Bi-State Development has entered into lease arrangements for twelve buildings. The lease contracts expire at various dates through 2046, assuming that all renewal options are exercised by Bi-State Development. The intangible right-to- use assets are intangible assets and are recorded in capital assets as buildings as noted in Footnote 5. During 2023, Bi-State Development paid $2,555,643 in lease payments.

Year	Principal	Interest	Total
2024	$ 1,104,309	$ 375,671	$ 1,479,980
2025	1,132,014	352,722	1,484,736
2026	1,157,794	329,243	1,487,037
2027	1,182,028	305,261	1,487,289
2028	1,182,973	280,946	1,463,919
2029-2033	6,367,985	1,024,205	7,392,190
2034-2038	6,014,946	340,896	6,355,842
2039-2043	679,992	46,736	726,728
2044-2046	147,779	1,046	148,825
	$ 18,969,821	$ 3,056,726	$ 22,026,547

Lessor

Bi-State Development has entered into thirty two arrangements to lease buildings and equipment owned by Bi-State Development to others. The lease contracts expire at various dates through 2070, assuming that all of the renewal options are exercised by Bi-State Development and the lessee. During 2023, Bi-State Development received $546,022 in lease revenue which represents the total amount of inflows of resources recognized in the reporting period from leases.

The following represents the future minimum lease revenue due under the lease arrangements as of June 30:

Year	Principal	Interest	Total
2024	$ 504,608	$ 77,788	$ 582,396
2025	378,893	68,852	447,745
2026	327,046	61,401	388,447
2027	302,298	55,130	357,428
2028	277,980	192,276	470,256
2029 - 2033	965,977	112,597	1,078,574
2034 - 2038	581,209	63,226	644,435
2039 - 2043	224,363	42,654	267,017
2044 - 2048	183,595	26,937	210,532
2049 - 2053	81,183	19,743	100,926
2053 - 2058	62,316	13,402	75,718
2059 - 2063	60,807	7,065	67,872
2064 - 2068	65,442	987	66,429
2069 - 2070	21,704	56	21,760
Total	$ 4,037,421	$ 742,114	$ 4,779,535

Liability, Claims And Litigation

Bi-State Development is exposed to liability for bodily injury and property damage; liability for financial loss suffered by employees and others as a result of decisions and judgments made by Bi-State Development; and physical damage to and loss of its property.

Bi-State Development self-insures and adjusts:

- Third party bodily injury or property damage liability claims up to $5.0 million per occurrence
- Employment practices liability claims up to $5.0 million per wrongful act
- Workers' compensation claims up to $1.0 million each accident or each employee for disease

Under Missouri law, on August 28, 2005, Bi-State Development became entitled to Sovereign Immunity for torts, except for negligent acts or omissions by Bi-State Development employees relating to the operation of motor vehicles while in the scope of their employment, and injuries caused by dangerous conditions of Bi-State Development property. For the calendar year 2023 and 2022, Bi-State Development's liability for these claims are limited to $488,755 and $459,893, respectively, for any one person in a single accident or occurrence and $3,258,368 for all claims arising out of a single accident or occurrence. There are no sovereign immunity limits in the State of Illinois.

Bi-State Development purchases primary insurance for first party property or business interruption loss subject to a $100,000 per occurrence deductible for direct damage and a $250,000 per occurrence deductible for transit vehicle collision, upset or derailment.

Annually, Bi-State Development Purchases Excess Liability insurance with an annual aggregate limit of $70.0 million for claims whose value exceeds the maximum of $5.0 million per occurrence covered by the self-insured retention. This includes excess coverage for Errors and Omissions Liability, Employment Practices Liability and Employee Benefit Liability.

Claim settlements/judgments have not penetrated into the attachment point of Excess Liability or Excess Workers' Compensation insurance during any of the past four fiscal years.

Loss occurrences are reported to the excess insurance carriers when it is determined that a loss is likely to exceed 50% of the Self-Insured Retention or if a bodily injury is categorized as severe (fatality, multiple persons injured in one occurrence, brain or spinal injury, major amputation). When a third party liability or workers' compensation claim is made against Bi-State Development or when there is sufficient reason to believe that Bi-State Development may be liable for the loss, a dollar amount is reserved for that claim (i.e., a case reserve is established). Case values are adjusted as the claims develop. Total case reserves are evaluated by an independent actuary who develops the total liability to be included in the financial statements.

Changes in the balances of self-insured claims liabilities for the year ending June 30, 2023 are as follows:

	Injury, Damage And Personal Liabilities	Workers' Compensation	Employee Medical And Dental	Total Self-Insured Liabilities
Balance at beginning of fiscal year	$ 8,745,497	$ 13,107,000	$ 5,590,339	$ 27,442,836
Add: Claims and changes in estimate	9,526,771	8,837,502	35,664,392	54,028,665
Less: Claim payments	(5,026,647)	(7,570,502)	(35,505,297)	(48,102,436)
Balance at end of fiscal year	$ 13245621	$ 14374000	$ 5749444	$33,369,065

Changes in the balances of self-insured claims liabilities for the year ending June 30, 2022 are as follows:

	Injury, Damage And Personal Liabilities	Workers' Compensation	Employee Medical And Dental	Total Self-Insured Liabilities
Balance at beginning of fiscal year	$ 9,725,000	$ 14,138,000	$ 4,872,096	$ 28,735,096
Add: Claims and changes in estimate	1,763,003	6,668,313	39,215,052	47,646,368
Less: Claim payments	(2,742,506)	(7,699,313)	(38,496,809)	(48,938,628)
Balance at end of fiscal year	$ 8,745,497	$ 13,107,000	$ 5,590,339	$ 27,442,836

Bi-State Development management believes that the estimated liabilities for unsettled injury claims, workers' compensation benefits, and employee medical and dental insurance claims at June 30, 2023 are adequate to satisfy claims for events that have occurred through those respective dates. At June 30, 2023, Bi-State Development held $32.6 million in cash, cash equivalents, and investments that are Board restricted for payment of these claims.

