



# Board of Commissioners

## Open Meeting

Friday, February 16, 2024 at 8:30 AM

Virtual Meeting

Headquarters - Board Room, 6th Floor

One Metropolitan Square, 211 N. Broadway, Suite 650

St. Louis, Missouri 63102



## February 16, 2024 - Board of Commissioners, Open Meeting

### Notice of Meeting and Agenda

|                                                                                                                   |             |                         |
|-------------------------------------------------------------------------------------------------------------------|-------------|-------------------------|
| 1. Call to Order                                                                                                  | Approval    | Chair Simmons           |
| 2. Roll Call                                                                                                      | Quorum      | M. Bennett              |
| 3. Public Comment                                                                                                 | Information | Chair Simmons           |
| A. Public Comments submitted as of February 16, 2024 -4                                                           |             |                         |
| 4. Approval of the Minutes of the November 29, 2023, Board of Commissioners, Open Meeting                         | Approval    | Chair Simmons           |
| A. Draft Minutes - November 29, 2023 - Board of Commissioners, Open Meeting - 26                                  |             |                         |
| 5. Report of the President                                                                                        | Information | T. Roach                |
| 6. Report of the Operations Committee                                                                             | Information | Commissioner Windmiller |
| A. Draft Minutes - January 26, 2024 - Operations Committee, Open Meeting -90                                      |             |                         |
| 7. Report of the Audit, Finance & Administration Committee                                                        | Information | Commissioner Beach      |
| A. Draft Minutes - January 26, 2024 - Audit, Finance & Administration Committee, Open Meeting - 101               |             |                         |
| 8. Report of the Safety & Security Committee - No Report                                                          | Information | Chair Simmons           |
| 9. Adjustment of the Consent Agenda                                                                               | Approval    | Chair Simmons           |
| 10. Consent Agenda                                                                                                | Approval    | Chair Simmons           |
| A. Contract Award - Uniform Rental and Cleaning (Resolution #1313)                                                |             |                         |
| 1. Briefing Paper - 108                                                                                           |             |                         |
| 2. Resolution #1313 - 110                                                                                         |             |                         |
| B. Contract Modification - Track System Upgrade (Resolution #1314)                                                |             |                         |
| 1. Briefing Paper - 112                                                                                           |             |                         |
| 2. Resolution #1314 - 114                                                                                         |             |                         |
| C. Sole Source Contract - Automatic Passenger Counting Infrastructure Upgrades (Resolution #1315)                 |             |                         |
| 1. Briefing Paper - 116                                                                                           |             |                         |
| 2. Resolution #1315 - 118                                                                                         |             |                         |
| D. Intergovernmental Agreement - Illinois Mutual Aid Box Alarm System (MABAS) Master Agreement (Resolution #1316) |             |                         |
| 1. Briefing Paper - 120                                                                                           |             |                         |
| 2. Exhibit A - MABAS Master Agreement -121                                                                        |             |                         |
| 3. Resolution #1316 - 143                                                                                         |             |                         |
| E. Intergovernmental Agreement - USDA Agreement for Airport Wildlife Services and Compliance (Resolution #1317)   |             |                         |
| 1. Briefing Paper - 146                                                                                           |             |                         |
| 2. Exhibit A - Cooperative Service Agreement -148                                                                 |             |                         |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------|
| 3. Resolution #1317 - 155                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                         |
| F. Letter of Agreement Between Bi-State Development and The Jerry Costello Group, LLC (Resolution #1318)                                                                                                                                                                                                                                                                                                                                                                                                        |             |                         |
| 1. Briefing Paper - 158                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |                         |
| 2. Exhibit 1 - Draft Letter of Agreement with The Jerry Costello Group, LLC - 160                                                                                                                                                                                                                                                                                                                                                                                                                               |             |                         |
| 3. Exhibit 2 - Summary of Activities -162                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                         |
| 4. Resolution #1318 - 165                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                         |
| G. Contract Award - IMG/Rebel Audit Services (Resolution #1319)                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |                         |
| 1. Briefing Paper - 168                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |                         |
| 2. Attachment 1 - St. Louis County Ordinance #24,264 -169                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                         |
| 3. Resolution #1319 - 170                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                         |
| 11. Bi-State Development Operating and Capital Budget FY2025 (Resolution #1320 + Grant Resolutions #1321 - #1327)                                                                                                                                                                                                                                                                                                                                                                                               | Approval    | T. Roach / T. Fulbright |
| A. Briefing Paper - 172                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |                         |
| B. FY2025 Budget - Board Presentation - 173                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |                         |
| C. Draft FY2025 Budget - 198                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |                         |
| D. Resolution #1320 - FY25 Operating Capital Budget Approval -284                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |                         |
| E. Resolution #1321 - FY25 Transit Security Grant Applications -286                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |                         |
| F. Resolution #1322 - FY25 MODOT Grant Agreements -288                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |                         |
| G. Resolution #1323 - FY25 Grant Applications and Amendments to IDOT -290                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                         |
| H. Resolution #1324 - FY25 Execution of Grant Agreements MODOT State Operating Assistance - 292                                                                                                                                                                                                                                                                                                                                                                                                                 |             |                         |
| I. Resolution #1325 - FY25 Approval of Sub-Award Grant Agreements EWGC - 294                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |                         |
| J. Resolution #1326 - FY25 Authorization to Apply for Grant Agreements FAA and IL Aeronautics - 296                                                                                                                                                                                                                                                                                                                                                                                                             |             |                         |
| K. Resolution #1327 - FY25 FTA Grant TWW -298                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |                         |
| 12. 2024 Strategic Transit Service Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Information | C. Stewart              |
| A. Briefing Paper - 301                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |                         |
| 13. Unscheduled Business                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Approval    | Chair Simmons           |
| 14. Operations Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Information | C. Stewart              |
| A. Operations Update - 303                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |                         |
| B. Workforce Update - 306                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                         |
| 15. Call for the Dates of Future Board & Committee Meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Information | M. Bennett              |
| 16. Adjournment to Executive Session<br>If such action is approved by a majority vote of The Bi-State Development Agency's Board of Commissioners who constitute a quorum, the Board may go into closed session to discuss legal, confidential, or privileged matters pursuant to Bi-State Development Board Policy Chapter 10, Section 10.080 (D) Closed Records: Legal under §10.080(D)(1); Real Estate under §10.080(D)(2); Purchasing and Contracts under §10.080(D)(7); and Auditors under §10.080(D)(10). | Approval    | Chair Simmons           |
| 17. Reconvene to Open Session                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Approval    | Chair Simmons           |
| 18. Adjournment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Approval    | Chair Simmons           |

**Name:** Marlena Sheinbein

**Representing:** myself

**Topic:** Call-a-Ride

**Comments:**

Public transit is essential for our region because: Gives more people more choices, helps with environmental and related area issues, helps employers and possible employees, can help with St. Louis big events and tourists.

---

**Name:** Barbara Sheinbein

**Representing:** SMART and LWV

**Topic:** Call-a-Ride

**Comments:**

I am again here to express my comments on a few things. The recent stakeholder letter to the Call-a-Ride community was a good start in improving communication. Likewise sharing the new electronic fare option and the free rides on buses and metro Link. It was very disappointing to read that you anticipate it taking a year to update and learn the routing software. That seems excessive and shows a lack of urgency since the situation is so grim for riders. I understand that the vehicle routing software is many versions in arrears. Are you taking operational steps to be sure it never gets so in arrears again? In addition, there was no mention whether the upgrades will in fact provide the improvements needed or if different software may be a better option. The phone registration looks a bit more promising, but if there are not enough phone lines or trained staff to help during peak reservation times, it is not much of an improvement. Are you making changes to get rid of the kickback system? Did you have a way to monitor how many phone calls are rejected to the kickback system? What are your overall plans to modernize both your internal processes and the ones the public uses? There is a lot of work to do.

---

**Name:** JACQUELINE DIANE KIMBLE

**Representing:** Barbara Sheinbein

**Topic:** Call-A-Ride and accessible transit

**Comments:**

Call-A-Ride and public transit is not providing reliable transportation for 2 of my immediate family members. The service is not consistent and can take 3-4 times as long as a car. Meaning a 30 minute car ride can take several hours. Since my family members are seniors, then are not as comfortable waiting outside in the extreme weather and have chosen other forms of transportation or decided not to attend a meeting, event or appointment. If they need to be at a doctor's appointment, they know that this transportation is not reliable and are forced to take other means to get to the appointment so they get the medical treatment needed.

---



**Name:** Robyn Wallen

**Representing:** Missouri Council of The Blind, S.M.A.R.T and Myself

**Topic:** Thoughts and reflections after almost a year.

**Comments:**

Good morning commissioners:

I am writing once again to share with you my frustrations and thoughts after a year of what has become a devastating situation for those of us with disabilities when it comes to transportation. While I fully understand the challenges you face the disability community has been disproportionately affected by the cuts made this past year. Those cuts have cut off our community members from education, employment, medical appointments, and social events. In some cases leaving members of our community with no alternatives. Yet here we are one year later and not much has changed.

Call A Ride customers still struggle to get trips, often can only get a one-way trip, and are often denied service altogether. While there have been some improvements to the phone system too many people are still having trouble getting in and are still forced to call at least three days in advance to get a ride. In some cases getting a ride still requires five days. This is still not acceptable and far from what regulations require for next-day service. On top of this in their hurry to fill driver positions quickly the quality and skill level of drivers have fallen significantly. They are still using an outdated scheduling system and by their own admission do not know all that what you currently have is even capable of. It says a lot when you are only now looking into its advanced capabilities. Many cities have moved on past the current version long before now and many have also started offering not only E-Fare but online scheduling to their customers. I have asked for many years now why the software was never upgraded.

While I greatly appreciate Mr Stewart's recent letter to stakeholders I have mixed feelings about its content. I appreciate his trying to communicate more but at the same time felt it offered very little substance. While there were some steps to move forward there were also steps in the opposite direction. After S.M.A.R.T. appeared at the County Council meetings Mr. Roach made a commitment on Channel 4 KMOV to use a portion of the money from St. Louis County to upgrade software. In both the Customer Advisory Meeting and the RTDN meetings Mr. Murray said they were looking into a newer version of scheduling software. Now Mr. Stewart is saying they are looking at what the current version can do and may consider later this year whether they should begin an RFP for new software which would likely come at the end of 2024. This is not acceptable as it would be at least mid to late 2025 before any new software would be onboarded and most likely would not happen until early 2026. I was told they were looking into new software several times in the past few years. Metro spends funds on Metrolink and the Trolley but seems reluctant to spend any money on the disability community. Metro has been behind on scheduling software for many years.

---

**Name:** Tina Anne Wong

**Representing:** myself

**Topic:** Public Transit

**Comments:**

Public transit needs to be efficient, affordable and safe. Have monitors on trains and buses that keep order and cleanliness. Cameras help, but humans are better. If public transit is run well people will use it. It needs to be done for everyone. And the commissioners need to use public transit at least once a month. They should not be making decisions are something they don't have personal experience with.

---

**Name:** Nancy Billingham  
**Representing:** Self  
**Topic:** BiState Improvements for Accessibility

**Comments:**

I have been pleased to see recent commitments by BiState to improving transportation services, and I strongly encourage you to follow through with these plans, as well as continued upgrades to the system. The safety, efficiency and inclusion of our public transportation – busses, MetroLink and Call-A-Ride – are essential to the growth of the Metro area and the well-being of Saint Louisans.

---

**Name:** Mark Detjen  
**Representing:** S.M.A.R.T  
**Topic:** Call-A-Ride

**Comments:**

Good Morning Commissioners:

I find it sad that we had the public meeting on March 7th, 2023 at the UMSL when we were told all the changes Metro was doing with Call-A-Ride without consulting with ridership about possible outcomes or suggestions, yet here we are almost one year later and I don't see much change. Things were promised to the St. Louis County Council they would improve the phone system and schedule software updates. They are still discussing possible options even though several meetings and software demonstrations were done last year. Now they are saying that we are looking at an RFP at the end of 2024 which means that any new software will not be in use until at least mid to late 2025 or even 2026. At that point, the new software will most likely again be outdated. They are saying they looking at advanced features of current software which is Trapeze 15 which has been outdated for many many many years.

---

**Name:** Anna Schell  
**Representing:** S.M.A.R.T and myself  
**Topic:** Communications in accessible format

**Comments:**

Good morning Commissioners. I want to bring something very important to your attention. Why is it that when Call-A-Ride has all of our information they do not send materials to us in an accessible format? We are always advised if we want materials in a different format it is on us to request it. This is not our responsibility. We have to let them know in our application each time we renew our preferred method of communication and yet Metro does not use this information and makes us request it each time. It should be their responsibility to get these materials to us in our format of choice and in a timely manner.

---

**Name:** LYNN M. MCSORLEY

**Representing:** MYSELF

**Topic:** LONG WAIT TIME TO SCHEDULE RIDES AND LONG RIDES

**Comments:**

I started using Call-A-Ride in January 2012 using a walker. I used the service to take me to and from work until I retired in June 2013. I now use a power wheelchair and ride 5-10 times a month. According to the operator, I need to schedule a minimum of 1 hour for each appointment. Plus, I build in extra time before and after my appointment in case it runs late. The time I spend on Call-A-Ride averages 3-6 hours, even if the appointment lasts only ½ hour. I understand this service is not for 1 individual alone. However, I believe more drivers and vans would decrease the amount of time and miles I spend on the van. I call 4 days prior to the appointment to guarantee I receive the times I need. Occasionally I have to add more time to for the trip in order to set it. I spend anywhere from 10 – 30 minutes dialing and waiting in the queue to book a ride. More people to answer the phone would help the process.

---

**Name:** Cyle James Verde

**Representing:** Self

**Topic:** Policy and Practicality

**Comments:**

Today I seek to call into question Metro Transit policies regarding small children strollers and car seats. I am a disabled person. I am also a grandparent. Metro's current policies regarding children being removed from stroller I understand. I don't support it but I understand

The practice of bus drivers forcing parents to remove children from car seats is impractical. And I have found it to be unsafe. Specifically speaking on times when I have had to hold disabled infants now toddlers while riding the bus. Now I do understand that policy protects Metro but the policy in regards to removing children from car seats in my opinion and dangerous the child forces a family to have to now monitor empty car seats roller while potentially having to stand on the bus. Yes that's correct I said stand. Chivalry in the city of St Louis on public transportation is not dead but it's on life support. Males North females who see a parent standing holding on to children may or may not choose to give up their seat or might not be physically able to. I asked you to imagine a situation where a young woman with two disabled children has to monitor a stroller that's now folded up but it's too big to fit under seats so we passengers lose three seats because the stroller has has to stand up and there's no particular place to store it safely. That same parent now has to find a way to keep those two car seats from sliding across the floor of the bus when it when the bus is in motion. While maintaining her balance holding two children.

Now I'm sure reading this you all will think well that's worse case scenario and how many times could that possibly happen. Potentially 4 days a week. And in my own personal experience I use a rollator that means that if I'm on the bus with my adult child and my two disabled grandchildren I'm helping to not only hold on to a grandchild I also have to hold on to a rollator. While trying not to fall myself.

---

**Name:** Robyn Wallen

**Representing:** S.M.A.R.T

**Topic:** Another example of how Metro fails to engage with the community it serves.

**Comments:**

Good morning commissioners: I want to discuss one of the fundamental problems with Metro not listening and surveying the community before making decisions. In their haste to fix the phone system so that calls got through quicker, they picked the best option for them based on what they thought would work rather than questioning if it would be a good fit for their users.

I fully understand they are trying to get the phones answered more quickly but having a phone tree system where you must choose to speak to a certain department can be confusing for a large demographic of the population they serve. As someone who spent years in a call center, I can tell you that this type of system is absolutely confusing and frustrating for those who have hearing impairments, cognitive issues, and the elderly. In my work, I heard from so many frustrated people who were extremely upset when they got to my line. Metro seems to think that these individuals will have someone there to help them figure it out but contrary to that belief in most cases, people will make these calls on their own. Not to mention the number of people who will just give up and not call. You can ask anyone who ever worked in a call center, not just me, and you will see how frustrating these systems can be for the population that Call-A-Ride serves.

All that being said this is literally the inherent problem with Metro Transit when it comes to Call-A-Ride and any services they provide for the disabled. They make decisions that they think will work based on their own experiences and biases and then inform the community of what they are doing. They say they engage with us but not in the way they should. Before they make these decisions they need to talk with the community as a whole and hear from all the people affected. The RTDN and even the Metro Access Advisory Committee meetings are mainly attended by Metro employees, typically of a ratio of 2/3 to 1. So they are not a good reflection of the community.

While this is not all Metro's fault a lot of it is because most disability community members have stopped going. The quietness at the last RTDN meeting said a lot. A year ago there were lots of us, we agreed to form working groups to help Metro but it soon became clear that those groups were not going anywhere, and little by little most people dropped out to try and do what they could to fill the gaps. Now a year later there are a few new less jaded people in two groups doing exactly what we did a year ago and again most likely nothing will come out of it. In Part because Metro wants the community to solve the problems they created. The Advisory Committee meetings have shrunk because most in the community say there is no point. This is again because they know Metro does not listen to any of us regardless of the work we do or things we suggest. After all, they have little interest in making changes.

---

**Name:** Ann Gunn  
**Representing:** myself  
**Topic:** Call-A-Ride

**Comments:**

I have a sister that lives in the city who is wheelchair bound and uses Call-A-Ride all the time. It is such a wonderful and vital service for especially wheelchair patrons and others who have no other transportation options. The only thing which she has complained about is the long wait time on the phone to schedule a ride. perhaps another line for scheduling would help. Also there have been times when she has had to have a very long wait for pick up after her appointment time is over for her return trip home. Because of scheduling different riders I'm sure this is unavoidable at times. Not sure how that can be remedied. Again this is a very wonderful service that the whole region can be very proud of.

---

**Name:** Lisa Langeneckert  
**Representing:** Myself as Interested Community Member  
**Topic:** Call A Ride System

**Comments:**

Thank you for allowing the public to comment.

The Call-A-Ride system needs the full support and attention of Bi-State Development. To be a first-class city, St. Louis needs to have transportation accessibility for all its citizens. As a former volunteer manager, I had a blind volunteer who was very dedicated to her volunteer shift of 3 hours, but between waiting for her Call-A-Ride driver and being driven around town and then getting home in the same manner, it would take her several hours more. Several times she ended up using a private service like Uber or Lyft to travel if she had something else planned for the day where she needed to be there at a fixed time. She had to spend considerable funds to travel to our facility to provide free help. This is difficult for any budget, but especially difficult for someone on a fixed budget with limited employment opportunities. I am fortunate to have my sight and to be able to drive myself wherever and whenever I want to, but that luxury is not allowed to many. As a city with large corporations and considerable wealth, we need to ensure that our citizens with disabilities have access to affordable transportation so that they can be full members of the community. Thank you.

---

**Name:** Suzanne Chisum  
**Representing:** myself  
**Topic:** Call-a-Ride Service

**Comments:**

I have started thinking about moving to new area where there is reliable transportation. I currently live in Tower Grove South. My home is located about 15-18 minute walk to the nearest bus line, which is prohibitive with my disability. I need dependable transportation and have not had the confidence in contacting Call-a-Ride and trust that they will get me to my doctor appointment or place of employment in a timely manner.

How do I know that Call-a-Ride will work effectively if I do call? At this time, I need to build confidence that Call-a-Ride is working for me to use.

---

**Name:** Colleen Burdiss  
**Representing:** Paraquad  
**Topic:** Bi-State Transportation for Call-A-Ride

**Comments:**

I got off the phone last week with a young adult who's motivated to become more independent and informed me she's lucky to go to Orthwein Center to work out one or two times a week although she would like to go more often but drivers shortage is the problem. I hate seeing people with disabilities being limited in their community because of transportation issues. They have a right to have a life just like all of us every day. Hopefully something changes and will get better down the road.

---

**Name:** Rick Zucker  
**Representing:** Myself  
**Topic:** Call-A-Ride

**Comments:**

BSD is making efforts to improve its communication to Call-A-Ride stakeholders and to make improvements on three initiatives. It would be helpful to include representatives from the disabled community in the planning process for these initiatives, in order to get input from the people who are actually using the service.

Telephone System: It will be updated in February 2024. The main concern is whether the update is going to make a meaningful difference. The majority of the problems with the phone system is the large number of busy signals at peak times, and the fact that no data is kept for calls that don't get through (known as kickbacks). So will the update result in more calls getting through to make a reservation, or will calls just be shuffled around without an increase in access to reservations? We will hope for good news.

Reservation Software: Of course, the larger improvement would be to provide Call-A-Riders the ability to submit ride requests electronically. I understand that software upgrades take time. In light of the dire state of affairs of Call-A-Ride, I ask that the matter be expedited as much as possible.

ADA consultant. If this consultant is just tasked with ensuring that Call-A-Ride meets minimum legal requirements, that is of marginal value. Bi-State should be seeking to implement best practices to have effective service delivered in a cost-efficient manner.

Thank you.

---

**Name:** Seyoon CHoi

**Representing:** Individual, and Paratransit

**Topic:** Urgent – paratransit and Fixed-route Improvements Needs Improvements NOW

**Comments:**

To the Bi-State board of commissioners,

I'm writing in this comment in my continued efforts to voice my concerns on the status of the Metro call-a-ride Paratransit system as well as the fixed Metro bus and Metro Link services within our region. On January 11th letter to the stakeholders which were shared, we have been made promises on your ongoing efforts in improving call-a-ride system for users. While I am hugely grateful for those promised upgrades and enhancements, the letter appeared to contradict what was said at the St. Louis County Counsel hearings and to prior communications regarding the timeline of the software package upgrades. I once again would like to urge commissioners to consider the implications this has on thousands of Paratransit customers. Moreover, hourly bus services on #57, #59 that I utilize on a near day-to-day basis continues to impact my everyday travels to and from internship site, to my part time job. Transportation is not my way to future career development, reaching places of leisure, and selfcare, such as getting to and from doctor visits, and more. Strong, robust and frequent transit services are key to bringing in more users, increased safety, autonomy and mobility for all, and greater economic development within our region. These improvements and enhancements are time sensitive and we urge these modernizations to occur as soon as possible.

---

**Name:** Michael Hamm

**Representing:** S.M.A.R.T

**Topic:** New phone system

**Comments:**

I am not very happy about the new phone system. I have never had good luck with the callbacks and I don't believe that the new system is going to save any time. I am also concerned the automated callbacks won't work. I think the order of prompts is all Wrong it should be 1. Reservations, 2. Check on a trip and cancellations, 3. Commendations or Complaints, 4. General Questions, 5. Alert Letters, and 6, Eligibility, 7. Repeat Options. I also think it will be harder for people with hearing problems and those of us who are older riders.

**Name:** JL  
**Representing:** n/a  
**Topic:** Call-A-Ride

**Comments:**

I rarely use Call-A-Ride right now. In the last month, I requested 2 one-way rides.

For the first ride, for a Saturday morning, I was able to make arrangements that were within 1 hour of my requested arrival time; however, I had to call the day before to change my time. I was unable to arrange a ride within 1 hour of my requested time but was able to arrange one about 1.5 hours earlier. Although I did have a ride, I've been told that, since it was about 2 hours earlier than requested, it is still considered a denial of service.

My other one way trip was for a Wednesday. I called 3 days ahead (on Friday) and was told there was no time available except in the morning or very late at night (I requested 4:45 p.m. pick up). I was told to try again on Sunday. When I called on Sunday, I received a pick up time of 5:30 which was within the 1 hour allowed time by law.

Having only requested 3 one-way trips in over 6 months (2 were for the same trip), one was a denial and two were acceptable rides. A 66.6% rate of compliance is not a very good rate of success in my opinion.

---

**Name:** Bettina Vinson  
**Representing:** Myself, a passenger  
**Topic:** Disability, education and training

**Comments:**

All Metro/Call a ride staff members need to be properly trained on how to appropriately work with people with disabilities. Disability awareness and education is crucial for this organisation.

---

**Name:** June Lenk  
**Representing:** S.M.A.R.T. Citizens of the Disabled community  
**Topic:** Issues with Metro Call-a-ride services

**Comments:**

I've been a patron of St. Louis' Metro services for many years, and realize that much of my travel independence is due to the services of this agency. The representatives at Metro have stated that they are making every effort to improve their services to the disabled community. with regards to their services. However, I have seen little/no change at this point. We are asked to adhere strictly to the rules/regulations with little/no exceptions if infractions are made, while at times it seems that Metro can use/bend these same regulations to fit any given situation. I am employed 5 days weekly and am dependent on this agency to get me to work on time each day. There are times when I must ride the van for 2 hours even if my bus route would not take nearly as long. There are still times when I cannot go to work because there is not a van that will get me to work on time. While I appreciate the service, the negative issues with this service is emotionally distressing to me as well as many other blind/vision impaired/disabled persons in our community. Any assistance you could offer to help us and Metro is much appreciated. Thank you:



---

**Name:** Aimee Wehmeier  
**Representing:** Paraquad  
**Topic:** Call-A-Ride and public transportation

**Comments:**

Dear Commissioners,

I appreciate the January 11, 2024 stakeholder letter providing updates on Call-A-Ride. Open communication and timely updates are a step in the right direction. I'm curious to hear if riders are experiencing improvements? Updates including data would be helpful moving forward. I do not recall when union conversations/negotiations take place regarding Call-A-Ride Operator pay rate. The pay discrepancy with Metro Bus Operators will surely continue to negatively impact Call-A-Ride capacity. Finally, I know many users would like the opportunity to comment and participate in Commissioner meetings in person. This is been an ongoing request and a request I hope you will entertain in the future.

Thank you for the opportunity to comment and for your service, Aimee Wehmeier

---

**Name:** Dianne Cummins  
**Representing:** SMART  
**Topic:** Call-A-Ride

**Comments:**

I think SAME DAY reservations should be possible under certain circumstances, And certainly for a higher price.

---

**Name:** Timothy Murphy  
**Representing:** On behalf of Smart  
**Topic:** Call a ride and VIA Metro

**Comments:**

On April 10th 2023 Call a ride stopped service in my area. I live in Florissant. My aide who also used call a ride had to use alternative transportation and I could no longer take call a ride to my doctor's appointments. I used to live in a nursing home. I have had my aide for almost 7 years. I don't know what I would do without her. In June VIA metro began service and my aide takes it to work with me and I take it to church on Sundays. I need either call a ride or VIA metro in my area or I will be up dire straits. Thanks for letting me share my story. I feel that you are listening.

---

**Name:** Jeanette Mott ("J-MO") Oxford  
**Representing:** Paraquad  
**Topic:** Public Transit, especially paratransit

**Comments:**

Dear Board of Commissioners,

As the lead organizer at Paraquad for the convening of the STL Metropolitan Alliance for Reliable Transit (S.M.A.R.T.), I do want to applaud some positive developments since November, 2023:

I am glad that Bi-State CEO Taulby Roach made public promises before the St. Louis County Council on November 7 regarding Metro's commitment to upgrade software, improve phone service, and hire an ADA consultant. Public promises are a step toward the transparency and accountability that we have requested from Metro (and certainly give us a starting place for measuring some important markers of progress).

S.M.A.R.T. and Paraquad appreciate the two-hour visit with Paraquad staff and Board members conducted by Mr. Roach and Mr. Stewart on November 16. We hope Mr. Roach and Mr. Stuart will visit and hear from many additional STL area organizations representing people with disabilities, and we can offer contact information if you are not sure where to start.

The widespread dissemination of the January 11 "stakeholder letter" was an improvement on how communication was a year ago. Slow and steady improvement is how I would characterize what I see related to communication.

Members of S.M.A.R.T. and I are anxiously watching to see how the promises that have been made become reality. I do look forward to the day when people with disabilities are included at every level of Metro's planning, implementation, and evaluation. Our independent living philosophy is "nothing about us without us."

---

**Name:** Ryan P Gunn  
**Representing:** Lynn McSorley  
**Topic:** Call-A-Ride

**Comments:**

On my aunt's behalf, her story "I started using Call-A-Ride in January 2012 using a walker. I used the service to take me to and from work until I retired in June 2013. I now use a power wheelchair and ride 5-10 times a month. According to the operator, I need to schedule a minimum of 1 hour for each appointment. Plus, I build in extra time before and after my appointment in case it runs late. The time I spend on Call-A-Ride averages 3-6 hours, even if the appointment lasts only ½ hour. I understand this service is not for 1 individual alone. However, I believe more drivers and vans would decrease the amount of time and miles I spend on the van. I call 4 days prior to the appointment to guarantee I receive the times I need. Occasionally I have to add more time to for the trip in order to set it. I spend anywhere from 10 – 30 minutes dialing and waiting in the que to book a ride. More people to answer the phone would help the process."

---

**Name:** Annette Nowakowski  
**Representing:** S.M.A.R.T.  
**Topic:** Call-a-Ride

**Comments:**

I applaud the E-Fare program. I am happy the phone system is getting somewhat updated, though it needs much more to become totally modernized. Looking forward with anticipation to Feb. 19 to see how it works.

---

**Name:** Annette Nowakowski  
**Representing:** S.M.A.R.T.  
**Topic:** Call-a-Ride

**Comments:**

I take CAR about twice a week. I used to take it 4 or 5 times a week until it became unreliable. I am still afraid to schedule a trip to a doctor, particularly in the county, for fear that I will not get a round trip. I ask for rides from private citizens, but sometimes can't get them. Sometimes, I have to postpone appointments until I can get a ride from someone.

---

**Name:** Tina Anne Wong  
**Representing:** smart advocates  
**Topic:** Public Transit

**Comments:**

Fix the broken system so it is efficient and available for everybody. Quit wasting taxpayers money. You all should be riding it too if you are making policy on it. At least once a month.

---

**Name:** Everlene Falconer  
**Representing:** Disability community  
**Topic:** Call- a -Ride

**Comments:**

I'm commenting on the difficulties of people with disabilities being able to get rides when they really need them. There are long waits to get rides back home from work. I have co-workers who have to wait sometimes 2 plus hours just to get a ride back home.

---

**Name:** M'Evie Mead  
**Representing:** my community  
**Topic:** Call-a-Ride

**Comments:**

Public transportation should work for all including the disabled.  
It's time to address and correct long-standing issues that make paratransit services – which are required by law – inaccessible and unreliable.

People with disabilities should have the right to have a barrier-free life and have a full and happy life.  
Transportation is absolutely essential to our community.

Currently the paratransit service is failing many riders.

I urge you to ensure that our region's public transportation works for all including the disabled.

---

**Name:** ERIKA N PARKER  
**Representing:** Paraquad/S.M.A.R.T.  
**Topic:** Accessibility for Disabled

**Comments:**

I look forward to seeing more ongoing improvements to the public transportation system in the STL area to help increase accessibility to our disabled community members. While I recognize the current efforts being made on Metro's part, I still believe there is more that needs to be done and can be done.

---

**Name:** Bettina Vinson  
**Representing:** Myself/a passenger  
**Topic:** Fall hazard

**Comments:**

The new blue, Call a ride vans have several fall hazards. The wheelwells on the inside by the passenger seats need to be painted a bright yellow so passengers do not trip and fall on them. The company really needs to get passenger input before purchasing vans, we, the writers could be a great asset to the company.

---

**Name:** Bettina Vinson  
**Representing:** Myself a passenger  
**Topic:** Fall hazards on vans

**Comments:**

The new blue vans for chloride have trip hazards. On the inside, the wheel wells need to be painted a bright yellow. The wheelwells sit in front of passenger seats and they are not visible to the blind and low vision. It is an extreme trip hazard.

---

**Name:** Kathy Peterson  
**Representing:** Myself  
**Topic:** Disabled transportation

**Comments:**

Public transportation should work for all including the disabled.

It's time to address and correct long-standing issues that make paratransit services – which are required by law – inaccessible and unreliable.

People with disabilities should have the right to have a barrier-free life and have a full and happy life.

Transportation is absolutely essential to our community.

Currently the paratransit service is failing many riders.

I urge you to ensure that our region's public transportation works for all including the disabled.  
Kathy Peterson

---

**Name:** Steve Harris  
**Representing:** Myself  
**Topic:** Call A Ride

**Comments:**

This winter I have called 6 times for rides to work on days where inclement weather may be a factor in being able to get to work. I have called 2-3 days before and haven't been able to get one complete trip scheduled. One time I was offered a ride home but not too and once vice versa. I have used this service in the past in the same way and it was more reliable. Right now it is completely useless as a reliable mode of transportation in my experience. My situation in a power chair makes using standard public transportation in poor weather not an option either. I either have to miss work which I have had to this year or hope that I can get somebody to drive me and risk my specialized vehicle in poor weather.

---

**Name:** Laura Stanton  
**Representing:** Self  
**Topic:** Call-A-Ride

**Comments:**

As my father was declining from Parkinsons, one of the most frustrating things was our inability to transport him places. We eventually learned we could access Call-a-Ride services to help him attend family functions and take fuller part in the life he had remaining. In concept, it is an AMAZING service that should be easily available to ALL people with disabilities. It truly changed the last year of his life for him—and for us. My father is long gone now, but hearing of the decline in service breaks my heart. I know the feeling of desperation and isolation when you can't get where you need to be, and you have no other options. Please do whatever is possible to restore to full capacity this amazing, invaluable service.

---

**Name:** Veronica Morrow-Reel  
**Representing:** Self  
**Topic:** My children's transportation needs

**Comments:**

Greeting Commissioners, My name is Veronica Morrow-Reel, and I am a member of the St. Louis Metropolitan Alliance for Reliable Transit (S.M.A.R.T.).

Re: Creation of a Disability Liaison Department

I wanted to know if you would consider creating a liaison department, specifically to assure that the disabled community and their concerns, suggestions and ideas are heard and that ways to assure you are doing all you can to include the disabled community as you seek ways to improve services to for all users and potential uses of public services and Call-A-Ride.

Should you think my idea is working looking into, it would be nice if requirements for individuals who would work in this department had experience in some form of working within people with disabilities or even having a family member, acquaintance, etc. with a disability. The department could even include individuals who have a disability.

St. Louis City, St. Louis County, Jefferson County and St. Chares County are part of Region 7 of the Missouri School Board Association. I serve as the Chair of the Executive Committee of our Region. I also serve as the Vice Chair of the Governing Council of the Special School District. Annually, young people with disabilities are graduating and seeking employment or entering special day programs. It would be great if there was a department that could attend transition events held at schools along with other organizations that cater to services for the disabled community to help the senior students prepare to enter the working class of society via the use of Call-A-Ride or navigating public transportation which is vital to their independence and helps them to be production community participant.

As you continue to discuss ways to improve public transportation, I hope you will give serious thought to my suggestion.

---

**Name:** Angela Postal  
**Representing:** Paraquad  
**Topic:** Call-a-Ride

**Comments:**

Public transportation should work for all including the disabled.

It's time to address and correct long-standing issues that make paratransit services – which are required by law – inaccessible and unreliable.

People with disabilities should have the right to have a barrier-free life and have a full and happy life.

Transportation is absolutely essential to our community.

Currently the paratransit service is failing many riders.

I urge you to ensure that our region's public transportation works for all including the disabled.

---

**Name:** John F Hickey  
**Representing:** St. Louis County Resident and Metrolink rider  
**Topic:** Paratransit

**Comments:**

Public transportation should work for all including the disabled. It's time to address and correct long-standing issues that make paratransit services – which are required by law – inaccessible and unreliable.

People with disabilities should have the right to have a barrier-free life and have a full and happy life. Transportation is absolutely essential to our community. Currently the paratransit service is failing many riders by denying service and by being late/unreliable.

I understand that this is a challenging problem, e.g. do to shortages of drivers and the lack of density in our area population. That said, I know that Metro has a lot of talented staff, and can figure this out.

I urge you to ensure that our region's public transportation works for all including the disabled.

---

**Name:** Teona McGhaw  
**Representing:** Paraquad  
**Topic:** Call A Ride

**Comments:**

I would like to see a public transit system that works for people with disabilities.

---

**Name:** Tyler Moore  
**Representing:** STL Metropolitan Alliance for Reliable Transit  
**Topic:** Call-A-Ride/Metro Transit

**Comments:**

Hello, I'm again writing in to emphasize the importance of restoring service to call-a-ride, metro transit, and paratransit services. While there has been some progress specifically in the area of phone service, there are a lot of promises you have yet to fulfil such as the restoration of previously canceled routes and upgraded phone systems. In addition the lack of consultation on the new trains with people with disabilities is concerning. Trains must be able to provide full capacity while also providing capacity for those with wheelchairs or other devices, or even those with bicycles and tricycles, as evidenced by the recent pilot with single-car trains, the cars filled up leaving little space for those with wheelchairs.

Thank you.

---

**Name:** Mary Bargeron  
**Representing:** self  
**Topic:** Metro's Call-A-Ride Service

**Comments:**

I am very concerned to learn that Call-A-Ride services have not been accessible and reliable for people in my community with disabilities.

Fixing the situation is both a legal requirement and the right thing to do.

I want my tax dollars to benefit everyone in my community, and particularly those who need public services – like transportation- because they have no alternative.

Please address the long-standing problems facing our public paratransit service.

It's an embarrassment, an outrage, and a legal liability for a community of our size to have a Call-A-Ride system that falls so far short of meeting disabled peoples' needs.

We must take care of each other in this community.

Thank you,  
Mary Bargeron

---

**Name:** Stephanie McDowell  
**Representing:** SMART  
**Topic:** Metro Transportation

**Comments:**

While I appreciate Call-A-Ride services, it is a very long day when you arrive at work over an hour early and then spend over two hours getting home. Hoping to see some positive changes in the future.

---



---

**Name:** Brenda Cole  
**Representing:** Self  
**Topic:** Call-A-Ride

**Comments:**

I find you disrespectful of the Americans with Disabilities Act and the needs of the people you are supposed to serve.

---

**Name:** Melissa Early Ruwitch  
**Representing:** N/a  
**Topic:** Disabled access

**Comments:**

Public transportation should work for all including the disabled.

It's time to address and correct long-standing issues that make paratransit services – which are required by law – inaccessible and unreliable.

People with disabilities should have the right to have a barrier-free life and have a full and happy life.

Transportation is absolutely essential to our community.

Currently the paratransit service is failing many riders.

I urge you to ensure that our region's public transportation works for all including the disabled.

---

**Name:** Wesley Buchek  
**Representing:** Epiphany UCC Church and those needing transportation  
**Topic:** Denied rides

**Comments:**

It seems that rides are still being cut and denied to riders—and usually riders most in need. This really needs to be addressed and fixed.

It speaks volumes about a city that chooses to make decisions like this. Please do better. Thank you.

---

**Name:** Keasha Orban  
**Representing:** Myself  
**Topic:** Via

**Comments:**

VIA does not go to my doctors offices yet.  
I am hoping one day it will grow to cover all of St Louis County.  
But I have downloaded app.

---

**Name:** Vernon Kays  
**Representing:** Epiphany UCC  
**Topic:** Improve services

**Comments:**

We have heard Metro's promises to do better. We are watching to see how the improvements unfold.  
Please hurry. People with disabilities need transportation NOW.

---

**Name:** Rev. Dorothy Gannon  
**Representing:** St. Louis community  
**Topic:** Transportation

**Comments:**

Thank you for the commitment you have made , and have reaffirmed in the last few months, to make B-State services as effective as possible for people with disabilities. I follow this with interest, not as a user, but as a person who believes safe, effective public transportation is a key component for a just community. Thank you for bringing in the compliance specialist to help you continue to progress. I look forward to seeing what comes of that. Please know that you are held in prayer by so many as you do this good work.

---

**Name:** Annie Donnell  
**Representing:** St. Louis metropolitan alliance for reliable transit (SMART)  
**Topic:** People with disabilities regarding accessible public transportation

**Comments:**

Hi my name is Annie and I am a member of the St. Louis metropolitan alliance for reliable transit. I am writing to say thank you for providing an email that went out to stakeholders in January regarding where Metro is hoping to go this year as far as what promises they hope to fulfill. I am glad that an ADA consultant was hired and was glad to participate in a zoom call Where over 30 members of Smart attended the meeting. I hope once the report is published that Metro will take action on the consultants recommendations. We do wish that people with disabilities would have been in the process for hearing the top three candidates for the ADA consultant position so that we could be more in the process working with Metro since it is a third-party consultant position. Also, that's great news that the phone system will be Hopefully easier to use and we will all soon find out beginning this coming Monday,

February 19. This past week I did receive the information regarding the new phone number to use as well as the phone number options when going through the telephone tree. The telephone tree is currently set up is it possible to also include an option to say what you're calling about instead of only having the pressing number options. Also, I did appreciate having the email list all the number options in the tree and also in the accessible Microsoft Word document. My main question is if someone is on hold and needs to place a call back what will be the wait time to receive a call back to someone's phone to ensure that they still will be able to secure a spot on one of the call a ride vans? Also, will the hours of operation to schedule a ride increase, and how many people will be able to answer the phones at most during high peak call volumes to ensure that rides can be fulfilled? Also, in the email that was sent out last month by Mr. Stewart, it was mentioned that Metro is looking into more up-to-date and modern software. Currently the software is trapeze 15 and they're trying to get to trapeze 21. When will phase one of this process be able to begin after a decision has been made on what company to go with for software? Also, the email mentioned the mobile e-fair ticket option and it is very exciting that it is officially rolled out to anyone who uses call a ride!! Is there a way that if someone were to want to add the mobile ticket option for Call a ride they could just add that to their Transit app? Currently that isn't an option and you have to Email a specific email address to get information and someone has to help you get access to being able to buy your ticket fare. if someone feels comfortable to if they were already a current call a ride customer this would make the process more efficient and smooth. Thank you and I look forward to attending the board of commissioners meeting tomorrow.

---

**Name:** Jenny Carmack

**Representing:** myself

**Topic:** bus route increases

**Comments:**

I was happy to see that 17 bus routes had time frequency increases in January. I am hopeful that this will continue in the quarterly adjustments. I have also noticed that the Via service, which was put in place to support the areas that had significant cuts in bus service, is having challenges with meeting the needs of users. I am not sure if this is due to increases in users, drivers quitting, or something else, but there does need to be a more efficient way for people to get where they need to go.