Equipment Financed Purchase

In 2001, Bi-State Development entered into an equipment financed purchase for thirty-four of its Series 2000 and Series 3000 Light Rail Vehicles (LRV's). There are only two Series 2001 tranches remaining: C1 dated August 30, 2001 and C2 dated November 30, 2001. The C1 and C2 tranches involved transactions for twenty-three (23) and four (4) LRVs, respectively. The required collateral was $3.4 million for June 30, 2023. The collateral amount will be returned in entirety to Bi- State Development (and the SCCTD) at the end of the lease. It is expected that as the lease termination date approaches, the collateral amount will be reduced.

The following table highlights pertinent information for 2023:

Balance at beginning of fiscal year	$ 142,861,097
Add: Interest Accrued	9,375,905
Less: Lease payments and reductions	—
Balance at end of fiscal year	$ 152,237,002
Purchase option dates	January 2025
Sublease termination date	January 2025

The following is a schedule by fiscal year of future lease payments and purchase option payments, to the extent they are exercised, and interest expense for the above transactions as of June 30, 2023:

For The Year Ending June 30,	Amount
2024	$ —
2025	183,231,266
2026	34,310,352
Less: Amount representing future Interest	65,304,616
Total	$ 152,237,002

Non-Current Liabilities

Non-current liabilities at June 30, 2023:

	2022 Beginning Balance	Additions	Reductions	2023 Ending Balance	Amounts Due Within One Year
Equipment Financed Purchase	$ 142,861,097	$ 9,375,905	$ —	$ 152,237,002	$ —
Mass Transit Sales Tax Appropriation Bonds, Series 2013A	11,270,000	—	11,270,000	—	—
Plus: Unamortized debt premium	67,722	—	67,722	—	—
St. Louis County Missouri Series 2013B	135,000,000	—	—	135,000,000	—
Gateway Arch Revenue Bonds 2021	7,203,390	—	241,391	6,961,999	247,512
Combined Lien Mass Transit Sales Tax Appropriation Refunding Bonds, Series 2019	164,430,000	—	—	164,430,000	2,175,000
Plus: Unamortized debt premium	21,247,476	—	2,392,238	18,855,238	—
Tax Appropriation Refunding Bonds, Series 2020	169,830,000	—	2,875,000	166,955,000	12,285,000
Plus: Unamortized debt premium	1,941,485	—	92,081	1,849,404	—
Net OPEB liability	47,260,999	3,670,363	11,558,100	39,373,262	—
Long Term Self-Insurance Liability	27,442,836	54,028,666	48,102,437	33,369,065	17,220,890
Net Pension Liability	50,648,282	35,465,594	16,000,043	70,113,833	—
Lease Payable	20,031,811	—	1,061,990	18,969,821	1,104,309
Other liabilities	36,021,445	914,188	2,333,322	34,602,311	4,090,249
Total	$ 835,256,543	$ 103,454,716	$ 95,994,324	$ 842,716,935	$ 37,122,960

Note: The Gateway Arch Revenue 2014 Bond Series is a direct placement with PNC bank.

Debt

Series 2013

Mass Transit Sales Tax Appropriation Bonds

On August 1, 2013, Bi-State Development issued its $381.2 million par Series 2013A Bonds. The bonds were issued at a premium of approximately $23.2 million and a discount of $1.0 million. The bond series is secured by sales taxes generated from the Transportation Half-Cent, Prop M and Prop M2. The bond proceeds were used to:

- Refund all of Bi-State Development's Cross County Bonds, with the exception of the Series 2009 Bonds;
- Establish a Debt Service Reserve Fund (DSRF) in the amount of $26.5 million;
- Pay costs of issuance of approximately $1.7 million.

The bonds were issued at fixed rate coupons ranging from 3.0 percent to 5.0 percent, and matures from 2014 through fiscal year 2054. The effective true interest cost for the bonds is 4.44 percent.

A unique feature of the deal was the participation of St. Louis County, which at closing loaned Bi-State Development Prop A ½ cent sales tax funds (Series 2013B Subordinate Bonds), which had been retained by the County for future transit capital projects. The County has also agreed to provide future Prop A funds to Bi-State Development to allow for optional retirement of the Series 2013 Bonds. The County's participation in the project brought the effective yield to approximately 3.7 percent. As of June 30, 2023, the County has loaned Bi-State Development $135.0 million of Prop A funds.

The Series 2019 bonds refunded $90 million of these bonds and the Series 2020A and 2020B bonds refunded $160.05 million of the 2013A bonds, leaving outstanding principal of $22.125 million maturing in fiscal year 2023.

Combined Lien Mass Transit Sales Tax Appropriation Refunding Bonds - Series 2019

On September 26, 2019, Bi-State Development issued its $164.4 million par Series 2019 Combined Lien Mass Transit Sales Tax Appropriation Refunding Bonds. The bonds were issued at a premium of approximately $27.8 million. The cost of issuance and underwriter's discount were $0.5 million and $0.3 million, respectively. The bond series is a secured by sales taxes generated from the Transportation Half-Cent, Prop M and Prop M2. The bond proceeds were used to:

- Refund all of Bi-State Development's series 2009 Bonds, and $90.0 million of Series 2013A bonds;
- Pay interest on remaining Series 2013A bonds;
- Pay costs of issuance of approximately $818.0 thousand.

The bonds were issued at fixed rate coupons ranging from 3.0 percent to 5.0 percent, and matures from 2023 through fiscal year 2049. The effective true interest cost for the bonds is 2.8 percent. The bond refinancing had a nominal savings of $87.8 million and a net present value savings of $49.1 million. There was also a release of $5.6 million in debt service reserve funds. Funds released into escrowed totaled $206.2 million.

Combined Lien Mass Transit Sales Tax Appropriation Refunding Bonds - Series 2020

On July 1, 2020, Bi-State Development issued its series 2020A and 2020B Combined Lien Mass Transit Sales Tax Appropriation Refunding Bonds for $12.95 million and $158.255 million, respectively. The bonds were issued at a premium of approximately $2.1 million, and an underwriter's discount of $414 thousand. The 2020 bond series are secured by sales taxes generated from the Transportation Half-Cent Prop A, Prop M and Prop M2. The bond proceeds were used to:

- Refund approximately $160 million of Series 2013A Bonds;
- Pay interest on remaining Series 2013A bonds;
- Pay costs of issuance of $651.4 thousand;
- Fund a common debt service reserve account in the amount of $12.58 million.

The bonds were issued at fixed rate coupons ranging from 0.765 to 4.00 percent, and mature from 2022 through fiscal year 2045. The bond refinancing had savings of $36.4 million and a net present value savings of $25 million. Funds released into escrow totaled $164 million.

Gateway Arch bonds - Series 2021

On August 26, 2021, Metro closed on the Series 2021 Taxable Arch Tram Refunding Revenue Bonds. The bonds have a par value of $7,483,283 and a 23- year term, maturing through fiscal year 2045. The 2021 refunding allowed for debt service savings of $32,000 over the next ten years. The annual debt service requirement is approximately $421,000 per year. The bond proceeds were used to refund the remaining Series 2014 bonds, pay interest and a termination payment on the remaining Series 2014 bonds, and pay cost of issuance of the Series 2021 bonds in the amount of $128,000. The bond refinancing had savings of $753 thousand and a net present value savings of $559 thousand. Funds released into escrow totaled $6.9 million.

Bond Covenants, Disclosures And Penalties

Bi-State Development does not currently have any lines of credit or assets pledged as collateral for debt.

Under the terms of the bond indenture, there are several events or lack of action which would trigger Bi-State Development to go in the default:

(1) If the organization does not remit payment of accrued interest and/or principal when it becomes due and payable (whether at maturity, upon proceedings for redemption or otherwise).

(2) If the failure of payment is the result of the City of St. Louis or St. Louis County not appropriating sales taxes under the Memorandum of Understanding.

(3) The organization fails to perform its obligated duties under the indenture and does not remedy this situation within 60 days of receiving a notification of inaction. After the 60 days, the organization is considered in default.

(4) If Bi-State Development becomes insolvent, files for bankruptcy or goes into receivership.

(5) If Bi-State Development elects to cease being a going concern and closes operations.

In the case of any default, the bondholders have no right to cause the bonds to be accelerated and make them due and payable all at once. There is no recourse to the general assets of Bi-State Development and no obligation for Bi-State Development to find other funding to make the bondholders whole. However, a default by Bi-State Development may cause the agency to incur legal actions against it from the trustee on behalf of the bondholders.

Pension Plans

Bi-State Development has sponsored three defined-benefit pension plans; one Salaried plan and two Union plans. All three plans are single employer plans.

It is the policy of Bi-State Development's Board of Commissioners to see that each pension plan is funded to the fullest extent feasible through a combination of investments and funding the actuarially determined contribution each year. Each plan is administered by an Administrative Pension Committee comprised of Trustees who are selected, at least in part, by the Board. Under Sections 70.050 A and B of its Collected Board Policies, the Board maintains authority over the appointment of the Trustees on the Salaried Employees Administrative Pension Committee, and over one-half of the Trustees on the Pension Committees that administer the plans for the employees who are represented by the Amalgamated Transit Union (ATU) and the International Brotherhood of Electrical Workers (IBEW). The ATU and the IBEW select the remaining Trustees on those Committees.

Required contributions and benefit provisions are established and amended by the Administrative Pension Committees. The Administrative Pension Committees are authorized to administer their respective plans' assets, determine eligibility for benefits under the plan and to construe the plans' terms.

There are separate audited financial statements for each of the pension plans. The independent audit firm who performs the work is hired by each respective Administrative Pension Committee. Like many other governments and public entities in Missouri, Bi-State Development's pension plans are monitored by the Joint Committee on Public Employee Retirement (JCPER) - a permanent oversight body created by the Missouri General Assembly in 1983.

Salaried Plan

The Salaried Plan was closed to new entrants effective July 1, 2013, and all subsequently hired salaried employees are eligible for an enhanced defined contribution 401k plan. As of January 1, 2014, the Salaried Plan became a 3% contributory single employer defined benefit pension plan for salaried employees who remained in the plan and did not freeze or waive their accrued benefit.

Employees who retire after attaining the normal service retirement age as defined in the plan, provided the employees have five years of credited service, are entitled to normal retirement benefits, payable monthly for life, based upon final average monthly earnings and years of credited service. Final employee average monthly earnings are the employee's average monthly earnings for the three consecutive Plan years preceding cessation of employment producing the highest average. Participants who have attained age 55 and completed 10 years of credited service may retire and receive reduced benefits. The Salaried Plan also provides death and disability benefits coordinated with Bi-State Development's Long Term Disability program.

Union Plans

All Bi-State Development full-time employees who are included in one of the collective bargaining units recognized by Bi-State Development are required to participate in an applicable Union Plan. The Union Plans are contributory single employer defined benefit pension plans. Participants must satisfy minimum age and service requirements for retirement and are eligible for a deferred vested pension if they leave the service of Bi-State Development with at least 10 years credited service. The Union Plans are as follows:

- Bi-State Development Agency of the Missouri-Illinois Metropolitan District and Division 788 Amalgamated Transit Union, AFL-CIO, Employees' Pension Plan and Agreement (788 ATU Plan)
- Bi-State Development Agency of the Missouri-Illinois Metropolitan District and Locals No. 2 and Local No. 309 of the International Brotherhood of Electrical Workers Employees' Pension Plan and Agreement (IBEW Plan)

Beginning April 1, 2015, the Bi-State Development Agency Division 788 ATU Operations Pension Plan and Bi-State Development Agency Division 788 ATU Clerical Pension Plan merged after a vote by the union membership and acceptance by the respective administrative pension committees to create the Bi-State Developments Agency Division 788 ATU Pension Plan. The combined 788 ATU Plan and any prior years' data shown as combined is based upon the total of the two individual plans. Despite the merger, both plans have grandfathered in the benefit structures for their respective employees.