---

**Name:** Sarah Felts

**Representing:** self

**Topic:** Call-A-Ride

**Comments:**

Public transportation should work for all including the disabled. It's time to address and correct long-standing issues that make paratransit services – which are required by law – inaccessible and unreliable. People with disabilities should have the right to have a barrier-free life and have a full and happy life. Transportation is absolutely essential to our community. Currently the paratransit service is failing many riders. I urge you to ensure that our region's public transportation works for all, including the disabled.

---

**Name:** Anne Childers  
**Representing:** Indigo Massage & Wellness  
**Topic:** Call-A-Ride

**Comments:**

As a small business owner in the city of St. Louis, I know that public transportation is important for our city. Having a safe, affordable, and reliable paratransit system is vital for our customers to be able to reach our office for services. A Call-A-Ride system that works well is essential for the success of small businesses in the region and vital to our standing as a city.

---

**Name:** Liam McCoy  
**Representing:** self  
**Topic:** metrobus service frequency

**Comments:**

To the BI-State/Metro Board of Commissioners,

I hope this message finds you well. My name is Liam McCoy, I am a blind resident who relies on public transit and am fully employed at Washington University. I am writing to voice my concerns regarding Metro St. Louis bus routes, frequencies, and the Call-A-Ride Paratransit services.

As a blind individual, my ability to navigate and move around our region is inherently intertwined with the transportation services provided by Metro. The flexibility to get around town safely and efficiently is paramount to my employment, personal independence, and overall well-being. The reduced or inconsistent service have considerably hampered this mobility, turning routine tasks into substantial challenges as I try to adjust my work schedule or run errands around removed weekend and late evening route service. The reductions in services don't just affect me, but countless others who rely on public transportation. The decreased frequency and routes mean longer wait times, missed connections, and less predictability. For people with disabilities, especially vision loss, are commonly dedicated public transit users. In turn, public transit is a primary way that we can obtain our self-autonomy, independence, and our contribution to the St. Louis region, both societally and economically.

Thank you for your time and consideration. I remain hopeful that, in collaboration, we can devise a solution for every Metro rider.

---

**Name:** Marc  
**Representing:** People of St. Louis county  
**Topic:** Bi-state doing the bare minimum

**Comments:**

It appears Bi-state has no problem accepting funding from the county to operate but only does the bare minimum to accommodate the residents that rely on them. They use technology from the 1990s in 2024. No excuse for their poor quality of service

---

**Name:** Rev. Krissy Avise-Rouse  
**Representing:** Epiphany United Church of Christ  
**Topic:** Call a Ride

**Comments:**

You've got to fix this problem. All of our people deserve decent transportation without long radius and zones without service. You are putting our most vulnerable citizens at risk by failing to provide reliable service. Do better.

---

**Name:** Judy Redlich  
**Representing:** SMART  
**Topic:** Call-a-ride and metro bus

**Comments:**

I used to use call-a-ride more in the past but find now: 1: I usually am unsuccessful in getting a ride in one direction of the trip I need to take. 2. When I had a doctor's appointment, and set my time to get there a half hour early just so I'd make it, they get me there ten minutes late. 3. I work about 15 minutes away from my home. I can not take the bus to work because I'd have to take the Hampton bus, transfer to the Manchester bus. Going, I'd have to walk along other streets to get to the Manchester bus. Coming home, I'd have to ride the Hampton bus to the Hampton loop and then home to be on the correct side of the street so I could avoid crossing Hampton. It would take (according to metro calculation, an hour and 15 minutes to get to work, and much longer to get home. I can't depend on Call-a-ride to get me to work on time and calling daily to get a scheduled ride just takes too much time.

I would suggest for those who are employed and need to use the service daily, there be a special way our trips could be on an automatic schedule and we call in if we weren't going to work on a particular day. Thank you for listening.

---

**BI-STATE DEVELOPMENT  
BOARD OF COMMISSIONERS MEETING  
(Virtual Meeting)  
OPEN SESSION MINUTES  
November 29, 2023 at 8:30 AM**

**Board Members in Attendance via Zoom**

**Missouri**

Sam Gladney, Vice Chair  
Nate Johnson, Secretary – Absent  
Vernal Brown  
Rose Windmiller

**Illinois**

Herbert Simmons, Chair  
Terry Beach, Treasurer  
Derrick Cox  
Irma Golliday  
Debra Moore

**Staff in Attendance via Zoom**

Taulby Roach, President and Chief Executive Officer  
Brenda Deertz, Director Executive Services  
Greg Linhares, Chief Legal Counsel  
Myra Bennett, Manager of Board Administration  
Tammy Fulbright, Executive Vice President and Chief Financial Officer  
Tom Curran, Executive Vice President Administration  
Charles Stewart, Executive Vice President and Chief Operating Officer Metro Transit  
Mary Lamie, Executive Vice President Multi Modal Enterprises  
John Langa, Vice President Economic Development  
Kevin Scott, General Manager Security  
Dale Schaefer, Chief Mechanical Officer  
Andrew Ghiassi, General Manager Safety/Chief Safety Officer

**Others in Attendance**

Lisa Stump, Lashly & Baer  
Justin Sobeck, Program Manager, MoDOT  
Jon Stevanovich, Program Manager, IDOT  
Karen Snead, ASL Interpreter  
Anna Williams, ASL Interpreter

**1. Open Session Call to Order**

**8:30 a.m.** Vice Chair Gladney called the Open Session of the Bi-State Development Agency, Board of Commissioners Meeting to order at 8:30 a.m.

**2. Roll Call**

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

**3. Public Comment**

**8:31 a.m.** Myra Bennett, Manager of Board Administration, noted that the Agency received 151 public comments. She noted that all of the comments were distributed to the Commissioners prior to the meeting, for review. In addition, the comments, in their entirety, will be updated in the online meeting materials at the conclusion of today's meeting, and will be included with the minutes from today's meeting.

Commissioner Cox asked if the Agency replies to each of the comments. President and CEO, Taulby Roach, stated that each comment is addressed by appropriate staff.

(Public Comments are attached as Exhibit A.)

**4. Approval of the Minutes of the September 22, 2023, Board of Commissioners, Open Meeting**

**8:33 a.m.** The minutes from the September 22, 2023, Board of Commissioners, Open Meeting, were provided in the Board packet. A motion to approve the minutes, as presented, was made by Commissioner Windmiller and seconded by Commissioner Golliday.

**The motion passed unanimously.**

**5. Report of the President**

**8:34 a.m.** President and Chief Executive Officer, Taulby Roach, noted that the Agency is working on a number of short-term and long-term improvements. He stated that, as noted in the public comments, the Agency is working on improving its fundamental service, including paratransit service. He stated that there are several areas that the Agency is committed to, including an upgrade to scheduling software and an upgrade of the phone system. He noted that the Agency has contracted with paratransit consultant, Jess Segovia, a nationally known professional in the paratransit world, to help the Agency review its procedures and where we can make improvements. Mr. Roach noted that he and Mr. Stewart, Executive Vice President and Chief Operating Officer – Metro Transit held a two-hour meeting with Paraquad on November 16<sup>th</sup> to review some of the fundamental issues on the path to improvement.

Mr. Roach noted that we are seeing improvement with regard to labor availability in bus service, over the past several months. He stated that, with this increase, the Agency is hoping to increase the frequency of service of some of the bus routes, as of January.

Mr. Roach stated that the Agency is working with its partner, St. Clair County, in expanding service to MidAmerica Airport. He noted that this project is under construction and is going very well. He stated that the Agency is moving aggressively on the Northside-Southside expansion project, and is hoping to move to the project development stage in the Spring.

Mr. Roach noted that, also before the Board today for approval, is a contract with Siemens for the purchase of new light rail vehicle cars for the system. He stated that some of the current vehicles are over 30 years old, with over 2 million miles of service, and it is time to upgrade the system. Upon approval from the Board, we will begin to discuss the schedule of delivery for the new vehicles. Mr. Roach stated that upgrades to the fare revenue system is also on the agenda for today, which runs parallel to the SPP (Safe Platforms Project).

Mr. Roach reported that he will be going to Kansas City, to Region 7, for the retirement party of Mokhtee Ahmad, the regional administrator for the Federal Transit Administration. He stated that he would like to thank Mr. Ahmad for years of support of the St. Louis Transit System, and wishes him the best in his retirement.

Mr. Roach noted “new beginnings”, including a welcome to Greg Linhares, the new Chief Legal Counsel for the Agency. He also welcomed Melissa Webb as the new Communications resource for Security.

Commissioner Windmiller welcomed the new staff. Vice Chair Gladney stated that the restoring of some service in January is great news. He expressed his appreciation to Mr. Roach and his staff. Commissioner Cox asked if an announcement has been made regarding who will be filling Mr. Ahmad’s position. Mr. Roach stated that this announcement has not been made, at this time.

**6. Report of the Operations Committee**

**8:45 a.m.** Commissioner Windmiller stated that a virtual meeting of the Operations Committee was held on October 13, 2023 at 8:30 AM, and the draft minutes of that meeting are included in the meeting materials today under Item #6.

She reported that the Operations Committee is recommending approval of three (3) items, which are noted on today’s agenda as Consent Agenda, Item #10:

- A. 2023 Annual Surplus Property Holdings (Resolution #1303)
- B. Contract Award – Purchase of Non-Revenue Vehicles (Resolution #1304), and
- C. Contract Award – WSP USA, Inc. for Major On-Call General Engineering Consulting – Civil and Structural Engineering and Surveying Services (Resolution #1288)

Commissioner Windmiller stated that Tom Curran, Executive Vice President of Administration, gave presentations, regarding a “Contract Award for BSD Light Rail Vehicles” and “Contract Award for Ticket Vending Machines”. These items are also on today’s agenda, for approval, under Item #11 and Item #12.

She reported that, at the August Committee meeting, an Operations Summary and Workforce Update was provided by Chuck Stewart, Executive Vice President and Chief Operating Officer for Metro Transit. She noted that an Executive Session was not held at the October meeting.

**7. Report of the Audit, Finance, & Administration Committee**

**8:47 a.m.** Commissioner Beach reported that a virtual meeting of the AFA Committee was held on October 13, 2023, immediately following the Operations Committee Meeting, and the draft minutes of that meeting are included in the meeting materials today under Item #7.

Commissioner Beach reported that, at the October meeting, several informational items were presented to the Committee, including:

- Internal Audit Department - Follow-Up Summary – 1st Quarter, FY2024
- Internal Audit Department - Status Report – 1st Quarter, FY2024
- Internal Audit Department - State Safety Oversight Status Report – 3rd Quarter, Calendar Year 2023



- Financial Statements
- Treasurer's Report
- Treasury Safekeeping Report
- Procurement Report
- Pension Plan Annual Audit Update

**8. Report of the Safety & Security Committee**

**8:48 a.m.** Vice Chair Gladney noted that the October meeting of the Safety & Security Committee was cancelled; therefore, there is no report at this time.

**9. Adjustment of Consent Agenda**

**8:48 a.m.** Vice Chair Gladney asked if there were any adjustments to the Consent Agenda.

**10. Consent Agenda Items**

**8:48 a.m.** Consent Agenda Items:

- A. 2023 Annual Surplus Property Holdings (Resolution #1303)
- B. Contract Award - Purchase of Non-Revenue Vehicles (Resolution #1304)
- C. Contract Award – WSP USA Inc. Major On-Call General Engineering Consulting – Civil and Structural Engineering and Surveying Services (Resolution #1288)

A motion to approve the Consent Agenda Items, as referenced in the Committee Reports and as outlined on the agenda, was made by Commissioner Windmiller and seconded by Commissioner Beach.

**The motion passed unanimously.**

**11. Contract Award - BSD Light Rail Vehicles (Resolution #1305)**

**8:49 a.m.** A briefing paper was included in the meeting materials, requesting that the Board of Commissioners authorize the President & CEO to enter into a contract with Siemens Mobility, Inc., including negotiation of the flow of funds and vehicle delivery dates, for the acquisition of up to fifty-five (55) Light Rail Vehicles, inclusive of project management, support, testing, spare parts, tools and diagnostic equipment, in a not-to-exceed amount of \$390,393,302. Tom Curran, Executive Vice President – Administration, gave an overview of this item, noting that Solicitation 23-RFP-342171-CG Bi-State Development Light Rail Vehicles was created with support by Hatch Associates Consultants, the agency's firm of record for Light Rail Vehicle Professional Engineering Consulting Services, to ensure the successful procurement and delivery of the first LRV replacement fleet. He stated that the solicitation was issued on September 1, 2022, and in response to the solicitation, one (1) sealed proposal was received from Siemens Mobility, Inc., and the technical proposal was forwarded to an evaluation team composed of staff from Metro's Light Rail Vehicle Maintenance Department and external partners from Hatch LTK, for review. He noted that Dale Schaefer, Chief Mechanical Officer, is available at today's meeting, if there are any technical questions.

Vice Chair Gladney asked if it is common to have only one bid received for a project such as this, and asked if the pricing is similar to what was anticipated for the project. Mr. Curran stated that a meeting was held regarding the project, and there were attendees from 5 vendors in attendance. He reported that, after the meeting, some of the vendors indicated that they would not be able to meet the specifications contained in the solicitation, and he is not surprised that there was only one bid received. Mr. Schaefer stated that staff believes that the pricing is competitive, and it is

comparable to previous estimates received. Commissioner Simmons posed questions relating to the local match percentage. President and CEO, Taulby Roach, noted that a federal grant has been secured for the project, and he clarified the schedule for delivery, noting that this is a multi-year project. Executive Vice President and CFO, Tammy Fulbright, noted that a local match of \$80 million has been set aside for the project and staff is working on the details. Commissioner Windmiller posed questions regarding the use of subcontractors for the project. Mr. Roach provided clarification regarding this matter, noting that it will include buy American inspections to determine where the materials are being manufactured for the project. Commissioner Windmiller asked if the Agency should be concerned that Siemens Mobility is the only vendor supplying our vehicles. Mr. Roach provided additional information regarding this concern and noted the success that the Agency has had with the use of vehicles supplied by this vendor.

Commissioner Simmons made a motion to approve this item, as presented. The motion was seconded by Commissioner Beach.

**The motion passed unanimously.**

**12. Contract Award - Ticket Vending Machines (Resolution #1306)**

**9:03 a.m.** A briefing paper was included in the meeting materials, requesting that the Board of Commissioners approve a request to authorize the President & CEO to enter into a contract with Indra USA, Inc., for the purchase of one hundred twenty-five (125) ticket vending machines, in an amount not-to-exceed \$18.0 million. Tom Curran, Executive Vice-President of Administration, gave an overview of this item, noting that on August 16, 2023, Bi-State Development issued solicitation 24-RFP-466396-KM – Purchase of Ticket Vending Machines, to obtain new ticket vending machines as part of the agency’s Fare Collection Program project. He noted that, in response to the solicitation, six proposals were received and were forwarded to an evaluation committee consisting of members from Bi-State’s Finance and Administration Departments, for review. Mr. Curran noted that Indra USA, Inc., was found to be the highest-ranking firm. Commissioner Simmons posed questions pertaining to the local match percentage. Executive Vice President and CFO, Tammy Fulbright, provided clarification regarding funding.

Commissioner Beach made a motion to approve this item, as presented. The motion was seconded by Commissioner Brown.

**The motion passed unanimously.**

**13. Board Policies, Chapters 10, 20, 30, 70 and 100 – Title change “General Counsel” to “Chief Legal Counsel” (Resolution #1307)**

**9:07 a.m.** A briefing paper was included in the meeting materials, requesting that the Board of Commissioners approve the request to incorporate revisions to the Collected Board Policies of the Bi-State Development Agency of the Missouri-Illinois Metropolitan District, Chapters 10, 20, 30, 70 and 100, as shown in the Attachments. In addition, it is requested that the Chair of the Board of Commissioners designate that the proposed revisions to these Board Policies not be tabled pursuant to Article VI (D) of the Board Policies, as it is in the best interest of the Agency that these revised Board Policies be approved at the Board Meeting on November 29, 2023. President and CEO, Taulby Roach, noted that management is requesting that these revisions be made throughout various Chapters of the Policy, to reflect a change of title for the position of “General Counsel” to “Chief Legal Counsel”, and to be more reflective of what the position entails.

Commissioner Brown made a motion to approve this item, as presented. The motion was seconded by Commissioner Windmiller.

**The motion passed unanimously.**

**14. Approval of 2024 Board and Committee Meeting Schedule**

**9:09 a.m.** Vice Chair Gladney stated that the Board was provided a tentative schedule for 2024 Board and Committee meetings, and if there are no adjustments, he would entertain a motion to approve the 2024 Board and Committee Meeting schedule, as presented.

Commissioner Simmons made a motion to approve this item, as presented. The motion was seconded by Commissioner Brown.

**The motion passed unanimously.**

**15. Bi-State Safety Oversight (BSSO) Annual Safety Report**

**9:09 a.m.** A briefing paper was included in the meeting materials, to provide the Board of Commissioners an annual update on the Bi-State Safety Oversight (BSSO) program measures to improve the safety framework of the MetroLink rail-fixed guideway system. Andrew Ghiassi, General Manager Safety/Chief Safety Officer, noted that the briefing also aims to summarize the progress achieved over the past year, report on current safety operations and initiatives, and present the strategic direction and anticipated advancements in safety oversight for the forthcoming period. A PowerPoint presentation was made by Justin Sobeck, Program Manager, MoDOT, and Jon Stevanovich, Program Manager, IDOT, concerning these matters.

This item was presented as information only.

**16. Unscheduled Business**

**9:23 a.m.** There was no unscheduled business.

**17. Operations Report**

**9:24 a.m.** A Metro Service Report and Workforce Update were provided in the meeting materials. Charles Stewart, Executive Vice President and Chief Operating Officer Metro Transit, provided a summary of the report for the Board. Mr. Stewart reviewed the recent increase in the number of MetroBus, MetroLink and Call-A-Ride Operators. He noted that, although the Agency is still below the number of budgeted Operators, he is hopeful that by year's end, the number of Operators will be above the required number. Mr. Stewart noted that there has been a 6% increase in ridership for the year.

Mr. Stewart reported on the recent service change, noting that there was no expansion to the coverage of service at this point; however, minor adjustments to service routes were made. He noted that the Agency is unable to add increased services, at this point, as we continue to have missed trips at the current level of service. He reported that additional drivers are being put into place to address the issue of missed trips. Mr. Stewart stated that he is planning for a service change in January, which is focused on frequency and reliability.

Mr. Stewart reported that the Collective Bargaining Agreement with Call-A-Ride employees will expire in January, and the Agency is currently involved in the negotiation process. He noted a recent meeting with Paraquad, and stated that the Agency will continue to hold these discussions.

**18. Call for the Dates for Future Meetings**

**9:32 a.m.** Myra Bennett, Manager of Board Administration, noted the following upcoming meetings:

|                                        |                   |               |
|----------------------------------------|-------------------|---------------|
| Safety & Security Committee            | January 11, 2024  | 8:30 AM       |
| Operations Committee                   | January 26, 2024  | 8:30 AM       |
| Audit/Finance/Administration Committee | January 26, 2024  | Following OPS |
| Board of Commissioners                 | February 16, 2024 | 8:30 AM       |

**19. Adjournment to Executive Session for the purpose of discussing legal, confidential, or privileged matters, as permitted under Bi-State Development Board Policy, Chapter 10, Section 10.080; (D) (1) – Legal, (D) (2) – Real Estate, (D) (10) – Auditors, and (D) (11) – Security.**

**9:32 a.m.** Vice Chair Gladney asked for a motion to move into Executive Session for the purpose of discussing legal, confidential, or privileged matters, as permitted under Bi-State Development Board Policy, Chapter 10, Section 10.080; (D) (1) – Legal, (D) (2) – Real Estate, (D) (10) – Auditors; and (D) (11) – Security. The motion was made by Commissioner Simmons and was seconded by Commissioner Brown.

The poll of the Board being as follows:

|                       |                       |
|-----------------------|-----------------------|
| Rose Windmiller – Yea | Herbert Simmons – Yea |
| Vernal Brown – Yea    | Irma Golliday – Yea   |
| Sam Gladney – Yea     | Derrick Cox – Yea     |
|                       | Terry Beach – Yea     |
|                       | Debra Moore – Yea     |

**The motion passed unanimously.**

The Board of Commissioners moved into Executive Session at approximately 9:33 a.m.  
Commissioner Golliday left the meeting at approximately 9:45 a.m.

**20. Reconvene to Open Meeting**

**10:20 a.m.** Vice Chair Gladney noted that the Board has reconvened to the Open Meeting.

Commissioner Beach made a motion to approve the minutes of the September 22, 2023, Board of Commissioners, Executive Session, as presented, as a closed record. The motion was seconded by Commissioner Windmiller.

The poll of the Board being as follows:

|                       |                       |
|-----------------------|-----------------------|
| Rose Windmiller – Yea | Herbert Simmons – Yea |
| Vernal Brown – Yea    | Debra Moore – Yea     |
| Sam Gladney – Yea     | Derrick Cox – Yea     |
|                       | Terry Beach – Yea     |

**The motion passed unanimously.**

Commissioner Brown made a motion to approve Consent Agenda Item 8. A., Draft - MetroStore Audit Report (Resolution #1308), as presented in Executive Session. The motion was seconded by Commissioner Windmiller.

The poll of the Board being as follows:

Rose Windmiller – Yea  
Vernal Brown – Yea  
Sam Gladney – Yea

Herbert Simmons – Yea  
Debra Moore – Yea  
Derrick Cox – Yea  
Terry Beach – Yea

**The motion passed unanimously.**

Commissioner Beach made a motion to approve the Becky Thatcher Riverboat item (Resolution #1309), as presented in Executive Session, as presented in Executive Session. The motion was seconded by Commissioner Cox.

The poll of the Board being as follows:

Rose Windmiller – Yea  
Vernal Brown – Yea  
Sam Gladney – Yea

Herbert Simmons – Yea  
Debra Moore – Yea  
Derrick Cox – Yea  
Terry Beach – Yea

**The motion passed unanimously.**

Commissioner Simmons made a motion to approve the Draft - Year End Financial Audit for FY Ended June 30, 2023 (Resolution #1310), as presented in Executive Session. The motion was seconded by Commissioner Brown.

The poll of the Board being as follows:

Rose Windmiller – Yea  
Vernal Brown – Yea  
Sam Gladney – Yea

Herbert Simmons – Yea  
Debra Moore – Yea  
Derrick Cox – Yea  
Terry Beach – Yea

**The motion passed unanimously.**

Commissioner Windmiller made a motion to approve the Executive Session Minutes, from the Board of Commissioners and Committee Meetings, July 2021 through December 2021, with the redactions as presented, as open records. The motion was seconded by Commissioner Beach.

The poll of the Board being as follows:

Rose Windmiller – Yea  
Vernal Brown – Yea  
Sam Gladney – Yea

Herbert Simmons – Yea  
Debra Moore – Yea  
Derrick Cox – Yea  
Terry Beach – Yea

**The motion passed unanimously.**

**21. Adjournment**

**10:24 a.m.** Vice Chair Gladney asked if there was any further business, and being none, Commissioner Simmons made a motion to adjourn the meeting. The motion was seconded by Commissioner Brown. Unanimous vote in favor taken. The motion passed, and the meeting was adjourned at approximately 10:25 a.m.

---

Deputy Secretary to the Board of Commissioners  
Bi-State Development

**1) Name:** Barbara Sheinbein  
**Representing:** self advocate  
**Topic:** Serious Call-a-Ride problems

**Comments:**

Call-a-Ride service has gone downhill for a number of years even before the pandemic. It is claimed that worker shortage is the issue. If all these efforts have been made, how come drivers are not staying? Maybe the pay inequity between these drivers and those drivers on fixed routes is an issue. Maybe drivers do not feel they are respected and treated fairly. Why hasn't Call-a-Ride been modernized? New telephone service for reservations, online reservations, new trip routing software, no tracking of vehicles by the rider with their smart phone like ride share, at the moment still no fee payment via the transit app, and the list goes on. What about an operating plan which was last created in 1992? Where are the transportation professionals in this organization? What about the lack of responsiveness to the disabled community? Why are more and more riders with disabilities giving up on Call-a-Ride? The answer is that it does not go where we need it and is so unreliable that it is negatively impacting our lives. You have a lot of work to do to fix this system.

---

**2) Name:** Marlena Sheinbein  
**Representing:** self  
**Topic:** Fix Call-a-Ride

**Comments:**

Hello,

Call-A-Ride is important to my sister and many others to allow a full life. Also it is important to the business community to get business from 1/5 of the population. Public transit for me is important because I don't have a car for several reasons. I use the Manchester bus the most to get a lot of things done. When the Manchester does not appear, I can be stuck waiting another hour because the Manchester bus comes only once a hour. Public transit is very important for our region because it helps with the environment and economic issues.

---

**3) Name:** JACQUELINE KIMBLE  
**Representing:** Barbara Sheinbein  
**Topic:** Call-A-Ride and accessible transit

**Comments:**

I have two family members who should be able to rely on "Call-A-Ride," and Metro transportation, but they can not. Metro has continued to cut routes, schedule rides and not show up (no call/no show). This has been so rampant, they often have to look for other ways to transport themselves to appointments, meetings, medical care, shopping, etc.

So instead of giving up, I am writing to find out why service is so subpar and what is your timeline to make it right for all the public transportation users int the St. Louis Metro area. The time is now, not next week or next year. Every day that you delay, someone is missing an important event in their lives (medical appointments, family dinners, church services, etc.)

---

**4) Name:** Liam McCoy

**Representing:** self

**Topic:** accessibility

**Comments:**

To the BI-State/Metro Board of Commissioners,

I hope this message finds you well. My name is Liam McCoy, I am a blind resident who relies on public transit and am fully employed at Washington University. I am writing to voice my concerns and frustrations regarding the recent reductions in Metro St. Louis bus routes, frequencies, and the Call-A-Ride Paratransit services.

As a blind individual, my ability to navigate and move around our region is inherently intertwined with the transportation services provided by Metro. The flexibility to get around town safely and efficiently is paramount to my employment, personal independence, and overall well-being. The recent cutbacks have considerably hampered this mobility, turning routine tasks into substantial challenges as I try to adjust my work schedule or run errands around removed weekend and late evening route service. The reductions in services don't just affect me, but countless others who rely on public transportation. The decreased frequency and routes mean longer wait times, missed connections, and less predictability. For people with disabilities, especially vision loss, are commonly dedicated public transit users. In turn, public transit is a primary way that we can obtain our self-autonomy, independence, and our contribution to the St. Louis region, both societally and economically.

I earnestly request that the board reconsider the reductions and prioritize maintaining or, ideally, expanding services. St. Louis's reputation as a city that champions the needs of all its residents, including those with disabilities, is at stake.

Thank you for your time and consideration. I remain hopeful that, in collaboration, we can devise a solution for every Metro rider.

---

**5) Name:** Elton Thomas

**Representing:** SMART

**Topic:** Call-A-Ride needs improvement

**Comments:**

St. Louis needs people with disabilities engaged in the community. When Call-A-Ride denies a ride it is cutting off that engagement. Furthermore, businesses need people with disabilities to shop and need people with disabilities to fulfill staff shortages. Call-A-Ride is a major source in empowering people with disabilities to be a vital resource in St. Louis. We need a modern paratrasit system.

---

**6) Name:** Teona McGhaw

**Representing:** Paraquad

**Topic:** Call A Ride

**Comments:**

I would like to see better service from Call A Ride.



---

**7) Name:** Tyler Moore

**Representing:** STL Metropolitan Alliance for Reliable Transit

**Topic:** Call-A-Ride/Metro Transit

**Comments:**

I am writing to you about the continued unacceptability of the service of Metro Transit and Call-A-Ride. As you may know many people with disabilities rely on metro transit and call-a-ride to live their lives, but not just people with disabilities this affects all people that need metro transit in order to get to places especially most importantly for jobs. It is unacceptable to the lives of this people and for the local economy to continue to have reduced and unreliable service. Services must be restored in the following ways:

– Continue to incentivize job applications and new workers. If it is proving unsuccessful, more must be offered towards unions or individual workers.

-Increase frequencies of arrivals at light rail station. Either restore previous status quo of two car trains, or continue with single car trains but increase the number of trains running to increase the frequency of train arrival to a station

-With offering increased pay and benefits to employees, the previous level of service before the pandemic must be restored, bus routes need to be reintroduced and services from Call-A-Ride should be restored.

Finally, restoration is only part of the task. Bi-State Development must develop the region for continued economic recovery and stability, no matter the cost, we owe it to each individual that they can be able to work and have transportation to recreational activities and to shopping.

---

**8) Name:** Tina Wong

**Representing:** myself

**Topic:** Public Transit

**Comments:**

I am a resident of St. Louis. I ask that you:

**\*\*get people on the transit commission that are activists within the disability community**

**\*\*bring in outside consultation to improve transit management. It seems stuck at the present.**

**\*\*Improve services going forward. There is enough technology and know-how to run an efficient and effective transit system for the disabled and all people. You need to be open to new ideas and work with the consumers.**

---

**9) Name:** Steven Foelsch

**Representing:** Starkloff Disability Institute

**Topic:** Necessity of Call-a-Ride were people with disabilitiesao

**Comments:**

My name is Steven J. Foelsch and I am a Public Policy Advisor at the Starkloff Disability Institute. I am a St. Louis city resident as well as a wheelchair user and I am reliant upon public transportation to maintain my employment and access vital medical treatment. Unfortunately, many of my friends and colleagues with disabilities who live in St. Louis County are not able to access buses or the Metrolink and are reliant upon Metro's Call-A-Ride to access not only essential medical services but to work, shop and contribute to our community. Accessible public transportation is not only for people with disabilities but it is essential for the economic health of our community.

---

**10) Name:** ERIKA N PARKER

**Representing:** Paraquad

**Topic:** Accessibility for Disabled

**Comments:**

I believe adequate and accessible public transportation should be available to all especially those with limited mobility. Eliminating service to certain areas around the STL area has hindered this population of people tremendously. As well as the inadequate and subpar quality of service. I look forward to seeing more being done to rectify this issue.

---

**11) Name:** April Gladu

**Representing:** self

**Topic:** vital importance of public transportation

**Comments:**

The downtown office I work in is almost completely full of able bodied people, even though our work does not require able bodies. We would like to employ a wider diversity of people but think that one of the barriers we are facing is the lack of effective public transportation near our building. A stronger public transportation system would allow us to build a stronger workforce. Thank you for listening.

---

**12) Name:** David Carnahan

**Representing:** Call a ride rider

**Topic:** Public Transportation

**Comments:**

I have been Call A Ride for some time now and I have come to rely on it. I am able to attend weekly meetings that otherwise I would not have an affordable option to attend. When I do find employment I hope they will be available to get me to work and home again. I am blind.

---

**13) Name:** Annette Nowakowski

**Representing:** NFB St. Louis Chapter and Missouri Assn. of Guide Dog Users

**Topic:** Call-A-Ride

**Comments:**

Thank you for implementing the pilot mobile pay option and looking into the reservation system. I long for the day when we can make our own reservations and check on the status of our rides. This would eliminate much wasted time and effort particularly on Fridays. People must go about their work particularly those who are employed and cannot afford to be on the phone for extended times waiting for an operator to answer.

---

**14) Name:** Annette Nowakowski

**Representing:** NFB St. Louis chapter and Missouri Assn. of Guide Dog Users

**Topic:** Call-a-Ride

**Comments:**

After the recent two incidents of system hacking, can you assure us that our PII is safe. What are you doing to insure that this does not happen again? What backups are you implementing to keep the system running if another cyber attack occurs?

---

**15) Name:** Michele Augustin

**Representing:** People with Disabilities in the St. Louis area

**Topic:** Decrease in Call-A-Ride Services

**Comments:**

Call-A-Ride services are essential for people with disabilities to engage in our community and I hope you are considering extending rather than reducing these services. My sister's brother-in-law was recently forced to retire due to many Call-A-Ride no shows where she had to drive from Wentzville to North County and back to get him to work. Unfortunately, he now lives a lonely life with no outlet for socialization due to his forced retirement. People with disabilities deserve the independence we all enjoy and having responsible transportation is essential to their quality of life.

---

**16) Name:** LYNN M MCSORLEY

**Representing:** MYSELF

**Topic:** LONG WAIT TIME TO SCHEDULE RIDES AND LONG RIDES

**Comments:**

I would like more people to answer the phone calls when setting up rides.

Tuesday 10/31/2023 it took from 7:30 AM until 8:03 AM to get into the queue. I completed the reservation 8:15 AM for Friday 11/3.

Thursday 11/2/2023 I called at 7:30 AM and was able to complete my reservation within 3 minutes for Sunday 11/5/23.

On Monday 11/6/2023 I started calling at 7:30 AM. I dialed 22 times and got into the queue at 7:39 am. I was in the queue for 8 minutes and completed the reservation at 7:50 AM.

## Exhibit A

I started using Call-A-Ride January 2012 while I was still working. I was able to call on Monday morning for Thursday & Friday reservations. I then called Friday Morning for Monday-Tuesday-Wednesday reservations. On both days I was able to get though around 5 minutes. I stopped working in June 2013. I have used Call-A-Ride more frequently in the past 4 years. I purposely try not to schedule doctor appointments Monday through Wednesday to avoid calling on Friday morning. Calling on Friday mornings repeatedly involve ½ to over 1 hour of constantly dialing and getting a busy signal each time. Once I get into the que, it can take 20-30 minutes to speak to someone.

I understand that Call-A-Ride is not a cab service. However, I think more drivers and vans would reduce the amount of time I am on the van. I have to set my drop-off time ½ hour before my appointment time to be sure I arrive on time. I always build in an extra hour after the possible end time of my appointment, in case the doctor or procedure is running late. The majority of rides include 1-3 other people on the van with me. This means it takes from 3-5 hours to leave and return home.

---

**17) Name:** Charles Smith

**Representing:** SMART

**Topic:** Call ride services

**Comments:**

I depend on using colored services to get to Medical appointments. Many of my disabled friends and colleagues also use call ride. There are still many issues with being able to get a ride when needed. A lack of drivers may be part of the problem, but there are systemic issues you have had for years. I do believe it is necessary for some Outside Agency to supervise you. Thank you I believe the funding you get should be dependent on the proficiency at which the job is done.

Thank you for your time.

---

**18) Name:** Charles Smith

**Representing:** St. Louis Metro Alliance for Reliable Transit (SMART)

**Topic:** Unreliable Service

**Comments:**

I rarely use call-a-ride these days. It was too difficult to get a ride. There are delays and unreasonable wait times. Some of these problems have been there for many years. A lack of drivers is no excuse. While call-a-ride has the potential to be a value service, I do not believe it can get to that level of service without outside intervention. I believe that your funding should be contingent on meeting series of goals and as a member of SMART, I'll be pushing for that. While i believe that average worker does their best for everyone, the problem lies on the board of commissioners and other management. thank you for your attention to this matter.

---

**19) Name:** Dawn Martin

**Representing:** Myself and my son

**Topic:** Call A Ride/Public Transportation

**Comments:**

As the mother of a person who has a disability and uses public transportation for all of his transportation needs, I ask that you resolve the problems that are present with providing reliable transportation for people with disabilities. My son uses these public services, and I have always been grateful that it helps to ease the burden of finding him transportation when I am unable to provide it. Many people with disabilities lose their independence when these services are not available. For someone facing challenges with a disability, not having reliable transportation is an extra burden that should not be an issue. Please fix the issues that are causing inconsistencies with reliable transportation for members of our community who need it most.

---

**20) Name:** Noah Williams

**Representing:** Noah Williams

**Topic:** Public transportation

**Comments:**

I think that the main problem with the bus system is that the city is too big, or that there's not enough buses. This means that the buses can't get you everywhere because there aren't enough routes, they don't pass by very often so if you miss one then you're guaranteed to not get there on time, and the buses have to move fast so it's not the most pleasant ride.

If the city were more compact (and the roads were more even) then we might not have had to deal with global warming this badly. Our infrastructure is the problem, not a lack of electric vehicles.

---

**21) Name:** Andi Blaylock

**Representing:** St. Louis residents with mobility issues

**Topic:** Call A Ride

**Comments:**

As a city resident and someone who cares about many people who have mobility challenges, I urge you to resolve the issues you are having with Call a ride service. For many, this is their sole means of transportation and independence. Please restore this vital service to those who are in need!

---

**22) Name:** Alice McSorley

**Representing:** Lynn McSorley

**Topic:** Recommendations

**Comments:**

Call-A-Ride is a wonderful and much needed service. However, it is far from perfect. More people to answer the phones would greatly reduce the lengthy and aggravating time potential passengers have making appointments and/or ride reservations. I am told it can take up to 25 call

## Exhibit A

attempts and up to an hour just to get into the queue. Once in the queue, it can take up to 30 minutes to speak to a phone attendant.

Additionally, drivers, and maybe more vans, would reduce the amount of time each rider spends waiting their turn once inside the van. As is, it may take an hour just to get a ride to the local grocers and another hour for the return ride home. Again, for a ride in the neighborhood. That is, a short distance. Call-A-Ride again is a wonderful service and improvements are necessary in order to provide the quality of service your riders deserve.

Thank you,  
Alice McSorley

---

**23) Name:** Raylah Pillar  
**Representing:** Community Member  
**Topic:** Call-A-Ride

**Comments:**

As a disability advocate and social worker, I know how important Call-A-Ride and other public transportation services are, specifically for people with disabilities. These services are necessary for community integration and equitable access to services. Unfortunately, these public transportation systems are currently not adequate to support the needs of people with disabilities and other citizens who rely on them. The substantial wait times, limited range, and unreliable scheduling make these services unreliable, despite their essential nature. Please designate the appropriate funding and resources for the public transit systems so the STL region can support successful transportation options. Thank you.

---

**24) Name:** Jasmine Yang  
**Representing:** STL Metropolitan Alliance for Reliable Transit (SMART)  
**Topic:** Call-A-Ride

**Comments:**

Call-A-Ride is an essential service for the STL area. It provides necessary access to transportation. Oftentimes, using public transit is difficult to navigate, and not everyone has consistent access to private transportation. This makes a service like Call-A-Ride absolutely crucial for making time-sensitive appointments.

---

**25) Name:** Jason A Smith  
**Representing:** Jason SMith  
**Topic:** Feedback

**Comments:**

Sometimes it can be too early or late but great price at just \$2

---

**26) Name:** Liz Kramer

**Representing:** Community Mobility Committee

**Topic:** Access to Transit

**Comments:**

Dear commissioners,

I write on behalf of the Community Mobility Committee and in support of the SMART advocates calling for improvements to transit, especially paratransit services. Our members are particularly concerned with having a consistent, reliable MetroBus system that allows people to get where they can go, as well as a complete and accessible paratransit system. You can read one of our past letters to Mr. Roach and Mr. Stewart here: [https://1586e434-04fc-47f7-a158-8f1fbcf9c276.filesusr.com/ugd/a57948\\_925eafdc7e124124a344bce1e2afc9ed.pdf](https://1586e434-04fc-47f7-a158-8f1fbcf9c276.filesusr.com/ugd/a57948_925eafdc7e124124a344bce1e2afc9ed.pdf)

Transit is critical to our region, allowing people to safely and affordably get where they need to — and it's your duty to ensure that we all have access to it.

Thank you,  
Liz Kramer  
co-chair, Community Mobility Committee

---

**27) Name:** David

**Representing:** All St. Louis Pedestrians

**Topic:** The need for covered well lighted Bicycle Rack at each Metro LINK Station.

**Comments:**

To Whom it May Concern,

Please plan, design, and implement Covered Bicycle parking racks at each Metro-Link station to provide the necessary effective mobility for individuals who don't have or don't want use a car to commute to and from there destinations and to effectively address climate change in the St. Louis Region by reducing car emissions.

This is a simple cost effective solution with countless benefits. Metro-Link should capitalize on this opportunity, to improve the Safety and ridership of All Users, of All Ages, and All Abilities on there transit system improving the quality of life for All in the St. Metro Area.

---

**28) Name:** Joanne Fadem

**Representing:** Concerned citizen

**Topic:** Service shutdowns for Call-A-Ride

**Comments:**

It has come to my attention through a friend of mine who uses the services of Call-A-Ride that there has been many times when she cannot schedule a ride and many times when she would have to wait a significant time. This service is of utmost importance to her since she is blind. She told me that she cannot track the driver, nor is there an app to arrange/schedule rides. It is my thought that the system needs to be updated. The people that use this service NEED this service and they NEED it to be reliable.

---

**29) Name:** Austin Archinal

**Representing:** Community Mobility Committee

**Topic:** Issues with Paratransit System

**Comments:**

The Metro Transit system is lacking many things for a community as large and as active as Metro STL. More bus drivers should be hired on at higher starting rates, which should allow for better coverage over popular routes and even a gradual increase in coverage over less popular routes. Routes that now only run once every hour should increase in popularity once their paces increase. Ridership should also increase once more popular stops have the appropriate coverage: benches, shelters, trash cans, ramps, etc.

---

**30) Name:** Nancy

**Representing:** John and Robert Maurer

**Topic:** Handicap transportation

**Comments:**

Please try to expand the public transportation system for handicapped individuals. The current turnaround time for an appointment can be up to 5 hours. John Maurer is 93 years old and Robert is 64 and severely diabetic. Neither of them have the capacity to stay out that long. I know I'm not the only one with these concerns.

Thank you,  
Nancy Soke

---

**31) Name:** MELVIN ROLL

**Representing:** Downtown St Louis Lions Club

**Topic:** Public transport Call-A-Ride

**Comments:**

Lions Clubs members that have eye sight disabilities depend on Call-A-Ride to get to medical appointments. It is essential that they have transportation services in the St Louis area.

---



**32) Name:** Jeanette Mott ("J-MO") Oxford

**Representing:** Paraquad

**Topic:** Public Transit, especially paratransit

**Comments:**

Chairman Simmons and Members of the Board of Commissioners,

Paraquad, the independent living center for St. Louis City and County, continues to listen to the voices of people with disabilities who use Metro's light rail, fixed route buses, and Call-A-Ride services. These beloved neighbors report a range of experiences, but most say either "slight improvement" or "no improvement." We do know you are expending much effort, and we want to help you make your time productive. We share the goal of having an excellent public transit system in our region, including the paratransit that is vital to our staff and participants of our programming.