The 788 ATU Plan members hired on or after April 1, 2015, are eligible for full retirement benefits at (a) age 65, (b) the completion of 25 years of credited service or (c) age 55 with 20 or more years of credited service. Participants who have attained age 55 with 15 years of credited service may retire with reduced benefits.

Under the 788 Clerical Plan, members hired prior to April 1, 2015, are eligible for full retirement benefits at (a) age 65 or (b) the completion of 25 years of credited service. Former participants in the 788 Clerical Plan are eligible for reduced retirement benefits at (a) age 62 with 10 or more years credited service or (b) age 54 to 62 with 15 years or more of service.

For the 788 ATU and Clerical Plan, the retirement benefit is $40 times the years of credited service up to 25 years. A participant with twenty-five or more years of service accrued before April 1, 2020, receives a retirement benefit of $55 times years of credited service, and for years of service that accrue after April 1, 2020, receives a retirement benefit of $60 times years of credited service.

Eligible IBEW Plan members who retire after December 31, 2013, are eligible for full retirement benefits at (a) age 60 with 10 or more years of credited service or (b) the completion of 25 years of credited service. The IBEW defined benefit pension plan was closed to new employees effective January 1, 2014. Newly hired employees are eligible for a defined contribution plan and the National Electric Benefit Funds pension plan. For the IBEW plan, the retirement benefit is $60 times the years of credited service.

All Union employees are required to make plan contributions by payroll deduction each week. If a union employee leaves the employment of Bi-State Development prior to being eligible to receive a monthly benefit, he or she is eligible for a refund of employee contributions. Upon retirement and meeting plan eligibility, employees are entitled to a monthly pension benefit, payable for life. The Union Plans also provide survivor and disability benefits.

All three pension plans do not include cost of living adjustments for pension plan benefit payments.

The Union Plans' benefit terms can only be changed through the negotiation of a labor contract and the approval of the Board of Commissioners. The Salaried Plan benefits can be changed with the approval of the Board only.

Each plan has an annual actuarial valuation and issues separate stand-alone audited financial statements and required supplementary information for the plan. Inquiries regarding these reports may be mailed to:

Bi-State Development
Benefits Department, Mail Stop
125 211 North Broadway
Suite 700
St. Louis, MO 63102

Contributions

For the Salaried Plan, Bi-State Development contributes the actuarial determined contribution less the amount contributed by the employees. Employer contributions to the Salaried Plan were $4,000,000 for the year ended June 30, 2023. For the Union Plans, Bi-State Development has agreed within each collective bargaining agreement to fund a portion of the actuarial determined contribution (ADC) to the plans. Employer contributions for the ATU and IBEW Plans were $7,836,708 and $268,290, respectively, for the year ended June 30, 2023. Pension expense is determined by an actuarial report prepared by an independent third party actuary. Contribution rates are approved by the respective pension committees and the Board of Commissioners.

For the 788 ATU employees hired after April 1, 2015, and IBEW plans, Bi-State Development funds 70% of the ADC. For the 788 ATU Clerical employees hired prior to April 1, 2015, Bi-State Development funds 68% of the ADC. The remaining percentages of each plan's ADC are funded from the employee contributions.

The Union Plans' fiscal year end is March 31, 2023, and the Salaried Plan's is May 31, 2023.

Grants And Assistance

Capital Improvement Grants

Capital improvement projects for airport engineering and construction costs at the St. Louis Downtown Airport are funded by capital improvement grants from the Federal Aviation Administration, the Illinois Department of Aeronautics and the Illinois Department of Transportation (IDOT). The St. Louis Downtown Airport provides additional funds from operating revenues.

Capital And Operating Assistance Grants

Bi-State Development receives federal and state capital assistance grants for undertaking of urban public transportation capital improvement projects. Additionally, beginning in fiscal year 1999, a portion of the capital assistance grants may be used for fleet maintenance. The terms of the capital assistance grants require that a portion of the project costs be funded locally. The local share of the capital assistance grants has been funded by grants from the State of Illinois by application of local Missouri sales tax appropriations. Bi-State Development receives the following type of assistance grants:

- **Federal Transit Administration -** Bi-State Development is the recipient of several Federal Transit Administration Assistance Grants awarded by the United States Department of Transportation under the Federal Transit Act of 1964, as amended.
- **State of Missouri** - In 1996, the Governor of the State of Missouri approved temporary transit operating assistance grant funding through the Missouri Department of Transportation (MoDOT). Bi-State Development began receiving this assistance in July 1996.
- **Illinois Department of Transportation (IDOT) Grants** - IDOT is authorized under provisions of Illinois Revised Statutes, Chapter 127, Section 49 through 51 and Illinois Revised Statues, Chapter 127, Section 701 (Illinois Acts) to provide capital assistance to Bi-State Development.

Commitments And Contingencies

Expenditures financed by state and federal grants are subject to audit by the granting agencies to verify compliance with conditions of the grants. Management believes that Bi-State Development is in compliance with the terms of such grants and that no significant liability will arise from audits previously performed or to be performed.

In the ordinary course of business, a number of claims and lawsuits arise from individuals seeking compensation for personal injury, death, and/or property damage resulting from accidents occurring in the operation of the system. In addition, Bi-State Development has been named as a defendant in a number of lawsuits relating to personnel and contractual matters. Management does not believe that the outcome of these claims will have a material adverse effect on Bi-State Development's financial position. However, in the event of an unfavorable outcome in one or more of these matters, the impact could be material to Bi-State Development's financial position or results of operations.

Bi-State Development has future contract commitments for construction and purchase of assets in the amount of $92,574,002 as of June 30, 2023.

Glossary

501(c)(3) - is an American tax-exempt nonprofit organization.

Accounting system - The total set of records and procedures which are used to record, classify and report information on the financial statements and operations of an entity.

Accrual basis accounting - The method of accounting under which revenues are recognized when earned and expenses are recognized at the time the liability is incurred (whether or not cash is received at that time or disbursements are made at that time).

AAP - Annual Audit Program - Internal Audit annual review of current company processes.