We are thankful that Mr. Roach sent a "Stakeholder" email to many on November 6, stating "We are committed to boosting the reliability of our service to serve you and our community better." He promised three investments that all sound like steps in the right direction, and we also appreciate his pledge that there will be periodic updates on progress.

We ask that this Board join this process of meaningfully engaging with people with disabilities – and all your customers – by changing your meeting schedule in 2024 so that at least half of your meetings take place in accessible public settings with hybrid capabilities. (There seems to be a preference for Zoom from people with disabilities with whom we interact.) Entities that receive public funds have a special responsibility to be open, transparent, and fully accessible by those they serve. We ask that your meetings include a public comment period of no less than one hour and that both those present and that those online have the chance to testify for up to three minutes with the Commissioners asking follow up questions if they have any.

I welcome any questions you may have.

Sincerely,

Jeanette Mott Oxford

Manager, Public Policy and Advocacy, Paraquad

---

**33) Name:** Annie Donnell

**Representing:** St. Louis Metropolitan Alliance for reliable transit

**Topic:** More reliable public transportation options

**Comments:**

It is great to see that the pilot program for call a ride to pay via the transit app has been rolled out. When will the program expand to where any customer who uses Call a ride pay their two dollar fare via the transit app if they do not wish to use cash? I think it is a good option to Have both the digital payment option as well as keeping the cash option for those who wish to pay using cash moving forward. Also, it would be great to see via expanded and make the service a 24 seven service. It would also be great to see all the service zones go away and expand via in all counties in the St. Louis area and where Metro serves customers. This will ensure drivers stay because they have a more flexible schedule and it would be 24/7. Also, drivers wouldn't have to stress since all areas could have people picked up or

dropped off and they wouldn't have to worry about making sure they're in the correct zones if they want to pick up people. Also, this would alleviate a lot of issues for call a ride and would open the phone lines to those who prefer using call a ride the most. Also, please look into making Call a ride more efficient and providing an online methods to make reservations. I look forward to attending the meeting on November 17. Grateful for the progress that has been made so far and looking forward to even more improvements in the future!

---

**34) Name:** Robyn Wallen

**Representing:** S.M.A.R.T and the Missouri Council of the Blind

**Topic:** We need change and oversight for our transit system.

**Comments:**

I am writing to express my concern and frustration regarding the state of our public transit system in St. Louis. Our community deserves a reliable public transportation system that serves all its residents equitably. As a concerned member of the community, I believe it is crucial to address the shortcomings within the current system and strive for meaningful improvements.

St. Louis has long awaited a public transit system that caters to the diverse needs of our metropolitan area. The present challenges, ranging from scheduling inconsistencies to infrastructure issues, underscore the urgent need for a comprehensive review and overhaul. It is unacceptable that our city has yet to experience the kind of efficient and accessible public transit system that is essential for the growth and prosperity of the community.

One key element in addressing these challenges is the implementation of outside oversight. It is imperative to have an unbiased and objective examination of the system's inner workings, particularly in how financial resources are allocated and whether management is making effective decisions. Transparent oversight ensures accountability and fosters public trust, which is essential for the success and sustainability of any public service.

I strongly urge the Metro Board of Commissioners to consider initiating a thorough investigation into the allocation of funds within the public transit system. This deep dive should explore not only the financial aspects but also the decision-making processes of management. An independent evaluation can provide valuable insights into areas that require improvement and guide the formulation of effective strategies to address existing issues. This investigation should focus on the procedures and practices within the entire system and not just on one aspect of it.

I encourage the Metro Board to engage with community stakeholders to ensure that the public's voice is heard in the decision-making process. Community input is invaluable in shaping a public transit system that meets the diverse needs of the community. By fostering collaboration between the board, management, and the community, we can work towards creating a transit system that we can all be proud of.

The Metro Board of Commissioners plays a pivotal role in ensuring that St. Louis has a public transit system that reflects the aspirations and necessities of its residents. I implore the board to take proactive measures, including outside oversight, to address the challenges within our public transit system and pave the way for a brighter future for St. Louis.

---

**35) Name:** Mark Detjen

**Representing:** S.M.A.R.T member

**Topic:** Metro is severely impacting my life

**Comments:**

I am writing to express my deep concern and frustration regarding recent decisions made by Metro Call A Ride that have had a profound impact on my life. The cuts in service have severely limited my ability to move around independently, resulting in significant financial strain and safety concerns.

The reduction in service has forced me to rely on ride-sharing services, where trips that used to cost \$2-\$4 each way have now skyrocketed to \$20 or more. As someone whose sole source of income is social security, this financial burden is especially challenging, particularly since my income does not keep up with the current inflation rates. The increased transportation costs are affecting not only my daily activities but also my overall quality of life.

Furthermore, I am troubled by decisions made without adequate public input. While I understand the need to make efficient and cost-effective choices, decisions that impact the community should be made collaboratively. It is disheartening to learn that some choices, such as the introduction of new vans, were made without engaging the larger community. While these vans may be beneficial for wheelchair users, they pose potential dangers for individuals like myself with balance issues and those reliant on crutches or walkers.

I am aware that a small sample of individuals was consulted, but this falls short of engaging the broader community as a whole. It is crucial to consider the diverse needs and challenges faced by the entire Metro Call A Ride user base to ensure that decisions are inclusive and prioritize the safety and well-being of all passengers.

I urge the Metro Board of Commissioners to reconsider recent decisions and take into account the broader impact on individuals like myself. Additionally, I request a more transparent and inclusive decision-making process that involves the input of the entire community. Their commitment to serving the needs of all residents is paramount, and I hope you will take the necessary steps to address these concerns promptly.

---

**36) Name:** Kea Wilson

**Representing:** STL citizen

**Topic:** Call-a-ride/paratransit

**Comments:**

I'm writing to support StL Metropolitan Alliance for Reliable Transit's efforts to restore and expand paratransit and Call-a-Ride service in our region. Our community is not complete if those with mobility-limiting disabilities cannot get where they need to go and participate fully in society; thank you for your attention.

---

**37) Name:** Sarah Bohnert  
**Representing:** People with disabilities  
**Topic:** Call A Ride Service

**Comments:**

Please do all that you can to provide safe and reliable service to our St. Louis area residents with disabilities. Support Call-A-Ride transit and provide appropriate pay and benefits to their drivers. Thank you.

---

**38) Name:** Steven Spencer  
**Representing:** Paraquad  
**Topic:** Call A Ride/Metro

**Comments:**

Call A Ride has never been perfect. Growing up, my family has dealt with and accepted that it was never a perfect service. But we were grateful for it. It was a solution when other options weren't available. Unfortunately, it's no longer tangibly available. Over the past few years, Metro and Call A Ride have both reduced services to a point that as an Employment Specialist with Paraquad, I can no longer even advise my clientele that Call A Ride is an acceptable plan to get to work. I have seen more and more people lose or have to quit jobs because of our Metropolitan Saint Louis Transit Agency cutting bus lines and flat out not be able to accept ride reservations at all during some periods. One instance, the person left a job they held for over 20 years because a bus route was cut. The People with Disabilities Community already are required to overcome obvious stigma and bias when seeking employment, and now they have to face one of the most vital services a city's infrastructure requires being removed from them. These shortcomings by Metropolitan Saint Louis Transit Agency are discriminatory and flat out unacceptable in a city that prides itself on equality and progressive nature. Change must happen immediately.

---

**39) Name:** NINA Marie VILLANO  
**Representing:** The disabled  
**Topic:** Call a Ride

**Comments:**

My name is Nina Villano and I am a 62-year-old legally blind veteran. I am also a graduate student pursuing my second master's. The first one in communication and the one in pursuit is a MA in Political Science. I am also a member of the Lewis and Clark chapter of NFB. I am making this statement on behalf of many. First, the blind and low-vision community has taken a major hit with Call a Ride and its new travel options and changes. When you are visually impaired and you rely on a particular means of transportation and it is taken away from you, a major loss of independence sets in. It is no difference in having a driver's license and then you lose it. Call a ride gives a disabled person a sense of freedom. I am advocating for the elderly who also use Call a Ride as a means of getting to and from church. Imagine how you would feel if your means of transportation were taken away from you. I used to be able to visit my mom using Call a Ride. Unfortunately, that route has been canceled. This is a senior citizen apartment complex that is now without means for its occupants to freely come and go. I understand that the pandemic has made living situations different and difficult but this transportation

issue did not help. I would like to believe that you will take into consideration what I have said. It would be nice to feel that you too believe that this is an issue of grave importance. Please understand the elderly and disabled have been handicapped by this. We need and are asking for immediate help in figuring out how to compensate the elderly, disabled, and visually impaired. Thank you

---

**40) Name:** Noah G

**Representing:** Myself

**Topic:** Prioritize service over fare gates

**Comments:**

Fare gates on metrolink would have severe consequences for the usage of this system, and would even further reduce confidence in the system by daily users. Returning to double car service and increasing frequency to 15 min on each line should be the number one priority at metrolink, and a \$56M money sink into enclosing our open-format metro system due to private interests cannot take precedence over these more systemic issues.

---

**41) Name:** Nancy E Aguilera

**Representing:** Self

**Topic:** Public Transportation

**Comments:**

As a person with disabilities, public transportation funding is important to me. In the past, I have primarily relied on public transportation to get to work and class. Unfortunately, I stopped using Call A Ride, because I couldn't book a ride; I kept getting busy signals when I called; I gave up on this service. This is despite that I'm very low vision and that some of my classes got out late at night. There is no reason that the Call A Ride service should be in such disarray. Other cities that have comparable services use Yellow Cab or Uber to book excess rides. For most of my life I lived in the west coast and I never experienced the transportation barriers that I've experienced in St. Louis. This transportation challenge has made me consider leaving St. Louis once I receive my graduate degree. I want to live in a place again in which I don't have to worry whether I'm able to get transportation or book a ride or whether I have enough money for Uber to get to and from places.

---

**42) Name:** Justin Wallen

**Representing:** self

**Topic:** Concerns regarding service cuts and impacts on employment accessibility.

**Comments:**

Dear Members of the Bi-State Board of Development,

I am writing to express my deep concerns and frustrations regarding the recent bus service cuts, which have had a severe and detrimental impact on the ability of many individuals to reliably access employment opportunities.

## Exhibit A

In 2008, utilizing the bus services provided by Bi-State was a reasonably efficient means of transportation, with trips taking approximately 1 hour to reach various destinations. However, the recent cuts to the bus services have resulted in a significant decline in reliability and efficiency. What once was a one-hour journey now often extends to an excruciating 3-hour ordeal, making it increasingly challenging for individuals to maintain gainful employment.

This extended travel time has far-reaching consequences on the economic well-being of our community members. Longer commutes not only lead to increased stress and fatigue but also limit the time available for individuals to dedicate to their jobs and personal lives. The unreliable and prolonged bus service is particularly burdensome for those who depend on public transportation as their primary mode of commuting.

It is crucial to recognize that reliable and efficient public transportation is a cornerstone of a thriving community. Access to timely and affordable transportation is directly linked to employment opportunities and economic stability. The current state of the bus services undermines these fundamental principles, jeopardizing the livelihoods of many hardworking individuals who rely on them. I urge the Bi-State Board of Development to reconsider and prioritize the restoration of bus services to their previous levels. Doing so will not only alleviate the hardships faced by commuters but also contribute to the overall well-being and prosperity of our community. I believe that by addressing these issues promptly, we can work together to build a more resilient and accessible public transportation system that serves the needs of all members of our community.

Thank you for your time and attention to this matter. I trust that you will consider the impact of these bus service cuts on the lives and livelihoods of those who depend on public transportation.

---

**43) Name:** Wendi Neckameyer  
**Representing:** concerned citizen  
**Topic:** paratransit

**Comments:**

I am not directly impacted. But I can tell you of numerous friends and colleagues who rely on Call-A-Ride for transport to work, medical appointments, food shopping, and other basic needs. They do not have the luxury of having unexpected issues or emergencies – if they need to see the doctor, they cannot rely on Call-A-Ride (since three days in advance are required, and the reservation may not be accepted). If a doctor's visit needs to be rescheduled, they are penalized for not using the original date. There is simply no flexibility. Hold times for calls are unacceptable (I have directly witnessed colleagues on hold for more than an hour trying to get a ride scheduled). I have colleagues who have spent 3-4 hours on the bus just trying to get home after a full day's work. Obviously, using Call-A-Ride for leisure activities is thus not feasible – which has a direct impact on area restaurants, shopping, event facilities, etc. The lack of public transportation means that St. Louis is an inaccessible city – not good for tourism, and certainly not good for its residents.

---

**44) Name:** Kelly Stewart  
**Representing:** Paraquad  
**Topic:** Transportation

**Comments:**

I live and work in St. Louis county and have heard and seen the crisis with reliable transportation specifically for the disabled community. Safe and reliable transportation is a key predecessor for community members to gain employment and have equitable opportunities. Please consider prioritizing the transportation shortfalls that cause systematic issues.

---

**45) Name:** Cynthia Wunderlich  
**Representing:** Citizens  
**Topic:** Call-a-Ride

**Comments:**

Call-a-Ride services are extremely valuable for getting people that do not or cannot drive to medical appointments.

Additionally, the service made it possible for a former co-worker's relative to get to his job at one of the Sheltered Workshops, making a huge difference in his life and enabling everyone in their household to get to their jobs on time.

We do need to assist those who cannot drive to get to appointments and help them realize as much independence as they are capable of.

---

**46) Name:** Seyoon Choi  
**Representing:** Myself – & my allies  
**Topic:** Public Transit is My Gateway to Economic Freedom and Personal Independence

**Comments:**

To the BI-State/Metro Board of Commissioners,

I'm a 23-year-old graduate student at Saint Louis University, I rely heavily on the Metro transit fixed-route buses, Metro Link and call-a-ride services. The recent cutbacks in bus routes, frequencies, and particularly in Paratransit services, have drastically affected my daily life and that of many others in our community.

As a blind individual, my independence and ability to contribute to our city are heavily connected to the accessibility and reliability of public transportation. The recent reductions have turned simple tasks, like commuting to internships at Paraquad to my part time job at the west county center, engaging in leisure activities, and attending to essential errands, into significant challenges. I'll further stress that these changes do not just impact me but also severely affect many who depend on public transportation for their autonomy and societal participation.

The modernization and prompt improvement of the Metro Paratransit system is crucial. As our city evolves, so should the support systems for people with disabilities. The Call-A-Ride Paratransit services

are not just a mode of transport but a lifeline that empowers us to navigate our city with dignity and normalcy. The current state of this service, hindered severely by delays and inefficiencies, directly impedes on our ability to live independently and actively engage in our community.

While I understand the complex operational challenges, including recent labor shortages, that influence transit service decisions, we must look to other metropolitan cities that continue to operate modern, efficient fixed-route and Paratransit services. I urge the board to consider the profound impact of these service reductions on the lives of people with disabilities and those who unfortunately continue to feel discouraged from using metro transit in a fear that it's simply too unsafe nor infrequent. Our public transportation system should epitomize inclusivity, rooted in the word "public". Public transit meaning for everyone. It's only possible when the system grows and makes sense for our community members to depend on.

I strongly advocate for the board of commissioners to re-evaluate the recent cutbacks and prioritize the enhancement and expansion of services, including a modern, efficient, and responsive Metro Paratransit system. The commitment of St. Louis to inclusivity and the welfare of all its residents, especially those with disabilities, is paramount and should be reflected in our public transportation policies. I further urge Metro to consider engaging with Metro's customers to better understand and collaboratively work as a team on what a modern public transit system should look like, and engaging with external public transit consulting firms and experts in this area.

---

**47) Name:** Ginny Orthwein

**Representing:** Stephen Orthwein Center

**Topic:** Transportation

**Comments:**

Every single person that comes to The Stephen A Orthwein Center comes there because they want the best quality of life they can have with their disability. We have provided unique equipment not found anywhere else in the region for people with disabilities. Now they need to be able to be transported to the Center when they do not have a way to get there. They all are working for the highest quality of life they can have. Thank you, Ginny Orthwein

---

**48) Name:** Aamna Anwer

**Representing:** self

**Topic:** paratransit system

**Comments:**

Hello, I care about people with disabilities, and now is the time to solve the problems with the paratransit system in the St. Louis region. Thank you.

---



**49) Name:** Wendi Neckameyer

**Representing:** Paraquad, Inc.

**Topic:** paratransit

**Comments:**

I am commenting on behalf of several friends and colleagues who are Call-A-Ride Users. My first attempt has not been acknowledged. My friends and colleagues depend heavily on Call-A-Ride for basic needs – healthcare, food, employment. They do not have the luxury of using it for leisure activities because it is overly time consuming to make reservations, there are several restrictions, and there is no flexibility if needs change. This significantly impacts their quality of life as many times there are issues addressing the basic needs mentioned above. Integration into the community is not possible without fluid access to public transport for individuals with disabilities. I have personally witnessed friends and colleagues have rides cancelled, who cannot come to work because they were unable to get transportation, or who endure rides to or from the appointment/place of employment lasting over a few hours. The impact on the St. Louis economy is significant – obtaining transportation is so difficult that they must reserve it for basic needs and limit any leisure activity use.

---

**50) Name:** Deanna Snowden

**Representing:** self

**Topic:** Importance of public transportation and Call-a-Ride

**Comments:**

When I worked at Webster University's main campus in Webster Groves, MO, I studied the timetables of the Bi-State mass transit system, and I determined that it would take WU's students in the North City and County areas of STL as much as three hours to get to campus for a class. Our public transportation system is not only essential, it needs to be improved. Have you priced automobiles, licensing them and insuring them lately? Inflation has added a terrible burden on those who thought they were part of a middle income group. You may be able to deduce that the financial burden of the poor makes it imperative to have public transportation readily available to relieve some of that burden.

When I was a caregiver for my mother, it was a Godsend to have Call-a-Ride a phone call away for doctors' appointments. It was also a blessing to be able to pay our way for non-medical outings.

---

**51) Name:** Robyn Wallen

**Representing:** Self

**Topic:** The economic cost to a segment of the population typically on fixed. incomes.

**Comments:**

Dear Commissioners, I think it is vitally important you fully understand how much it costs a disabled person or a senior when there is no viable public transit option that works. Unfortunately, because most of you have access to a car you are not truly able to understand so I am going to show you what we can spend. Here is a breakdown of the places we often go and the cost. This past weekend we went to two meetings at the St. Louis Society for the Blind. One was Friday night and one was Saturday afternoon.

## Exhibit A

Friday night using Uber from our home in the West County area to Manchester and Brentwood it was \$23 including tip to go and \$22 including tip to return. Saturday afternoon it was \$22 going and \$21 returning for a total of \$88 split between my partner and I in just two days. If we need to take an Uber (cheaper than a taxi) to our local grocery store it will be about \$7.50 before a tip of probably \$3 each way which means a simple trip to the grocery store will cost me around \$21. If we go to our Ophthalmologist appointment which is in Ladue it will cost us \$25 each way for a total of \$50. if we want to go shopping at West County Mall our closest it will cost us \$20 each way for a total of \$40. So if we just do these trips in one week we will have spent a total of \$199.00. That is a lot of money for anyone but particularly when you are living on retirement and or social security. Keep in mind these are during non-peak times. That is basically \$200 that could go to food rent and utilities. Even if we don't do these things every week they do add up quickly.

I understand some of you will say what about relatives and friends. Many people don't have that option and even if you do there are usually emotional and logistic costs. There is no autonomy in relying on others and more often than not as nice as people can be they cannot always go when we need or want them to go somewhere. How would you like for someone to dictate when you could go to the store or go shopping as opposed to making your own choices?

We also know some of you will say what about the delivery services. Sure they work but if any of you have ever used them you understand that most food costs are marked up significantly and that there are other fees even with memberships. Not to mention the fact that sometimes you cannot get what you want and you cannot choose the quality of your meat and produce. Online shopping is great but not always for clothing and sometimes you just want to browse.

I understand that a lot of you are unaware of the economic cost and can only see this from the lens of an outsider so I am putting it right there in front of you. You may ride the buses by choice but for many of us buses and Call-A-Ride were our only economical way to navigate the area. When routes were cut and Call-A-Ride services were lost you put a huge financial burden on us all.

---

**52) Name:** kerry R baider

**Representing:** All persons who require public transportation

**Topic:** Paratransit Services are crucial for disabled residents

**Comments:**

11-13-2023

I am writing to express my concerns about the problems with the Call-a-Ride system. Their cuts in services have significantly negatively affected persons with disabilities..I understand that there are staffing shortages, but many disabled people rely on these services daily, including work, medical appointments and so many other things that people without disabilities take for granted.

People with disabilities already encounter so many obstacles in their lives. I believe this issue should be a priority for our metro area. Other cities have addressed this situation with on-demand paratransit, which frees up vans and drivers to use the wheelchair equipped vehicles to go where they need to go. This has been a great solution in other cities. There are probably numerous ways to solve this problem . However. the problem seriously needs to be addressed.

---

**53) Name:** Michaela H Purcell

**Representing:** Self

**Topic:** Transportation security for disabled individuals

**Comments:**

Good day,

I have been a resident of St. Louis Metropolitan area for more than 60 years and am a nurse by training.

It has come to my attention that a large number of physically disabled persons rely on but are hampered by inconsistencies in accessible public transportation. Transportation is essential to those with disabilities in order to keep and succeed in employment, effectively participate in their health care as well as vital activities of daily living.

Please focus on making public transportation for those with disabilities more available and reliable as is required by law.

---

**54) Name:** Dianne Cummins

**Representing:** SMART

**Topic:** Call-A-Ride

**Comments:**

I can not go to the LDS St. Louis building, which is where there are 2 yearly meetings. The building address is 15081 Clayton Rd, Chesterfield, MO 63017. The buses don't run on Sunday. It seems to me that that is working against my freedom of religion. I used to go to that church every Sunday on Call A Ride and then they enforced the rule of the bus routes and I had to move to the Frontenac Ward. But now I am not able to go when it is the St. Louis Stake Bldg. I just think that there should be a way to pay a special fare.

---

**55) Name:** Anna Schell

**Representing:** S.M.A.R..T

**Topic:** Call A Ride has had problems for a long time.

**Comments:**

The problems with Call-A-Ride are not new and have been going on long before 2020. It is not just a labor shortage or money issue. These problems have been ongoing for a long time. It is time to take a hard look at the problems. I feel that an outside consultant could do this objectively and could point out the real solutions. Someone who can be objective and unbiased. Nothing is going to change if the Board of Commissioners does not insist on this.

---

**56) Name:** Tracy Anderson  
**Representing:** SMART and MCB  
**Topic:** Metro funding

**Comments:**

We would like to see Metro increase the number of drivers from 50% to 80 to 90% of the Para transit drivers they are funded for. we would like to see the pay be equal to that of the fixed route drivers. We would like to see improvements in the software used for scheduling by offering real time notifications to passengers of schedule times and changes.

---

**57) Name:** Tina Anne Wong  
**Representing:** smart advocates  
**Topic:** the board

**Comments:**

I propose:

\*\*that at least a few people who identify as disabled or elderly be on the board

\*\*all board members need to use public transit at least once a month (if not before)....and all forms of it....bus, train etc.

---

**58) Name:** Tracy Anderson  
**Representing:** SMART and MCV  
**Topic:** Community engagement

**Comments:**

I would like to see Metro, create a focus group, including the public in decision, making for transit service in St. Louis. The meetings Metro has are required to be public, yet we are only able to leave public comments and not engage with the members of Metro. The focus group should include writers, Management and elected officials. We would like to have some input on things that serve the public.

---

**59) Name:** Rachel Heeb Desai  
**Representing:** Paraquad  
**Topic:** Call-A-Ride Paratransit

**Comments:**

When public transportation, including paratransit services, don't meet the needs of St. Louis community members, everyday life is majorly disrupted. From gym workouts and therapy sessions to lunch with friends and a part-time job, these important life activities are much harder to accomplish. We are relying on you to better support our community's transportation infrastructure! Please do better.

---

**60) Name:** Rev. Mary Albert

**Representing:** St. Louis Residents Living with Disabilities

**Topic:** Restoring Call-Ride Service

**Comments:**

I strongly urge you to keep working at solving the issues with Call-A-Ride which led to denying 7,000 requests for rides in the month of August! That means 7,000 missed opportunities for necessary appointments and life-supporting connections. As a community we can, and we must, do better than this. I applaud you for having hiring events to address your shortage of drivers, and I appreciate your pledge to handle calls in a more timely fashion. Our community needs you to keep making efforts to repair and rebuild our Call-A-Ride service. Please make this a priority. Keep working on it until our neighbors living with disabilities let you know you have succeeded!

---

**61) Name:** Sylvie Williams

**Representing:** Myself

**Topic:** Transportation call-a-ride

**Comments:**

I have serious concerns for the disabled people in our community who cannot get to work due to public transportation problems. Our most vulnerable citizens are trying to hold down jobs and rely on call a ride. We need to be better for them.

---

**62) Name:** Alison Chancellor

**Representing:** Myself

**Topic:** Lack of public transit, and Metro that sees no problems

**Comments:**

What public transit? I used to go everywhere but now, I have anxiety about how independent I can be on a given day. I'm visiting another state in a few weeks just to get some autonomy back. It's so sad, really.

---

**63) Name:** Vernon Kays

**Representing:** Epiphany UCC

**Topic:** Improve dial-a-ride for disabled

**Comments:**

I am from a community of faith that cares about the needs of our neighbors – and many of our neighbors DO need public transit to get to work, shop, medical appointments, visit family and friends, etc.

The August 2023 operations report from Metro shows there were more than 7,000 denied Call-A-Ride trips that month.

Our region must find a way to provide reliable transportation to neighbors living with disabilities.

---

**64) Name:** Wes Buchek

**Representing:** Those who need transportation

**Topic:** Call-a-Ride

**Comments:**

Hello,

I hope you are taking seriously the needs of many people in St. Louis who depend on Bi-State and Call-a-Ride. Is it true that more than 7,000 Call-a-Ride trips were denied? I can understand that things happen...so a number like 10 or 20 or 50 or even 100 might happen. But...7,000? That's shameful. That's problematic. That's 7,000 people who can't get to where they need.

I hope you will keep working to provide transportation for all!

---

**65) Name:** Charlotte Kathleen Logan Smith

**Representing:** Self

**Topic:** Call a Ride & Transit

**Comments:**

Dear Bi-State,

I write as a person who is a member of a community of faith that cares about the needs of our neighbors – and many of our neighbors DO need public transit to get to work, shop, medical appointments, visit family and friends, etc. I know people of all ages and abilities who absolutely rely on public transit – to the extent that it may be relied on. The blind, disabled, elderly, young, and ambitious in our community can be reliable parents, reliable employees, reliable volunteers, reliable voters, reliable shoppers, reliable citizens & creators, and reliable tax payers when they can rely on Bi-State to get them to appointments, interviews, laundromats, schools, events, stores, and family members. And sadly, they cannot rely on BiState at this time. The disabled community is particularly impacted when Call-A-Ride is down.

The August 2023 operations report from Metro shows there were more than 7,000 denied Call-A-Ride trips that month.

For the sake of our own success, our region must find a way to provide reliable transportation to neighbors living with disabilities. A disability does not eliminate one's ability to contribute to community, to be happy, and to maintain relationships. All of us can experience disability at times in our life and we will need help getting places when we cannot drive due to injury or illness. Let's get the Call-A-Ride system working well for everyone.

I know that even more people would use Bi-State transit if it was reliable. So many young folks 16-30 have no interest in driving and with the price of automobiles and insurance, have no means to travel by personal automobile. When they can trust that BiState will get them to their destination safely, they will jump aboard.

We appreciate your efforts to address the labor shortage and commitments to upgrade software, and improve phone capacity for peak call times. Signing a contract with an ADA consultant is good and would yield even more robust results if you listened directly to your riders and would-be riders. Please consider spending a day yourselves, as a board, together traveling from the Bi-State Office to north county, the Metro East, South County, West County, and back on public transit with no special accommodations except a chair of the meeting, a microphone, lunch and bathroom stops along the way. The understandings you would gain would strengthen your leadership of this essential agency.

Thank you for your service to our region.

May you be guided with compassion and wisdom, and find the support and strength you need.

---

**66) Name:** Karen Sell

**Representing:** Self

**Topic:** Reliable transportation for the disabled.

**Comments:**

I am a retired dialysis social worker. I have been retired for seven years. When I was still working, Call-a-Ride was the most reliable transportation for non-driving dialysis patients. I hope that in the near future, Bi-State can again provide excellent service to the disabled in our community.

---

**67) Name:** CallLois Yatzeck

**Representing:** Epiphany UCC

**Topic:** call-a-ride availability

**Comments:**

People with disabilities need special help with transportation, even if they have a car. Without one, their life can become unmanageable. I urge you to make an effort to provide reliable service for those who need your help. Thank you.

---

**68) Name:** Mary Hale

**Representing:** Mary Hale

**Topic:** Metro Transit system

**Comments:**

November 13, 2023

Bi State Board of Commissioners,

As a consumer of the Metro Transit system I have seen it deteriorate. When I moved to St Louis I was informed that the St Louis Paratransit Call A Ride was working really well & very helpful. It was nice to be able to have a transit system that I could depend on. It was reliable to the point where if I had a medical appointment, I knew I could call in 3 days ahead & get reasonable times for pick up & return to home.

## Exhibit A

Most of the drivers were extremely nice, very helpful & knowledgeable of how to deal with people with disabilities.

Unfortunately the current Metro Transit system is broken. It is not reliable. It is not dependable. If a ride is even available, the times offered are just not suitable. As a Deaf-Blind person, I can not be expected to be dropped off at a location before it even opens or picked up after it closes. I can not wait in the outside weather elements of cold, snow, rain or extreme heat, especially now that many arrival times are running late.

I truly feel that the Metro Transit system has let the city of St Louis down. It reflects badly on the city to have a transit system that is obviously not managed well. Using old computer system is just one of the issues. All the former good Call A Ride drivers are gone. Replaced with new drivers that simply do not understand the needs of those with various disabilities. Common courtesy [or common sense] is no longer there in many cases.

I feel that any board of commissioners, needs to be filled with commissioners from all walks of life that it over sees. This includes the many qualified from the large list of those with disabilities. Please consider to do the right thing & fill the empty commissioner seats appropriately with the recommendation of the many who are qualified & actually care.

---

**69) Name:** Amanda Verbeck

**Representing:** Self

**Topic:** Call-a-Ride services

**Comments:**

There are so many people who depend on reliable and accessible Call-a-Ride services. For many of them, it is their only option for transportation. You have the ability to make sure these services are provided. Please do!

---

**70) Name:** Brad Hale

**Representing:** Mary Hale

**Topic:** Metro Transit

**Comments:**

11-14-23

Bi State Board of Commissioners,

I am writing to you in regards to the current status of the Metro Call A Ride situation. My Mother relies on public transportation to get to her various medical appointments, errands and activities. She is a very proud and independent woman.

However she can not rely on Call A Ride the way she use to. I have seen her wait many times for longer times for many delayed arrivals. She is always on time for her pick up time given. In fact she always is ready and waiting even before the pick up time given so she will not miss it. How sad is this?



I know there is an issue with shortage of employees everywhere these days. But I also understand that the Call A Ride drivers are paid much less than the fixed route drivers. This does not make sense at all. It is very obvious that Call A Ride drivers have a higher level of responsibility. Helping others with the so many different levels of needs due to disability requires more.

I am in hopes that someone on this board of commissioners will actually do the right thing and step up and make it possible to correct and improve the Paratransit Call A Ride again. What is happening these days for everyone, not just those with disabilities is deplorable.

---

**71) Name:** Lee Hladky

**Representing:** Unsure

**Topic:** Call a ride

**Comments:**

Call A Ride deserves more resources. It should be 100% dependable to ensure that disabled and elderly folks are not discriminated against or limited in opportunity. Many people with issues that lead to them being unable to drive have appointments and activities that are crucial to their continued health, betterment, and productivity in our society, and if those people aren't able to consistently be transported to those, then the City of STL is leaving them behind and neglecting members of our population. This is unacceptable. Please improve the dependability of Call A Ride.

---

**72) Name:** Mark Harris

**Representing:** Self

**Topic:** Call A Ride

**Comments:**

Don't use Call A Ride currently. Have given up. Wait time in phone, if you get thru at all, make Call A Ride way inconvenient. When you do get thru, convenient or reasonable times for trip one way or round trip either are not available or not convenient. Would like to see "on demand" ride share service available for all Call A Ride trips.

---

**73) Name:** Brita Weight

**Representing:** Citizen

**Topic:** Accessible, efficient and functional Transportation for Everyone!

**Comments:**

Commissioners,

I have worked in the St. Louis Region serving individuals with disabilities for the past 29 years.

Transportation has been a challenge for all of that time! There have been times it has functioned a little better than other times, but generally inefficient and as of yet only minimally helpful in helping those with disabilities to access the broader community. I realize that public transportation is never a money maker and always needs public dollars to effectively full fill it's role in communities. In light of the constant challenge in todays world to find people willing and able to work, it seems to me that a greater

## Exhibit A

investment in public transportation that works efficiently for everyone – including those with disabilities is a critical piece of the puzzle. Statistics show that those with disabilities are more likely to be unemployed and underemployed – I believe this also hold true for those that struggle with the impacts of poverty. Public Transportation that functions efficiently and opens up community life in the broadest way has the potential to be a significant contributor to maximizing human potential and full participation in Life!

Thank you for what you do as a Commission, I know it is not easy but it is critically important for individuals, families and for our community as a whole!

---

**74) Name:** Tina Anne Wong

**Representing:** SMART

**Topic:** access and availability

**Comments:**

I do not identified as disabled. But I believe transit should be accessible to all. I believe the council needs to have at least a few people disabled people on the board. Plus ALL board members need to use public transit at the very least, once a month. Safe, affordable, accessible transit is a necessity for all because of climate change and leaving a livable world for our children and everybody.

---

**75) Name:** Katie

**Representing:** SMART

**Topic:** Friends cannot come over.

**Comments:**

My wheelchair using friends can no longer come to my house. Bi-state is not fair. I use a chair too and know limitations. Changing routs like you have is cruel and discriminatingly painful.

---

**76) Name:** Jamie Gilley

**Representing:** Public Transportation

**Topic:** Public Transportation

**Comments:**

Dear Commissioners: I am a resident of Maryland Heights. I believe that the St. Louis Region cannot succeed without a public transit system that works for ALL people, including folks with disabilities. Right now, many of the more than 325,000 people with disabilities in the St. Louis metropolitan area are having difficulty getting to work, shop, medical appointments, houses of worship, recreational opportunities, and to social time with family and friends. People with disabilities deserve full and active lives instead of being treated like second class citizens. Please do all you can to repair Metro's broken system, and do this as fast as you safely can.

---

**77) Name:** Nancy Billingham

**Representing:** Myself

**Topic:** BiState Call-a-Ride

**Comments:**

Problems with the BiState transportation systems, and especially with Call-a-Ride, have recently come to my attention and concern me greatly. The St. Louis area cannot thrive without a safe, clean and responsive public transportation system that adequately meets the needs of its citizens. Reliable service for elder and disabled members of our community must be part of the equation. I urge you to take whatever steps may be necessary to correct the issues brought to your attention by the STL Metropolitan Alliance for Reliable Transit (SMART).

Thank you for your attention to these matters.

---

**78) Name:** Laura Cohen

**Representing:** self

**Topic:** Service for people with Disabilities

**Comments:**

Dear Commissioners:

I live in the City of St. Louis and believe that our region cannot succeed without a public transit system that works for ALL people, including those with disabilities.

Many people with disabilities in the St. Louis metropolitan area are having difficulty getting to work, shop, medical appointments, etc. People with disabilities deserve the same service as everyone else! Please do all you can to restore Metro's service ASAP.

---

**79) Name:** Elizabeth Brown

**Representing:** Myself and others similarly affected

**Topic:** Para-Transit System

**Comments:**

I no longer utilize Call-A-Ride because I've found it totally insufficient to meet my mobility needs. Things such as late arrivals or not arriving at all make it difficult to utilize this service. The fact that only curb to curb service has been available since the conception of this particular para-transit system makes it impossible for many who have multiple disabilities to utilize their existing service.

---

**80) Name:** Rev. Dr. Susan M. King

**Representing:** myself

**Topic:** Persons with disabilities

**Comments:**

Public transportation is part of what makes a community livable and accessible to all. It is especially important that our public transportation services serve persons with disabilities. Please keep these neighbors in mind when making plans and decisions. Thank you!

---

**81) Name:** Latoya Chauncey

**Representing:** Paraquad, Inc

**Topic:** SMART Virtual Rally for Public Transit that Works

**Comments:**

Greetings Commissioners. I am a south city resident that lives in Holly Hills. I was my mother's care giver for several years, and I know what a blessing Call A Ride can be to those of us who need it. When my mother lost her legs, and I was no longer able to drive her, Call A Ride was a godsend to allow us to go out to the store and restaurants and helped add to her/our happiness. I could not have transported her without Bi-State, and I will always be eternally grateful. Regretfully, I have also seen people who have been stranded after a drop off and forced to wait for hours after long, painful doctors' appointments and long days at work. I have witnessed those disappointed because their pick up was so late that they missed an important event. It is unacceptable and not right. People need reliable, accessible transportation. Our Declaration of Independence says that people have the right to life, liberty, and the pursuit of happiness. Please, support people with disabilities and do all and everything you can to help our St. Louis transit system pursue those rights.

---

**82) Name:** Stephanie the bottom McDowell

**Representing:** Self

**Topic:** Reliable, transportation

**Comments:**

Reliable transportation is very important to my daily life. I use it to get to work, doctors appointments, grocery shopping and more. Better transportation is, the more I will be able to be part of my community and enjoy the wonderful thing St. Louis has to offer.

---

**83) Name:** Kathleen Reilly

**Representing:** Individuals with developmental disabilities

**Topic:** Lack of transportation

**Comments:**

I serve individuals who have developmental disabilities. Many of the people we serve have elderly parents and little support. They need to attend day programs for health and safety reasons. Without transportation, they are at risk. There are not enough providers to meet the needs of the individuals served.

---

**84) Name:** Stephanie McDowell

**Representing:** SMART

**Topic:** Reliable transport

**Comments:**

I have used public transportation, my whole adult life. I use it to go to work, doctors, appointments, shopping, and other things. It allows me to be part of my community and enjoy what it has to offer. Please update equipment and policies to provide better services for all.

---

**85) Name:** Chance Fox

**Representing:** SMART

**Topic:** Call-A-Ride

**Comments:**

I write you today to implore for improved Call-A-Ride access, including manpower and funding. Many members of our church congregation with disabilities would benefit exceedingly from improved transportation options. As is, it is difficult for them to find means to the meetinghouse on Sundays. Call-A-Ride has become dysfunctional and is no longer an option for many. I greatly appreciate your consideration of this request.

---

**86) Name:** Lea Anne Little

**Representing:** Lea Anne Little

**Topic:** Quality Call-A-Ride services for Metro St. Louis

**Comments:**

To Whom It May Concern:

People with disabilities share the same values as people without disabilities. We want to participate socially, be employed, and as self-sufficient as possible. For these quality of life issues to be available we need dependable, quality transportation. We need to be able to make calls in a timely manner to make our medical and other appointments. We need to get to work on time and return home following our work day without waiting for our transportation to arrive. We need to grocery shop and have a way to go to visit friends and so on. Call-A-Ride, the public transit in St. Louis, has needed upgraded to truly assist disabled people in St. Louis Metro for a long, long time. I fully support Bi-State repairing this broken public transportation system.

---

**87) Name:** K Wentzien

**Representing:** Senior citizens

**Topic:** Call a Ride

**Comments:**

It has come to my attention that reliable public access to Call a Ride is dysfunctional. For 2 years I drove my husband to dialysis treatment 3 days a week. I would see the Call a Ride vans and since we are in our

80s and we were on walkers Davita encouraged me to use them instead. I had started to look into it but my husband passed in May and I stopped. But what I learned was they were overwhelmed and there was no way we could have used them. Fortunately I have family options and resources, but many do not and reliable service is critical to their health. Please fix it! I know it's not easy but thank you for whatever you can do!!!

---

**88) Name:** Lori Becker

**Representing:** Starkloff Disability Institute

**Topic:** Urgent call to restore service

**Comments:**

My name is Lori Becker, and I am writing to you as the CEO of Starkloff Disability Institute, a nonprofit organization dedicated to advocating for the full and equal participation of people with disabilities in all aspects of society. As a person who is legally blind, I am deeply affected by recent decisions made by the Bi-State Development Agency and Metro Transit that have led to severe budget cuts and service reductions, particularly impacting the paratransit system, Call-a-Ride.

I am not only expressing my personal dismay but also voicing the collective frustration and anguish of the community we serve. The decisions to curtail public transportation services, especially those designed to cater to individuals with disabilities, have left many members of our community stranded and isolated. The ramifications of these cuts extend far beyond inconveniences—they infringe upon the fundamental right of individuals with disabilities to access their communities, medical facilities, educational institutions, and employment opportunities.

It is disheartening to witness such a disregard for the needs of the largest minority group in our society, a group that already faces numerous challenges in navigating a world that is often not accommodating to their needs. The intersectionality of disability with other marginalized identities further compounds the barriers faced by our community members, exacerbating the inequality and isolation they experience.

As a person who is visually impaired, I rely on public transportation, just like many others in our community. These recent decisions have not only impacted my personal mobility but also shaken my confidence in the commitment of Bi-State Development Agency and Metro Transit to uphold the principles of inclusivity and accessibility.

I implore you to reconsider these drastic cuts and work towards a solution that ensures the uninterrupted access of people with disabilities to public transportation. Our community deserves the right to move freely, participate fully, and contribute meaningfully to society.

I urge you to work collaboratively with the members of advocacy groups, listen attentively to their requests, and explore collaborative solutions that prioritize the well-being and inclusion of people with disabilities in our community. Please consider this letter not only as an expression of my personal disgust but as a plea for empathy and understanding.

Thank you for your time and attention to this critical matter. I look forward to your prompt and positive response.

---

**89) Name:** Evie Hemphill

**Representing:** Myself

**Topic:** Ongoing hardship for riders and operators

**Comments:**

Hello, Bi-State leaders. The decisions of late to further cut bus service and also run only half trains (now for six or more weeks and counting) have created distress for riders, operators and security personnel. I know times are tough, but as a public agency, Bi-State/Metro owes the public and particularly its rider base transparency and clear information about this ongoing, stressful situation (the single-car MetroLink operations). I appreciate your operators and their fellow on-the-ground workers so much, and transit is truly one of the most key ingredients to address the urgent issues facing our city, our nation and our world. But we need to know what's going on, how long this obviously failed "pilot" will last, why our pleas about the problems it's causing go unanswered, etc. It is shameful to talk up the idea of a N-S MetroLink and splash celebration about the U.S. secretary of transportation's visit and new MetroLink cars when your average current bus and train commuters (and operators) have it so hard. We are literally part of the solution to things like climate collapse, congestion, traffic violence and more ... and we get a shorter and shorter end of the stick. I have been a St. Louis transit enthusiast for 13 years now, and I am heartbroken at the continuing lack of progress. Please make this right!

---

**90) Name:** Keasha Orban

**Representing:** S.m a.r.t

**Topic:** Callaride map

**Comments:**

I've used call a ride for many years and just when I needed the most the map of the pickup area shrunk and part of my street is now not on the map and I happen to live on that part of the street. So now I have to walk a third of a mile down to a neighbor's house to be picked up. And I don't live on a street really I live on a lane so there are no sidewalks and it's very hilly. I'm not looking forward to this winter when I need to get to my knee doctors appointments. I am waiting to see when they are ready to do a knee replacement on me.

---

**91) Name:** Gail Ahumada

**Representing:** Myself

**Topic:** Call a ride

**Comments:**

Call-A-Ride is essential to permit disabled people to be self-supporting. I urge you to do everything possible to strengthen this service.

---

**92) Name:** Rick Zucker

**Representing:** Myself

**Topic:** Call-A-Ride

**Comments:**

As you can see from the large majority of comments, Call-A-Ride has problems.

Comparing 1Q '24 to 1Q '23, bus ridership is down 1% while Call-A-Ride is down 17%.

The Call-A-Ride service has become so bad, disabled people are giving up on the system.

For the people who are still requesting Call-A-Ride, 1 out of 6 (16%) is being denied a ride due to unavailability.

The Call-A-Ride problems are solvable.

1. Listen to the disabled community: Open meetings should have an interactive, comment session. (See Jeanette Mott Oxford Comments)
  2. Represent the disabled community: At least 1 of the 10 commissioners should have experience with disability issues.
  3. Hire more Call-A-Ride Operators: eliminate the pay disparity between bus operators and Call-A-Ride operators.
  4. No need to reinvent the wheel: Hire a consultant to advise on best practices for serving the disabled community, including modernizing technology.
- 

**93) Name:** Dominick Del Azodi

**Representing:** Personal

**Topic:** Para-Transit

**Comments:**

Hello,

I am writing to express my support for improved para-transit in the St Louis region. Many of the people relying on services like call-a-ride have no other options and the failing state of that service and others is having a severely negative impact on their lives. So I encourage you to take the necessary steps to stabilize and modernize the transit systems that many people need in order to support themselves and contribute to our region.

Thank you,

---

**94) Name:** Veronica Morrow-Reel

**Representing:** S.M.A.R.T. Advocates,

**Topic:** Allow Individuals with Disability to provide input on decision regarding services

**Comments:**

Mr. Roach,

I am sure that it is your intent to assure MetroBus, MetroLink, and Call-A-Ride provide top quality service for those that utilize these forms of transportation. I offer to you that when one seeks to look for ways to improve upon services it offers the clientele it serves and future clientele, that the last thing that should be done is to seek information or ideas from individuals who do not utilize those services.



## Exhibit A

Would you consider a possible meeting with some of our leadership so you can hear firsthand the many great ideas for FREE as to ways we can work together to improve MetroBus, MetroLink and in particular Call-A-Ride Services?

When many individuals hear the word disability, they think those that may fall under this category as being unable to contribute anything of great importance to society. But this caused them to miss an opportunity to work with critical thinkers, experts in a variety of fields and just all-around great folks.

We don't take lightly what you are trying to do with Call-A-Ride or its importance to St. Louis and surrounding communities. Many individuals with disabilities and families of individuals with disabilities view Call-A-Ride as one of the most unique ways to assist in promoting independence within the disabled community. This unique form of transportation has allowed many who in the past would be relegated to staying home, to now being able to be employed, attend church services, attend social events, and become well rounded community members.

We realize that in many agencies' employee shortages and other concern plague all of us, but as you seek solutions, please remember a great place to start is by engaging those that utilize your services but do so from an inclusionary lens.

Thank you for this opportunity to share and we are ready, willing, and able to assist you with suggestions, ideas and even revisions to help MetroBus, MetroLink and Call-A-Ride be the best transportation systems in the nation,

---

**95) Name:** Aimee Wehmeier

**Representing:** Myself as a person with a disability

**Topic:** Call-A-Ride and public transportation

**Comments:**

Dear Commissioners,

Thank you for the opportunity to provide comment. As a person who has never walked or driven, I understand why transportation is identified as one of the top two greatest needs for people with disabilities. Imagine not having the ability to drive and using a 350-pound motorized wheelchair that can't be transported by a typical vehicle. The cost of a modified vehicle, depending on your needs, can be comparable to a Tesla. Not to mention the cost of a driver. Your access and freedom would be greatly limited. It is a broken system that is inaccessible to most people with disabilities. As a result, public transportation is often the only option. Imagine if public transportation moved from the only option to the best choice for our community, regardless of disability. I remember how amazing Phoenix Arizona was when I visited because I was able to independently access public transportation. For once, I got to experience a city without barriers. St. Louis was the first city to put lifts on buses. Let's work toward being a leader again, not doing the minimum for compliance. I know the disability community would rally around Bi-State and celebrate our collective success. Please don't ask people with disabilities to be grateful for minute improvements that would never meet your personal needs – we can do better.

---

**96) Name:** Colleen Burdiss

**Representing:** Paraquad

**Topic:** Bi-State Transportation for Call-A-Ride

**Comments:**

Many people with disabilities are on limited income and relies on public transportation to get out of their homes to interact out in the community. They have social lives. They work part time. They have families and friends that they would like to go visit. They rely on transportation for medical appointments, hair appointments, grocery shopping or whatever they need. I am hoping to see better services and better coverage all over metro STL so people with disabilities can continue having a life and make our community more inclusive.

Thank you for taking the time to read this.

Colleen Burdiss

Independent Living Specialist for Paraquad

---

**97) Name:** Paul Lonigro

**Representing:** SMART

**Topic:** Call-A-Ride

**Comments:**

Call-A-Ride needs to be available, accessible, and reliable for people with disabilities to meet their employment, education, medical and social needs. Unfortunately, there are significant issues with wait time, a limited service area and unreliable scheduling. I am hopeful that sufficient resources become available to address these issues.

---

**98) Name:** philip deitch

**Representing:** community member

**Topic:** para transit

**Comments:**

I have been a disability advocate for 50 years. St Louis has done a good job building up a para transit system. This is a great help to many individuals I know personally providing them with independence and the ability to live complete lives which includes work that benefits the community at large. I am also active with several area chambers of commerce and see the benefits we get from this service. I just participated in an economic forecast breakfast gathering hosted by STL Inc which attracted over 600 business and civic leaders. We are all working hard to come together and move our region forward. Do not give this regional effort a black eye. PLEASE DO NOT CUT BACK ON THIS SERVICE. If anything we should be looking for ways to expand this.

---

**99) Name:** Vett

**Representing:** rider

**Topic:** Thank YouFor Listening

**Comments:**

IMAGINE a well- compensated, happy & healthy Metro ST Louis Bi-State complex to include support services for drivers, engineers, facilities maintainers, mechanics, dispatchers, coordinators, union reps & management encompassing: :

-24/7 access to affordable & qualified mental health professionals, road rage DE-stresses (physical & massage therapists, yoga, meditation, praying, reflexology, Reiki professionals;

-Listen to the users then ergonomically design & apply.. Imagine bouncing around these streets for 8 -10 hours;

– a 24/7 state-of-the-art Child Care facility on both sides of the River.

Public transportation is necessary and can sustain a well-compensated, happy & healthy complex.

---

**100) Name:** Christine Dragonette

**Representing:** St. Francis Xavier Church

**Topic:** public transportation

**Comments:**

In our ministry at St. Francis Xavier College Church, we do our best to help neighbors who are seeking housing, secure employment, and other necessary resources by supporting them with access to a photo ID or birth certificate.

Lack of dependable transportation is another barrier that many have to overcome. Most of our clients do not have income that makes car ownership possible. The reduction of fixed route bus options has made it harder for people to get to their many required appointments (job interviews, apartment viewings, meetings with probation and parole staff members, etc.).

We hope that a more robust public transportation system can be developed for the St. Louis region, including a paratransit system that meets the needs of our neighbors with disabilities.

---

**101) Name:** Rev. Dorothy Gannon

**Representing:** St. Louis community

**Topic:** Transportation

**Comments:**

Dear Bi-State Development Board,

Please know that you are in my prayers and the prayers of many others as you strive to adequately serve the patrons of transit and para-transit services in our region. Thank you so much for the commitment you have made to upgrade software and the phone system to better facilitate scheduling. Thank you for your ongoing hiring efforts. Thank you for consulting an ADA expert. Now I hope you will have the humility to reach out to cities like Phoenix and Boston who have found ways to make their systems serve the public more effectively in the same labor market and financial environment we find

ourselves in. Please seek the input of those who have found better ways. Please be open to the creativity of your peers. Please.

---

**102) Name:** Sarah Coyle  
**Representing:** People with disabilities  
**Topic:** Call-A-Ride

**Comments:**

I am a St. Louis city resident and I use Call-A-Ride. Public transportation is vital in keeping a community strong. People with disabilities need to be able to have accessible transportation so that they can go to work, go to school, go to religious services and enjoy recreational activities in their community. Metro needs to restore the service cuts in St. Louis County they made which cut off services for those residents with disabilities and increase the number of trips they provide. They need to improve their telephone reservation system so it is not unnecessarily difficult to book trips.

---

**103) Name:** Tim Murphy  
**Representing:** SMART  
**Topic:** Call a ride and Via metro

**Comments:**

I am a member of SMART. My area is no longer served by CALL A RIDE. I can use Via Metro St. Louis though. My aide also uses Via Metro 3 days a week here and then home. I used to live in a nursing home. Now not only can I use Call a Ride at all but ViaMetro does not go to my doctor's appointments either. One benefit of Via metro is that i can take it to church on Sundays. Three weeks ago I could not get to church because the system was down. I am also having trouble using the Via metro app. Sometimes my aide or me have trouble booking a ride or it takes a long time. I wish that I could take VIA metro anywhere in the St. Louis area. If I could then the system would be great! I do feel that Bi-State is making an effort to work for everybody. Thanks for letting me share my opinion.

---

**104) Name:** Steven Schenck  
**Representing:** self and people with disabilities who work or want to  
**Topic:** Funding Too Little, Bus Routes Cut, also Call a Ride should use minivans sometimes

**Comments:**

As an individual with a disability who uses a wheelchair and cannot drive, public transit matters quite a lot. It was very disappointing to me when all the bus routes I used on a regular basis were cut either before or during the pandemic. There once was a route that went north down Iacleda station to the Shrewsbury metrolink. It let me roll from house to the stop at Iacleda station near Kenrick Park and catch the bus to the metrolink. Even more frustrating was before that when the bus route that went through the Brentwood metrolink station and traveled through the Dogtown area, down Oakland and to the central west end metrolink. I used that route almost every day until it was cut. St Louis doesn't prioritize public transit the way other cities do – our funding for the public transit system is way too little compared to other cities, Seattle and Washington DC area for example. As someone who works in the employment supports /social services field I see people struggle all the time because of transportation,

especially with Call-A-Ride. We need more public transit funding for the St Louis Region period !! We need to modernize the computer reservations system for Call A Ride. Also why does call a ride not use any minivans for some trips ? Especially for individuals that don't need wheelchair accessible transportation it would seem to make sense. I would think you might be able to find more people willing to work as drivers if they knew they would only be driving a regular minivan. I'd love to see more funding for St Louis Public Transit, even if I have to pay a little more in some kind of taxes to fund it. It would be great, if one day we could brag how great our system is – equal to a place like Seattle or Washington DC. We really can't right now. Thank you for hearing me out. Sincerely, -Steven C Schenck

---

**105) Name:** Xandi Barrett  
**Representing:** Self  
**Topic:** Reliable Public Transit

**Comments:**

I am writing in solidarity with SMART and as someone who relies on the 70 bus line to commute to work. Everyone deserves safe, frequent and accessible ways of moving around the region. For many disabled people in our region, that means a Call-A-Ride service that is reliable and can get them where they need to go when they need to get there.

Over my 8 years in St. Louis, I have seen an active decline in the reliability of transit as someone who relies on the transit system and my bike to get around. Specifically, three times in the last month, I have waited 45 minutes to an hour for my bus on the 70 line. The 70 line is our busiest bus line and is supposed to run every 15 minutes during evening rush hour (when I was waiting). This means that 2-3 buses should have come in the time that I waited. Previously, when this happened, there was no real-time data to let me know that I was going to wait that long. But even yesterday, when it happened again, the real-time data told me two buses would be coming in that time frame and then abruptly disappeared from the tracking system.

I choose Metro because it is good for the planet, good for my safety, good for my city, and good for my mental health. But the increasing reliability issues with transit are making it more and more difficult to move around the region. I have recently heard of several people (myself included) who have thought about opting for cycling more often because the buses aren't meeting our needs. If our ridership declines on unreliable bus service, it is not a symptom of a lack of desire to have a vibrant and useful transit system. But rather the need to have transportation that works when the current transit system is failing us. We need to build up a bus, train, and Call-A-Ride system that we can count on to show up when we need and expect it.

---

**106) Name:** Alan Orban  
**Representing:** myself  
**Topic:** Problems with Call A Ride

**Comments:**

My wife and I moved to this specific area because of it's location for her need to use Call A Ride. Now she has to walk 1/3 mi to get into the pickup zone then the bus goes by our house after picking her up to get to the end of our dead end street to turn around and then goes by our house again to get back to

the main cross street. The option of Via will only pickup and drop off in North county. My wife has to often go to Barnes West which is NOT in North County so she can't get there that way. I've also come to learn that Via only is available IF a Via vehicle is available. If not then she can't get there especially since Via does NOT take reservations so there isn't a guarantee of a ride to or from somewhere. I now have to take time from work to get her to some appointments because C.A.R. isn't always available and Via doesn't always go where she needs to go. Sometimes she would have to take a Via to someplace where she can catch C.A.R. All of this because we are 1000 ft outside of the region that C.A.R. serves but has to drive by to turn around at the end of our street.

---

**107) Name:** Keasha Orban

**Representing:** S.m a r t.

**Topic:** Callaride

**Comments:**

We moved to our street bc their was a bustop within a .5 mile and within the callaride pickup area. I had only a few problems with callaride until covid. And it was about then I found out that the bus down Howdershell blvd was canceled Then the callarde pickup area map was decreased and I found out that my address was no longer in the pickup area even though the first part of my street was. But I was told I could go to the beginning of my street and be picked up. But when the call a ride bus came to pick me up it went down the street and turned around and drove right past my house to come and get me!!!! This just seemed to ironic that they can't pick me up at my house but they're allowed to drive by my house.

---

**108) Name:** Micheal Hamm

**Representing:** self

**Topic:** Call A Ride is not reliable.

**Comments:**

When I use Call-A-Ride many times they pick me up way outside the late window. Off and on I have trouble getting trips. I am not happy about the ramp on the vans because I am afraid I will fall and often drivers will not help. There is nothing to hold on to as you try to find your seat. There used to be bars you could hold on to and I feel insecure finding my seat. Sometimes I wait over half an hour on the phone.

---

**109) Name:** harry m baidar

**Representing:** All persons who require public transportation

**Topic:** Paratransit Serices are crucial for disabled residents

**Comments:**

I was disappointed that the County Council changed course as fast as they did. I can only hope there is oversight for this money and it is not just going to be the same old story and nothing really changes. They need to be transparant on where the money goes. The people that rely on these services deserve to be treated with dignity and respect. That is why you are providing the service to begin with. I believe the St. Louis metro area can and should do better.

**110) Name:** Linda Hanson

**Representing:** Myself

**Topic:** Metro Transit

**Comments:**

I wish to offer my support for better public transit in St. Louis. I have lived here since 1981—my husband is a native St. Louisan and he and his late parents/relatives have told me about the years when St. Louis had an excellent public transit system which included street cars and convenient and accessible schedules. My late father-in-law didn't own a car until he was 36-years-old because he said "why did I need a car when I could catch a bus every 10 or 15 minutes?" Unfortunately, those days are just memories of how things used to be: I would love to live to see that kind of service again in St. Louis.

I took MetroLink to/from work beginning the first Monday day it began until I retired in 2020. It was wonderful—over those years I made friends who also rode it. I continue to use MetroLink when attending events downtown and use it getting to my volunteering activity with the League of Women Voters when we register new citizens at the U.S. Courthouse (Eagleton building). In the many years I rode Metrolink, there were only a handful of occasions where there were problems with disruptive passengers. I believe my experience taking public transportation gave me a true sense of community and also empathy for the many people who had/have no choice but to use public transportation. I am fortunate that I have a car and now retired, only use public transportation occasionally (a few times a month).

I have read all of the previous commenters who are totally dependent on Call-A-Ride, MetroLink, and our buses and I find it heartbreaking that the people who most depend on public transportation in St. Louis have become so disenfranchised. We, all of us, must do whatever is necessary to bring accessibility to those who rely on safe, dependable, and convenient public transportation. I ask that every person on the Board of Commissioners please put yourself in the shoes of even just one of our citizens who have commented about how much more difficult and stressful their (already challenged) life is when they cannot trust our transportation system? Do you not think we should be accountable to their basic needs such as the opportunity to go to work, get medical care, shop, or enjoy leisure activities? Please do the right things to allow all of our citizens, especially our disabled community, the right to have accessible and reliable transportation—especially the Call-A-Ride service. I will be following your conclusions.

Thank you for reading my sincere concerns.

---

**111) Name:** Malik Lendell

**Representing:** Myself

**Topic:** Revive Our Public Transit

**Comments:**

Public transit is essential for people like me to access healthcare, employment, and government services. However, public transit has faced constant cuts. Bus service times have been reduced. Trains have been reduced to single car service. Call-A-Ride has been scaled back. These cuts should not be treated as a cold calculated necessity for "efficiency." These cuts mean cutting off access to people's

basic needs, keeping riders out in the cold longer, and preventing people from returning to their families. This causes frustration in riders, and this frustration negatively impacts operators as well. Public and sustainable transit should be prioritized to promote a future of accessibility, opportunity, and environmental sustainability. It's time for St. Louis to stop allowing classism and racism influence the future of transit in the region. Reliable public transit is needed everywhere in our region. Even in communities where the loudest voices oppose it. Perhaps even more so. We need transit. And we need it to be better than our old normal.

---

**112) Name:** Anneliese Dace

**Representing:** Self

**Topic:** Why public transportation is important

**Comments:**

Hi my name is Anneliese. I've been a life-long St. Louis resident, and a student at Webster University. While I'm fortunate enough to drive to get to various places, I know not everyone around me is able to own a car or drive one. I know several people in my life who are deeply affected by our area's unreliable and unsafe public transportation to get to school, work, places of worship and social gatherings. I believe that more reliable, safe, and easy to use public transportation for college students like myself and others could make a difference for the public who depends on them. I stand with people who are advocating for change in public transit system and hope that there will be major improvements as soon as possible.

---

**113) Name:** Margaret Murray

**Representing:** Myself

**Topic:** Winter schedules

**Comments:**

Better winter information on winter schedules.

---

**114) Name:** Suzanne Chisum

**Representing:** myself

**Topic:** Call-a-Ride Service

**Comments:**

Hello.

I am a person with a disability. I have used Call-a-Ride Services.

I decided to allow my Call-a-Ride card to expire as I have not had good luck getting to my doctor appointments on time. I was so late on the last occasion that I was required to go home without see the physician and had to wait three months for a new appointment.

Bi-State is capable of doing better than that.

Thank you for providing this valuable service!

---



**115) Name:** Rachel Rimmerman

**Representing:** Self – City of St. Louis Resident

**Topic:** Improving Call-A-Ride System

**Comments:**

As a resident of St. Louis City, I am writing today to express how critically important the Call-A-Ride system is for the Metropolitan St. Louis area. Public transportation needs – and is required by law – to be available equally to people with and without disabilities in the St. Louis region; however, operation of the Call-A-Ride system has been severely lacking to the point of disfunction.

Not having adequate access to public transportation causes negative impacts in people’s lives and creates additional barriers to countless activities, such as attending medical appointments, getting to work, buying groceries and other shopping, connecting with friends, family, and communities – and these are just a few examples out of the countless needs for transportation.

People with disabilities are important members of our community. Neglecting Call-A-Ride is neglecting our neighbors, family members, friends, colleagues, coworkers, leaders and partners with disabilities. Bi-State Development Corporation needs to make significant investments and improvements in the Call-A-Ride system immediately to make it fully functional, safe, and reliable. To delay improving this vital public service would be an injustice.

---

**116) Name:** Amelia Preis

**Representing:** Myself

**Topic:** Call-a-Ride Improvements

**Comments:**

I am a resident of St. Louis City, and I am writing today to express how critically important the Call-A-Ride system is for the Metropolitan St. Louis area. All people with and without disabilities need public transportation; in fact, it is required by law. The state of the Call-A-Ride system in the area, though, has been severely lacking to the point of disfunction. The lack of access to public transportation negatively impacts people's lives and prevents individuals from fully participating in society (from attending appointments, meetings, grocery shopping, and other critical needs). Bi-State Development Corporation needs to make significant investments and improvements in the Call-A-Ride system immediately to make it fully functional, safe, and reliable. To delay improving this vital public service would be an injustice.

---

**117) Name:** Maureen Barr

**Representing:** Saint John Mo

**Topic:** Transportation for the disabled

**Comments:**

There are people in my area that new transportation to Dr’s and other places. Please consider getting them the transportation they need. thank you.

---

**118) Name:** Holly Chapman

**Representing:** Myself as Wash U employee

**Topic:** Metro Bus Rides

**Comments:**

Hello,

I am writing to express my concern over the loss of public transportation services. Often I ride the 59 route to and from work. The hours have been cut and there have been times in the past couple years where no bus showed up for those of us at the stop waiting for an expected ride.

The reduction in service and unreliability have been a hardship for many who rely on the buses.

I heard the Board of Commissioners is meeting this Friday. Please, when you meet, find a way to improve the services for your riders. Thank you

---

**119) Name:** Jason Zhang

**Representing:** Access STL

**Topic:** Metro Call-a-ride

**Comments:**

Paratransit is an incredibly important and valuable service for the St. Louis area. As you're more than aware, it has seen quite severe challenges following the pandemic-related operator shortage. However, people with disabilities and other individuals who rely on paratransit are feeling the brunt of the impact from service reductions. Now is the time to solve the problems with the paratransit system in the St. Louis region- every day we wait, we hold individuals back from accessing basic services and resources. We need to act now.

---

**120) Name:** Gretchen Jenson

**Representing:** Self

**Topic:** Call-A-Ride/Public Transportation

**Comments:**

I am an able-bodied person who doesn't solely rely on public transportation to get from point A to point B. I do however occasionally take the bus to work. I would utilize it more often if the bus were more reliable and had more frequent stops. I shudder to think how different my life would be if I needed to rely on public transportation as my sole means to get around in the world. Smaller cities have had better implementation of public transportation than St. Louis has. Public transportation is vital to this community. It levels the playing field for those who are less able-bodied than others. I implore those who have the power to make public transportation more accessible and reliable to do so for the greater good.

---

**121) Name:** Jessica Trout

**Representing:** SLU Center for Social Action

**Topic:** Call-A-Ride Improvements

**Comments:**

We support improvements to the Call-A-Ride system. We understand this is a vital service provided by Bi-State for individuals with disabilities to be able to be more mobile and get to appointments. We hope you will work with disability advocates for improvements.

---

**122) Name:** Sophia Wilson

**Representing:** Myself

**Topic:** better improvement for public transportation

**Comments:**

Hello I am a sophomore at Saint Louis University. I have been blessed with the ability to be able to get to where I need to be in a fairly decent amount of time. Many students and those who rely on public transportation to get around are struggling in Saint Louis. Our public transportation system isn't reliable, timely, and not safe. It is unfair that those who have no other option but to take public transportation everyday have to overcome these challenges. We all deserve to feel safe on public transportation and it is necessary that they can rely on the transit system to get them where they are headed in a timely manner. It is necessary that the public transportation system needs to be improved as soon as possible, and not be ignored.

---

**123) Name:** Randy Carmack

**Representing:** Myself

**Topic:** MetroSTL

**Comments:**

We have all seen it, Drivers behind the wheel who should have given up driving 10 or more years ago. These drivers are a menace to other drivers, pedestrians and buildings that are doing nothing more than just standing there minding their own business. With the Baby Boomers moving into their senior years this problem is only going to get worse. I believe that the reason that these people are terrified to give up their car keys is a dirty little secret that all of the disabled community knows all too well, "Safe and reliable transportation equals independence."

Unfortunately, the BiState Development Agency/MetroSTL offers neither safe nor reliable public transportation. This agency is plagued with allegations of gross mismanagement, nepotism and a complete lack of compassion for its consumers. These allegations are reinforced by a continuing increase of crime, service and customer service complaints and a continuing decrease in their overall service area. The mismanagement allegation is also reinforced by an ever increasing problem of employee retention. I strongly believe that there needs to be huge changes made at MetroSTL including the replacement of the current management team.

When it comes to customer service this corporation wreaks of apathy. When the disabled community calls the Call-A-Ride number and when Metro does eventually answer their phone, you are more likely

## Exhibit A

to be denied your trip than you are to have your trip accepted. On the Call-A-Ride program the consumers have all of these rules imposed by Metro and Metro gives their consumers "strikes" when the verbal contract for the ride is broken by the consumer, enough "strikes" and the consumer is suspended from the Call-A-Ride program. When Metro breaks the verbal contract (and they often do) there is NO recourse for the consumer to take against Metro.

As far as consumer recourse goes, this agency does not provide anyway for consumers or consumer groups to be heard. The BiState Development Agency who is supposed to oversee MetroSTL will not allow the public to address the Board of Commissioners in person, commissioners who are appointed by our elected officials. When consumers finally do get their voices heard, this agency only makes excuses and empty promises. I have never heard one apology.

My own wife suffers from complete blindness and many of my dear friends are in the disabled community. I fear for their safety every time they utilize the MetroSTL system.

I implore you, think about your own Grandmother, your Grandfather, your Mother, your Father, your disabled child and someday eventually yourself or your spouse. Would you trust this agency with the safe and reliable transportation of your loved ones? Remember, none of us are getting any younger.

---

**124) Name:** Jenny Carmack  
**Representing:** S.M.A.R.T.  
**Topic:** increase to fixed routes

**Comments:**

It was said that there were going to be an increase of frequency for fixed routes in the next quarterly change. Upon reading the changes set for November 27, I see no changes in frequency, only minor changes to schedules or routes. I am very disappointed in this.

I see so many comments on social media from people who really want to use the busses and train, but aren't/can't due to the lack of service. This is very sad, frustrating, and disappointing.

---

**125) Name:** Danny Lawrence  
**Representing:** self  
**Topic:** customer service and Call-A-Ride

**Comments:**

I do believe that Call-A-Ride is purposefully ruining the service. The reason I say this both externally and internally they have a hammer nail relationship with their clients and employees. You are always punished if you acquire an infraction but you are never compensated for any inconvenience or problem may you have. They say they are short of drivers if this is the case how come there are many drivers for things like Uber and Lyft? I don't think Call A Ride will change their perspective without competition. In other states, there are models they could use. Also, you never get passed the watchdogs to talk to someone who can make a difference. I find it offensive, that a company that can provide a service to the disabled does not hire the disabled. That is discriminatory. We don't want to sue to make the problem go away, we would rather solve the problems.

---

**126) Name:** Mark Detjen

**Representing:** Self

**Topic:** international employees

**Comments:**

I find it concerning that Metro does not have a more robust international workforce. There are many immigrants in the St. Louis area with diverse backgrounds in operations and engineering. These people are eager to work and often have already gone through substantial background checks. It seems incredibly sad to me that Metro has not fully taken advantage of a resource that could alleviate some of the staffing shortages. St. Louis has a very diverse population who are willing and able to work. I sincerely hope that Bi-State and Metro will start tapping into this resource for reliable, eager workers.

---

**127) Name:** Jessica Barreca

**Representing:** Community

**Topic:** Call-A-Ride

**Comments:**

I am a resident of St. Louis City and want to state how essential the Call-A-Ride system is for the Metropolitan St. Louis area. Public transportation needs to be available equally to people with and without disabilities in the St. Louis region.

Without adequate access to public transportation, individuals face multiple barriers and disruptions in their lives. As we are all aware, access to reliable, public transportation is critical for economic self-sufficiency, health and well-being. People with disabilities face additional challenges in accessing reliable transportation. As a resident, I encourage Bi-State Development Corporation to make significant investments and improvements to the Call-A-Ride system. This should occur immediately to provide consistently reliable, safe, and functional transportation to our community.

---

**128) Name:** Rebecca Skaggs

**Representing:** Myself

**Topic:** Paratransit system

**Comments:**

A safe, affordable, accessible, and reliable para transit system is necessary in St. Louis. I have a close friend who is blind, and she depends on the service. Public transit of this type is essential for our region. Thank you!

---

**129) Name:** Tarika Walton

**Representing:** Public Transit riders across all of St. Louis

**Topic:** My Life on Public Transit

**Comments:**

Greetings, Commissioners and Public.

As a child, I accessed the city with my mother through buses and the light rail. At a point, my mother accompanied me to and from elementary school via the bus stop right across the street from the school. After losing most of my sight at the age of 17, Call-A-Ride paratransit was integral while acclimating to blindness and learning mobility skills to use public transit independently.

In my 20s, commuting between two campuses of STL Community College, the light rail and buses were essential in allowing me to continue my education. As a student attending university, the light rail connected me to the north side of campus and the rest of the city with a short walk from my dorm.

---

**130) Name:** Liz Wiley

**Representing:** SMART

**Topic:** Public transit

**Comments:**

Many people rely on metro/ public transit to be able to get to work, which also benefits commerce. Please continue making improvements to the system, as it benefits the community as a whole.

---

**131) Name:** Rebecca Crump

**Representing:** SMART

**Topic:** Keep our buses and trains running

**Comments:**

Buses are vital to keep St. Louis running. So are the Metro trains. Many people depend upon public transportation including those with disabilities. We must endeavor to keep and improve our public transportation. We have a long way to go. Thank you.

---

**132) Name:** Clarissa Reel

**Representing:** S.M.A.R.T.

**Topic:** Call-A-Ride/Metro Transit

**Comments:**

Hello! I'm a neurodivergent person who, because of my disorders, uses Metro Transit regularly. I do not feel comfortable behind the wheel, and thus Metro Transit is more than helpful in my everyday life. It greatly concerns me how many of the changes at Metro have been negatively impacting the folks who use Metro Transit services as a part of their daily routine. From Call-A-Ride Services to MetroLink, the citizens of St. Louis county and City are counting on the folks at Metro Transit to listen to the concerns of its users. We are asking for many changes, including meetings that are easily accessible in a myriad of

formats, wage increases for all Metro Transit drivers and operators, bus routes and MetroLink expansion, and disability inclusion in meetings when talking about accessibility for disabled folks using transit. Thank you for reading our comments. Please don't just read these comments. Take them to heart.

---

**133) Name:** Ryan Barker

**Representing:** Self

**Topic:** Public Transit for people with disabilities

**Comments:**

Dear Bi-State Board of Commissioners-

I'm writing today to express how vitally important public transit is for people with disabilities who cannot drive themselves. Recent decisions by Metro have disproportionately impacted those who rely on public transit the most. While I understand workforce shortages are a real issue, I would strongly ask that you meet regularly with customers in-person to understand how your decisions are impacting real lives and to understand what is and is not working. Transparency and accountable are vital in a relationship and as a public entity, you are in relationship with the public, especially those who rely on your service the most. I ask that you open yourselves to input and dialogue with the community so that we can move forward in our region.

Thank you

---

**134) Name:** Dennis Fiudo

**Representing:** Self

**Topic:** Paratransit

**Comments:**

Dear Commissioners,

I write to you as a concerned citizen regarding the increasingly difficult conditions and issues residents of the St. Louis have been facing in the Paratransit system. A fully accessible city is not just an ideal, but a necessity. It ensures that every individual, regardless of their physical ability, can participate in all aspects of modern life. From public transportation to public spaces, ensuring an accessible city is a crucial step towards inclusivity, equality, and enhancing the quality of life for all its residents. Accessibility is not a luxury, it is not ideological, but a fundamental human right that reflects the compassion of the entire community. For our city and region to succeed, our public transportation must improve, must be for everyone.

---

**135) Name:** Eleasah Brown

**Representing:** Orthopedics

**Topic:** Pick up/drop off

**Comments:**

I work in a doctor's office and hear many complaints about not being picked up or the long wait times. I also have a visually impaired parent who has had issues. She asks to be picked up at a certain spot and

no one is there. She gets a call saying they are. From what I understand a ride can come 15 minutes early or late. Late puts people behind even if they schedule an early pick up. Then most people I know end up waiting hours to be picked up.

---

**136) Name:** Claire

**Representing:** SMART

**Topic:** Public Transit

**Comments:**

Call-a-Ride is how I get to work. Without Call-a-Ride, I would not have anything to do during the day, have the ability to make money, or make an impact in the families' lives that I work with. When Call-a-Ride was not available, I had to scramble at the last minute to find another option for transportation. Luckily, I was fortunate enough to have another option, but not everyone has that option. A challenge I've encountered while using Call-a-Ride has been when I have an early pickup time and my place of employment cancels mid route for inclement weather. I am then responsible for paying for a round trip when I did not have to work at all. Some of the seatbelts on Call-a-Ride do not tighten and I do not always feel safe during my ride. Scheduling can be a hassle as well.

---

**137) Name:** Joy Kaplan

**Representing:** SMART

**Topic:** Public Transportation

**Comments:**

Please keep the public Transport easy and helpful for people with disabilities. There's plenty of people who cannot drive cars and need this service!

---

**138) Name:** Josh Privitt

**Representing:** S.M.A.R.T.

**Topic:** We Need Metro

**Comments:**

Living in North County and working with numerous folks who use Metro as their primary form of transportation causes me to know without a doubt that we need Metro and it's transportation service. It is the only affordable way to get around. That being said there are NUMEROUS ways Metro could be more effective and reliable (wider range of stops and routes, more accurate time schedules, etc.) All in all we need Metro and we need a better Metro.

---



**139) Name:** Etefia Umana

**Representing:** Smart

**Topic:** Changes needed at Metro

**Comments:**

I am a frequent writer call Wright. It has been a disastrous and systemic failure. There are several changes that are needed. First, there needs to be a nationwide search for new leader ship replacing both Mr. Roche and Mr. Stuart. The leader ship search must entail nationwide search two include leader ship that is sensitive to the needs of the individuals that ride metro and utilize. It must be technologically sophisticated and forward thinking. It does not make any sense to reward individuals who have been detrimental to the metropolitan area that amounts to a level of malfeasance with maintaining stable employment, benefits, and continued lack of accountability. Second, a are community and partners must collectively hire an outside consultant tax map analyzing the managerial structure of Metro, the technological structure of Metro, the service reliability, and reporting that information back to the community of steak or holders with recommended changes and a tentative plan with a specific timeline for Metro to engage in. Third, there must be raises for the Karla right drivers. A 40% deficiency in drivers is indicative of mismanagement and miss leader ship and a rate of pay that is out of sync with current market demands. fourth, rides must be increased in terms of reliability and the area and which rides are available as well as the times. Fifth, there must be transparency and accessibility to all meetings.

---

**140) Name:** Danny Lawrence Senior

**Representing:** Myself

**Topic:** Call a ride

**Comments:**

I am a frequent writer for Metro and have experienced long wait times, unreliable times of pick up that do not suit the visit that I am trying to take, kick out from the phone system while trying to call. And just abysmal Customer Service. There needs to be a change in Colorado from the top to the bottom. Leader ship obviously is questionable. The drivers are often complaining of wages and multiple various shifts that they have to take.

It is probably a managerial problem that must be remedied in order to provide suitable service in this new age for the writer experience.

---

**141) Name:** Kacie Weicherding-Arnott

**Representing:** S.M.A.R.T

**Topic:** Metro Transit

**Comments:**

A lot of people rely on Metro Transit to get to work, make it to important community events, do basic tasks like shopping or going to the doctor appts., and just navigate the city. This is why it's incredibly important to make improvements to Metro Transit and keep it accessible for everyone.

---

**142) Name:** Kathy Camillo  
**Representing:** Paraquad  
**Topic:** Call-a-ride Service

**Comments:**

Reliable transportation is very important to the disabled community. Something else that is extremely important is time sufficiency. The individual should not be forced to be on the van for an extended period of time when they are only traveling minutes away from their home. Being on the call-a-ride van for several hours is inexcusable and poor planning.

---

**143) Name:** Ashleah Summers  
**Representing:** S.M.A.R.T.  
**Topic:** Metro

**Comments:**

Please keep improving the Metro. So many people—and our planet—depend on it. I used the Metro for eight years, and now I'm helping teach people how to use it to increase their independence.

---

**144) Name:** Anne Childers  
**Representing:** the public  
**Topic:** Bi State and Call A Ride

**Comments:**

I live in the city of St. Louis and I own a small business also in the city. We have clients that need to use public transit and specifically call a ride to come to their appointment at our business. I also care about the needs of our neighbors – and many of our neighbors DO need public transit to get to work, shop, medical appointments, visit family and friends, etc.

– The August 2023 operations report from Metro shows there were more than 7,000 denied Call-A-Ride trips that month.

– Our region must find a way to provide reliable transportation to neighbors living with disabilities.  
Thank you,

Anne

---

**145) Name:** Sarah Boslaugh  
**Representing:** myself  
**Topic:** single-car trains

**Comments:**

The use of single-car trains without increased frequency is a disaster at rush hour—people are jammed in, breathing each other's air, just as the COVID season gets underway. It also make for an unpleasant

riding experience and I have seen no evidence of any increased security or attention to riders who are obviously mentally disturbed. Cramming everyone into one car just amplifies the disturbance. The lack of communication regarding how long this state of affairs will continue is disappointing, as is the lack of real information about why it's being done in the first place.

---

**146) Name:** Noah Hart

**Representing:** n/a

**Topic:** Metro Service

**Comments:**

Bi State Leadership needs to be more transparent about their decision-making with the public and be proactive in sharing detailed data with the public. The St. Louis metro area is in desperate need of a convenient, frequent, & reliable public transportation system and the leadership does not seem to possess any urgency to fix issues, make continual improvements and clearly communicate with their constituency.

The decision to run single car trains during rush hour has been the latest example of this – it comes across as intentionally sabotaging the quality of Metro Link service while offering no clear benefit to improve frequency.

---

**147) Name:** Robyn Wallen

**Representing:** self

**Topic:** Transit is going to become increasingly important.

**Comments:**

I know I have spoken a lot about the problems with Call-A-Ride and the buses but I wanted to touch on one other topic. The importance of transit in moving the community forward. The entire community has been stuck in a time warp for way too long but we are finally starting to see movement. There is a lot of building going on in the central corridor of the county and multi family homes and businesses are starting to pop up. Particularly in the U-City, Olivette, and Creve Coeur areas. These new apartments are going to bring an increasing population to the area. A population that will not be as car-dependent as the population of the past. The businesses will need people to staff them who will often come from inside the city limits. All of these people need a way to get around. Something more than one bus that runs every hour that doesn't really connect up to anything. Increased bus service will be important in these areas moving forward.

Also, don't abandon the people west of 270 like you tried to in the past. We have so many hospital and restaurant workers who are vital to this communities well being that use transit. It really is time to move forward and not backward.

---

**148) Name:** Karl Mitchell

**Representing:** St Louis County/Metro

**Topic:** Metro Transit

**Comments:**

BSD – I am asking you, on behalf of this region, to not give up. I certainly don't understand the intricacies of running a transit system. I only know the impact well-run (and broken) systems can have on an area. Personally, I have used transit systems in seven cities in three different countries. I have talked to and read others who use it both occasionally and daily. While I am not a researcher, economist, civil engineer, or anything else that normally counts as a qualification for impacting transit, I do my best to apply logic to my anecdotal and spurious research-based knowledge.

The past few years have had to be rough from a PR viewpoint. The recent single car train experiments and the route and frequency reductions have certainly created a bad vibe with both online and offline reviews and comments of the system. I could speculate along with others who don't know the whole story on the "why" of those and other choices. But again, I am going to ask for you to not give up. Just like you need us riders to pay the fares, we need you to stick around so we can.

I don't want to get another car for our family (not to mention can't afford another at today's rates). As such, I am faced with two choices – take a bus to work, or ride a bike. I love riding bikes. I have been for three decades and hope to for many more. However, I would much rather be riding them for fun than necessity. Whether going fast on my road bike or enjoying a trail ride with my son, those are world's better than commuting. But when I can get 10 miles to work in 45 minutes by bike compared to using bus routes that will take almost half an hour longer, I am less tired biking 20 miles round trip than I would be from two and a half hours using the bus each day.