ADA - The Americans with Disabilities Act of 1990 – A federal act which prohibits discrimination against people with disabilities thereby promoting access to jobs, public accommodations, telecommunications, and public services, including public transit. Both operating and capital programs have been initiated by Bi-State Development in response to ADA legislation.

ADA paratransit service - Call-A-Ride van service provided to ADA-eligible passengers.

Administration - Bi-State Development's human resources, marketing and communications, procurement and material management, information technology and finance.

Aircraft movement - Takeoff or landing recorded by the St. Louis Downtown Airport tower. Movements when the tower is closed are not included.

Airport fuel sales - Number of gallons of aviation fuel delivered to the fixed base operators.

Alternative Mobility – more flexible options to fixed route large bus and train service, operated by smaller vehicles.

Amortization - the allocation of a lump sum amount to different time periods, particularly for loans and other forms of finance, including related interest or other finance charges.

Appropriation - A law enabling and limiting availability of funds from a funding jurisdiction. Generally, Bi-State Development budgets precede appropriation.

Arch tram ridership - Number of adult and child tickets sold.

Arts In Transit, Inc. – is a non-profit 501(c)(3) created to facilitate community engagement public art programs and projects that enhance the transit experience. This entity connects the region's art community to Metro Transit.

ATS - Alternative Transportation Service, paratransit service provider in St. Clair County, IL. Bi-State Development is contracted by SCCTD for maintenance of the ATS vehicles.

Average weekday ridership - Average passenger boardings for weekday service. Excludes Saturdays, Sundays, and scheduled holidays.

Balanced budget - The Approved Organizational Compact between the states of Missouri and Illinois requires Bi-State Development to prepare and adopt an annual operating budget. A balanced operating budget shall be defined as one where cash sources are greater or equal to the cash usage. (see also Operating Budget)

Based aircraft - Number of aircraft stored in owned or leased hangars or outside ramps at St. Louis Downtown Airport at end of each month.

Benefits - Fringe benefit expenses including health, life, and disability insurance; social security; vacations; holidays; sick leave; Paid Time Off (PTO); unemployment; workers' compensation, and employer's 401(k) contribution.

Bi-State Development Research Institute – The Institute is 501(c)(3) non-profit corporation under the Bi-State Development umbrella. The purpose of the Institute is to provide research and develop data and information for local programs, public infrastructure and public/private real estate improvements for BSD.

Board of Commissioners - Ten-member board that sets policy and direction for the Agency. The governor of Missouri appoints five commissioners and the County Boards of St. Clair and Madison Counties in Illinois appoint five.

Bond - A debt investment in which an investor loans money to an entity (corporate or governmental) that borrows the funds for a defined period of time at a fixed interest rate.

Call-A-Ride - Bi-State Development service name for demand-response van service.

Capital assets – An asset purchased $5,000 or greater value and having a useful life of more than one year. Also called fixed assets.

Capital budget - A component of the annual budget that serves as a guide for efficiently and effectively undertaking capital projects. The capital budget includes the Capital Improvement Program (CIP).

Capital Improvement Program (CIP) - A plan of major capital projects. It includes the funds required for the completion of the projects and the sources for funding these projects.

Capital project - Projects with an estimated useful life of 1-year or more and a total cost of at least $5,000.

Cash equivalent - Per Bi-State Development, all investments readily convertible into cash with original maturity of 90 days or less.

CMAQ grant - A federal Congestion Mitigation/Air Quality grant program designed to support transportation projects that contribute to air quality improvements and provide congestion relief.

Compensation - The cost of wages, salaries, overtime and benefits for the performance of work.

Complaint - Passenger or general public dissatisfaction expressed to Customer Service by phone call, letter or email for which there is no immediate, satisfactory explanation; includes operator behavior, service, equipment maintenance or suitability, or other concerns.

Continuing resolution - Legislation that allows a government organization to operate while its budget is still yet to be approved.

Cross County - MetroLink corridor extending through Clayton, Missouri and ending at Shrewsbury, Missouri, adding eight miles and nine stations to the system.

Cost center - An operating unit within Bi-State Development for which an annual budget is approved by the Board of Commissioners.

Customer complaint - See complaint.

Deadhead - The time and distance in which a transit vehicle is traveling toward a yard, shop, or the start of a run but is not in revenue service.

Debt Service Fund - A fund used to account for resources set apart for the payment of principal, interest, and any service charges on long-term debt.

Depreciation - The decrease in value of assets and/or the allocation of the cost of assets to periods in which the assets are used.

DMH - Missouri Department of Mental Health, which subsidizes Call-A-Ride paratransit passenger trips.

EADS - Employee Accountability and Development System, Bi-State Development's employee evaluation and development program.

EAM – Enterprise Asset Management. The optimal lifecycle management of the physical assets of an organization.

EEO - Equal Employment Opportunity

Economic Stimulus Funds - Funds created when the government changes its fiscal policy of spending and taxation in order to bolster and revive an economy that is in a recession. By spending money on state and federal infrastructure, the government hopes to provide jobs, and jump-start the failing economy.

EWGCOG - The East-West Gateway Council of Governments is designated by federal, state, and local officials as the Metropolitan Planning Organization (MPO) for the greater St. Louis region. The MPO is responsible for carrying out the urban transportation planning process in this region.

Executive Services - A Bi-State Development service supporting the other Bi-State Development companies.

Expense (operating) - Excludes depreciation, amortization, debt expense and sheltered workshop expense. Allocations by mode are based on a management-developed model.

Failure - Call-A-Ride and MetroBus: Revenue service interruption whereby a vehicle is unable to complete the assigned run and must be removed from service because of a mechanical, wheelchair lift, or other equipment failure. Road hazard tire failures, vandalism, accidents, and other failures not related to maintenance of vehicles are not reported. MetroLink revenue service interruption whereby a train is delayed by five minutes or more or removed from service because of a mechanical reason.

Fair value - Unbiased estimate of the potential market price.

Farebox recovery - Passenger revenue as a percent of operating expense.

Fares - The amount charged to passengers for use of various services provided by Bi-State Development.