If I were to lose the ability to bike, for my family's sake, I would have to find a different job, much closer to home. I simply would not be able to justify the hour of commuting a day. Unfortunately, this is not just about me. This is about the entire region. Even before inflation went out of control the past few years, many simply could not afford to purchase, repair, or otherwise use vehicles. Some have health issues that prevent them from driving. Still others do not want to contribute to pollution, traffic, or other negative impacts of owning personal vehicles. I am not simply asking you to not give up on me, I am asking for you to not give up on all of us.

My firm belief is a strong transit system leads to a strong region. When I lived in Washington, I was 15 miles south of Seattle. However – I was able to take a bus for 30 minutes to the downtown to a job that allowed me to support my family. If that transit system didn't exist, that would have severely impacted my ability to pay the rent without working multiple jobs and never seeing my family. Because of it, I had the ability to work where I wanted without worrying of how to get there. That is what I would love to see happen here.

---

**149) Name:** Corinne Glaus

**Representing:** Self

**Topic:** Ride Denial for the Elderly

**Comments:**

I was with an older lady, around late seventies. We were attending a picknick and a person was not added to the call-a-ride riders list. She was refused a trip, an elderly person that was denied a trip with a rider who was headed to the same desination. Metro's intent was that her ride was coordinated but was refused service.

---

**150) Name:** Judy Redlich

**Representing:** Anyone with a visual impairment and any other disabilities

**Topic:** Oversight Over Three Public Transportation Services in the Metro Area

**Comments:**

I think fixed-route bus service, metro Link and Call-a-ride should have a better partnership together. They should also be very well supervised, so citizens can call one number and fill out one application in order to get service on any of the three entities. Drivers could all be trained at the same place, so they could drive in any three systems, and if someone calls to get a ride, they could be directed to the service that could help them best for the routes they are taking. That would also save tax payers money if all three service either gets combined or partnered together more closely, so more citizens who needs these services can be served best.

---

**151) Name:** Annette Nowakowski

**Representing:** myself as a Call-a-Rider

**Topic:** Call-a-Ride not very efficient

**Comments:**

Commissioner Roach, in your Bi-State bio it says you are a frequent public transit rider. How many times have you ridden on Call-a-Ride as an observer? I wish you had been riding with me yesterday. As a passenger on Call-a-Ride yesterday, I was picked up in St. Louis city at 8:00 a.m. for an appointment in Richmond Heights at 9:15 a.m. After riding to north county to pick up two passengers, I finally arrived in Richmond Heights at 9:30 a.m. and was late for my 9:15 appointment. Do you think this is an example of efficient operation?

---

**BI-STATE DEVELOPMENT  
OPERATIONS COMMITTEE MEETING  
OPEN SESSION MINUTES  
(Virtual Meeting)  
January 26, 2024 at 8:30 AM**

**Operations Committee Members participating via Zoom**

Rose Windmiller, Chair  
Derrick Cox – Absent  
Irma Golliday – Absent

**Other Commissioners participating via Zoom**

Terry Beach  
Herbert Simmons  
Nate Johnson – Absent  
Sam Gladney  
Debra Moore  
Andrea Jackson-Jennings

**Staff participating via Zoom**

Taulby Roach, President and Chief Executive Officer  
Brenda Deertz, Director of Executive Services  
Gregory Linhares, Chief Legal Counsel  
Myra Bennett, Manager of Board Administration  
Mary Lamie, Executive Vice President – Multimodal Enterprises  
Thomas Curran, Executive Vice President – Administration  
Tammy Fulbright, Executive Vice President, Chief Financial Officer  
Charles Stewart, Executive Vice President, Chief Operating Officer Metro Transit  
John Langa, Vice President Economic Development  
Chris Poehler, Vice President Capital Programs  
Jessica Gershman, Assistant Executive Director - Planning & Systems  
Brian Sellers, Superintendent Rail and Right of Way Maintenance

**Others participating via Zoom**

Darrell Jacobs, ASL Interpreter  
Amy Athy, ASL Interpreter

**1. Open Session Call to Order**

**8:30 a.m.** Chair Windmiller called the Open Session of the Operations Committee Meeting to order at 8:30 a.m.

**2. Roll Call**

**8:30 a.m.** Roll call was taken, as noted above. President and CEO, Taulby Roach, introduced Andrea Jackson-Jennings (Commissioner AJ) as the newly appointed Commissioner to the Board.

**3. Public Comment**

**8:33 a.m.** Chair Windmiller asked Myra Bennett, Manager of Board Administration, to summarize any speaker cards have been received for today's meeting. Ms. Bennett noted that the Agency received 8 public comments for today's meeting. Ms. Bennett stated that all comments were distributed to the Commissioners prior to the meeting, for review. In addition, she noted that the comments, in their entirety, will be provided in the online meeting materials, and will be included in the minutes from today's meeting. (Please see public comments noted as Exhibit A.)

**4. Approval of the Minutes of the October 13, 2023 - Operations Committee, Open Meeting**

**8:33 a.m.** The minutes of the October 13, 2023, Operations Committee, Open Meeting, were provided in the Committee meeting materials for review. A motion to approve the minutes was made by Commissioner Gladney and seconded by Commissioner Beach.

**The motion passed unanimously.**

**5. Contract Award - Uniform Rental and Cleaning**

**8:34 a.m.** A briefing paper was included in the meeting materials, presenting to the Operations Committee, for discussion, acceptance, and referral to the Board of Commissioners for approval, a request that the President & CEO enter into a five-year contract to supply cleaning and rental of uniforms to Clean Uniform, in the not-to-exceed amount of \$1,292,538.25. Thomas Curran, Executive Vice President-Administration, noted that, on August 29, 2023, Bi-State Development issued solicitation 24-RFP-470332-TJ – Uniform Rental & Cleaning Services, and as a result of the solicitation process, a total of two (2) proposals were received. The proposals were evaluated and ranked, resulting in Clean Uniform being the highest ranked firm.

A motion to approve this agenda item, as presented, was made by Commissioner Moore and seconded by Commissioner Gladney.

**The motion passed unanimously.**

**6. Contract Modification - Track System Upgrade**

**8:37 a.m.** A briefing paper was included in the meeting materials, presenting to the Operations Committee for discussion, and referral to the Board of Commissioners for additional discussion and final approval, a request to authorize the President & CEO to execute a contract modification to adjust the contract value in accordance with the established additional scope elements. The modified, negotiated contract with RailWorks Track Services shall not exceed \$6,546,384.92, which includes a 10% contingency. Thomas Curran, Executive Vice President Administration, gave an overview of this item, noting that work under the current contract commenced October 6, 2021, and now three additional crossings have been targeted for renewal: Main Street, Fourth Street, and Broadway Avenue in East St. Louis, due to their current condition ratings. Mr. Curran noted that the Agency has received a quotation from RailWorks Track Services to perform the grade crossing improvements for these three additional grade crossings in Illinois, and St. Clair County Transit District (SCCTD) has granted its approval for the project. He stated that the additional crossings will add \$1,791,570.00 to the project cost, for a total contract cost of \$6,546,384.92. Chair Windmiller asked the estimated project date and estimated completion date. Brian Sellers, Superintendent Rail and Right of Way Maintenance, stated that the project should begin by the end of summer and be completed by the end of the year.

A motion to approve this agenda item, as presented, was made by Commissioner Moore and seconded by Commissioner Gladney.

**The motion passed unanimously.**

**7. Sole Source Contract - Automatic Passenger Counting Infrastructure Upgrades**

**8:40 a.m.** A briefing paper was included in the meeting materials, requesting that the Operations Committee accept, and forward to the Board of Commissioners for approval, a contract with Innovations in Transportation (INIT) for the replacement of Automatic Passenger Counting (APC) infrastructure on all MetroLink light rail vehicles, in an amount not to exceed \$1,200,000. Chuck Stewart, Executive Vice President and Chief Operating Officer Metro Transit, gave an overview of this item, noting that the Agency has used INIT for over twenty years., and there is a pressing need to replace obsolete equipment. He noted that funding for this project includes 80% Federal funding, with a 20% Local match. Chair Windmiller posed questions regarding the accuracy of the proposed system. Mr. Stewart stated that this is a very accurate system, and serves as the basic source for the Agency's passenger count.

A motion to approve this agenda item, as presented, was made by Commissioner Gladney and was seconded by Commissioner Beach.

**The motion passed unanimously.**

**8. Intergovernmental Agreement - Illinois Mutual Aid Box Alarm System (MABAS) Master Agreement**

**8:43 a.m.** A briefing paper was included in the meeting materials, requesting that the Operations Committee accept, and forward to the Board of Commissioners for approval, a request to authorize the President and CEO to enter into an intergovernmental agreement with the MABAS, for mutual aid in the event of an emergency. Mary Lamie, Executive Vice President of Multimodal Enterprises, stated that the St. Louis Downtown Airport Fire Department became a member of the Illinois Mutual Aid Box Alarm System on July 8, 2008, which ensures emergency medical services (EMS) and other fire departments will come to the aid of the Airport Fire Department when in need. She noted that being a member of MABAS also provides grant opportunities and equipment issued by MABAS statewide. Ms. Lamie noted that MABAS is in partnership with Illinois Emergency Management Agency (IEMA) and has established a statewide, non-discriminatory mutual aid response system for fire, EMS, and specialized incident operational teams. She reported that MABAS Executive Board has requested that all MABAS members have a resolution passed by their governing authority to adopt the updated MABAS agreement, designed to address the growing number of members and meet all inter-state statutes. Ms. Lamie stated that it is essential the Airport continue to receive mutual aid services to protect the life and property of its countless users, in the event of an emergency on or at the airport, and there is no cost associated with the agreement; therefore, it is in the best interest of Bi-State Development Agency that the new agreement be entered into with MABAS. Commissioner Simmons stated that MABAS is a good organization, and he supports the Agency remaining a member.

A motion to approve this agenda item, as presented, was made by Commissioner Simmons and was seconded by Commissioner Gladney.

**The motion passed unanimously.**



**9. Intergovernmental Agreement - USDA Agreement for Airport Wildlife Services and Compliance**

**8:45 a.m.** A briefing paper was included in the meeting materials, requesting that the Operations Committee accept, and forward to the Board of Commissioners for approval, a request to authorize the President and CEO to enter into an intergovernmental agreement with the USDA for wildlife management services. Mary Lamie, Executive Vice President of Multimodal Enterprises, gave an overview of this item noting that St. Louis Downtown Airport is a Part 139 Certified Airport. She clarified that Part 139 is the federal regulation governing safety standards at airports who support certain levels of passenger service, which the Airport meets, and this regulation requires comprehensive wildlife hazard management.

Ms. Lamie noted that there are two options to comply with this requirement. She stated that the first option includes hiring a qualified firm with wildlife biologists to perform a Wildlife Hazard Assessment (WHA), and the Airport is responsible for conducting all inspections and mitigation measures to ensure FAA compliance. She noted that the second option includes entering into an agreement with the USDA, for continuous monitoring and management services that complies with FAA requirements, and stated that a WHA is not required for this option. Ms. Lamie explained the costs associated with each of the options, and recommended that the Agency enter into an intergovernmental agreement with the USDA for these services. Commissioner Gladney thanked Ms. Lamie for her thorough report regarding this matter. Chair Windmiller asked if this is a new requirement. Ms. Lamie stated that the Agency staff has been providing these services; however, the USDA could provide better, additional service, at a reduced cost to the Agency.

A motion to approve this agenda item, as presented, was made by Commissioner Simmons and was seconded by Commissioner Beach.

**The motion passed unanimously.**

**10. Letter of Agreement Between Bi-State Development and The Jerry Costello Group, LLC**

**8:51 a.m.** A briefing paper was included in the meeting materials, requesting that the Operations Committee accept, and forward to the Board of Commissioners for approval, the Letter of Agreement between BSD and The Jerry Costello Group, LLC, for consulting services for the Freightway and BSD, with terms in effect for a twenty-four (24) month period of April 1, 2024, through March 31, 2026. Mary Lamie, Executive Vice President of Multimodal Enterprises, stated that The Jerry Costello Group entered into an initial Letter of Agreement with BSD in the summer of 2015, as the Freightway was created and activities were getting underway. She stated that, following the initial contract, the Consultant continued to work for the Freightway and BSD under four additional contracts, with the most recent contract covering the period of April 1, 2022 through March 31, 2024.

Ms. Lamie stated that, consistent with the current Agreement, the Consultant will provide strategic advice and planning for the Freightway and BSD and work closely with the Executive Vice President of Multi Modal Enterprises and BSD Executive Staff, including the President and Chief Executive Officer. She stated that, in addition, the Consultant will coordinate activities between the Freightway and the U.S. Secretary of Transportation and its office, as well as with members of the U.S. Congress and other government officials in the St. Louis region, and will also work with Class 1 railroads in the St. Louis region to identify strategies to fund Freightway projects. It was noted that Former Congressman Jerry Costello will be the lead person for the Consultant.

Commissioner Simmons stated that he has found that Mr. Costello is easy to reach, very professional, and has always personally returned his phone calls. President and CEO Roach stated that the Former Congressman has been very instrumental regarding items relating to the Agency, not only in Missouri but also Illinois. Chair Windmiller stated that it is great if the two lobbying groups can work together at the Federal level. Vice Chair Gladney noted that there should not be a “Missouri team” and “Illinois team”, but rather a “Bi-State” team.

A motion to approve this agenda item, as presented, was made by Commissioner Simmons and seconded by Commissioner Moore.

**The motion passed unanimously.**

**11. Unscheduled Business**

**8:57 a.m.** There was no unscheduled business.

**12. Operations Report**

**8:57 a.m.** An operations report for Metro Transit was included in the Committee packet. Charles Stewart, Executive Vice President and Chief Operating Officer of Metro Transit, provided a summary report to the Committee noting current ridership trends. He gave an overview of the service change in January, noting that Metro was able to return 17 bus routes in Missouri and increase frequency of service, primarily due to the increase in the workforce. He reported that, as additional operators are introduced into the system, he anticipates additional routes and frequency. Mr. Stewart reported that the next service change is expected to occur in March. He noted the continued need for additional Call-A-Ride drivers and mechanics, and stated that contract negotiations are underway with the ATU for Call-A-Ride employees, and he is hoping to have an agreement finalized within 60 – 90 days.

Commissioner Jackson-Jennings asked what is the goal to be reached regarding the number of operators. Mr. Stewart stated that the Agency had budgeted for 650; however, he noted that, in 2020 the Agency had over 800 operators. He noted that the number is a moving target, especially when looking towards the future of the system. Chair Windmiller congratulated Mr. Stewart and his team for their hiring efforts and for the report. Mr. Stewart also thanked his team and the Board of Commissioners for their support. Commissioner Simmons posed questions regarding retention and the sign-on bonus being offered. Mr. Stewart stated that the Agency is seeing an increase in its ability to retain employees, and he noted that there is a one-year process involved with regard to the sign-on bonus, where the employee receives a partial payment; however, does not receive the remainder of the bonus until the completion of their first year of service. Commissioner Simmons reported that the professionalism of the staff at the hiring events has been outstanding.

**13. President/CEO Report**

**9:10 a.m.** Bi-State Development President/CEO, Taulby Roach, stated that he had the pleasure of presenting several safety awards the past week. He reported that a 10-year MetroBus Operator, Ricky Nance, received an award for being excellent at his job. Mr. Roach stated that a patron was feeling dizzy and fell underneath the bus, and Mr. Nance was paying attention and saw the situation, and in effect, saved a life with his attentiveness. In addition, Mr. Roach noted that he would also like to commend Andy Lober, Right of Way Maintenance Team. Mr. Lober was out on New Year’s Eve, checking on a SCADA alert, when he walked down the line and discovered a physical crack in a rail. It is incidents such as this, as has been noted by Chair

Simmons, where we must acknowledge the value of our frontline employees. Mr. Roach stated that the improvement in Mr. Stewart's numbers is reflective of this. He added that we are showing this not only sign on bonus, but also by the increases encased in the new 3-year contract with the ATU. Mr. Roach stated that he is also pleased with the increase of 17 new routes, as noted in Mr. Stewart's report; however, he noted that these investments must be paid for, and asked that the Commissioners remember this in the next meeting, during budget discussions.

Vice Chair Gladney stated that this is a lot of great news. He asked President/CEO Roach to ensure that this good news gets out to the public, and let the community know that we are restoring service, and the Agency is keeping its promise.

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

**9:14 a.m.** Myra Bennett, Manager of Board Administration, advised the Board of Commissioners of the following upcoming meetings:

|                                           |                           |               |
|-------------------------------------------|---------------------------|---------------|
| Board of Commissioners Meeting            | Friday, February 16, 2024 | 8:30 AM       |
| Safety & Security Committee Meeting       | Thursday, March 7, 2024   | 8:30 AM       |
| Operations Committee Meeting              | Friday, March 22, 2024    | 8:30 AM       |
| Audit, Finance & Administration Committee | Friday, March 22, 2024    | Following OPS |

**15. Adjournment to Executive Session**

**9:15 a.m.** Chair Windmiller asked for a motion that the Committee go into Executive Session for the purpose of discussing legal, confidential, or privileged matters, as permitted under Bi-State Development Board Policy Chapter 10, Section 10.080, (D) (1) – Legal and (D) (2) Real Estate. The motion was made by Commissioner Simmons, and was seconded by Commissioner Jackson-Jennings.

A roll call vote was taken as follows:

|                               |                       |
|-------------------------------|-----------------------|
| Sam Gladney – Yea             | Herbert Simmons – Yea |
| Rose Windmiller – Yea         | Terry Beach – Yea     |
| Andrea Jackson-Jennings – Yea | Debra Moore – Yea     |

**The motion passed unanimously.**

**16. Reconvene to the Open Meeting**

**9:26 a.m.** Chair Windmiller stated that the Committee had reconvened to the Open Meeting.

A motion to approve the Brentwood item, as proposed in Executive Session, was made by Commissioner Simmons, and was seconded by Commissioner Moore.

A roll call vote was taken as follows:

|                               |                       |
|-------------------------------|-----------------------|
| Sam Gladney – Yea             | Herbert Simmons – Yea |
| Rose Windmiller – Yea         | Terry Beach – Yea     |
| Andrea Jackson-Jennings – Yea | Debra Moore – Yea     |

**The motion passed unanimously.**

**17. Adjournment**

**9:27 a.m.** Chair Windmiller asked if there was any further business, and being none, Commissioner Gladney made a motion to adjourn the meeting. The motion was seconded by Commissioner Moore. Unanimous vote in favor was taken. The motion passed, and the meeting was adjourned at approximately 9:27 a.m.

---

Deputy Secretary to the Board of Commissioners  
Bi-State Development Agency

**Name:** Shannon Villa

**Representing:** Self and the general public and transit users

**Topic:** Overall Direction

**Comments:**

I appreciate Metro's direction in the past year making substantial improvements to reliability, greatly reducing misses trips, adding frequency to key routes during a special service change this month, and having real-time Metrolink data now available on the Transit App. I would like for Metro to declare that this data is now available and to make the real-time gtfs feed for Metrolink available for developers and 3rd party apps just as is available for Metrobus. Also, real time occupancy information will be useful to see and included in this real-time gtfs feed. The only thing Metro has not delivered and said they would for about a year now is a public dashboard similar to what can be found on other system sites to include DC area WMATA's Service Excellence Dashboard: <https://wmata.com/initiatives/Open-Data-Hub/Metro-Service-Excellence-Dashboard.cfm>

Austin CapMetro also has a nice Dashboard here: <https://www.capmetro.org/about/performance-dashboard>

and Route Performance Dashboard here: <https://www.capmetro.org/about/performance-dashboard/route-performance>

These dashboards tell the public and customers near current or current performance data to include ridership on a given day, on an average day, on-time performance, cost for running a route, farebox revenues for a route, and missed trip data. I still advocate for a public incident log to be published online which would be essentially a public version of the internal "Trouble Log" used by the Bus Operations Control Center (BOCC) and Rail Operations Control Center (OCC). Something similar for crime as was published in years past would also be helpful. There used to be a Metro Public Safety list of incidents online.

Overall, Metro operators have also been great at de-escalation which is a product of de-escalation training provided in the last year to all operators. I am happy to see that "loop riding" and fare evasion/non payment of fare incidents have dropped and I have been on several riders where the bus operator was not particularly concerned about fares as this should be the case. In Washington, DC passengers can pay fare but there is 0 interaction or reminders from operators to passengers if they choose not to pay or tap their SmarTrip card. I would like to see this more here on our Metrobus. I would like to see more real-time arrival displays and schedules at bus stops particularly at transit centers right on the bus bay for a specific bus and not just at 1 central Bus Information display.

I look forward to the changes and improvements as our Metro progresses. There are still pain points like when there are detours, Forest Park reroutes during times of high traffic, not every stop is called out and displayed which would be helpful for riders especially newer riders to understand where they are at and the next stop. Other pain points like real-time arrival information displays for Metrolink and improved electronic displays and audio announcements inside the upcoming new other improvements I know are in the works like a new and better fare payment system, arrival information screens for Metrolink, improved information screens inside of the new Metrolink cars that hopefully can be retrofitted onto older trains. I would like to see the conceptual displays on Metrobus as well and that every stop be announced and shown by the automated system. Thanks to everyone at Metro for their hard work and continuous improvement.

Exhibit A

I would also like to see more restroom facilities along major routes and at transit centers like North Hanley as well as the return of printed transit info maybe in the form of a system map and system timetable booklet.

---

**Name:** Shannon Villa

**Representing:** Self and the general public and transit users

**Topic:** New Fare Payment System and Gateway Card Users

**Comments:**

Please implement this capability in the new fare payment system and/or for current Gateway Card users: Users can get a summary of their trips and see how they rank versus others. This is from the DC area WMATA which is a model system for transit agencies-

[https://wmata.com/about/news/New-tool-allows-Metro-customers-to-get-personalized-ridership-report.cfm?fbclid=IwAR2OO4eO9aDH3kC8\\_EWGyNdIZPgSr3N5rVr2\\_C492bqZg2l6unj3-CXw-QQ](https://wmata.com/about/news/New-tool-allows-Metro-customers-to-get-personalized-ridership-report.cfm?fbclid=IwAR2OO4eO9aDH3kC8_EWGyNdIZPgSr3N5rVr2_C492bqZg2l6unj3-CXw-QQ)

---

**Name:** Annette Nowakowski

**Representing:** S.M.A.R.T.

**Topic:** Call-a-Ride phone reservations

**Comments:**

I am glad the reservation system is going to be improved. I would take advantage of the call back feature when it is convenient for me. My only concern is that those being called back have the same access to available rides as those waiting in line on hold since the rides fill up so quickly especially on Fridays.

---

**Name:** Annette Nowakowski

**Representing:** S.m.A.R.T.

**Topic:** E-Fare

**Comments:**

I like the Call-a-Ride E-Fare system. My only complaint is the rides purchased have to be used within 60 days of purchase. Rides should be able to be used and never expire.

---

**Name:** Annette Nowakowski

**Representing:** S.M.A.R.T.

**Topic:** Customer Service Line for Call-a-Ride

**Comments:**

While you are looking at improving the Call-a-Ride reservation line, please also look at the customer service line. There are delays on that line too. We need a system where we can check the status of arrival of vans independently without going through an operator. There are times when I wait a half hour to cancel a trip and I don't want to be charged for late cancellation, and this is at 5:15 a.m.

---

**Name:** Annette Nowakowski

**Representing:** S.M.A.R.T.

**Topic:** Greetings by Call-a-Ride drivers

**Comments:**

I am a blind rider of Call-a-Ride. Most drivers I encounter will say hello when I am approaching getting on the van. However, there are a few drivers, particularly women, who do not say anything, offer no greeting, and don't identify themselves. It is helpful to have some verbal communication which helps to get oriented to where the van is particularly the quiet newer vans. They may be giving a visual greeting, but they need to speak up too. Pleasant communication is part of good customer service.

---

**Name:** Annette Nowakowski

**Representing:** S.M.A.R.T.

**Topic:** Call-a-Ride phone reservations

**Comments:**

I am glad the reservations system is being looked at. However, why is it taking so long to look at enhancements. I thought those were already being considered. Why must we wait until the end of 2024 for improvements to take effect? This is far too long.

Can you speed up the process? I would like to see on-line phone reservations and on-line customer service.

---

**Name:** Ken Williams

**Representing:** Self

**Topic:** Elimination of advertising

**Comments:**

I am writing to request the Board consider overriding the decision made by Mr. Taulby Roach, President the CEO of Bi-State, to eliminate advertising from Metro trains and busses.

With all due respect, based on this decision, Mr. Roach must have checked his financial acumen and common sense at the door on this matter. To give up voluntarily 1.8 to 2 million dollars is flat out unbelievable and defies logic.

Mr. Roach cited St. Clair County as the area where a study was done to determine that residents prefer busses and trains without advertising because it gives them a better positive feeling about Metro. I don't know with whom he spoke, but it certainly was no one in my circle of contacts.

We want the trains to run on time, to be clean, and to be safe. Period. Case closed. We really could not care less about whether there is advertising on the outside of busses and trains.

In this day and age when funds are in short supply, why not continue to advertise and use the funds for enhanced safety?

Exhibit A

Would you please share this e-mail with the Board of Commissioners? Hopefully, the Chair, Mr. Herbert Simmons, will conduct a vote by members of the Board to over-ride this very poor decision by Mr. Roach. Thank you kindly.



**BI-STATE DEVELOPMENT  
AUDIT, FINANCE & ADMINISTRATION COMMITTEE MEETING  
OPEN SESSION MINUTES  
(Virtual Meeting)  
January 26, 2024  
Immediately following Operations Committee Meeting**

**Audit, Finance & Administration Committee Members participating via Zoom**

Terry Beach, Chair  
Herbert Simmons  
Nate Johnson – Absent  
Sam Gladney  
Debra Moore

**Other Commissioners participating via Zoom**

Rose Windmiller  
Derrick Cox – Absent  
Irma Golliday – Absent  
Andrea Jackson-Jennings

**Staff participating via Zoom**

Taulby Roach, President and Chief Executive Officer  
Brenda Deertz, Director of Executive Services  
Gregory Linhares, Chief Legal Counsel  
Myra Bennett, Manager of Board Administration  
Thomas Curran, Executive Vice President, Administration  
Tammy Fulbright, Executive Vice President, Chief Financial Officer  
Crystal Messner, Chief Audit Executive  
Charles Stewart, Executive Vice President & Chief Operating Officer Metro Transit  
Dave Toben, Sr. Director Total Rewards  
Josh Cahill, Info Security Analyst III

**Others participating via Zoom**

Darrell Jacobs, ASL Interpreter  
Amy Athy, ASL Interpreter

- 1. Open Session Call to Order**  
**9:28 a.m.** Chair Beach called the Open Session of the Audit, Finance & Administration Committee Meeting to order at 9:28 a.m.
- 2. Roll Call**  
**9:28 a.m.** Roll call was taken, as noted above.

**3. Public Comment**

**9:29 a.m.** Chair Beach asked Myra Bennett, Manager of Board Administration, to summarize any speaker cards have been received for today's meeting. Ms. Bennett noted that no speaker cards were submitted for today's meeting.

**4. Minutes of the October 13, 2023 - Audit, Finance & Administration Committee, Open Meeting**

**9:29 a.m.** The minutes of the October 13, 2023, Audit, Finance & Administration Committee, Open Meeting, were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Windmiller and seconded by Commissioner Jackson-Jennings.

**The motion passed unanimously.**

**5. Bi-State Development Operating and Capital Budget FY2025**

**9:29 a.m.** A briefing paper and draft budget were included in the meeting materials, requesting that the Audit, Finance and Administration Committee review, accept, and refer to the Board of Commissioners for approval, the FY 2025 Operating and Capital Budget. President and CEO, Taulby Roach, noted a 6-year average annual growth rate of 1.98%. He noted that the COVID situation, along with supply chain issues has impacted costs.

Tammy Fulbright, Executive Vice President and CFO, provided a PowerPoint presentation of the FY2025 to the Committee, reviewing projected revenues and expenses for each of the Bi-State Development Enterprises, as well as funding sources for Capital Projects.

Board discussion was held and questions were posed with regard to employment contract negotiations, professional development, local sources of capital funds percentages, notification to partners regarding the proposed budget, and status of COVID relief funds. Commissioner Gladney asked that staff supply the Board additional charts, clarifying the breakdown and sources of capital funds. Ms. Fulbright stated that she will provide that information.

Commissioner Windmiller noted that the proposed budget indicates a 4.4% increase, and asked if the Agency anticipates that increases, larger than 2%, will continue in the future. Executive Vice President and CFO, Tammy Fulbright, stated that there have been some insurance premium increases; however, the Agency will work towards 2% increases in the future. President and CEO, Taulby Roach noted that the Agency is examining insurance and legal costs, and has spoken with Chief Legal Counsel, Greg Linhares, regarding containment of legal expenses. He added that it is his goal to be under 2% increase in the budget each year. Commissioner Simmons asked how long the budget preparation process takes. Ms. Fulbright noted that her staff started preparing information for the budget in October 2023, and it takes approximately 2-3 months to bring all of the information together.

A motion to approve this item, as presented, was made by Commissioner Windmiller and seconded by Commissioner Gladney.

**The motion passed unanimously.**

**6. Contract Award - IMG/Rebel Audit Services**

**10:24 a.m.** A briefing paper was included in the meeting materials, requesting that the Audit, Finance and Administration Committee accept, and refer to the Board of Commissioners for approval, the negotiation of the management and performance audit, by the President and CEO, with IMG, for an amount not to exceed \$175,000. Tammy Fulbright, Executive Vice President and CFO, provided an overview of this item, noting that St. Louis County Ordinance #24,264, which allowed the Prop A sales tax to be placed on the ballot in 2010, requires Bi-State Development (BSD) to enter into a contract for service to perform an audit of its management and operations every three years. She reported that, since FY2011, IMG is the only audit firm of recent bidders that had the capacity and engineering expertise to conduct this audit. If awarded the contract, IMG will deploy the framework that guided the work in previous audits inclusive of peer comparison, BSD trend analysis, issue identification and analysis from available documentation, interviews, and inspection, and an evaluation of current performance, based on professional judgement and experience with similar agencies and issues.

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

**The motion passed unanimously.**

**7. Legal Department Update**

**10:25 a.m.** Greg Linhares, Chief Legal Counsel, gave a summary of recent activities for the Legal Department, noting that a comprehensive review of the Board Policies is ongoing. He reported that the department is currently in the process of completing a contract with General Code, for services including their eCode360 product, which will be used for maintaining the Board Policies in a more comprehensive manner, make the Policies searchable, and provide for more ADA accessibility of the documents. In addition, Mr. Linhares noted that the Agency is reviewing document management solutions for maintaining the Agency's contracts and internal SOP's. He reported that the Legal Department is undergoing restructuring, which will serve as a reduction in cost for personnel for the Agency in the future. Mr. Linhares noted that an Executive Assistant position has been eliminated, and the Assistant General Counsel position has been changed to a Compliance Manager, which will report to Director of Risk Management. Mr. Linhares noted that department will be taking a team approach regarding compliance. He noted that the team is engaging in a legal cost review, not only in terms of the efficiency of the external law firms that we contract with for services, but also looking at the source of our claims. Mr. Linhares stated that he would like to publicly thank Myra Bennett, who has been extremely helpful in getting him "up to speed", as have Shirley Bryant-Taylor and Kathy Brittin, and the entire BSD family. He stated that, if there are any items that the Board of Commissioners would like him to address, please let him know.

This item was presented as information only.

**Commissioner Jackson-Jennings left the meeting at 10:30 a.m.**

**8. Internal Audit Department - Follow-Up Summary – 2<sup>nd</sup> Quarter, FY2024**

**10:30 a.m.** A briefing paper was included in the meeting materials regarding this item. Crystal Messner, Chief Audit Executive, gave an overview of this item, noting that there are no overdue management findings at this time. She stated that this is due to management and frontline staff

working closely with Internal Audit to ensure items are addressed. She thanked staff for their cooperation.

This item was presented as information only.

**9. Internal Audit Department - Status Report – 2<sup>nd</sup> Quarter, FY2024**

**10:31 a.m.** A briefing paper was included in the meeting materials regarding this item. Crystal Messner, Chief Audit Executive, gave an overview of this item, noting that two audits were completed this quarter. She stated that two additional audits were placed on hold, which will be conducted next quarter.

This item was presented as information only.

**10. Internal Audit Department - State Safety Oversight Status Report – 4<sup>th</sup> Quarter, Calendar Year 2023**

**10:32 a.m.** A briefing paper was included in the meeting materials regarding this item, reflecting the audit activities that were proposed for the 4<sup>th</sup> Quarter. Crystal Messner, Chief Audit Executive, gave an overview of this item, noting that the 4<sup>th</sup> Quarter items were successfully completed. She noted that continued collaboration with the SSOs, Department of Safety, and other BSD management resulted in the closure of 17 MetroLink Corrective Action Plans (CAPs), one (1) MetroBus and Call-A-Ride CAP, and three (3) Loop Trolley CAPs during calendar year 2023. There are currently 36 open MetroLink CAPs, five (5) of which are awaiting BSSO approval; 11 open MetroBus and Call-A-Ride CAPs; and 15 open Loop Trolley CAPs.

This item was presented as information only.

**11./12. Financial Statements & Treasurer's Report**

**10:34 a.m.** A draft of the quarterly financials for the fourth quarter, ended September 30, 2023, was included in the meeting materials, along with a Treasurer's Report. Tammy Fulbright, Executive Vice President and Chief Financial Officer, gave an overview of these item, reviewing revenues and expenses for each Enterprise.

This item was presented as information only.

**13. Treasury Safekeeping Report Ending September 30, 2023**

**10:37 a.m.** A briefing paper was included in the meeting materials regarding this item. Crystal Messner, Chief Audit Executive, stated that IAD has determined that the Safekeeping Accounts exist, and the respective balances and credit ratings reported in the Treasurer's Report as of September 30, 2023, are fairly presented. Ms. Messner noted that IAD has also added a new attachment to the report, which assesses the adequacy of the FDIC insurance and posted collateral for the lead bank used by BSD, PNC Bank (Attachment 4). She noted that the IAD believes the amount of collateral posted by PNC Bank in conjunction with FDIC insurance is sufficient to adequately collateralize the BSD deposits at PNC bank as September 30, 2023 as based on the requirements set forth in Board Policy 30.04(E).

This item was presented as information only.

**14. Procurement Report**

**10:38 a.m.** A Procurement Report was included in the meeting materials regarding this item. Thomas Curran, Executive Vice President Administration, gave an overview of this item, noting that the Second Quarter FY 2024 Non-Competitive Procurements total \$2,792,024, or 5.0% of the total Purchase Order Commitment volume of \$55,542,279. He noted that this is a significant decrease from the First Quarter of FY 2024, when non-competitive spending was 17.9% of the total. Mr. Curran reported that Non-Competitive Procurements totaled \$17,755,008, or 11.2% of the total Procurement Spend of \$158,391,798, during the last twelve months. With regard to the Procurement Card Transaction Report, he noted that there were no confirmed procedural violations.

This item was presented as information only.

**15. 401k Plan Annual Audit Update**

**10:40 a.m.** A briefing paper was included in the meeting materials containing an update on the audit of the Bi-State Development Agency 401(k) Retirement Savings Program. Dave Toben, Sr. Director Total Rewards, gave an overview of this item, noting that UHY LLP audited the financial statements of the Bi-State Development Agency 401(k) Retirement Savings Program as of December 31, 2022 and 2021 and issued an unmodified audit opinion.

This item was presented as information only.

**16. 2023 Pension Valuations Update**

**10:41 a.m.** A briefing paper was included in the meeting materials presenting the 2023 pension valuations for company sponsored defined benefit pension plans. Dave Toben, Sr. Director Total Rewards, gave an overview of this item, noting that Milliman, Inc., has issued Valuation Reports for fiscal year ended 2023 for the three pension plans, which are included as attachments to the briefing paper. He noted that each plan showed improvements to funded ratios.

This item was presented as information only.

**17. Unscheduled Business**

**10:43 a.m.** There was no unscheduled business.

**18. President/CEO Report**

**10:43 a.m.** Bi-State Development President/CEO Taulby Roach stated that he has no report at this time.

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

**10:43 a.m.** Myra Bennett, Manager of Board Administration, advised the Committee of the following upcoming meetings:

|                                           |                           |               |
|-------------------------------------------|---------------------------|---------------|
| Board of Commissioners Meeting            | Friday, February 16, 2024 | 8:30 AM       |
| Safety & Security Committee Meeting       | Thursday, March 7, 2024   | 8:30 AM       |
| Operations Committee Meeting              | Friday, March 22, 2024    | 8:30 AM       |
| Audit, Finance & Administration Committee | Friday, March 22, 2024    | Following OPS |

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

**10:43 a.m.** Chair Beach noted that a motion is needed that the Committee go into Executive Session for the purpose of discussing legal, confidential, or privileged matters, as permitted under Bi-State Development Board Policy Chapter 10, Section 10.080, (D)(1) – Legal; and (D)(10) – Auditors.

A motion to move into Executive Session, as noted, was made by Commissioner Gladney and was seconded by Commissioner Windmiller. A roll call vote was taken as follows:

Sam Gladney – Yea  
Rose Windmiller – Yea

Herbert Simmons – Yea  
Terry Beach – Yea  
Debra Moore – Yea

**The motion passed unanimously, and the Committee moved into Executive Session at 10:44 a.m.**

- 21. Reconvene to Open Meeting**

**11:08 a.m.** The Committee reconvened to the Open Meeting at approximately 11:08 a.m.

Commissioner Gladney made a motion to approve the minutes from the October 13, 2023, AFA Committee, Executive Session, as a closed record. The motion was seconded by Commissioner Moore.

A roll call vote was taken as follows:

Sam Gladney – Yea  
Rose Windmiller – Yea

Herbert Simmons – Yea  
Terry Beach – Yea  
Debra Moore – Yea

**The motion passed.**

Commissioner Windmiller made a motion accept, and forward to the Board of Commissioners for approval, the Freightway item, as presented in Executive Session. The motion was seconded by Commissioner Simmons.

A roll call vote was taken as follows:

Sam Gladney – Yea  
Rose Windmiller – Yea

Herbert Simmons – Yea  
Terry Beach – Yea  
Debra Moore – Yea

**The motion passed.**

Commissioner Simmons made a motion to accept, and forward to the Board of Commissioners for approval, the Draft – Fuel Program Audit Report, as presented in Executive Session. The motion was seconded by Commissioner Gladney.

A roll call vote was taken as follows:

Sam Gladney – Yea  
Rose Windmiller – Yea

Herbert Simmons – Yea  
Terry Beach – Yea  
Debra Moore – Yea

**The motion passed.**

Commissioner Moore made a motion to accept, and forward to the Board of Commissioners for approval, the FY 2024 IT Penetration Testing & Risk Assessment, as presented in Executive Session. The motion was seconded by Commissioner Windmiller.

A roll call vote was taken as follows:

Sam Gladney – Yea  
Rose Windmiller – Yea

Herbert Simmons – Yea  
Terry Beach – Yea  
Debra Moore – Yea

**The motion passed.**

**22. Adjournment**

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

---

Deputy Secretary to the Board of Commissioners  
Bi-State Development

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Contract Award - 24-RFP-470332-TJ – Uniform Rental & Cleaning Services**  
**Disposition:** Approval  
**Presentation:** Charles A. Stewart, EVP & Chief Operating Officer – Metro Transit  
Thomas Curran, Executive Vice President, Administration

---

**Objective:**

To present to the Board of Commissioners for approval, a request to authorize the President & CEO to award a contract to Clean Uniform for provision of uniform and shop towel rentals, as well as repair and cleaning services, for Metro’s maintenance department and supervisory staff at its various locations.

**Background:**

On August 29, 2023, Bi-State Development issued solicitation *24-RFP-470332-TJ – Uniform Rental & Cleaning Services*. The solicitation was advertised on BSD/Metro’s iSupplier website.

As a result of the solicitation process, a total of two (2) proposals were received. The proposals were evaluated and ranked on the basis of the evaluation criteria below.

- Organization Background
- References
- Project Staffing
- Consultant Qualifications for Garment Management Plan
- Proposal Content and Technical Approach
- Value-Added Services
- Forms

The table below presents the overall rating results, representing the consensus technical and cost scores combined, and Clean Uniform is the highest-ranking firm.

**Analysis:**

| Firm                       | Cost           | Cost Score | Technical Score | Total  |
|----------------------------|----------------|------------|-----------------|--------|
| Clean Uniform              | \$1,292,538.25 | 175.00     | 230.00          | 405.00 |
| Cintas                     | \$1,358,893.64 | 166.45     | 153.00          | 316.45 |
| Total Possible Points      |                | 175        | 325             | 500    |
| Percentage of Total Points |                | 30%        | 70%             | 100%   |



**Previous Action:**

The Operations Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Operations Committee recommends that the Board of Commissioners authorize the President & CEO enter into a five-year contract to supply cleaning and rental of uniforms to the highest-ranked firm, Clean Uniform, whose proposal is most advantageous to BSD with price and other factors considered, in the not-to-exceed amount of **\$1,292,538.25**.

**Funding Source:**

Funding will be provided through federal funds and local match.

***Board Policy 50, Purchasing - Section 50.010 Procurement and Contract Administration E.1.a. The Board of Commissioners shall approve the following Procurements: Competitive Negotiation Procurements which exceed \$500,000.***

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT AWARDED  
A CONTRACT TO CLEAN UNIFORM FOR UNIFORM AND SHOP  
TOWEL RENTAL, REPAIR AND CLEANING SERVICES**

**PREAMBLES:**

*Whereas*, The Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency”/ “BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board of Commissioners”); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”) to plan, construct, maintain, own and operate passenger transportation facilities, and to perform all other necessary and incidental functions, and to disburse funds for its lawful activities, to adopt rules and regulations for the proper operation of its passenger transportation facilities and conveyances, to contract and to be contracted with; and

*Whereas*, Board Policy Chapter 50, §50.010(E)(1)(a), requires Board approval of all Competitive Negotiated Procurements exceeding \$500,000; and

*Whereas*, on August 29, 2023, Bi-State Development issued solicitation 24-RFP-470332-TJ – Uniform Rental & Cleaning Services to obtain a qualified firm to provide uniform and shop towel rentals, as well as repair and cleaning services, for Metro’s maintenance department and supervisory staff at its various locations; and

*Whereas*, in response to the solicitation, a total of two (2) proposals were received and forwarded to an evaluation team for review; and

*Whereas*, proposals were scored in accordance with the evaluation requirements specified in the solicitation package; and

*Whereas*, as a result of the consensus technical and cost scores combined, Clean Uniform was deemed the highest-ranking firm; and

*Whereas*, it is feasible, necessary and in the public interest for the Agency to authorize the President and CEO to enter into a five-year contract to supply cleaning and rental of uniforms to the highest-ranked firm, Clean Uniform, in the not-to-exceed amount of \$1,292,538.25, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1. Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2. Approval of the Contract. The Board of Commissioners hereby authorizes the President and CEO to enter into a five-year contract to supply cleaning and rental of uniforms to the highest-ranked firm, Clean Uniform, in the not-to-exceed amount of \$1,292,538.25, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3.        Actions of Officers Authorized. The officers of the Agency, including, without limitation, the President and CEO, and Vice President of Procurement are hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the Contract and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5.        Rights under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and Clean Uniform.

Section 6.        Governing Law. The laws of the State of Missouri shall govern this Resolution.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and the Contract.

Section 8.        Payment of Expenses. The Executive Vice President and CFO is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and the Contract.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

\_\_\_\_\_  
Resolution #1313  
Bi-State Development Agency Board of Commissioners  
February 16, 2024  
Award of Contract – Clean Uniform – Uniform Rental and Cleaning  
Page 2

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Contract Modification: 21-SB/RFP-161954-DGR -Track System Upgrades**  
**Disposition:** Approval  
**Presentation:** Charles A. Stewart, EVP & Chief Operating Officer – Metro Transit  
Thomas P. Curran, Executive Vice President, Administration  
Kelly Hamm, Sr. Director Capital Projects – Transit Assets

---

**Objective:**

To present to the Board of Commissioners for approval, a request to modify the MetroLink Track System Upgrades contract with RailWorks Track Services to upgrade three (3) grade crossings in Illinois.

**Background:**

The Track System Upgrades Project primarily addresses rail maintenance needs to improve the condition of the MetroLink track system assets, which have been targeted for replacement in accordance with the Transit Asset Management (TAM) Plan. Scope elements are based on asset condition ratings, which have fallen to Category 2 or below. The specific work breakdown that was previously approved by the Board of Commissioners included renewal of grade crossing surfaces (Plymouth and Ewing Avenue), replacement of restraining rail in curves (Civic Center & Broadway), and installation of trackwork to match MetroLink’s current design criteria standards.

Work under this contract commenced October 6, 2021, and now three additional crossings have been targeted for renewal: Main Street, Fourth Street, and Broadway Avenue in East St. Louis, as their current condition ratings have fallen to Category 2. Since these crossings are located within the limits of curves being replaced under the existing contract, renewal work should be completed at the same time the restraining rail curves are performed.

RailWorks Track Services completed renewal of the Plymouth Avenue Grade Crossing and reconstructed the trackwork adjacent to the Grand MetroLink Station, in Spring 2023. That project was delayed, primarily due to redesign of the special trackwork and resulting quantities of pre-curved rail and restraining rail ties for the Broadway and Civic Center curves. The performance period was extended to December 31, 2024, by the Board of Commissioners at its September 22, 2023 meeting. Additional crossing improvements in East St. Louis could be performed in Spring 2024, prior to delivery of long lead track materials associated with the existing project, with no anticipated impact on final delivery in 2024. The additional scope of grade crossing improvement work was not included in the September 22, 2023 briefing paper, pending environmental clearance and St. Clair County Transit District (SCCTD) approval.

The Federal Transit Administration notified Metro on December 7, 2023, of its determination that the MetroLink Broadway Curve and East St. Louis Grade Crossing Project meets the criteria for a Categorical Exclusion (CE) from additional environmental review. This includes the Main Street, Fourth Street, and Broadway Avenue Grade Crossings. Metro has received a quotation from

RailWorks Track Services to perform the grade crossing improvements for these three grade crossings in Illinois. SCCTD has granted its approval for this project.

**Analysis:**

The crossing renewal work in East St. Louis would be performed in Spring 2024, ahead of restraining rail curve material deliveries.

The East St. Louis grade crossings were installed in the original Phase 1 MetroLink build in 1993. The limits of each crossing fall within the existing project limits of the Track System Upgrades Project. A portion of the restraining rail would need to be installed at a later date, when the crossing renewals have been completed, which was not considered during the preliminary design phase.

| Item # | Pricing provided by RAILWORKS TRACK SERVICES                           | Price                 |
|--------|------------------------------------------------------------------------|-----------------------|
| NTP    | Contract Award                                                         | \$3,954,382.00        |
| Mod 1  | Time Extension and Material Cost Increase                              | \$241,233.71          |
| Mod 2  | Change to rubber crossing surface                                      | \$23,002.83           |
| Mod 3  | Request For Change – RFC 4, 5, 6                                       | \$536,196.38          |
| Mod 4  | Main Street, Fourth Street, and Broadway Avenue Grade Crossing Renewal | <b>\$1,791,570.00</b> |
| NTE    | Total Price:                                                           | <b>\$6,546,384.92</b> |

**Previous Action:**

The Operations Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Operations Committee recommends that the Board of Commissioners authorize the President & CEO to execute a contract modification to adjust the contract value in accordance with the established additional scope elements. The modified, negotiated contract with RailWorks Track Services shall not exceed **\$6,546,384.92**, which includes a 10% contingency.

**Funding Source:**

Funding will be provided from approved Federal Transit Administration (FTA) Grants MO-2018-002 & MO-54-0001, Prop M, and SCCTD local match.

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
MODIFYING A CONTRACT WITH RAILWORKS TRACK SERVICES FOR  
TRACK SYSTEM UPGRADES**

**PREAMBLES:**

*Whereas*, The Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency”/ “BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board of Commissioners”); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. § 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”) to plan, construct, maintain, own and operate passenger transportation facilities, and to perform all other necessary and incidental functions, and to disburse funds for its lawful activities, to adopt rules and regulations for the proper operation of its passenger transportation facilities and conveyances, to contract and to be contracted with; and

*Whereas*, Board Policy Chapter 50.010, Section G. Purchasing, requires the Board of Commissioners to approve modifications which modify the approved contract; and

*Whereas*, work under the contract with RailWorks Track Systems commenced October 6, 2021, and three additional crossings have now been targeted for renewal, including: Main Street, Fourth Street, and Broadway Avenue in East St. Louis, as their current condition ratings have fallen to Category 2; and

*Whereas*, the Agency has received a quotation from RailWorks Track Services to perform the grade crossing improvements for these three grade crossings in Illinois; and

*Whereas*, the St. Clair County Transit District has granted its approval for this project; and

*Whereas*, it is necessary to modify the contract to include funding for the additional maintenance; and

*Whereas*, it is feasible, necessary and in the public interest for the Agency for the Board of Commissioners to authorize the President and CEO to execute a contract modification to the existing contract with RailWorks Track Services to include the additional scope elements, in the not to exceed contract amount of \$6,546,384.92, which includes a 10% contingency, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.        Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2.        Approval of the Modification of the Contract. The Board of Commissioners hereby authorizes the President and CEO to execute a contract modification to the existing contract with RailWorks Track Services to include the additional scope elements, in the not to exceed contract amount of \$6,546,384.92, which includes a 10% contingency, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3.        Actions of Officers Authorized. The officers of the Agency, including, without limitation, the President and CEO, and Vice President of Procurement are hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the Contract and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5.        Rights under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and RailWorks Track Services.

Section 6.        Governing Law. The laws of the State of Missouri shall govern this Resolution.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and the Contract.

Section 8.        Payment of Expenses. The Executive Vice President and CFO is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and the Contract.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of the Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Sole Source Contract with INIT for Automatic Passenger Counting Infrastructure Upgrades**  
**Disposition:** Approval  
**Presentation:** Charles A. Stewart, EVP – Chief Operating Officer, Metro Transit  
Jessica Gershman, Asst. Executive Director, Planning & System Development

---

**Objective:**

To present to the Board of Commissioners for approval, a request to award a sole source contract to **INIT**, Innovations in Transportation, Inc., to replace obsolete Automatic Passenger Counting (**APC**) infrastructure currently installed on all MetroLink light rail vehicles. **INIT** develops Intelligent Transportation System (**ITS**) solutions for public transit, and Metro has used their onboard products and related systems for 20 years; however, system components have now aged beyond regular maintenance, and equipment requires replacement, specifically the APC sensors that gather passenger boarding data.

**Background:**

Metro's Planning and Vehicle Maintenance Divisions manage and maintain the APC system and related equipment. Nearly all departments around the Agency utilize or benefit from APC data, collected by the **INIT** equipment that was originally installed on MetroLink light rail vehicles (**LRVs**) in 2001. Over 20 years later, there is a pressing need to replace the obsolete equipment for which there are no longer replacement parts to continue maintenance. The APC function provides critical information to Metro for a variety of purposes, including: the collection of light rail ridership and on-time-performance monitoring data for regional, state, and federal service performance reporting, such as the National Transit Database (**NTD**); adjustment of schedules according to demand; formulation of service decisions related to intermodal connections; a record of aggregate passenger loads and flows at the trip level for operations staffing, regional trip-demand modeling, fare policy decisions, developing public safety strategies; and other stakeholder and general public information requests.

This contract would enable Metro to replace the sensors for its full LRV fleet with 6<sup>th</sup> generation IRMA Matrix sensors powered over Ethernet (PoE). Matrix sensors use time-of-flight technology (**TOF**), continuously emitting sinusoidal light outside the visible human range (infrared). Objects in its field of vision reflect the light and are then registered by the sensors. The system reliably distinguishes between humans and mobility devices like wheelchairs, strollers, or bicycles. TOF method yields informative 3D images that onboard processors evaluate automatically for on-demand operations analysis needs, such as determining excessive passenger loads serving high-volume special event passenger trips in real-time.



**Analysis:**

Since the initial installment of INIT sensor products on board MetroLink LRVs in 2001, the Metro Vehicle Maintenance Division has successfully obtained replacement parts and maintained the onboard APC system equipment in working condition; however, in recent years, equipment obsolescence has profoundly impacted maintenance activity. For this reason, Metro engaged INIT for \$28,000 to install an upgraded COPILOTpc2 onboard unit plus the new Matrix sensors as a pilot test on one of MetroLink's LRVs. This pilot included updates to the Wi-Fi access point that the new equipment required to upload data to Metro servers. After Metro learned from this pilot, staff began pursuing the first APC system upgrade phase in 2020-2021 by replacing the original COPILOT softkey with COPILOTpc2 computers, which process the information collected from the sensors. The project cost of COPILOT replacement was \$570,000. Today, the installation of the COPILOTpc2 equipment is nearly complete, and it is now necessary to replace the sensors to continue the APC system upgrade.

Staff believes that pricing is fair and reasonable and requests permission to engage INIT to replace this crucial APC equipment, at a cost not to exceed \$1,200,000. Product orders can begin upon Notice to Proceed, and installation and testing are expected to range 4-6 months after receiving the sensors. Product delays due to supply chain issues are unknown at this time.

**Previous Action:**

The Operations Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Operations Committee recommends that the Board of Commissioners authorize the President & CEO to enter into a contract with INIT for the replacement of Automatic Passenger Counting (APC) infrastructure on all MetroLink light rail vehicles, in an amount not to exceed \$1,200,000.

**Funding Source:**

Funding for this project is included in the FY24 capital budget, with 80% from federal State of Good Repair funding and a 20% local match.

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
APPROVING A CONTRACT WITH  
INNOVATIONS IN TRANSPORTATION, INC. (INIT)  
FOR AUTOMATIC PASSENGER COUNTING INFRASTRUCTURE UPGRADES**

**PREAMBLES:**

*Whereas*, The Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency”/“BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board of Commissioners”); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”) to acquire by gift, purchase or lease, sell or otherwise dispose of, and to plan, construct, operate and maintain, or lease to others for operation and maintenance, airports, wharves, docks, harbors, and industrial parks adjacent to and necessary and convenient thereto, bridges, tunnels, warehouses, grain elevators, commodity and other storage facilities, sewage disposal plants, passenger transportation facilities, and air, water, rail, motor vehicle and other terminal or parking facilities; to contract and to be contracted with; and to perform all other necessary and incidental functions; and

*Whereas*, Board Policy Chapter 50, §50.010 (E)(1)(B), requires Board approval of all Non-Competitive Procurements which exceed \$100,000; and

*Whereas*, since the initial installment of INIT sensor products on board MetroLink LRVs in 2001, the Metro Vehicle Maintenance Division has successfully obtained replacement parts and maintained the onboard APC system equipment in working condition; however, in recent years, equipment obsolescence has profoundly impacted maintenance activity; and

*Whereas*, the Agency engaged INIT to install an upgraded COPILOTpc2 onboard unit plus the new Matrix sensors, as a pilot test on one of MetroLink’s LRVs; and

*Whereas*, after Metro reviewed results from the pilot program, staff began pursuing the first APC system upgrade phase in 2020-2021, by replacing the original COPILOT softkey with COPILOTpc2 computers; and

*Whereas*, the installation of the COPILOTpc2 equipment is nearly complete, and it is now necessary to replace the sensors, to continue the APC system upgrade; and

*Whereas*, it is feasible, necessary and in the public interest for the Board of Commissioners to authorize the President & CEO to enter into a contract with INIT for the replacement of Automatic Passenger Counting (APC) infrastructure on all MetroLink light rail vehicles, in an amount not to exceed \$1,200,000, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1. Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2. Approval of the Contract. The Board of Commissioners hereby authorizes the President & CEO to enter into a contract with INIT for the replacement of Automatic Passenger Counting (APC)

infrastructure on all MetroLink light rail vehicles, in an amount not to exceed \$1,200,000, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3. Actions of Officers Authorized. The officers of the Agency, including, without limitation, the President and CEO is hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the Contract and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4. Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5. Rights under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and Innovations in Transportation, Inc. (INIT).

Section 6. Governing Law. The laws of the State of Missouri shall govern this Resolution and the Contract.

Section 7. No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and the Contract.

Section 8. Payment of Expenses. The Executive Vice President and CFO is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and Contract.

Section 9. Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Mutual Aid Box Alarm System Master Agreement**  
**Disposition:** Approval  
**Presentation:** Mary Lamie, Executive Vice President of Multimodal Enterprises

---

**Objective:**

To present to the Board of Commissioners for approval, a request to authorize the President and CEO to enter into an intergovernmental agreement with the Mutual Aid Box Alarm System (**MABAS**) for mutual aid in fire protection, suppression, emergency medical assistance, hazardous materials control and any other emergency support, for the protection of life and property in the event of an emergency, at the St. Louis Downtown Airport (**Airport**).

**Background:**

The St. Louis Downtown Airport Fire Department became a member of the Illinois Mutual Aid Box Alarm System on July 8, 2008, which ensures emergency medical services (**EMS**) and other fire departments will come to the aid of the Airport Fire Department when in need. Also, being a member of MABAS provides grant opportunities and equipment issued by MABAS statewide. MABAS is in partnership with Illinois Emergency Management Agency (**IEMA**) and has established a statewide, non-discriminatory mutual aid response system for fire, EMS, and specialized incident operational teams.

MABAS Executive Board has requested all MABAS members have a resolution passed by their governing authority to adopt the updated MABAS agreement, designed to address the growing number of members and meet all inter-state statutes.

**Analysis:**

It is essential the Airport continue to receive mutual aid services to protect the life and property of its countless users, in the event of an emergency on or at the airport, and there is no cost associated with the agreement; therefore, it is in the best interest of Bi-State Development Agency that the new agreement be entered into with MABAS.

**Previous Action:**

The Operations Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Operations Committee recommends that the Board of Commissioners authorize the President and CEO to enter into an intergovernmental agreement with the MABAS, for mutual aid in the event of an emergency.

**Attachments:**

Exhibit A. MABAS Master Agreement with Resolution and Secretary's Certificate

**Funding Source:**

No funding required.



# **MUTUAL AID BOX ALARM SYSTEM MASTER AGREEMENT**

**As Approved by the MABAS Executive Board:  
October 19, 2022**

## Table of Contents

|                                                                        |           |
|------------------------------------------------------------------------|-----------|
| <b>SECTION ONE - PURPOSE .....</b>                                     | <b>4</b>  |
| <b>SECTION TWO – RULES OF CONSTRUCTION AND DEFINITIONS .....</b>       | <b>5</b>  |
| <b>SECTION THREE – AUTHORITY AND ACTION TO EFFECT MUTUAL AID .....</b> | <b>7</b>  |
| <b>SECTION FOUR – JURISDICTION OVER PERSONNEL AND EQUIPMENT .....</b>  | <b>8</b>  |
| <b>SECTION FIVE – COMPENSATION FOR AID .....</b>                       | <b>9</b>  |
| <b>SECTION SIX - INSURANCE.....</b>                                    | <b>10</b> |
| <b>SECTION SEVEN - LIABILITY .....</b>                                 | <b>11</b> |
| <b>SECTION EIGHT - CHAPTERS .....</b>                                  | <b>11</b> |
| <b>SECTION NINE – COUNCIL OF CHAPTER PRESIDENTS .....</b>              | <b>12</b> |
| <b>SECTION TEN - DIVISIONS .....</b>                                   | <b>12</b> |
| <b>SECTION ELEVEN - TERM .....</b>                                     | <b>13</b> |
| <b>SECTION TWELVE - MISCELLANEOUS.....</b>                             | <b>13</b> |
| <b>SECTION THIRTEEN - AMENDMENT.....</b>                               | <b>14</b> |
| <b>SECTION FOURTEEN – REVOCATION OF PRIOR AGREEMENTS .....</b>         | <b>15</b> |
| <b>SECTION FIFTEEN - APPROVAL.....</b>                                 | <b>15</b> |

This Agreement by and among the units of federal, state and local government, and other non-governmental emergency response organizations, subscribed hereto, hereafter referred to as "Units", or "Parties" is made and entered into the date set forth next to the signatures of those authorized to execute this Agreement on behalf of the respective Parties, each Party having approved this Agreement and adopted same pursuant to their state's constitutional and statutory authority and in a manner provided by law. In order to provide efficient and effective management of this Agreement, groups of the Parties may be established as "Chapters" on a state-by-state basis and Chapters may include Parties from adjoining states.

**WHEREAS**, the Mutual Aid Box Alarm System (MABAS) was formally organized beginning in 1968 in the northwest and western suburbs of Chicago, Illinois to coordinate and automate fire department mutual aid based roughly on the Chicago Fire Department's box alarm system, whereby predetermined resources of personnel and fire equipment were assigned to respond to a specific incident or area; and

**WHEREAS**, MABAS has grown into a multi-state organization through prearranged mutual aid and dispatch agreements that coordinate responses to emergencies and disasters including fires, emergency medical calls, hazardous material incidents, water related rescues, and technical rescues, and MABAS is designed to facilitate all levels of mutual aid from day-to-day automatic aid responses to major incidents and disasters requiring significant deployment of resources; and

**WHEREAS**, since the last revision of the master MABAS intergovernmental agreement circa 1988, MABAS has grown exponentially to its current composition of almost 1,200 Illinois Units and 2,200 total Units in Illinois and several nearby States with Units ranging from all-volunteer fire departments to major cities like Chicago, Milwaukee, and St. Louis; and

**WHEREAS**, the Constitution of the State of Illinois, 1970, Article VII, Section 10, authorizes units of local government to contract or otherwise associate among themselves , with the State, with other States and their units of local government, and with the United States to obtain and share services and to exercise, combine, or transfer any power or function in any manner not prohibited by law or ordinance; and to further contract or otherwise associate with individuals, associations, and corporations in any manner not prohibited by law or ordinance; and to further contract or otherwise associate with individuals, associations, and corporations in any manner not prohibited by law; and

**WHEREAS**, the Illinois “Intergovernmental Cooperation Act”, 5 ILCS 220/1 et seq., provides that any power or powers, privileges or authority exercised, or which may be exercised by a unit of local government may be exercised and enjoyed jointly with any other unit of local government including units of local government from another state; and

**WHEREAS**, Section 5 of the Illinois “Intergovernmental Cooperation Act”, 5 ILCS 220/5, provides that any one or more public agencies may contract with any one or more public agencies to perform any governmental service, activity or undertaking which any of the public agencies entering into the contract is authorized by law to perform, provided that such contract shall be authorized by the governing body of each party to the contract; and

**WHEREAS**, the Indiana Code at Section 36-1-7 (IC 36-1-7) authorizes an Indiana political subdivision to enter into a mutual aid agreement with political subdivisions of states other than Indiana, provided the agreement contains the necessary terms and conditions set out in IC 36-7-3, is approved by the Indiana Attorney General as required under IC 36-1-7-4, is recorded with the county recorder and filed with the Indiana State Board of Accounts as required under IC 36-1-7-6; and

**WHEREAS**, for the purposes of Chapter 3 of Indiana Emergency Management and Disaster law, the term “political subdivision” means city, town, township, county, school corporation, library district, local housing authority, public transportation corporation, local building authority, local hospital or corporation, local airport authority or other separate local governmental entity that may sue and be sued. (See IC 10-14-3-6, IC 36-1-2-13, IC 36-1-2-10, IC 36-1-2-11, IC 36-1-2-18); and

**WHEREAS**, the Indiana Code at Section 10-14-6.5 (IC 10-14-6.5) authorizes the State of Indiana and local units of government to enter into agreements to provide interstate mutual aid for emergency responses that do not rise to the level requiring a state or local declaration of a state of emergency or disaster; and

**WHEREAS**, Chapter 28E of the State Code of Iowa provides that any powers, privileges or authority exercised or capable of exercise by a public agency of the State of Iowa may be exercised and enjoyed jointly with any public agency of any other state or of the United States to the extent that laws of such other state or of the United States permit such joint exercise or enjoyment (See 28E.3); and

**WHEREAS**, the State Code of Iowa, in Chapter 28E, authorizes any one or more public agencies to contract with any one or more other public agencies to perform any governmental service, activity, or undertaking which any of the public agencies entering into the contract is



authorized by law to perform, provided that such contract shall be authorized by the governing body of each party to the contract (See 28E.12); and

**WHEREAS**, for the purposes of Chapter 28E of the State Code of Iowa, the term “public agency” means any political subdivision of the State of Iowa; any agency of Iowa’s government or of the United States; and any political subdivision of another state (See 28E.2); and

**WHEREAS**, the Constitution of the State of Michigan, 1963, Article VII, Section 28, authorizes units of local government to contract as provided by law; and

**WHEREAS**, the Urban Cooperation Act of 1967, 1967 PA 7, MCL 124.501, *et seq.*, provides that any political subdivision of Michigan or of another state may enter into interlocal agreements for joint exercise of power, privilege, or authority that agencies share in common and might each exercise separately; and

**WHEREAS**, Minnesota Statute 471.59 authorizes two or more governmental units, by agreement entered into through action of their governing bodies, to jointly or cooperatively exercise any power common to the contracting parties or any similar powers, including those which are the same except for the territorial limits within which they may be exercised; and

**WHEREAS**, the term “governmental unit” in Minnesota Statute 471.59 includes every city, county, town, school district, and other political subdivision of this or another state; another state; the University of Minnesota; licensed nonprofit hospitals; and any agency of the state of Minnesota or the United States. The term also includes any instrumentality of a governmental unit if that unit has independent policy-making and appropriating authority; and

**WHEREAS**, Article VI, Section 16 of the Constitution of Missouri and Sections 70.210, 70.320, and 70.220.1, of the Revised Statutes of Missouri, provide that any municipality or political subdivision of the state of Missouri may contract and cooperate with other municipalities or political subdivisions thereof, or with other states or their municipalities or political subdivisions, or with the United States, to provide a common service as provided by law so long as the subject and purpose of such are within the scope of the powers of such municipality or political subdivision; and

**WHEREAS**, for the purposes of Sections 70.210, 70.320, and 70.220.1 of the Revised Statutes of Missouri, “municipality” means municipal corporations, political corporations, and other public corporations and agencies authorized to exercise governmental functions; and “political subdivision” means counties, townships, cities, towns, villages, school, county library, city library, city-county library, road, drainage, sewer, levee and fire districts, soil and water conservation districts, watershed subdistricts, county hospitals, and any board of control of an art museum, and any other public subdivision or public corporation having the power to tax; and

**WHEREAS**, Title LV, Section 5502.291 of the Ohio Revised Code authorizes the governor to enter into mutual aid arrangements for reciprocal emergency management aid and assistance with other states and to coordinate mutual aid plans between political subdivisions, between the State of Ohio and other states, or between the State of Ohio and the United States; and

**WHEREAS**, Sections 66.0301 and 66.0303, Wisconsin Statutes, authorize municipalities to contract with municipalities of another state for the receipt or furnishing of services or the joint exercise of any power or duty required or authorized by statute to the extent that laws of the other state or of the United States permit the joint exercise; and, jointly exercise powers delegated to them and, thereby, to make certain agreements concerning boundary lines between themselves; and

**WHEREAS**, for the purposes of Subchapter III of Chapter 66 of the Wisconsin Statutes, the term "municipality" includes political subdivisions, which refers to any city, village, town, or county in this state or any city, village, town, county, district, authority, agency, commission, or other similar governmental entity in another state; (See Wis. Stat. 66.0303(1), 66.0304(1)(f)); and

**WHEREAS**, similar provisions providing for intergovernmental cooperation exist in the other states in which any Party to this Agreement resides, and which provide legal authority for each respective Party to enter into the Agreement; and

**WHEREAS**, the Parties have determined that it is in their best interests to enter into this Agreement to secure to each the benefits of mutual aid in fire protection, suppression, provision of rescue and emergency medical assistance, hazardous materials control, technical rescue, training and any other emergency support for the protection of life and property in the event of an Emergency, Disaster, or other Serious Threat to Public Health and Safety, and to engage in Training and other preparedness activities in furtherance of the foregoing mutual aid activities; and

**NOW, THEREFORE**, in consideration of the mutual covenants and understandings set forth in this Agreement, and pursuant to the authority bestowed upon the Parties set forth above, it is agreed by, among and between the Parties as follows:

### **SECTION ONE - PURPOSE**

It is recognized and acknowledged that leveraging collective resources from other Units to provide effective, efficient response to Emergencies, Disasters, or Serious Threats to Public Safety is desired. Further, it is acknowledged that the closest, available Unit(s) that can render aid may be outside of a requesting Unit's or Chapter's jurisdiction. Accordingly, it is the express intent of the

Parties that this agreement be in a standardized form which can be adopted by Units in different States, notwithstanding this Agreement may not specifically cite the applicable current legal authority for a particular State and its member Units to join MABAS, the lack of such citation herein shall not be construed in any manner as an impediment to or prohibition of Units within other States from joining MABAS, it being the express intent of the Parties that each Unit desiring to join MABAS may become additional Parties hereto by adopting this Intergovernmental Agreement without modification; In this fashion by way of this Agreement, the Parties will have created a mutual aid agreement that incorporates emergency response disciplines from federal, state and local governmental units, as well as non-governmental organizations and corporations that provide emergency response functions and services that support the mission of MABAS and its member Units;

## **SECTION TWO – RULES OF CONSTRUCTION AND DEFINITIONS**

1. The language in this Agreement shall be interpreted in accordance with the following rules of construction: (a) The word "may" is permissive and the word "shall" is mandatory; and (b) except where the context reveals the contrary: The singular includes the plural and the plural includes the singular, and the masculine gender includes the feminine and neuter.
2. When the following words in bold font with the first letter in the upper case are used in this Agreement, such words shall have the meanings ascribed to them in this Subsection:
  - A. **"Agreement"** means this Master Mutual Aid Box Alarm System Agreement.
  - B. **"Aiding Unit"** means any Unit furnishing equipment, Emergency Responders, or Emergency Services to a Requesting Unit under this Agreement.
  - C. **"Automatic Mutual Aid"** or **"Auto-Aid"** means the provision of mutual aid through a prearranged plan between Units whereby assistance is provided at the time of dispatch without a specific request from an Incident Commander.
  - D. **"Box Alarm"** means a prearranged plan for an Emergency or Disaster that uses a defined process for implementation, dispatch and response.
  - E. **"Chapter"** means a group of Divisions, established on a state-by-state basis, and whose members may include Units from other States.
  - F. **"Chapter Governing Board"** means the governing body of a Chapter which is composed of a representative of each member Division or Region within a Chapter as provided by the Chapter's Bylaws.

- G. **"Chapter President"** means a person elected as the President of each state Chapter;
- H. **"Chief Officer"** means the Fire Chief or agency head of a Unit, or a designee of the Unit's Fire Chief or agency head.
- I. **"Council of Chapter Presidents"** means the council or board whose members shall be the elected President of each State's Chapter, as set forth in this Agreement.
- J. **"Disaster"** means an occurrence or threat of widespread or severe damage, injury, or loss of life or property resulting from a natural or human-made cause, including fire, severe weather event, environmental contamination, utility failure, radiological incident, structural collapse, explosion, transportation accident, hazardous materials incident, epidemic, pandemic, or similar calamity.
- K. **"Division"** means geographically associated Units which have been grouped for operational efficiency and representation within a State and may include Units from adjoining States.
- L. **"Emergency"** means any occurrence or condition which results in a situation where assistance is requested to supplement local efforts and capabilities to save lives, protect property and protect the public health and safety, or to lessen or avert the threat of a catastrophe or Disaster or other Serious Threat to Public Health and Safety.
- M. **"Emergency Responder"** includes any person who is an employee or agent of an Unit. An Emergency Responder includes, without limitation, the following: firefighters (including full time, part time, volunteer, paid-on -call, paid on premises, and contracted personnel, as well as hazardous materials, specialized rescue, extrication, water rescue, and other specialized personnel), emergency medical services personnel, support personnel and authorized members of non-governmental response Units.
- N. **"Emergency Services"** means provision of personnel and equipment for fire protection, suppression, provision of rescue and emergency medical services, hazardous materials response, technical rescue and recovery, and any other emergency support for the protection of life and property in the event of an Emergency, Disaster, or other Serious Threat to Public Health and Safety, and includes joint Training for the provision of any such services by the Units.
- O. **"Incident Commander"** is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources in the provision of Emergency Services, has overall authority and

- responsibility for conducting incident operations, and is responsible for the on-scene management of all incident operations.
- P. **"Incident Command System"** means a standardized management system such as the National Incident Management System (NIMS), designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
  - Q. **"MABAS"** means the Mutual Aid Box Alarm System described in the Agreement, and is an intergovernmental agency formed pursuant to the authority of the Illinois Intergovernmental Cooperation Act and similar intergovernmental cooperation authority of other states in which Units reside.
  - R. **"Mutual Aid"** is assistance from an Aiding Unit to a Requesting Unit as the result of an Emergency or other event and may precede the request for a Box Alarm and includes Automatic Mutual Aid.
  - S. **"Requesting Unit"** means any Unit requesting assistance of another Unit under this Agreement.
  - T. **"Serious Threats to Public Health and Safety"** means threats, incidents or planned events of sufficient magnitude that the adequate public safety response requires mutual aid or other assistance.
  - U. **"Training"** means the instruction and/or assessment of Emergency Services during non-emergency drills and instruction whether in the field or classroom.
  - V. **"Unit"** (also "Member Unit") means components of federal, state or local government, or other non-governmental emergency response organizations who have become Parties to this Agreement.

### **SECTION THREE – AUTHORITY AND ACTION TO EFFECT MUTUAL AID**

The Parties hereby authorize and direct their respective Chief Officer, or designee, to take reasonably necessary and proper action to render and request Mutual Aid to and from the other Parties to the Agreement, and to participate in Training activities, all in furtherance of effective and efficient provision of Mutual Aid pursuant to this Agreement.

In accordance with a Party's policies and within the authority provided to its Chief Officer, upon an Aiding Unit's receipt of a request from a Requesting Unit for Emergency Services, the Chief

Officer, or the Chief Officer's designee such as the ranking officer on duty, may commit the requested Mutual Aid in the form of equipment, Emergency Responders, and Emergency Services to the assistance of the Requesting Unit. All aid rendered shall be to the extent of available personnel and equipment taking into consideration the resources required for adequate protection of the territorial limits of the Aiding Unit. The decision of the Chief Officer, or designee, of the Aiding Unit as to the personnel and equipment available to render aid, if any, shall be final.

#### **SECTION FOUR – JURISDICTION OVER PERSONNEL AND EQUIPMENT**

Emergency Responders dispatched to aid a Requesting Unit pursuant to this Agreement shall, at all times, remain employees or agents of the Aiding Unit, and are entitled to receive any benefits and compensation to which they may otherwise be entitled under the laws, regulations, or ordinances of the United States of America, their respective States, and their respective political subdivisions. This includes, but is not limited to, benefits for pension, relief, disability, death, and workers' compensation. If an Emergency Responder is injured or killed while rendering assistance under this Agreement, benefits shall be afforded in the same manner and on the same terms as if the injury or death were sustained while the Emergency Responder was rendering assistance for or within the Aiding Unit's own jurisdiction.

Emergency Responders of the Aiding Unit will come under the operational control of the Requesting Unit's Incident Commander, or other appropriate authority, until released. The Aiding Unit shall, at all times, have the right to withdraw any and all aid upon the order of its Chief Officer, or designee. The Aiding Unit shall notify the Incident Commander of the extent of any withdrawal, and coordinate the withdrawal to minimize jeopardizing the safety of the operation or other Emergency Responders.

If for any reason an Aiding Unit determines that it cannot respond to a Requesting Unit, the Aiding Unit shall promptly notify the Requesting Unit of the Aiding Unit's inability to respond; however, failure to promptly notify the Requesting Party of such inability to respond shall not be deemed to be noncompliance with the terms of this Section and no liability may be assigned. No liability of any kind shall be attributed to or assumed by a Party, for failure or refusal to render aid, or for withdrawal of aid.

## **SECTION FIVE – COMPENSATION FOR AID**

Nothing herein shall operate to bar any recovery of funds from any third party, state or federal agency under any existing statutes, or other authority. Each Aiding Unit is responsible for the compensation of its Emergency Responders providing Mutual Aid and for any additional costs incurred to ensure its jurisdiction has adequate resources during the rendering of Mutual Aid.

Day-to-day Mutual Aid should remain free of charge and the administrative requirements of reimbursement make it infeasible to charge for day-to-day Mutual Aid. However, the following exceptions may be applied:

1. **Third Party Reimbursement - Expenses for Emergency Services recoverable from third parties** shall be proportionally distributed to all participating Units by the Unit recovering such payment from a third party. The Unit responsible for seeking payment from a third party shall provide timely notice to Aiding Units of a date by which submission of a request for reimbursement must be received. Reimbursement shall be based on the accurate and timely submission of allowable costs and documentation attributable to the incident by each Aiding Unit. These costs include manpower, use of equipment and materials provided, and damage or loss of equipment. The Unit recovering payment from a third party shall notify Aiding Units that such payment has been made and will reimburse the other Units. If the third-party payment is less than the full amount of all Units' cost submittals, the funds shall be proportionally distributed based on each Unit's submitted costs compared to the total of all costs submitted. **Intrastate Emergency Management Agency Tasking - Expenses recoverable related to a response to an emergency or disaster at the request of a state's emergency management agency or authority.** Reimbursement shall be based on the accurate and timely submission of allowable costs and documentation attributable to the response by each Aiding Unit. These costs include manpower, use of equipment and materials provided, and damage or loss of equipment. The Unit recovering payment from a state shall notify Aiding Units that such payment has been made and will reimburse the other Units. If the payment is less than the full amount of all Units' cost submittals, the funds shall be proportionally distributed based on each Unit's submitted costs compared to the total of all costs submitted.
2. **Interstate Emergency Management Assistance Compact ("EMAC") Response – Expenses recoverable related to a response to an emergency or disaster at the request of a state's emergency management agency or authority to another state.** Reimbursement shall be

based on the accurate and timely submission of allowable costs and documentation attributable to the response by each Aiding Unit. These costs include manpower, use of equipment and materials provided, and damage or loss of equipment. If these payments are not made directly to the participating Units, the Unit recovering payment from a state shall notify Aiding Units that such payment has been made and will reimburse the other Units. If the payment is less than the full amount of all Units' cost submittals, the funds shall be proportionally distributed based on each Unit's submitted costs compared to the total of all costs submitted.

3. Emergency Medical Services Billing – Member Units providing Mutual Aid under this Agreement may bill patients for emergency medical services in accordance with applicable federal, state, and local ambulance billing regulations.

### **SECTION SIX - INSURANCE**

Each Party shall procure and maintain, at its sole and exclusive expense, insurance coverage, including comprehensive liability, personal injury, property damage, workers' compensation, auto, and, if applicable, watercraft, aircraft, drones or, emergency medical service professional liability, with minimum policy limits of:

Auto liability: \$1,000,000 combined single limit

General Liability: \$1,000,000 per occurrence

Emergency Medical Service Professional Liability: \$1,000,000 per occurrence

Workers' Compensation: Statutory limits

The obligations of this Section may be satisfied by a Party's membership in a self-insurance pool, a self-insurance plan, or arrangement with an insurance provider approved by the state of jurisdiction. To the extent permitted by governing law of the state in which a Party resides, each Party agrees to waive subrogation rights it may acquire, and to require any insurer to waive subrogation rights they may acquire, by virtue of the payment of claims, suits, or other loss arising out of this Agreement, and shall, as to any insurer, obtain any endorsement necessary to effectuate such waiver of subrogation.



## **SECTION SEVEN - LIABILITY**

Each Party will be solely responsible for the acts of its own governing body, officers, employees, agents, and subcontractors, expressly including, but not limited to, all of its Emergency Responders, the costs associated with those acts, and the defense of those acts. No Party shall be responsible to another Party for any liability or costs arising from the act of an employee or agent of another Party. Each Party hereto shall hold other Parties hereto harmless for any liability or costs arising from the act of an employee or agent of another Party. The Provisions of this Section shall survive the termination of this Agreement by any Party.

Any Party responding under this Agreement to another state shall be considered agents of the Requesting Unit in the other state for tort liability and immunity purposes related to third-party claims to the extent permissible under the laws of both states. Nothing in this Section shall be deemed a waiver by any Party of its right to dispute any claim or assert statutory and common law immunities as to third parties.

## **SECTION EIGHT - CHAPTERS**

For operational efficiency and representation of Units and Divisions, Chapters are hereby created on a state-by-state basis. Chapters shall elect a President to the Council of Chapter Presidents. When a Division forms within a state that does not have a Chapter, that Division will be affiliated with another state Chapter. When three Divisions within a state become organized, a Chapter for that state shall automatically be created, and Divisions within that state shall be transitioned to the new Chapter, unless prohibited by state statute(s).

Chapters shall have their own governing Board selected by the Units, Divisions, or Regions, and shall determine the number and role of Chapter officers. Chapters shall develop bylaws that provide for their governance and operations within the framework of this Agreement and the direction of the Council of Chapter Presidents. Chapters shall maintain authority to establish Divisions or Regions, to the assignment of Units to Divisions or Regions, and to establish emergency response procedures, protocols, resources, and training requirements. Chapters and their Divisions may fix and assess dues, secure appropriate insurance, own and maintain facilities, vehicles, apparatus and equipment, employ and provide benefits for personnel, operate specialized response teams, participate in EMAC activities, enter into agreements with other

governmental and non-governmental entities, and administer the affairs of their Chapter, to facilitate the purposes of MABAS.

### **SECTION NINE – COUNCIL OF CHAPTER PRESIDENTS**

A Council of Chapter Presidents is hereby created that consists of the elected President of each state Chapter. The Council of Chapter Presidents shall facilitate coordination among state Chapters, adopt bylaws for the operation of the Council of Presidents, ensure compliance with this Agreement, recommend common operating procedures and practices, recommend changes to this Agreement, and promote unity to facilitate the purposes of MABAS. MABAS and the Council of Chapter Presidents shall be hosted by the founding Chapter of MABAS, Illinois, and shall be based therein. As the Council is hosted in Illinois, all issues and questions concerning the construction, validity, enforcement and interpretation of this Agreement shall be governed by, and construed in accordance with, the laws of the State of Illinois.

### **SECTION TEN - DIVISIONS**

For operational efficiency and representation of Member Units, Divisions are hereby authorized on a Chapter-by-Chapter basis in accordance with procedures established by their Chapter. When a Division forms within a state that does not have a Chapter, that Division will be affiliated with another state Chapter in accordance with procedures established by that other state's Chapter.

Divisions shall have their own governing Board, shall determine the number and role of Division officers, and shall develop bylaws that govern their operations within the framework of this Agreement and direction of the Chapter and Council of Chapter Presidents. Divisions shall maintain authority to establish emergency response procedures, protocols, resources, and training requirements within the framework of this Agreement and the direction of the Chapter and Council of Chapter Presidents. Divisions may fix and assess dues, secure appropriate insurance, own and maintain facilities, vehicles, apparatus and equipment, employ and provide benefits for personnel, operate specialized response teams, enter into agreements with other governmental and non-governmental entities, and administer the affairs of their Division, to facilitate the purposes of MABAS.

### **SECTION ELEVEN - TERM**

This Agreement shall be in effect for a term of one year from the date of signature hereof and shall automatically renew for successive one-year terms unless terminated in accordance with this Section. Any Party may terminate their participation within this Agreement, at any time, for any reason, or for no reason at all, upon ninety (90) days written notice to the applicable state Chapter. A Unit that terminates this Agreement must return any asset that is owned by, or provided from, a Chapter or its Divisions prior to the termination of the Agreement, unless agreed to otherwise in writing by the Chapter or Division. Costs associated with the recovery or replacement of said asset if it is not voluntarily returned after written notice has been given shall be borne by the departing Unit, including reasonable legal fees.