FAST ACT – Fixing America's Surface Transportation Act. The surface transportation law that authorizes funding for various transportation programs. The law was signed by President Obama on December 4, 2016 and became effective October 1, 2016 and is effective for five years, through September 30, 2020. It replaces MAP-21.

Federal Discretionary Funds - Programs funds allocated for specific projects. Each program has its own eligibility and selection criteria that are established by law, by regulation, or administratively.

Federal Formula Fund - Is a grant program created by the Congress to distribute funding to states using a specific formula for the distribution of the funds. The formula tells the recipient of the funding how much aid the agency qualifies for.

Federal Vehicle Maintenance – The Federal Transit Administration allows preventive maintenance activities to be funded by Formula 5307 funds.

Finance - Bi-State Development's accounting, budget, grants, passenger revenue and treasury cost centers.

Fiscal policies - guidelines providing a framework for the financial responsibilities associated to the operation of Bi-State Development.

Fiscal year (FY) - The fiscal year for Bi-State Development ends on June 30 of each year. FY 2022 ends on June 30, 2022. FY 2022 of the federal government extends from October 1, 2021, through September 30, 2022.

Fixed asset - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery and furniture. See also Capital Assets

Fixed guideway funds - Provides grants for new and expanded rail, bus rapid transit, and ferry systems that reflect local priorities to improve transportation options in key corridors.

Fixed guideway system – Any transit service that uses and occupies a separate right–of-way or rails for the exclusive use of public transportation and other high occupancy vehicles or uses a fixed catenary system.

Fixed route service - MetroBus and MetroLink vehicles that operate according to fixed schedules and routes.

Fleet size – Number of revenue vehicles at the end of the reporting period.

FTA - (Federal Transit Administration) – The federal agency that helps cities and communities provide mobility to their citizens. Through its grant programs, FTA provides financial & planning assistance to help plan and build public transit systems. Since 1988, the only FTA funding available to Bi-State Development has been for capital projects.

Fund - A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of the activities performed, measurement of different objectives, and to facilitate management control.

Fund accounting - An accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments.

Fund balance - Refers to the excess of current assets over current liabilities.

Gateway Arch - Jefferson National Expansion Memorial and park grounds operated by the National Park Service in downtown St. Louis. In reference to Bi-State Development, the tram system and ticketing operation managed by Bi-State Development under contract with the National Park Service.

Gateway Riverboats - Becky Thatcher and Tom Sawyer riverboats owned and operated by Bi-State Development adjacent to the Gateway Arch park grounds.

GAAP or Generally Accepting Accounting Principles (US) - A collection of commonly-followed accounting rules and standards for financial reporting.

Governmental Accounting Standards Board – Established in 1984, the Governmental Accounting Standards Board (GASB) is the independent, private-sector organization based in Norwalk, Connecticut, that establishes accounting and financial reporting standards for U.S. state and local governments that follow Generally Accepted Accounting Principles (GAAP).

General Fund - It is the principal operating fund for Bi-State Development.

Hedging - An investment position intended to reduce any substantial losses/gains suffered by an individual or an organization. The fuel hedging program is designed to protect the annual budget from severe fluctuations in price.

Half cent sales tax - One-half of a cent sales tax collected in St. Louis City and St. Louis County, enacted in 1973, to be used for transportation purposes

IDOT - Illinois Department of Transportation.

Infrastructure - Basic installations and facilities (e.g., roads, bridges) upon which the continuance and growth of a community depend.

IT - Information technology including hardware and software management and office services.

JARC - Job Access and Reverse Commute Program - FTA grant program to provide funding for local programs that offer job access and reverse commute services to provide transportation for low income individuals who may live in the city core and work in suburban locations.

Liability - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Management fee - Assessment by Executive Services to other Bi-State Development companies to finance Executive Services company expenses.

MAP-21 (Moving Ahead for Progress in the 21st Century Act) - The surface transportation law that authorizes funding for various transportation programs. The law was signed by President Obama on July 6, 2012 and became effective October 1, 2012 and is effective for two years, through September 30, 2014. It replaces SAFETEA-LU.

Media Exposures - Potential audience reached based on print media circulation, unique social media viewers, and broadcast audience size.

Metro Reimagined – A system service redesign, implemented in September 2019, which will increase frequency on high-demand bus routes, deliver shorter wait times, faster trips and better connections.

MetroBus - Bi-State Development service name for bus service.

MetroLink - Bi-State Development service name for light rail service.

MetroScapes - An Arts in Transit program that publishes local artists' images for use in Metro bus shelters and a limited edition of posters. Posters are offered for sale at the MetroStore.

Microtransit – is a form of demand responsive transit that offers flexible routing and/or flexible scheduling of small vehicles. Microtransit providers build routes so as to extend the efficiency and accessibility of the transit service.

New Freedom - FTA formula grant program that aims to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the work force and full participation in society.

New Start - FTA grant program that is the primary funding option for local "guideway" transit projects, such as rapid rail, light rail, commuter rail, people movers, and exclusive facilities for buses and other high-occupancy vehicles (such as bus rapid transit).

OATS, Inc. - A not-for-profit 501(c)3 corporation providing specialized public transportation for senior citizens, people with disabilities and the rural general public in 87 Missouri counties.

On-time performance - MetroBus and MetroLink: Automated passenger counters record early and late departures for selected MetroBus routes and MetroLink runs compared to published schedules. A trip is considered "on-time" if the vehicle departs within the time frame of 59 seconds before schedule or arrives within 4:59 minutes after schedule. Deleted from the results are no-shows or extreme weather days. Call-A-Ride: Appointments are made giving the passenger an estimated arrival time. A trip is considered on time if arrival for the appointment is within 20 minutes before or after the appointment time.

Operating budget - The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, travel, fuel, and capital outlay.

Operating expense - See Expense (operating)

Operating revenue - See Revenue (operating)

Operations - Bi-State Development's vehicle operator and maintenance, security, custodial, service planning, and customer service cost centers.

Organizational unit - A major administrative unit of Bi-State Development with overall management responsibility for an operation or a group of related operations within a functional area.