### **SECTION TWELVE - MISCELLANEOUS**

- A. Entire Agreement. This Agreement sets forth the entire agreement between the Parties. The language of this Agreement shall be construed as a whole according to its fair meaning and not construed strictly for or against any Party. By signing this agreement, each of the Parties affirm that they have taken all actions and secured all local approvals necessary to authorize and sign this Agreement.
- B. Binding Effect. This Agreement shall be binding upon and inure to the benefit of any successor entity which may assume the obligations of any Party hereto.
- C. Severability of Provisions. If a Court of competent jurisdiction finds any provision of this Agreement invalid or unenforceable, then that provision shall be deemed severed from this Agreement. The remainder of this Agreement shall remain in full force.
- D. Captions. The captions, headings, and titles in this Agreement are intended for the convenience of the reader and not intended to have any substantive meaning and are not to be interpreted as part of this Agreement.
- E. Terminology. All terms and words used in this Agreement, regardless of the numbers or gender in which they are used, are deemed to include any other number and any other gender as the context may require.

- F. Recitals. The Recitals shall be considered an integral part of this Agreement.
- G. No Third-Party Beneficiaries. Except as expressly provided herein, this Agreement does not create, by implication or otherwise, any direct or indirect obligation, duty, promise, benefit, right of indemnification (i.e., contractual, legal, equitable, or by implication), right of subrogation as to any Party's rights in this Agreement, or any other right of any kind in favor of any individual or legal entity.
- H. Counterpart Signatures. This Agreement may be signed in multiple counterparts. The counterparts taken together shall constitute one (1) agreement.
- I. Permits and Licenses. Each Party shall be responsible for obtaining and maintaining, throughout the term of this Agreement, licenses, permits, certificates, and governmental authorizations for its employees and/or agents necessary to perform their obligations under this Agreement.
- J. No Implied Waiver. Absent a written waiver, no fact, failure, or delay by a Party to pursue or enforce any rights or remedies under this Agreement shall constitute a waiver of those rights with regard to any existing or subsequent breach of this Agreement. No waiver of any term, condition, or provision of this Agreement, whether by conduct or otherwise, in one or more instances shall be deemed or construed as a continuing waiver of any term, condition, or provision of this Agreement. No waiver by either Party shall subsequently affect its right to require strict performance of this Agreement.
- K. Notices. Notices given under this Agreement shall be in writing and shall be delivered by one or more of the following processes: personally delivered, sent by express delivery service, certified mail, or first-class U.S. mail postage prepaid to the head of the governing body of the participating agency.

### **SECTION THIRTEEN - AMENDMENT**

An amendment may be proposed by any Party, Division or Chapter, and be presented to the Council of Chapter Presidents for review, comment, and modification. The Council of Chapter Presidents shall, after consideration, recommend final amendatory language to all Parties for adoption and execution. The Agreement may be amended only upon written agreement and approval of the governing bodies of two-thirds (2/3) of the Parties. All Amendments to this Agreement shall comply with the applicable laws of the respective states.

#### **SECTION FOURTEEN – REVOCATION OF PRIOR AGREEMENTS**

This Agreement shall replace all prior Mutual Aid Box Alarm System agreements effective at 12:01 a.m. Central Standard Time on January 1, 2024, and in accordance with the laws of their respective states. Any member Unit that has not become a Party to this Agreement by 12:01 a.m. Central Standard Time on January 1, 2024, shall no longer be affiliated with MABAS in any capacity, shall not continue to benefit from its prior association with MABAS, and shall not rely on the MABAS system for emergency responses, until subsequently rejoining MABAS by the adoption of an approving ordinance or resolution and entering into this Agreement, as may be amended from time to time. The effective date for any new Member Unit joining after January 1, 2024, shall be the date set forth next to the signature of that new Member Unit.

Any MABAS owned assets in the possession of a Unit that fails to execute this Agreement shall return said assets to MABAS no later than January 31, 2024. Costs associated with the recovery or replacement of said asset shall be borne by the Unit failing to execute this Agreement, including reasonable legal fees.

#### **SECTION FIFTEEN - APPROVAL**

This Agreement may be executed in multiple originals. The undersigned attests that they have the authority to execute this Agreement which has been approved by appropriate ordinance, resolution or authority and is hereby adopted by the \_\_\_\_\_, (Unit) this \_\_\_ day of \_\_\_\_\_, 202\_\_\_. A certified copy of approving ordinance, resolution or authority, along with the executed Agreement shall be forwarded to the applicable state Chapter, and a master list of Parties shall be kept by the Council of Chapter Presidents.

By: \_\_\_\_\_

Title: \_\_\_\_\_

Attest: \_\_\_\_\_

Title: \_\_\_\_\_

**RESOLUTION NO. \_\_\_\_\_**

**AN RESOLUTION AUTHORIZING AN INTERGOVERNMENTAL AGREEMENT FOR  
PARTICIPATION IN THE MUTUAL AID BOX ALARM SYSTEM  
(MABAS MASTER AGREEMENT 2022)**

**WHEREAS**, the Mutual Aid Box Alarm System (MABAS) was organized beginning in 1968 in the northwest and western suburbs of Chicago, Illinois to coordinate and automate fire department mutual aid, based roughly on the Chicago Fire Department's box alarm system of predetermined resources assigned to respond to a specific incident or area. Since 1968, MABAS has grown into a multi-state organization to coordinate responses to fires, emergency medical calls, hazardous material, technical rescue and other emergencies and disasters through prearranged mutual aid and dispatch agreements. The system is designed to facilitate all levels of mutual aid from day-to-day automatic aid responses to major incidents and disasters requiring significant deployment of resources. MABAS member Units include the gambit from all-volunteer fire departments to major cities like Chicago, Milwaukee and St. Louis; and

**WHEREAS**, since the last revision of the master MABAS intergovernmental agreement in about 1988, MABAS has grown exponentially to its current composition of almost 1200 Illinois Units and 2200 total Units in Illinois and several adjoining States; and

**WHEREAS**, it is the express intent of member Units that the MABAS Agreement be in a form which can be adopted by Units in different States where Units may lawfully enter into agreements providing for their mutual aid and protection. Thus, even if the MABAS Agreement does not specifically cite the applicable current legal authority for a particular State and its member Units, the lack of such citation shall not be construed in any manner as an impediment to or prohibition of Units from other States from joining

MABAS. It is also the express intent of the member Units that all Units adopt this same Intergovernmental Agreement without modification; and

**WHEREAS**, the Constitution of the State of Illinois, 1970, Article VII, Section 10, authorizes units of local government to contract or otherwise associate among themselves, with the State, with other States and their units of local government, and with the United States to obtain and share services and to exercise, combine, or transfer any power or function in any manner not prohibited by law or ordinance; and to further contract or otherwise associate with individuals, associations, and corporations in any manner not prohibited by law or ordinance; and

**WHEREAS**, the “Intergovernmental Cooperation Act”, 5 ILCS 220/1 et seq., provides that any power or powers, privileges or authority exercised or which may be exercised by a unit of local government may be exercised and enjoyed jointly with any other unit of local government including units of local government from another state; and

**WHEREAS**, Section 5 of the “Intergovernmental Cooperation Act”, 5 ILCS 220/5, provides that any one or more public agencies may contract with any one or more public agencies to perform any governmental service, activity or undertaking which any of the public agencies entering into the contract is authorized by law to perform, provided that such contract shall be authorized by the governing body of each party to the contract; and

**WHEREAS**, the Mayor/President and the Council/Board of Trustees of

---

have determined that it is in the best interests of this unit of local government and its residents to enter into a Mutual Aid Box Alarm System Agreement to secure to each the

benefits of mutual aid in fire protection, firefighting, rescue, emergency medical services and other activities for the protection of life and property from an emergency or disaster and to provide for communications procedures, training and other necessary functions to further the provision of said protection of life and property from an emergency or disaster.

**NOW, THEREFORE, BE IT RESOLVED** by the Mayor/President and Council/Board of the \_\_\_\_\_, \_\_\_\_\_ County, Illinois as follows:

**SECTION ONE: INCORPORATION OF RECITALS** That the recitals set forth above are incorporated here by reference.

**SECTION TWO: APPROVAL OF AGREEMENT** That the Mutual Aid Box Alarm System Master Agreement, (Approved by the MABAS Executive Board October 19, 2022) is hereby approved, and the Mayor/President and the Clerk/Secretary be and are hereby authorized and directed to execute the Mutual Aid Box Alarm System Master Agreement, a copy of which is attached hereto as Exhibit A and made a part hereof.

**SECTION THREE: REPEALER** All prior ordinances, resolutions or motions, or parts of ordinances, resolutions, or motions in conflict with any of the provisions of this Resolution shall be, and the same are hereby repealed to the extent of the conflict.

**SECTION FOUR: SEVERABILITY** This Resolution and every provision thereof shall be considered severable. If any section, paragraph, clause, or provision of this Resolution is declared by a court of law to be invalid or unconstitutional, the invalidity or unconstitutionality thereof shall not affect the validity of any other provisions of this Resolution.



**SECTION FIVE: EFFECTIVE DATE** This Resolution shall be in full force and effect from and after its passage and approval in the manner provided by law.

**ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by a roll call vote as follows:

**AYES:** \_\_\_\_\_

**NAYS:** \_\_\_\_\_

**ABSENT:** \_\_\_\_\_

\_\_\_\_\_  
Mayor/President

**ATTEST:**

\_\_\_\_\_  
Clerk/Secretary

MABAS-ILLINOIS-CITY\_VILLAGE\_DISTRICT-RESOLUTION-2022

STATE OF ILLINOIS            )  
                                          )  
COUNTY OF \_\_\_\_\_ )       SS

**SECRETARY/CLERK'S CERTIFICATE**

I, \_\_\_\_\_, the duly qualified and acting Secretary/Clerk  
of the \_\_\_\_\_,  
\_\_\_\_\_ County, Illinois, do hereby certify that attached hereto is a true  
and correct copy of an Resolution entitled:

**RESOLUTION NO. \_\_\_\_\_**

**AN RESOLUTION AUTHORIZING AN INTERGOVERNMENTAL AGREEMENT FOR  
PARTICIPATION IN THE MUTUAL AID BOX ALARM SYSTEM  
(MABAS MASTER AGREEMENT 2022)**

which Resolution was duly adopted by said Council/Board at a meeting held on the \_\_\_\_  
day of \_\_\_\_\_, 20\_\_\_\_.

I do further certify that a quorum of said Council/Board was present at said  
meeting, and that the Council/Board complied with all the requirements of the Illinois  
Open Meetings Act and its own policies, rules or regulations concerning the holdings of  
meetings and the taking of action during meetings.

**IN WITNESS WHEREOF**, I have hereunto set my hand this \_\_\_\_ day of  
\_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
Secretary/Clerk

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
AUTHORIZING AN INTERGOVERNMENTAL AGREEMENT  
FOR PARTICIPATION IN THE MUTUAL AID BOX ALARM SYSTEM  
(MABAS MASTER AGREEMENT 2022)**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency”/ “BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board of Commissioners”); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”) to purchase or lease, sell or otherwise dispose of, and to plan, construct, operate and maintain, or lease to others for operation and maintenance, passenger transportation facilities, and motor vehicle and other terminal or parking facilities; to contract with municipalities or other political subdivisions for the services or use of any facility owned or operated by the Agency, or owned or operated by any such municipality or other political subdivision; to contract and to be contracted with; and to perform all other necessary and incidental functions; and

*Whereas*, Missouri Revised Statutes, Section 70.220 and Section 70.230, require agreements between municipalities or other units of government be approved by the Governing Board of such entity, and Section 5 of the “Intergovernmental Cooperation Act,” 5 Ill. Comp. Stat. 220/5, provides that any one or more public agencies may contract with any one or more public agencies to perform any governmental service, activity, or undertaking which any of the public agencies entering into the contract is authorized by law to perform, provided that such contact shall be authorized by the governing body of each party to the contract; and

*Whereas*, the Mutual Aid Box Alarm System (MABAS) was organized beginning in 1968 in the northwest and western suburbs of Chicago, Illinois to coordinate and automate fire department mutual aid, based roughly on the Chicago Fire Department's box alarm system of predetermined resources assigned to respond to a specific incident or area. Since 1968, MABAS has grown into a multi-state organization to coordinate responses to fires, emergency medical calls, hazardous material, technical rescue and other emergencies and disasters through prearranged mutual aid and dispatch agreements. The system is designed to facilitate all levels of mutual aid from day-to-day automatic aid responses to major incidents and disasters requiring significant deployment of resources. MABAS member Units include the gambit from all-volunteer fire departments to major cities like Chicago, Milwaukee and St. Louis; and

*Whereas*, since the last revision of the master MABAS intergovernmental agreement in about 1988, MABAS has grown exponentially to its current composition of almost 1200 Illinois Units and 2200 total Units in Illinois and several adjoining States; and

*Whereas*, it is the express intent of member Units that the MABAS Agreement be in a form which can be adopted by Units in different States where Units may lawfully enter into agreements providing for their mutual aid and protection. Thus, even if the MABAS Agreement does not specifically cite the applicable current legal authority for a particular State and its member Units, the lack of such citation shall not be construed in any manner as an impediment to or prohibition of Units from other States from joining MABAS. It is also the express intent of the member Units that all Units adopt this same Intergovernmental Agreement without modification; and

*Whereas*, the Constitution of the State of Illinois, 1970, Article VII, Section 10, authorizes units of local government to contract or otherwise associate among themselves, with the State, with other States and their units of local government, and with the United States to obtain and share services and to exercise, combine, or transfer any power or function in any manner not prohibited by law or ordinance; and to further contract or otherwise associate with individuals, associations, and corporations in any manner not prohibited by law or ordinance; and

*Whereas*, the "Intergovernmental Cooperation Act", 5 ILCS 220/1 et seq., provides that any power or powers, privileges or authority exercised or which may be exercised by a unit of local government may be exercised and enjoyed jointly with any other unit of local government including units of local government from another state; and

*Whereas*, Section 5 of the "Intergovernmental Cooperation Act", 5 ILCS 220/5, provides that any one or more public agencies may contract with any one or more public agencies to perform any governmental service, activity or undertaking which any of the public agencies entering into the contract is authorized by law to perform, provided that such contract shall be authorized by the governing body of each party to the contract; and

*Whereas*, it is feasible, necessary and in the public interest for the Board of Commissioners to authorize the President & CEO to enter into a Mutual Aid Box Alarm System Agreement to secure the benefits of mutual aid in fire protection, firefighting, rescue, emergency medical services and other activities for the protection of life and property from an emergency or disaster and to provide for communications procedures, training and other necessary functions to further the provision of said protection of life and property from an emergency or disaster, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1. Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2. Approval for the President & CEO to Execute the Agreement. The Board of Commissioners hereby authorizes the President & CEO to enter into a Mutual Aid Box Alarm System Agreement to secure the benefits of mutual aid in fire protection, firefighting, rescue, emergency medical services and other activities for the protection of life and property from an emergency or disaster and to provide for communications procedures, training and other necessary functions to further the provision of said protection of life and property from an emergency or disaster, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3. Form of the Agreement. The form of the Agreement (as provided in the Attachment to the Briefing Paper and made a part hereof), substantially in the form presented to this meeting is hereby approved, and officers of the Agency, including without limitation, the President and CEO, are hereby authorized and directed to execute and deliver and attest, respectively, the Agreement, with such changes, modifications, insertions and omissions as may be deemed necessary or desirable to affect this Agreement, with the necessity and desirability of such changes, modifications, insertions and omissions conclusively evidenced by their execution thereof.

Section 4. Actions of Officers Authorized. The officers of the Agency, including, without limitation, the President and CEO, are hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the

Agreement and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 5.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 6        Rights under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and the Mutual Aid Box Alarm System (MABAS).

Section 7.        Governing Law. The laws of the State of Illinois shall govern this Resolution.

Section 8.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and the Agreement.

Section 9.        Payment of Expenses. The Executive Vice President and CFO is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and Agreement.

Section 10.      Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

\_\_\_\_\_  
Resolution #1316  
Bi-State Development Agency Board of Commissioners  
February 16, 2024  
Intergovernmental Agreement – MABAS – Mutual Aid Agreement  
Page 3

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **USDA Agreement for Airport Wildlife Services and Compliance**  
**Disposition:** Approval  
**Presentation:** Mary Lamie, Executive Vice President of Multimodal Enterprises

---

**Objective:**

To present to the Board of Commissioners for approval, a request to authorize the President and CEO to enter into an intergovernmental agreement with the United States Department of Agriculture (**USDA**) for operational wildlife hazard management services, to meet and maintain compliance with Federal Aviation Administration (**FAA**) Part 139 airport safety regulations, at the St. Louis Downtown Airport (**Airport**).

**Background:**

The St. Louis Downtown Airport is a Part 139 Certified Airport. Part 139 is the federal regulation, governing safety standards at airports that support certain levels of passenger service, which the Airport meets. This regulation requires comprehensive wildlife hazard management.

There are two options to comply with this requirement. The first includes hiring a qualified firm with wildlife biologists to perform a Wildlife Hazard Assessment (**WHA**), and the Airport is responsible for conducting all inspections and mitigation measures to ensure FAA compliance. The second option includes entering into an agreement with the USDA, for continuous monitoring and management services that complies with FAA requirements. A WHA is not required for this option.

**Compliance Options:**

**Wildlife Hazard Assessment:** Hire a qualified firm to prepare a FAA approved Wildlife Hazard Assessment. The study will take one year to prepare and is valid for (5) five years. Estimated cost for the WHA is approximately \$75,000.

Regular wildlife dispersion and harassment and reporting are conducted by Airport staff. Airport staff is be responsible for maintaining appropriate permits, and a wildlife biologists will be hired each year to perform annual training and Wildlife Hazard Mitigation Plan review. Annual cost to hire a wildlife biologist is approximately \$1,800.

Total estimated (5) five-year cost is \$84,000. After (5) five years, a qualified firm will be required to prepare an updated WHA.

**USDA Agreement:** Enter into an agreement with the USDA to perform on going wildlife management services. A WHA is not required. Immediately following execution of the agreement, USDA will dedicate a certified wildlife biologist to the airport and perform ongoing daytime and nighttime wildlife surveys on a monthly and quarterly basis. The USDA biologist will also provide

the airport with technical assistance and recommendations, help maintain appropriate permits, persuade/remove problem wildlife, update the airport's FAA approved Wildlife Hazard Management Plan as needed, conduct the required annual wildlife training and plan review, and provide all necessary documents for the airport's annual FAA safety inspection.

The cost for a 3-year renewable agreement is \$44,250. The estimated 5-year cost is \$75,000.

**Analysis:**

Entering into an agreement with the USDA is both operationally efficient and fiscally responsible. By utilizing the USDA to meet FAA safety standards, a majority of the FAA compliance requirements are transferred to the USDA, at a cost no greater than if airport and Bi-State Development staff took on the responsibility of procuring a WHA and performing the same compliance requirements. Additionally, the USDA is able to perform more responsibilities than the airport is qualified to, including regular surveying and active wildlife control.

**Previous Action:**

The Operations Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Operations Committee recommends that the Board of Commissioners authorize the President and CEO to enter into an intergovernmental agreement with the USDA for wildlife management services, at a cost not to exceed \$75,000.

**Attachments:**

Exhibit A. Cooperative Service Agreement

**Funding Source:**

The airport has accounted for this service as an annual expense in their operating budget.

**COOPERATIVE SERVICE AGREEMENT**  
**between**  
**BI-STATE DEVELOPMENT AGENCY (COOPERTOR)**  
**and**  
**UNITED STATES DEPARTMENT OF AGRICULTURE**  
**ANIMAL AND PLANT HEALTH INSPECTION SERVICE (APHIS)**  
**WILDLIFE SERVICES (WS)**

**ARTICLE 1 – PURPOSE**

The purpose of this Cooperative Service Agreement is to provide operational wildlife hazard management at St. Louis Downtown Airport to reduce wildlife/aircraft strikes which may create hazards to aircraft and pose a threat to human safety. APHIS WS will also provide on-site training as well as technical advice on the implementation of the Wildlife Hazard Management Plan that has been developed for the Airport. APHIS WS may assist with resolving other wildlife damage as requested and as funds allow.

**ARTICLE 2 – AUTHORITY**

APHIS WS has statutory authority under the Acts of March 2, 1931, 46 Stat. 1468-69, 7 U.S.C. §§ 8351-8352, as amended, and December 22, 1987, Public Law No. 100-202, § 101(k), 101 Stat. 1329-331, 7 U.S.C. § 8353, to cooperate with States, local jurisdictions, individuals, public and private agencies, organizations, and institutions while conducting a program of wildlife services involving mammal and bird species that are reservoirs for zoonotic diseases, or animal species that are injurious and/or a nuisance to, among other things, agriculture, horticulture, forestry, animal husbandry, wildlife, and human health and safety.

**ARTICLE 3 - MUTUAL RESPONSIBILITIES**

The cooperating parties mutually understand and agree to/that:

1. APHIS WS shall perform services set forth in the Work Plan, which is attached hereto and made a part hereof. The parties may mutually agree in writing, at any time during the term of this Agreement, to amend, modify, add or delete services from the Work Plan.
2. The Cooperator certifies that APHIS WS has advised the Cooperator there may be private sector service providers available to provide wildlife damage management (WDM) services that the Cooperator is seeking from APHIS WS.
3. There will be no equipment with a procurement price of \$5,000 or more per unit purchased directly with funds from the cooperator for use on this project. All other equipment purchased for the program is and will remain the property of APHIS WS.



4. The Cooperating parties agree to coordinate with each other before responding to media requests on work associated with this project.

#### **ARTICLE 4 - COOPERATOR RESPONSIBILITIES**

Cooperator agrees:

1. To designate the following as the authorized representative who shall be responsible for collaboratively administering the activities conducted in this Agreement.

Sandra Shore, Airport Director, St. Louis Downtown Airport  
6100 Archview Drive  
Cahokia Heights, IL 62206  
(618) 337-6060  
SEShore@stlouisdowntownairport.com

2. To authorize APHIS WS to conduct direct control activities as defined in the Work Plan. APHIS WS will be considered an invitee on the lands controlled by the Cooperator. Cooperator will be required to exercise reasonable care to warn APHIS WS as to dangerous conditions or activities in the project areas.
3. To reimburse APHIS WS for costs, not to exceed the annually approved amount specified in the Financial Plan. If costs are projected to exceed the amount reflected in the Financial Plan, the Agreement with amended Work Plan and Financial Plan shall be formally revised and signed by both parties before services resulting in additional costs are performed. The Cooperator agrees to pay all costs of services submitted via an invoice from APHIS WS within 30 days of the date of the submitted invoice(s). Late payments are subject to interest, penalties, and administrative charges and costs as set forth under the Debt Collection Improvement Act of 1996.
4. To provide a Tax Identification Number or Social Security Number in compliance with the Debt Collection Improvement Act of 1996.
5. As a condition of this Agreement, The Cooperator ensures and certifies that it is not currently debarred or suspended and is free of delinquent Federal debt.
6. To notify APHIS WS verbally or in writing as far in advance as practical of the date and time of any proposed meeting related to the program.
7. The Cooperator acknowledges that APHIS WS shall be responsible for administration of APHIS WS activities and supervision of APHIS WS personnel.
8. To obtain the appropriate permits for removal activities for species listed in the Work Plan and list USDA, APHIS, Wildlife Services as sub-permitees.
9. The Cooperator will not be connected to the USDA APHIS computer network(s).

10. To coordinate with APHIS WS before responding to all media requests involving APHIS WS.

## **ARTICLE 5 – APHIS WS RESPONSIBILITIES**

APHIS WS Agrees:

1. To designate the following as the APHIS WS authorized representative who shall be responsible for collaboratively administering the activities conducted in this Agreement.

Scott Beckerman, State Director, APHIS WS, Illinois  
3430 Constitution Drive, Suite 121  
Springfield, IL 62711  
(217) 241-5726  
Sc.beckerman@usda.gov

2. To conduct activities at sites designated by Cooperator as described in the Work and Financial Plans. APHIS WS will provide qualified personnel and other resources necessary to implement the approved WDM activities delineated in the Work Plan and Financial Plan of this Agreement.
3. That the performance of wildlife damage management actions by APHIS WS under this Agreement is contingent upon a determination by APHIS WS that such actions are in compliance with the National Environmental Policy Act, Endangered Species Act, and any other applicable federal statutes. APHIS WS will not make a final decision to conduct requested wildlife damage management actions until it has made the determination of such compliance.
4. To invoice Cooperator quarterly for actual costs incurred by APHIS WS during the performance of services agreed upon and specified in the Work Plan. Authorized auditing representatives of the Cooperator shall be accorded reasonable opportunity to inspect the accounts and records of APHIS WS pertaining to such claims for reimbursement to the extent permitted by Federal law and regulations.
5. To coordinate with CPS before responding to all media requests involving CPS.

## **ARTICLE 6 – CONTINGENCY STATEMENT**

This Agreement is contingent upon the passage by Congress of an appropriation from which expenditures may be legally met and shall not obligate APHIS WS upon failure of Congress to so appropriate. This Agreement may also be reduced or terminated if Congress only provides APHIS WS funds for a finite period under a Continuing Resolution.

## **ARTICLE 7 – NON-EXCLUSIVE SERVICE CLAUSE**

Nothing in this Agreement shall prevent APHIS WS from entering into separate Agreements with any other organization or individual for the purpose of providing wildlife damage management services exclusive of those provided for under this Agreement.

## **ARTICLE 8 – CONGRESSIONAL RESTRICTIONS**

Pursuant to Section 22, Title 41, United States Code, no member of or delegate to Congress shall be admitted to any share or part of this Agreement or to any benefit to arise therefrom.

## **ARTICLE 9 – LAWS AND REGULATIONS**

This Agreement is not a procurement contract (31 U.S.C. 6303), nor is it considered a grant (31 U.S.C. 6304). In this Agreement, APHIS-WS provides goods or services on a cost recovery basis to nonfederal recipients, in accordance with all applicable laws, regulations and policies.

## **ARTICLE 10 – LIABILITY**

APHIS WS assumes no liability for any actions or activities conducted under this Agreement except to the extent that recourse or remedies are provided by Congress under the Federal Tort Claims Act (28 U.S.C. 1346(b), 2401(b), and 2671-2680).

## **ARTICLE 11 – NON-DISCRIMINATION CLAUSE**

The United States Department of Agriculture prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program. Not all prohibited bases apply to all programs.

## **ARTICLE 12 - DURATION, REVISIONS, EXTENSIONS, AND TERMINATIONS**

This Agreement shall become effective on January 1, 2024 and shall continue through December 31, 2026. This Cooperative Service Agreement may be amended by mutual agreement of the parties in writing. The Cooperator must submit a written request to extend the end date at least 10 days prior to expiration of the Agreement. Also, this Agreement may be terminated at any time by mutual agreement of the parties in writing, or by one party provided that party notifies the other in writing at least 60 days prior to effecting such action. Further, in the event the Cooperator does not provide necessary funds, APHIS WS is relieved of the obligation to provide services under this Agreement.

In accordance with the Debt Collection Improvement Act of 1996, the Department of Treasury requires a Taxpayer Identification Number for individuals or businesses conducting business with the agency.

Cooperator’s Tax ID No.: 43-6004283  
APHIS WS’s Tax ID: 41-0696271

**BI-STATE DEVELOPMENT AGENCY**

|                                                                                                                                                                         |      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Taulby Roach, President and CEO<br>Bi-State Development Agency<br>One Metropolitan Square<br>211 North Broadway<br>Suite 700<br>Saint Louis, MO 63102<br>(314) 982-1400 | Date |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

**UNITED STATES DEPARTMENT OF AGRICULTURE  
ANIMAL AND PLANT HEALTH INSPECTION SERVICE  
WILDLIFE SERVICES**

|                                                                                                                                                                      |      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Scott Beckerman, State Director<br>USDA, APHIS, WS<br>3430 Constitution Dr.<br>Suite 121<br>Springfield, IL 62711<br>(217) 241-5726 (office)<br>(217) 241-6702 (fax) | Date |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

|                                                                                                                    |      |
|--------------------------------------------------------------------------------------------------------------------|------|
| Keith Wehner<br>Director, Eastern Region<br>USDA, APHIS, WS<br>920 Main Campus Drive; Suite 2<br>Raleigh, NC 27606 | Date |
|--------------------------------------------------------------------------------------------------------------------|------|

## **WORK PLAN**

In accordance with the Cooperative Service Agreement between Bi-State Development Agency and the United States Department of Agriculture (USDA), Animal and Plant Health Inspection Service (APHIS), Wildlife Services (WS), this Work Plan sets forth the objectives, activities and budget of this project during the period of this Agreement.

### **Program Objective**

The purpose of this Agreement is for APHIS WS to provide integrated wildlife damage management technical assistance, continual monitoring, training, and operational wildlife control at St. Louis Downtown Airport (CPS) to compliment wildlife hazard management activities conducted routinely by airport personnel. These activities will be provided by APHIS WS staff and overseen by a FAA Qualified Wildlife Biologist. The activities are intended to minimize threats to Aviation and Human Health and Safety caused by bird/wildlife interaction with aircraft movements. Assistance for 'urban rodents' as defined in WS Directive 2.345 is not being provided.

### **Plan of Action**

APHIS WS agrees to provide wildlife management services to include: a continual monitoring program for wildlife hazards (per recommended protocol in FAA-Advisory Circular 150/5200-38 and FAA Great Lakes Region guidance) at CPS to evaluate and make integrated wildlife damage management technical assistance recommendations for preventing and/or reducing long term conflicts caused by wildlife, conducting monthly avian surveys and quarterly mammalian surveys, implement operational control (as approved by CPS) to dissuade/remove problem wildlife from the airport, provide CPS an annual report describing the activities and accomplishments in reducing wildlife hazards, per AC 150/5200-38 Continuous Monitoring guidelines and FAA Great Lakes Region guidance, and provide annual Wildlife Hazard Management Training to airport personnel as required by FAA-Advisory Circular 150/5200-36. APHIS WS will provide equipment and supplies to the airport, as available, as well as technical assistance to aid in long term wildlife hazard management at the airport. Wildlife causing conflicts may be euthanized if determined necessary.

For APHIS WS to implement this Agreement, CPS will permit APHIS WS operational access on CPS assigned radio frequencies for communication with FAA Air Traffic Control and CPS operations staff with the following conditions:

- APHIS WS may use agency radio equipment to satisfy cooperative operational requirements.
- APHIS WS will always follow proper radio procedures.
- APHIS WS will operate within the radio frequency assignment parameters.

## FINANCIAL PLAN

|                          | CY2024   | CY2025   | CY2026   |
|--------------------------|----------|----------|----------|
| Personnel Costs          | \$10,346 | \$10,543 | \$10,739 |
| Travel                   |          |          |          |
| Vehicle Use (fuel)       | \$708    | \$708    | \$708    |
| Supplies and Materials   | \$350    | \$350    | \$350    |
| Subtotal (Direct Costs)  | \$11,404 | \$11,601 | \$11,797 |
| Pooled Job Cost (11%)    | \$1,254  | \$1,276  | \$1,298  |
| Program Support (16.15%) | \$1,842  | \$1,873  | \$1,905  |
| Agreement Total          | \$14,500 | \$14,750 | \$15,000 |

The distribution of the budget from this Financial Plan may vary as necessary to accomplish the purpose of this agreement but may not exceed \$14,500 during CY2024, \$14,750 during CY2025, and \$15,000 during CY2026 for a total of \$44,250.

APHIS WS staff may be compensated at regular time, night-time-differential, and/or overtime pay rates in accordance with programmatic Directives to accomplish the purpose of this Agreement.

Financial Point of Contact/Billing Address:

BI-STATE DEVELOPMENT AGENCY  
Bill Waggoner, Senior Real Estate Specialist  
Bi-State Development Agency  
One Metropolitan Square, Suite 700  
Saint Louis, MO 63102  
(314) 289-5230 ext. 1549  
wswaggoner@BiStateDev.org

APHIS WS:  
Jessica Little, Budget Analyst  
USDA WS  
3430 Constitution Drive, Suite 121  
Springfield, IL 62711  
(217) 214-5728  
Jessica.l.little@usda.gov

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
AUTHORIZING AN INTERGOVERNMENTAL AGREEMENT  
WITH THE UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)  
FOR WILDLIFE HAZARD MANAGEMENT SERVICES**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency”/ “BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board of Commissioners”); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”) to purchase or lease, sell or otherwise dispose of, and to plan, construct, operate and maintain, or lease to others for operation and maintenance, passenger transportation facilities, and motor vehicle and other terminal or parking facilities; to contract with municipalities or other political subdivisions for the services or use of any facility owned or operated by the Agency, or owned or operated by any such municipality or other political subdivision; to contract and to be contracted with; and to perform all other necessary and incidental functions; and

*Whereas*, Missouri Revised Statutes, Section 70.220 and Section 70.230, require agreements between municipalities or other units of government be approved by the Governing Board of such entity, and Section 5 of the “Intergovernmental Cooperation Act,” 5 Ill. Comp. Stat. 220/5, provides that any one or more public agencies may contract with any one or more public agencies to perform any governmental service, activity, or undertaking which any of the public agencies entering into the contract is authorized by law to perform, provided that such contact shall be authorized by the governing body of each party to the contract; and

*Whereas*, the St. Louis Downtown Airport is a Part 139 Certified Airport, and Part 139 is a federal regulation, governing safety standards at airports that support certain levels of passenger service, which includes a requirement for comprehensive wildlife hazard management; and

*Whereas*, by utilizing the United States Department of Agriculture (USDA) to meet Federal Aviation Administration (FAA) safety standards, a majority of the FAA compliance requirements are transferred to the USDA, at a cost no greater than if airport and Bi-State Development staff took on the responsibility of procuring a Wildlife Hazard Assessment (WHA) and performing the same compliance requirements; and

*Whereas*, the USDA is able to perform more responsibilities than the airport is qualified to, including regular surveying and active wildlife control; and

*Whereas*, entering into an agreement with the USDA is both operationally efficient and fiscally responsible; and

*Whereas*, it is feasible, necessary and in the public interest for the Board of Commissioners to authorize the President & CEO to enter into an intergovernmental agreement with the United States Department of Agriculture (USDA) for wildlife management services, at a cost not to exceed \$75,000, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.      Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2.      Approval for the President & CEO to Execute the Agreement. The Board of Commissioners hereby authorizes the President & CEO to enter into an intergovernmental agreement with the United States Department of Agriculture (USDA) for wildlife management services, at a cost not to exceed \$75,000, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3.      Form of the Agreement. The form of the Agreement (as provided in the Attachment to the Briefing Paper and made a part hereof), substantially in the form presented to this meeting is hereby approved, and officers of the Agency, including without limitation, the President and CEO, are hereby authorized and directed to execute and deliver and attest, respectively, the Agreement, with such changes, modifications, insertions and omissions as may be deemed necessary or desirable to affect this Agreement, with the necessity and desirability of such changes, modifications, insertions and omissions conclusively evidenced by their execution thereof.

Section 4.      Actions of Officers Authorized. The officers of the Agency, including, without limitation, the President and CEO, are hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the Agreement and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 5.      Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 6      Rights under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and the United States Department of Agriculture (USDA).

Section 7.      Governing Law. The laws of the State of Missouri shall govern this Resolution.

Section 8.      No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and the Agreement.

Section 9.      Payment of Expenses. The Executive Vice President and CFO is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and Agreement.

Section 10.      Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.



**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By\_\_\_\_\_

Title\_\_\_\_\_

[SEAL]

ATTEST:

By\_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Letter of Agreement Between Bi-State Development and The Jerry Costello Group, LLC for Consulting Services for the St. Louis Regional Freightway and Bi-State Development**  
**Disposition:** Approval  
**Presentation:** Mary Lamie, Executive Vice President of Multi Modal Enterprises

---

**Objective:**

To present to the Board of Commissioners (**Board**) for approval, a Letter of Agreement (**Agreement**) between BSD and The Jerry Costello Group, LLC (**Consultant**) for consulting services for the St. Louis Regional Freightway (**the Freightway**) and Bi-State Development (**BSD**), with terms in effect beginning April 1, 2024, through March 31, 2026.

**Background:**

The Consultant entered into an initial Letter of Agreement with BSD in the summer of 2015, as the Freightway was created and activities were getting underway.

Following the initial contract, the Consultant continued to work for the Freightway and BSD under four additional contracts. The most recent contract covered the period of April 1, 2022 through March 31, 2024.

**Analysis:**

Consistent with the Agreement in place today, the Consultant will provide strategic advice and planning for the Freightway and BSD and work closely with the Executive Vice President of Multi Modal Enterprises and BSD Executive Staff, including the President and Chief Executive Officer. In addition to providing strategic planning and advice, the Consultant will coordinate activities between the Freightway and the U.S. Secretary of Transportation and its office, as well as with members of the U.S. Congress and other government officials in the St. Louis region.

The Consultant will also work with Class 1 railroads in the St. Louis region to identify strategies to fund Freightway projects. Former Congressman Jerry Costello will be the lead person for the Consultant.

The proposed Agreement provides these services at the same rate of \$9,000 per month and would be in effect for twenty-four (24) months, starting on April 1, 2024, through March 31, 2026. See **Exhibit 1** attached.

**Funding Source:**

The funding for this contract will be split between the Freightway operating budget and BSD Executive Services. Each cost center will contribute 50% of the total contract amount and of each invoice submitted by the Consultant.

**Previous Action:**

The Operations Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Operations Committee recommends that the Board of Commissioners approve the Letter of Agreement between BSD and The Jerry Costello Group, LLC, for consulting services for the Freightway and BSD, with terms in effect for a twenty-four (24) month period of April 1, 2024, through March 31, 2026.

**Attachments:**

**Exhibit 1:** Draft Letter of Agreement with The Jerry Costello Group, LLC

**Exhibit 2:** Summary of Activities



---

## THE JERRY COSTELLO GROUP, LLC

---

**Jerry F. Costello**

Member of Congress  
1988 – 2013

### LETTER OF AGREEMENT

This Letter of Agreement ("Agreement") between The Bi-State Development Agency of the Missouri-Illinois Metropolitan District ("Client"), and The Jerry Costello Group, LLC ("Consultant") defines the terms of their relationship.

Client retains Consultant to advise Client and work with other parties as necessary to promote the Client's goals, interests and objectives regarding both Bi-State Development and the St. Louis Regional Freightway. Client will keep Consultant fully apprised of the current issues and objectives of the Client.

Client and Consultant agree that Jerry F. Costello will be primarily responsible for the performance of the services referred to in this Agreement, however, as needed, Consultant is allowed to retain third party consultants to provide assistance in performing the Agreement, at no cost to the Client, unless agreed upon by the Client.

Consultant will devote time and resources necessary in performing the services described in this Agreement. Consultant shall have full discretion in selecting the dates and times necessary to complete the terms of the agreement giving due regard to the needs of the Client.

The term of this amended agreement shall commence on April 1, 2024 and continue through March 31, 2026.

Client agrees to pay Consultant a monthly fee of \$9,000. Monthly fees will be paid on the 1<sup>st</sup> business day of each month, starting on April 1, 2024. A monthly invoice will be mailed to the Client. The client agrees to pay Consultant any reasonable expenses the Consultant deems necessary in accomplishing the terms of this Agreement. Such expenses shall be documented and submitted to the Client for reimbursement within 60 days after the expenses were incurred. The Client shall reimburse the Consultant within 30 days of the date the request for reimbursement is received by the Client. Total expenses shall not exceed \$1000 in any month unless expressly permitted by the Client in advance.

This agreement is not a contract of employment. Consultant is an independent contractor of the Client and shall have no authority to obligate the Client. Consultant shall have the exclusive right to determine the method, manner and means by which it will perform the Agreement.

---

Date: \_\_\_\_\_

Taulby Roach  
Bi-State Development Agency of the  
Missouri-Illinois Metropolitan District  
211 N. Broadway, Suite 700  
St. Louis, MO 63102

---

Date: \_\_\_\_\_

Jerry F. Costello  
The Jerry Costello Group, LLC  
138 Lincoln Place Court  
Suite 101  
Belleville, IL 62221  
[thejerrycostellogroup@gmail.com](mailto:thejerrycostellogroup@gmail.com)  
618-234-6701 – office  
618-971-6200 - cell



**Jerry F. Costello**

Member of Congress (Ret.)

**SUMMARY OF ACTIVITIES - BI-STATE DEVELOPMENT**  
**APRIL 1, 2022 – February 2024**

We reviewed/monitored hundreds of bills introduced in the U.S. House of Representatives and the U.S. Senate as well as the Illinois State House of Representatives and the Illinois State Senate to determine if any would have a positive or negative impact on the various divisions of Bi-State.

We reviewed/monitored grant opportunities made available with federal agencies and made Bi-State aware of opportunities to apply for federal grants/funding from these agencies on a bi-monthly or monthly basis. We had numerous conversations with Bi-State officials regarding these opportunities.

We continue to do outreach with local officials, state officials, legislators and staff at the federal and state level soliciting support for various projects for Bi-State.

We attended the meet and greet and then met privately with the new airport director, St. Louis Downtown Airport. We discussed the immediate and future needs of the airport and offered our assistance.

Coordinated St. Louis Downtown Airport operational meetings with area municipalities. Meetings resulted in security and work force development collaboration and programs so that all are on the same page.

We had and facilitated numerous meetings and conversations with officials at Gulfstream and Bi-State regarding Gulfstream's lease and future needs at the airport.

We continue to have conversations with Bi-State officials and local officials to pursue funding opportunities to complete improvements to enhance Gulfstream's operations as well as operations at the St. Louis Downtown Airport.

**The Jerry Costello Group, LLC**  
138 Lincoln Place Court, Ste. 101 • Belleville, IL 62221  
618.234.6701 • 618.971.6200 (Mobile)  
thejerrycostellogroup@gmail.com





We had and facilitated meetings and conversations with Gulfstream, Bi-State, our state legislators, and state officials regarding the need for the Engine Run Up project. Bi-State was successful in receiving funding for the Engine Run Up project.

Coordinated and attended the engine run-up official ceremony and met with representatives of Gulfstream and West Star Aviation.