Paraquad - A St. Louis center for independent living for people with disabilities.

Parking facility vehicle transactions - Number of vehicles exiting the facility excluding monthly parkers.

Passenger boardings - Includes original revenue vehicle boardings and all transfers based on MetroBus farebox counts, MetroLink ridership modeling using Automatic Passenger Counter (APC) technology, and actual Call-A-Ride passengers.

Passenger injury - Physical harm or alleged physical harm to a passenger or bystander involved in a Bi-State Development accident. One vehicle accident may result in multiple injuries.

Peer - City which management considers to be comparable to St. Louis. Certain cities report more than one agency in which case the agency results have been combined.

Per capita income - income computed for every man and woman in a geographic area age 16 and over.

Performance indicators - Specific quantitative and qualitative measures of work performed as an objective of the department or cost center.

Performance measurements - See Performance Indicators

Peripheral equipment - Computer input/output devices

Prop A - One-half of a cent sales tax collected in St. Louis County, enacted in 2010, primarily used to fund transit operating activity with the remainder applied to capital.

Prop M - One-quarter of a cent sales tax collected in St. Louis City and County used for mass transit development and operations.

Prop M2 - One-quarter of a cent sales tax collected in St. Louis City, approved in 1997 and began collecting in 2010 with the passage of the St. Louis County Prop A tax, used for operations and capital development.

Restricted funds - Grants or donations that require that the funds be used in a specific way or for a specific purpose.

Revenue (operating) - The term designates an increase to a fund's assets which does not increase a liability, represent a repayment of an expenditure already made, represent a cancellation of certain liabilities or represent an increase in contributed capital.

Revenue bond - a special type of bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds.

Revenue hours - Time that MetroBus/Call-A-Ride vehicles or MetroLink trains operate in passenger service including special service and layover/recovery time.

Revenue miles - Distance that MetroBus/Call-A-Ride vehicles or MetroLink trains operate in passenger service including special service.

Revenue recovery - Passenger revenue, Transit Management Association revenue, and paratransit contractual revenue as a percent of expense.

Reverse commute - City-to-suburb commute. This phrase refers to the fact that most riders commute from the suburbs to the city.

Ridership - Transit System: Total passenger boardings. Gateway Arch tram: Number of adult and child tickets sold. Riverboats: Number of cruise tickets sold to adults and children.

Riverfront attractions - Includes the Gateway Riverboats and bike rentals, operated by Bi-State Development, and a heliport owned by Bi-State Development but operated under a lease agreement with a helicopter tour company.

Roadcall - MetroBus or Call-A-Ride revenue service interruption whereby the vehicle is delayed because of mechanical, tire, farebox, wheelchair or other equipment failure. A delay is not counted as a roadcall unless the delay is five minutes or more for MetroBus or fifteen minutes or more for Call-A-Ride.

SAFETEA-LU - Safe, Accountable, Flexible, and Efficient Transportation Equity Act – A Legacy for Users was signed into law August 10, 2005 for federal transit programs for FY 2005 through FY 2009. The law was extended under a series of continuing resolutions until its' final expiration on September 30, 2012.

SCORE - (Systems Connectivity Opportunity Responsiveness Efficiency) – Bi-State Development's state of the art business information system that brings a new level of integration of automation between business functions.

Security incident - Primarily disorderly conduct, fare evasion, trespassing, drunkenness and other arrests at Bi-State Development locations. Also includes reported violent crime and property crime even if there was no arrest.

Self-Insurance Funds - Self-insurance programs operated by Bi-State Development that includes medical and dental, casualty insurance and workers' compensation insurance.

Service hours - see total hours

Service miles - see total miles

Sheltered workshop - Vocational programs designed to provide work for persons with mental retardation/developmental disabilities. Two percent of the Missouri one-half cent sales tax (City of St. Louis and St. Louis County) when received by Bi-State Development is forwarded to support these programs.

Single Audit Act - provides audit requirements for ensuring all non-Federal entities that expend $500,000 or more of Federal awards in a year are expended properly

Smart card - Pocket-sized card with embedded integrated circuits which can process data to be used for transit fare collection.

St. Louis Downtown Airport – A full-service aviation center offering an extensive line of general aviation services eight minutes from downtown St. Louis in Cahokia/Sauget, Illinois. This is an enterprise within the Bi-State Development Agency umbrella.

St. Louis Regional Freightway – was created as a public-private partnership to optimize the region's freight transportation network and further enhance the St. Louis region's standing as a World Class Logistics Hub. This is a Bi-State Development enterprise.

STIP - State Transportation Improvement Program - A statewide prioritized listing/program of transportation projects covering a period of four years that is consistent with the long-range statewide transportation plan metropolitan transportation plans and transportation improvement plans (TIPs), and is required for projects to be eligible for funding.

STP - Surface Transportation Program; provides funds for projects that include road maintenance and construction, public transit projects, bridge improvements, traffic flow improvement projects, and bicycle and pedestrian projects.

Straight-line method - the purchase or acquisition price of an asset subtracted by the salvage value divided by the total productive years the asset can be reasonably expected to benefit the company

Strategic plan - Comprehensive summary of Bi-State Development's plan and vision to improve quality of life through public transportation.

Subsidy per passenger - Operating subsidies related to transit operations divided by passenger boardings.

TIF - Tax increment financing which creates tax incentives for business redevelopment. TIF programs may reduce sales tax receipts for Bi-State Development.

TIP - Transit Improvement Program, a planning document prepared by Bi-State Development for review and approval by state Departments of Transportation and the Federal Transit Administration to enable grant applications and receipt of federal funds.

TMA - Transit Management Association, which coordinates paratransit operations in the region using Bi-State Development's reservation and dispatching system.

TOD - Transit Oriented Development, is the growing trend in creating vibrant, livable communities. Also known as Transit Oriented Design, it is the creation of compact, walkable communities centered around high quality train systems. This makes it possible to live a higher quality of life without complete dependence on a car for mobility and survival.

Total hours - Revenue hours plus deadhead hours (e.g., from the facility to the start of a revenue trip).

Total miles - Revenue miles plus deadhead miles (e.g., from the facility to the start of a revenue trip).

Tourism Innovation - The division responsible for the sales, marketing and operation of the Gateway Arch and Gateway Riverfront Attractions.

Tranche - one of a number of related securities offered as part of the same transaction.

Transit Asset Management (TAM) is a model that uses asset condition to help prioritize funding to achieve or maintain transit networks in a state of good repair.

Transit System - the Bi-State Development Company that provides transit services under service names MetroBus, MetroLink, and Call-A-Ride.

Trapeze - Trapeze Software, a major software provider specializing in transportation systems.

TRIP - Transit in the Park - (Paul S. Sarbannes) - Program goals are to conserve natural, historical, and cultural resources; reduce congestion and pollution; improve visitor mobility and accessibility; enhance visitor experience; and ensure access to all, including persons with disabilities through alternative transportation projects.

TVM - Ticket Vending Machines located at each MetroLink station

Unscheduled absenteeism - Operator, mechanic and facility support sick time and unauthorized leave as a percent of current staffing, excluding overtime.

Vehicle accident - Incident in which Bi-State Development vehicle makes physical contact with another vehicle, a fixed object or a person. It also includes derailments or leaving the road.

Vehicle miles - For MetroBus and Call-A-Ride, total miles and vehicle miles are the same. For MetroLink, total mileage for each car of a two-car train is included.

Vehicle transactions - Number of vehicles exiting the Gateway Arch Parking Facility.

UZA - A Census-designated urban area with 50,000 residents or more (Urbanized Area).

Glossary of Acronyms

ADA	Americans with Disabilities Act
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AIG	American International Group
AIT	Arts in Transit
AMBAC	American Municipal Bond Assurance Corporation
APC	Automatic Passenger Counter
APTA	American Public Transportation Association
ARC	Actuarially Recommended Contribution
ArcGIS	Collection of software products that runs on standard desktop computers to create, import, edit, query, map, analyze and publish geographic information.
ArcGIS Server	ArcGIS Server delivers dynamic maps and GIS data and services via the Web.
ARFF	Aircraft Rescue and Firefighting
ARRA	American Recovery and Reinvestment Act of 2009
ATS	Alternative Transportation Service, paratransit service provider in St. Clair County, IL. Metro is contracted by SCCTD for maintenance of the ATS vehicles
ATU	Amalgamated Transit Union
AVL	Automated Vehicle Locator
BJC	Barnes Jewish Christian Healthcare Centers
BRT	Bus Rapid Transit
BSD	Bi-State Development
CAD/AVL	Computer Aided Dispatch / Automated Vehicle Location
CAFR	Comprehensive Annual Financial Report
CCC	Cross County Collaborative
CCTV	Closed Circuit Television (Cameras)
CID	Community Improvement District
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation & Air Quality

CMS	Constant Maturity Swap
DBE	Disadvantaged Business Enterprise
DHS	Department of Homeland Security
DMH	Department of Mental Health
DOT	United States Department of Transportation
EADS	Employee Accountability and Development System
ERS	Evaluated Receipt Settlement
ESGR	Employer Support of the Guard and Reserve
EWGCOG	East-West Gateway Council of Governments
FAA	Federal Aviation Administration
FASB	Financial Accounting Standards Board
FAST Act	Fixing America's Surface Transportation Act
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FSA	Financial Security Assurance Company (now Assured Guaranty)
FTA	Federal Transit Administration
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIC	Guaranteed Investment Contract
GIS	Geographic Information System
HCMS	Human Capital Management System
HPS	High Pressure Sodium
IBEW	International Brotherhood of Electrical Workers
IDOT	Illinois Department of Transportation
IDS	Intrusion Detection System
ISF	Internal Service Fund
IT	BSD's Information Technology Division
JARC	Job Access and Reverse Commute Program

LIBOR	London Interbank Offering Rate
LOC	Letter of Credit
LRV	Light Rail Vehicle
MAC	Missouri Arts Council
MAP-21	Moving Ahead for Progress in the 21st Century Act
MoDOT	Missouri Department of Transportation
MOW	Maintenance of Way
MPO	Metropolitan Planning Organization
MTIA	Major Transportation Investment Analysis
NOFA	Notice of Funding Availability
NPS	National Park Service
NTD	National Transit Database
O&M	Operations and Maintenance
OATS	Older Adults Transportation Service
OPEB	Other Post Employment Benefits
PAPIs	Precision Approach Indicators
P3	Public-Private Partnership
RAC	Regional Arts Commission
RCGA	Regional Chamber and Growth Association
RFP	Request for Proposal
ROMIS	Rail Operations Management Information System
RTC	Resolution Trust Corporation
SAFETEA-LU	Safe, Accountable, Flexible and Efficient Transportation Equity Act - A Legacy for Users
SCADA	Supervisory Control and Data Acquisition
SCCTD	St. Clair County Transit District (Illinois)
SCORE	Systems Connectivity Opportunity Responsiveness Efficiency (Business System)
SIF	Self-Insured Fund
SMSA	Standard Metropolitan Statistical Area
SOP	Standard Operating Procedures

SSM	Sisters of St. Mary Healthcare
STP	Surface Transportation Program
STIP	State Transportation Improvement Program
STRIP	Separate Trading of Registered Interest and Principal Securities
TAM	Transit Asset Management
TAMP	Transit Asset Management Plan
TDD	Transportation Development District
TEA-21	Transportation Equity Act for the 21st Century
TFLEX	Transit Finance Learning Exchange
TIF	Tax Increment Financing
TIGER	Transportation Investment Generating Economic Recovery - supplemental discretionary grant program managed by the DOT.
TIP	Transportation Improvement Program
TMA	Transportation Management Association
TOD	Transit Oriented Development
TSA	Transportation Security Administration
TSGP	(Department of Homeland Security) Transit Security Grant Program
TVM	Ticket Vending Machines
UMSL	University of Missouri - St. Louis
USCG	United States Coast Guard
USO	United Services Organization
Wash-U	Washington University
YTD	Year to Date

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