We had and facilitated numerous meetings with our federal and state legislators regarding repairs and upgrades needed at the airport terminal. We coordinated support from federal and state officials for the terminal project. IDOT announced a grant of \$2.5 million for the terminal project at St. Louis Downtown Airport. Also, coordinated and obtained support from federal officials for a Raise grant from USDOT for the terminal project.

Coordinated and working with St. Louis Downtown Airport director and the congressional delegation and the Department of Transportation on securing additional funding for the terminal project.

We have supported and helped sponsor each Freight Summit and Freight Week. We assisted Bi-State in getting individuals to participate in freight programs. We continue to be one of the sponsors of freight week and other freightway activities to highlight opportunities for stakeholders in the area, region, nationally and internationally. We have had and continue to have conversations with local officials regarding potential commercial development in St. Clair and Madison Counties. These discussions have resulted in the freightway moving forward in marketing the priority properties to local, regional, state, national and international interests.

Facilitated meetings with public and private sector leaders regarding the underutilized vacant industrial real estate in underserved communities near multi-modal transportation. This action helped identify potential rail service sites and identified recommendations to advance development.

Helped coordinate meetings with public and private sector leaders regarding improvements/beautification efforts along I-55/70/64 in Madison and St. Clair Counties. These meetings resulted in landscaping and mural paintings along the interstate prior to the NASCAR Cup series – the biggest weekend race in St. Louis history. We anticipate these efforts will continue resulting in sustainable proactive programs on an ongoing basis which will help improve the image of our area.

We coordinated meeting with the Class I railroads. These meetings helped increase awareness of the region's freight assets and increased opportunities for manufacturing

and logistics development to maximize public-private infrastructure funding opportunities.

We helped secure speakers and attendees for the historic re-dedication of the Merchant's Bridge, attended by federal and state officials as well as the Illinois Secretary of Transportation and many legislators, public officials, and business leaders.

We facilitated meetings with state legislators, state and local officials regarding various issues and the expansion of Metro-Link. both from Scott Air Force Base to Mid-America Airport and the North County proposed extension.

As a result of flooding earlier, Bi-State is seeking federal funding to make the necessary repairs because of damage by the flood and to replace railcars as well. We had numerous conversations with officials at Bi-State, federal officials, congressional staff, and other consultants regarding opportunities for reimbursement from the federal government. Collectively, we were successful in working with congressional staff and federal officials in the U. S. House and Senate to include \$213 million in the omnibus spending bill passed by the Congress in late December. The Federal Transit Administration now has \$213 million in emergency funding for transit agencies that qualify for emergency relief. Collectively, we will now push to make our case, so a portion of these funds come to Bi-State

Collaborated with Bi-State officials, local officials, and the US Secretary of Transportation's office on the Secretary's visit to East St. Louis. Continued to have conversations with federal officials on the \$28 million grant for flood recovery and the \$200 million grant for Bi-State.

Consulted with Bi-State officials in providing information regarding the Illinois Route 3 corridor and the key role this corridor plays in the advancement of a world class freight hub.

Coordinated aerospace manufacturing companies to participate in the Freightway's aviation and aerospace manufacturing Take Flight event recently launched by the St. Louis Regional Aerospace and Aviation task force and attended the event. The purpose of the task force is to provide a platform for bi-state leaders to share industry related information, programs and events that connect, promote, and elevate the continued growth of this industry.

Collaborated with local and federal officials in supporting and building awareness for the 2023 Illinois Competitive Freight program. More than \$41 million in grant funding for five local projects from the \$200 million that was announced in May 2023.



**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
APPROVING A SOLE SOURCE AGREEMENT WITH THE  
JERRY COSTELLO GROUP LLC FOR CONSULTING SERVICES**

**PREAMBLES:**

***Whereas,*** The Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency”/“BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board of Commissioners”); and

***Whereas,*** the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”) to acquire by gift, purchase or lease, sell or otherwise dispose of, and to plan, construct, operate and maintain, or lease to others for operation and maintenance, airports, wharves, docks, harbors, and industrial parks adjacent to and necessary and convenient thereto, bridges, tunnels, warehouses, grain elevators, commodity and other storage facilities, sewage disposal plants, passenger transportation facilities, and air, water, rail, motor vehicle and other terminal or parking facilities; to contract and to be contracted with; and to perform all other necessary and incidental functions; and

***Whereas,*** Board Policy Chapter 50, §50.010 (E)(1)(b), requires Board approval of all Non-competitive (“sole source or single bid”) Negotiation Procurements exceeding \$100,000; and

***Whereas,*** BSD entered into an initial Letter of Agreement with the Consultant in the summer of 2015, and following the initial contract, the Consultant continued to work for the Freightway and BSD under three additional contracts, with the most recent contract period of April 1, 2022 through March 31, 2024;

***Whereas,*** consistent with the current Agreement, the Consultant will provide strategic advice and planning for the Freightway and BSD and work closely with the Executive Vice President of Multi Modal Enterprises and BSD Executive Staff, including the President and Chief Executive Officer; and

***Whereas,*** in addition to providing strategic planning and advice, the Consultant will coordinate activities between the Freightway and the U.S. Secretary of Transportation and its office, as well as with members of the U.S. Congress and other government officials in the St. Louis region; and

***Whereas,*** the Consultant will also work with Class I railroads in the St. Louis region to identify strategies to fund Freightway projects, and former Congressman Jerry Costello will be the lead person for the Consultant; and

***Whereas,*** the proposed Agreement provides these services at the current rate of \$9,000 per month and would be in effect for twenty-four (24) months, starting on April 1, 2024, through March 31, 2026; and

***Whereas,*** it is feasible, necessary and in the public interest for the Agency to approve a sole source Agreement between BSD and The Jerry Costello Group, LLC for consulting services for the Freightway and BSD, with terms in effect for a twenty-four (24) month period of April 1, 2024, through March 31, 2026, in an amount not to exceed \$9,000 per month, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1. Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2. Approval of the Sole Source Agreement. The Board of Commissioners hereby approves a sole source Agreement between BSD and The Jerry Costello Group, LLC for consulting services for the Freightway and BSD, with terms in effect for a twenty-four (24) month period of April 1, 2024, through March 31, 2026, in an amount not to exceed \$9,000 per month, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3. Form of the Agreement. The form of the Agreement (as provided in the Attachment to the Briefing Paper and made a part hereof), in substantially the form presented to this meeting is hereby approved, and officers of the Agency, including without limitation, the President and CEO, are hereby authorized and directed to negotiate, execute and deliver and attest, respectively, the Agreement, with such changes, modifications, insertions and omissions as may be deemed necessary or desirable to effect the Agreement, with the necessity or desirability of such changes, modifications, insertions and omissions being conclusively evidenced by their execution thereof.

Section 4. Actions of Officers Authorized. The officers of the Agency, including, without limitation, the President and CEO is hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the Contract and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 5. Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 6. Rights under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and the Jerry Costello Group, LLC.

Section 7. Governing Law. The laws of the State of Missouri shall govern this Resolution and the Contract.

Section 8. No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and the Contract.

Section 9. Payment of Expenses. The Senior Vice President and CFO is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and Contract.

Section 10. Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Sole Source Contract for Performance and Management Audit/Mass Transit Consultant Services**  
**Disposition:** Approval  
**Presentation:** Tammy Fulbright, Executive Vice President and Chief Financial Officer

---

**Objective:**

To present to the Board of Commissioners for approval, a request to authorize the President & CEO to award a sole source contract to IMG/Rebel Advisory, Inc. (IMG) as specified in St. Louis County Ordinance #24,264.

**Funding Source:**

Funding is provided in the operating budget.

**Background:**

St. Louis County Ordinance #24,264, that allowed the Prop A sales tax to be placed on the ballot in 2010, requires Bi-State Development (BSD) to enter into a contract for service to perform an audit of its management and operations every three years.

**Analysis:**

It is the policy of BSD to conduct all procurements in a manner which fosters full and open competition. In some cases, competition is not feasible. Since FY2011, IMG is the only audit firm of recent bidders that had the capacity and engineering expertise to conduct this audit.

IMG is a national management and financial consulting firm with over 500 successful performance improvement and financial management engagements. If awarded, IMG will deploy the framework that guided the work in previous audits inclusive of peer comparison, BSD trend analysis, issue identification and analysis from available documentation, interviews, and inspection, and an evaluation of current performance, based on professional judgement and experience with similar agencies and issues.

**Attachment:**

St. Louis County Ordinance #24,264.

**Previous Action:**

The Audit, Finance and Administration Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Audit, Finance and Administration Committee recommends that the Board of Commissioners authorize the negotiation of the management and performance audit, by the President and CEO, with IMG, for an amount not to exceed \$175,000.

**St. Louis County Ordinance # 24,264 (2010)**

SECTION 1. Prior to distribution to the Bi-State Development Agency ("Metro") of any of the half-cent sales tax revenues that may be authorized by St. Louis County voters at the election scheduled for April 6, 2010 pursuant to Section 94.660 R.S. Mo., Metro and St. Louis County shall first execute a contract pertaining to use of said funds.

SECTION 2. The contract authorized in Section 1 shall be executed by the County Executive and shall provide that any material expansions in Metro infrastructure including, but not limited to, the addition of any new rail or rapid bus service systems or such other similar expansion proposals shall only be pursued if federal funding is part of the funding mechanism for the project; that in addition to annual financial audits, Metro shall agree to submit to performance audits of its management and operations, conducted by an external audit body every three years at Metro's expense; and for such other terms and conditions as are approved by the County Counselor.

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
AUTHORIZING THE PRESIDENT AND CEO TO NEGOTIATE  
AND AWARD A CONTRACT TO IMG/REBEL ADVISORY, INC. (IMG)  
FOR SERVICES RELATED TO  
THE MANAGEMENT AND PERFORMANCE AUDIT**

**PREAMBLES:**

*Whereas*, The Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the "Agency"/"BSD") is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the "Board of Commissioners"); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the "Compact") to plan, construct, maintain, own and operate passenger transportation facilities, and to perform all other necessary and incidental functions, and to disburse funds for its lawful activities, to adopt rules and regulations for the proper operation of its passenger transportation facilities and conveyances, to contract and to be contracted with; and

*Whereas*, Board Policy Chapter 50, §50.010(A)(S) and §50.010(E)(1)(b), require Board approval of all Non-Competitive Procurements exceeding \$100,000; and

*Whereas*, St. Louis County Ordinance #24,264, that allowed the Prop A sales tax to be placed on the ballot in 2010, requires Bi-State Development (BSD) to enter into a contract for service to perform an audit of its management and operations every three years; and

*Whereas*, since FY2011, IMG is the only audit firm of recent bidders that has the capacity and engineering expertise to conduct this audit; and

*Whereas*, it is feasible, necessary and in the public interest for the Board of Commissioners to authorize the President and CEO to negotiate and award a contract to IMG/Rebel Advisory, Inc. (IMG) for services related to the management and performance audit, in a not to exceed amount of \$175,000, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.      Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2.      Approval of the Contract. The Board of Commissioners hereby authorizes the President and CEO to negotiate and award a contract to IMG/Rebel Advisory, Inc. (IMG) for services related to the management and performance audit, in a not to exceed amount of \$175,000, under and pursuant to this Resolution and Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3.      Actions of Officers Authorized. The officers of the Agency, including, without limitation, the President and CEO, and Vice President of Procurement are hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the Contract and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5.        Rights Under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and IMG/Rebel Advisory, Inc. (IMG).

Section 6.        Governing Law. The laws of the State of Missouri shall govern this Resolution.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and Contract.

Section 8.        Payment of Expenses. The Executive Vice President and CFO is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and Contract.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

***In Witness Whereof,*** the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_

Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Bi-State Development Operating and Capital Budget**  
**Disposition:** Approval  
**Presentation:** Tammy Fulbright, Executive Vice President and Chief Financial Officer

---

**Objective:**

To present to the Board of Commissioners for approval:

- The Bi-State Development FY 2025 Operating Budget;
- The Bi-State Development FY 2025 – FY 2027 Capital Budget;
- The three-year Transportation Improvement Plan;
- Grant resolutions required to apply for federal and state funding necessary to support the Bi-State Development’s projects and programs; and
- Authorization of management to seek grants and/or appropriations from federal programs, the City of St. Louis, St. Louis County, and the states of Missouri and Illinois.

**Funding Source:**

The funding source for the Bi-State Development’s Operating and Capital Budget includes operating revenue of each entity, local, state and federal sources.

**Background:**

The attached document presents the Bi-State Development’s Operating and Capital Budget.

**Analysis:**

Bi-State Development has developed the Operating and Capital Budget, taking into account current economic conditions and conservatively estimating revenue, expense, and capital replacement and rehabilitation needs. The Bi-State Development Operating and Capital Budget, as presented, is supportive of the mission and vision statements.

**Previous Action:**

The Audit, Finance & Administration Committee approved this item at the January 26, 2024 meeting.

**Board Action Requested:**

The Audit, Finance and Administration Committee recommends that the Board of Commissioners approve the FY 2025 Operating and Capital Budget, three-year Transportation Improvement Plan, and Grant Resolutions, and authorize management to seek grants and/or appropriations from federal programs, the City of St. Louis, St. Louis County, and the states of Missouri and Illinois.

**Attachments:**

- Executive Summary - Bi-State Development Operating and Capital Budget





# Operating & Capital Budget

EXECUTIVE SUMMARY

FY 2025

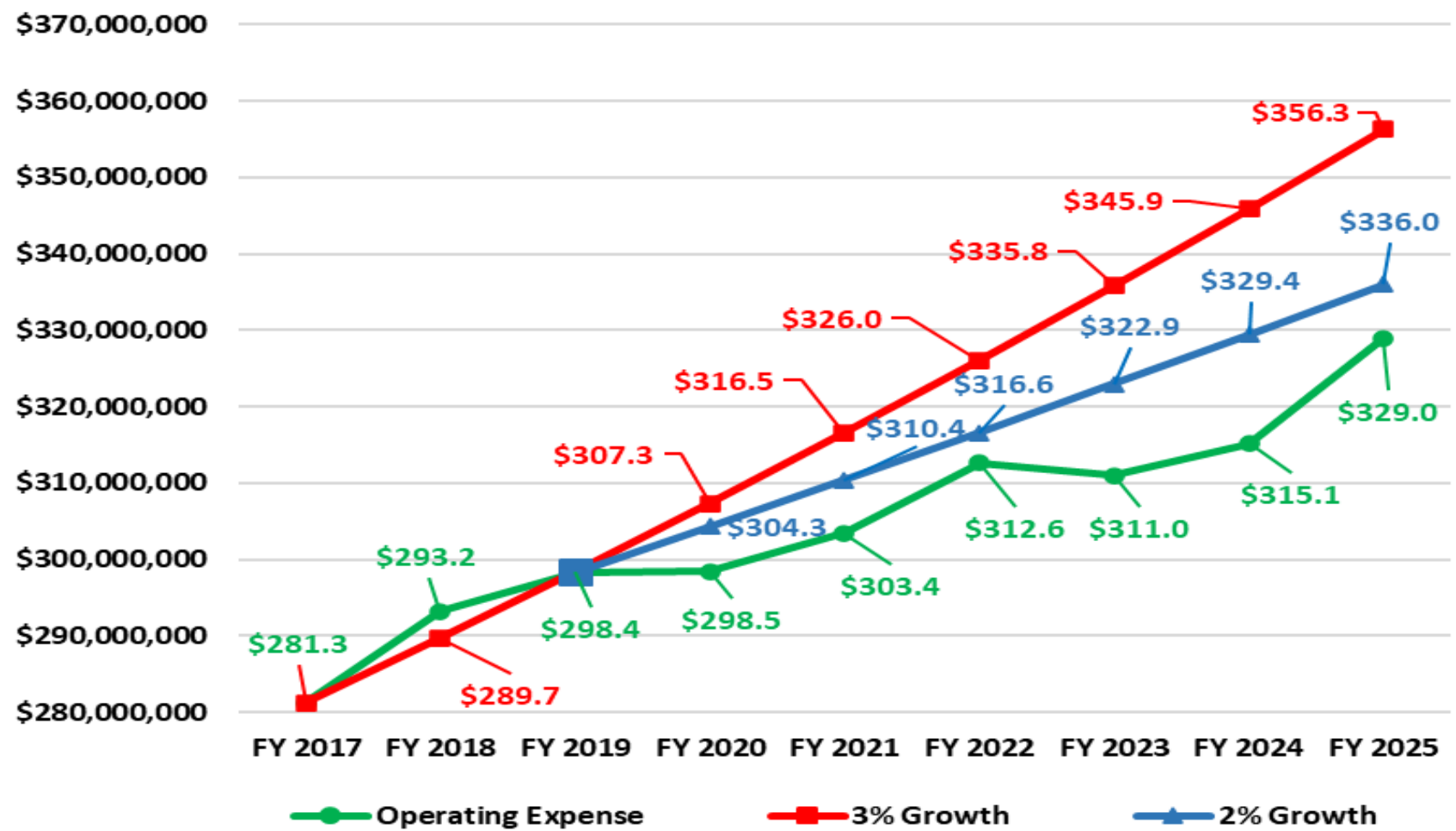


Metro  
Transit



# Cost Discipline

6-Year Average Annual Growth Rate 1.98%





## Metro Transit

|                                                               | Budget 2024            | Budget 2025            | \$ Change            | % Change       |
|---------------------------------------------------------------|------------------------|------------------------|----------------------|----------------|
| Revenue:                                                      |                        |                        |                      |                |
| Total Passenger Revenue                                       | \$ 22,067,259          | \$ 21,859,446          | \$ (207,813)         |                |
| Grant, sales tax and contractual                              | 298,006,215            | 306,353,746            | 8,347,531            |                |
| Investment income                                             | 13,557,005             | 22,836,466             | 9,279,461            |                |
| Other misc non-operational revenue                            | 1,103,278              | 1,735,991              | 632,713              |                |
| Total revenues                                                | 340,050,883            | 357,341,008            | 17,290,125           | 5.1%           |
| <b>Operating Expenses:</b>                                    |                        |                        |                      |                |
| Total Wages and Benefits                                      | 197,140,468            | 204,822,811            | 7,682,343            |                |
| Services                                                      | 56,694,869             | 58,163,170             | 1,468,302            |                |
| Fuel and lubrications                                         | 9,748,237              | 11,293,198             | 1,544,962            |                |
| Parts and supplies                                            | 24,278,995             | 24,568,888             | 289,894              |                |
| Casualty and liability costs                                  | 8,274,174              | 11,275,455             | 3,001,282            |                |
| Utilities                                                     | 8,829,590              | 9,218,601              | 389,011              |                |
| Other operating expenses                                      | 6,742,763              | 6,442,856              | (299,907)            |                |
| Management fees                                               | 3,384,655              | 3,195,555              | (189,100)            |                |
| <b>Total operating expense</b>                                | <b>315,093,748</b>     | <b>328,980,534</b>     | <b>13,886,786</b>    | <b>4.4%</b>    |
| Interest expense                                              | 22,534,683             | 19,282,864             | (3,251,819)          |                |
| Other misc non-oper. expense                                  | 3,541,241              | 5,317,490              | 1,776,254            |                |
| <b>Net Income (Deficit) before depreciation and transfers</b> | <b>(1,118,788)</b>     | <b>3,760,120</b>       | <b>4,878,903</b>     | <b>-436.1%</b> |
| Depreciation                                                  | 71,537,899             | 64,559,692             | (6,978,207)          |                |
| Net transfers                                                 | 4,913,670              | 3,877,144              | (1,036,527)          |                |
| <b>Net Deficit</b>                                            | <b>\$ (77,570,357)</b> | <b>\$ (64,676,716)</b> | <b>\$ 12,893,637</b> | <b>-16.6%</b>  |

Numbers may not sum due to rounding.



# Tourism Innovation

## Gateway Arch

|                                   | Budget 2024         | Budget 2025         | \$ Change         | % Change     |
|-----------------------------------|---------------------|---------------------|-------------------|--------------|
| Revenue:                          |                     |                     |                   |              |
| Arch ticket sales                 | \$ 8,742,098        | \$ 9,798,848        | \$ 1,056,750      |              |
| Sales discounts                   | (13,113)            | (14,698)            | (1,585)           |              |
| Service/fee revenue               | 422,353             | 414,206             | (8,147)           |              |
| Other                             | 455,387             | 588,837             | 133,450           |              |
| Total Revenues                    | 9,606,725           | 10,787,193          | 1,180,468         | 12.3%        |
| <b>Operating Expenses:</b>        |                     |                     |                   |              |
| Wages and benefits                | 2,994,867           | 3,053,597           | 58,731            |              |
| Services                          | 2,419,085           | 2,881,900           | 462,815           |              |
| Parts and supplies                | 691,296             | 787,667             | 96,371            |              |
| Casualty insurance                | 30,525              | 43,438              | 12,913            |              |
| Utilities                         | 136,324             | 148,474             | 12,150            |              |
| Other                             | 1,774,748           | 1,802,636           | 27,888            |              |
| Interest expense                  | 173,893             | 167,083             | (6,810)           |              |
| Contributions to outside entities | 160,000             | 285,000             | 125,000           |              |
| <b>Total operating expenses</b>   | <b>8,380,738</b>    | <b>9,169,796</b>    | <b>789,057</b>    | <b>9.4%</b>  |
| <b>Net Income</b>                 | <b>\$ 1,225,987</b> | <b>\$ 1,617,398</b> | <b>\$ 391,411</b> | <b>31.9%</b> |

Numbers may not sum due to rounding.



# Riverfront Attractions

|                                       | Budget 2024       | Budget 2025       | \$ Change         | % Change       |
|---------------------------------------|-------------------|-------------------|-------------------|----------------|
| Revenue:                              |                   |                   |                   |                |
| Cruise                                | \$ 2,661,425      | \$ 2,865,090      | \$ 203,665        |                |
| Food and beverage                     | 951,105           | 1,023,891         | 72,786            |                |
| Other                                 | 255,448           | 427,707           | 172,259           |                |
| Total Revenues                        | 3,867,978         | 4,316,688         | 448,710           | 11.6%          |
| <b>Operating Expenses:</b>            |                   |                   |                   |                |
| Wages and benefits                    | 1,661,903         | 1,971,447         | 309,544           |                |
| Services                              | 600,939           | 558,651           | (42,288)          |                |
| Parts and supplies                    | 785,595           | 737,551           | (48,044)          |                |
| Casualty insurance                    | 265,852           | 307,645           | 41,793            |                |
| Utilities                             | 86,225            | 96,255            | 10,030            |                |
| Other                                 | 206,795           | 207,060           | 265               |                |
| <b>Total operating expenses</b>       | 3,607,309         | 3,878,609         | 271,300           | 7.5%           |
| <b>Net income before depreciation</b> | <b>\$ 260,669</b> | <b>\$ 438,079</b> | <b>\$ 177,410</b> |                |
| Depreciation                          | 255,010           | 241,719           | (13,290)          |                |
| <b>Net Income</b>                     | <b>\$ 5,659</b>   | <b>\$ 196,360</b> | <b>\$ 190,700</b> | <b>3369.9%</b> |

Numbers may not sum due to rounding.



# St. Louis Downtown Airport



## St. Louis Downtown Airport

|                                       | Budget 2024         | Budget 2025         | \$ Change        | % Change     |
|---------------------------------------|---------------------|---------------------|------------------|--------------|
| Revenue:                              |                     |                     |                  |              |
| Aircraft parking                      | \$ 140,599          | \$ 147,524          | \$ 6,925         |              |
| Leased acreage                        | 840,912             | 839,449             | (1,463)          |              |
| Hangar rental                         | 589,596             | 780,662             | 191,066          |              |
| Aviation sale flowage fee             | 137,496             | 137,500             | 4                |              |
| Airport concessions                   | 116,448             | 108,950             | (7,498)          |              |
| Other operating revenue               | 325,200             | 377,200             | 52,000           |              |
| Total Revenues                        | 2,150,251           | 2,391,285           | 241,034          | 11.2%        |
| <b>Operating Expenses:</b>            |                     |                     |                  |              |
| Wages and benefits                    | 1,060,130           | 1,053,818           | (6,312)          |              |
| Services                              | 193,628             | 183,100             | (10,528)         |              |
| Fuel, materials and supplies          | 86,116              | 102,808             | 16,692           |              |
| Casualty and liability costs          | 146,135             | 221,199             | 75,064           |              |
| Utilities                             | 209,508             | 339,500             | 129,992          |              |
| Leases, other and admin. charges      | 181,997             | 206,065             | 24,068           |              |
| <b>Total operating expenses</b>       | <b>1,877,513</b>    | <b>2,106,490</b>    | <b>228,977</b>   | <b>12.2%</b> |
| <b>Net Income before depreciation</b> | <b>272,738</b>      | <b>284,795</b>      | <b>12,057</b>    | <b>4.4%</b>  |
| Depreciation                          | 1,260,175           | 1,220,354           | (39,821)         |              |
| <b>Net Deficit</b>                    | <b>\$ (987,437)</b> | <b>\$ (935,559)</b> | <b>\$ 51,878</b> | <b>-5.3%</b> |

Numbers may not sum due to rounding.



# St. Louis Regional Freightway



# St. Louis Regional Freightway

|                                      | Budget 2024         | Budget 2025         | \$ Change           | % Change     |
|--------------------------------------|---------------------|---------------------|---------------------|--------------|
| Revenue:                             |                     |                     |                     |              |
| Regional freight fees                | \$ 400,000          | \$ 400,000          | \$ -                |              |
| Total Revenues                       | 400,000             | 400,000             | -                   | 0.0%         |
| <b>Operating Expenses:</b>           |                     |                     |                     |              |
| Wages and benefits                   | 139,523             | 209,966             | 70,443              |              |
| Services                             | 325,000             | 350,000             | 25,000              |              |
| Fuel, materials and supplies         | 3,500               | 3,500               | -                   |              |
| Leases, other and admin. charges     | 36,000              | 42,000              | 6,000               |              |
| <b>Total operating expenses</b>      | <b>504,023</b>      | <b>605,466</b>      | <b>101,443</b>      | <b>20.1%</b> |
| <b>Net Deficit</b>                   | <b>\$ (104,023)</b> | <b>\$ (205,466)</b> | <b>\$ (101,443)</b> | <b>97.5%</b> |
| Numbers may not sum due to rounding. |                     |                     |                     |              |



# Executive Services



## Executive Services

|                                  | Budget 2024         | Budget 2025         | \$ Change             | % Change      |
|----------------------------------|---------------------|---------------------|-----------------------|---------------|
| Revenue:                         |                     |                     |                       |               |
| Metro transit                    | \$ 3,384,655        | \$ 3,195,555        | \$ (189,100)          |               |
| Gateway Arch                     | 827,729             | 854,613             | 26,884                |               |
| St. Louis Downtown Airport       | 101,208             | 119,565             | 18,357                |               |
| National Park Service            | 327,657             | 360,707             | 33,050                |               |
| Interest Income                  | 8,812,500           | 4,599,375           | (4,213,125)           |               |
| Total Revenues                   | 13,453,749          | 9,129,816           | (4,323,933)           | -32.1%        |
| <b>Operating Expenses:</b>       |                     |                     |                       |               |
| Wages and benefits               | 2,879,167           | 3,291,534           | 412,367               |               |
| Services                         | 1,411,588           | 1,175,540           | (236,048)             |               |
| Fuel, materials and supplies     | 24,697              | 20,900              | (3,797)               |               |
| Casualty and liability costs     | -                   | 73,496              | 73,496                |               |
| Utilities                        | 3,250               | 1,750               | (1,500)               |               |
| Leases, other and admin. charges | 532,146             | 516,920             | (15,226)              |               |
| <b>Total operating expenses</b>  | <b>4,850,848</b>    | <b>5,080,141</b>    | <b>229,293</b>        | <b>4.7%</b>   |
| <b>Net Income</b>                | <b>\$ 8,602,901</b> | <b>\$ 4,049,675</b> | <b>\$ (4,553,226)</b> | <b>-52.9%</b> |

Numbers may not sum due to rounding.



## Internal Service Funds

# Health Self Insurance Fund

|                                      | Budget 2024       | Budget 2025       | \$ Change     | % Change    |
|--------------------------------------|-------------------|-------------------|---------------|-------------|
| Revenue:                             |                   |                   |               |             |
| Participant Contributions            | \$ 6,817,968      | \$ 7,342,920      | \$ 524,952    |             |
| Employer Contributions               | 32,571,409        | 32,041,797        | (529,612)     |             |
| Interest income                      | -                 | 67,500            | 67,500        |             |
| Total Revenues                       | 39,389,377        | 39,452,217        | 62,840        | 0.2%        |
| <b>Operating Expenses:</b>           |                   |                   |               |             |
| Wages and benefits                   | 891,227           | 949,809           | 58,582        |             |
| Services                             | 523,440           | 1,048,395         | 524,955       |             |
| Fuel, materials and supplies         | 27,730            | 33,640            | 5,910         |             |
| Utilities                            | 4,560             | 4,680             | 120           |             |
| Other                                | 129,435           | 159,175           | 29,740        |             |
| Claims Paid                          | 37,812,985        | 37,256,518        | (556,467)     |             |
| <b>Total operating expenses</b>      | <b>39,389,377</b> | <b>39,452,217</b> | <b>62,840</b> | <b>0.2%</b> |
| <b>Net Deficit</b>                   | -                 | -                 | -             |             |
| Numbers may not sum due to rounding. |                   |                   |               |             |

## Casualty Self Insurance Fund

|                                     | Budget 2024        | Budget 2025        | \$ Change        | % Change      |
|-------------------------------------|--------------------|--------------------|------------------|---------------|
| Revenue:                            |                    |                    |                  |               |
| Casualty insurance revenue          | \$ 3,816,405       | \$ 6,160,000       | \$ 2,343,595     |               |
| Total operating revenues            | 3,816,405          | 6,160,000          | 2,343,595        |               |
| Interest revenue                    | -                  | 162,500            | 162,500          |               |
| Total Revenues                      | 3,816,405          | 6,322,500          | 2,506,095        | 65.7%         |
| <b>Operating Expenses:</b>          |                    |                    |                  |               |
| Wages and benefits                  | 132,203            | 129,985            | (2,218)          |               |
| Services                            | 402,000            | 397,000            | (5,000)          |               |
| Casualty and liability costs        | 4,022,000          | 4,300,000          | 278,000          |               |
| Leases, other and admin. charges    | 600                | -                  | (600)            |               |
| Casualty self-insurance             | 3,001,000          | 4,400,000          | 1,399,000        |               |
| <b>Total operating expenses</b>     | <b>7,557,803</b>   | <b>9,226,985</b>   | <b>1,669,182</b> | <b>22.1%</b>  |
| <b>Net deficit before transfers</b> | <b>(3,741,398)</b> | <b>(2,904,485)</b> | <b>836,913</b>   | <b>-22.4%</b> |
| Net transfers                       | (3,741,398)        | (2,904,485)        | 836,913          |               |
| <b>Net Deficit</b>                  | <b>-</b>           | <b>-</b>           | <b>-</b>         |               |

Numbers may not sum due to rounding.



Workers Compensation Self Insurance Fund

|                                      | Budget 2024        | Budget 2025      | \$ Change      | % Change      |
|--------------------------------------|--------------------|------------------|----------------|---------------|
| Revenue:                             |                    |                  |                |               |
| Workers comp revenue                 | \$ 6,820,672       | \$ 7,735,050     | \$ 914,378     |               |
| Total operating revenues             | 6,820,672          | 7,735,050        | 914,378        |               |
| Interest revenue                     | -                  | 175,000          | 175,000        |               |
| Total Revenues                       | 6,820,672          | 7,910,050        | 1,089,378      | 16.0%         |
| <b>Operating Expenses:</b>           |                    |                  |                |               |
| Wages and benefits                   | 153,944            | 146,459          | (7,485)        |               |
| Services                             | 356,500            | 359,000          | 2,500          |               |
| Casualty and liability costs         | 281,000            | 300,000          | 19,000         |               |
| Leases, other and admin. charges     | 401,500            | 377,250          | (24,250)       |               |
| Workers comp self-insurance          | 6,800,000          | 7,700,000        | 900,000        |               |
| <b>Total operating expenses</b>      | <b>7,992,944</b>   | <b>8,882,709</b> | <b>889,765</b> | <b>11.1%</b>  |
| <b>Net deficit before transfers</b>  | <b>(1,172,272)</b> | <b>(972,659)</b> | <b>199,613</b> | <b>-17.0%</b> |
| Net transfers                        | (1,172,272)        | (972,659)        | 199,613        |               |
| <b>Net Deficit</b>                   | -                  | -                | -              |               |
| Numbers may not sum due to rounding. |                    |                  |                |               |



## Transit Capital Projects

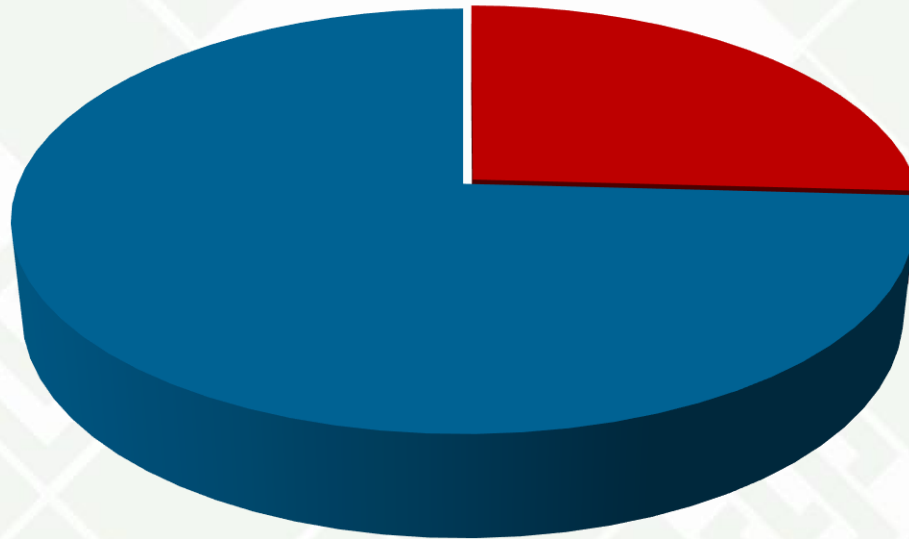
# Sources of Capital Funds Resources \$1.04 Billion

FY 2025 – FY 2027

Resources by Category Chart (\$ in Millions)

Federal funding  
\$769.0  
74%

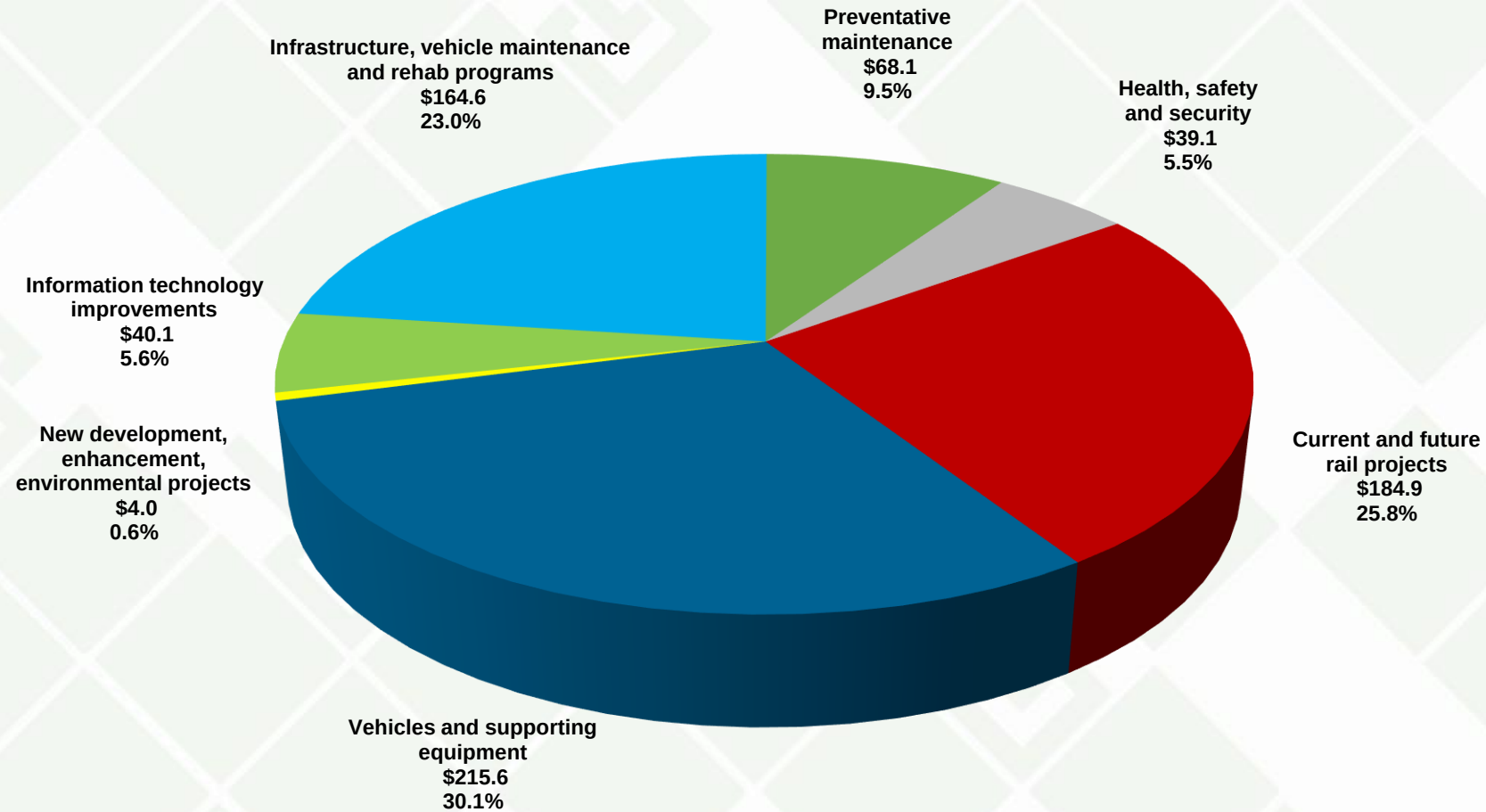
Local funding  
\$268.3  
26%



# Capital Cash Flow by Use

## Expenses \$1.04 Billion

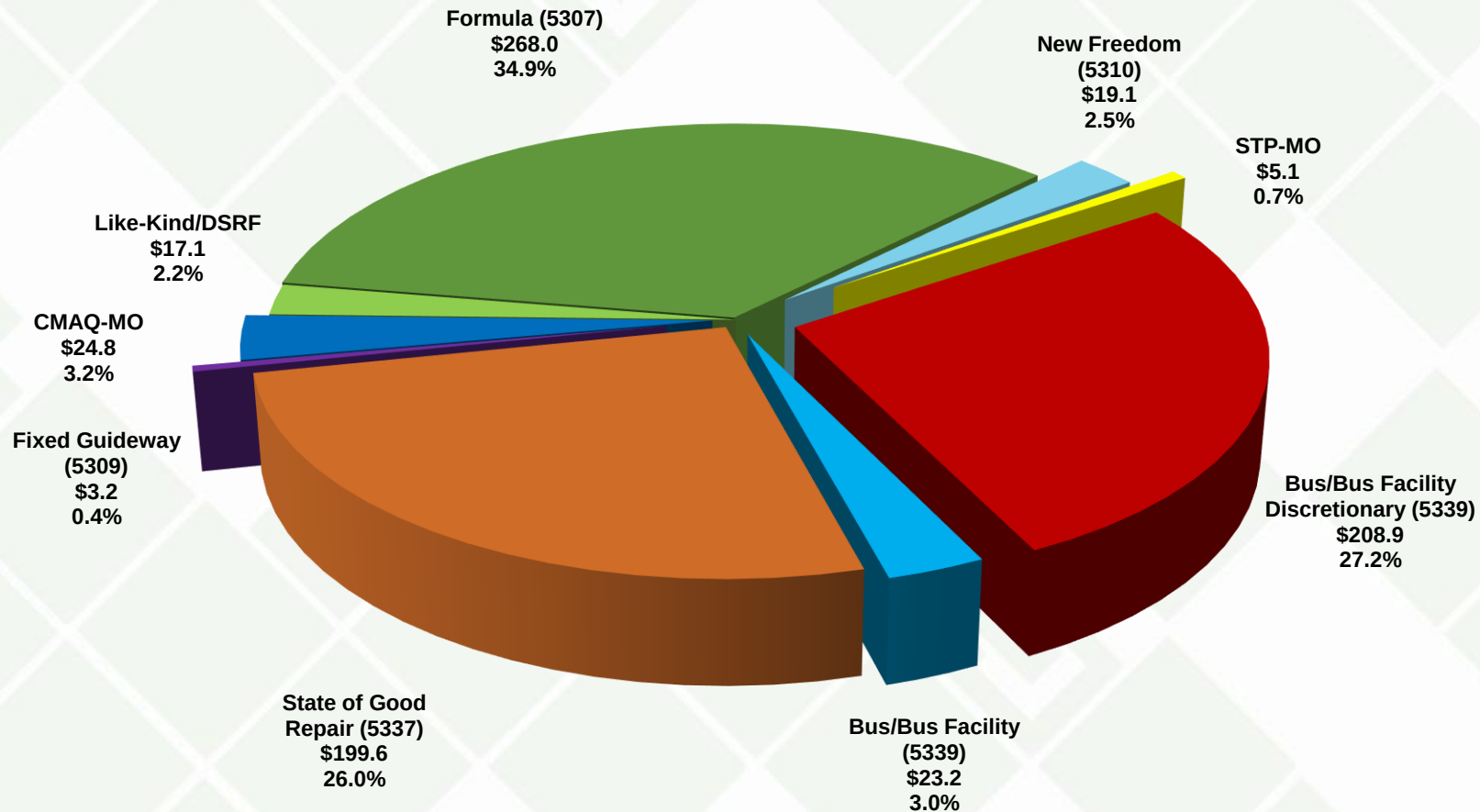
FY 2025 – FY 2027  
Expenses by Category Chart (\$ in Millions)



# Federal Sources of Capital Funds

## Resources \$769.0 Million

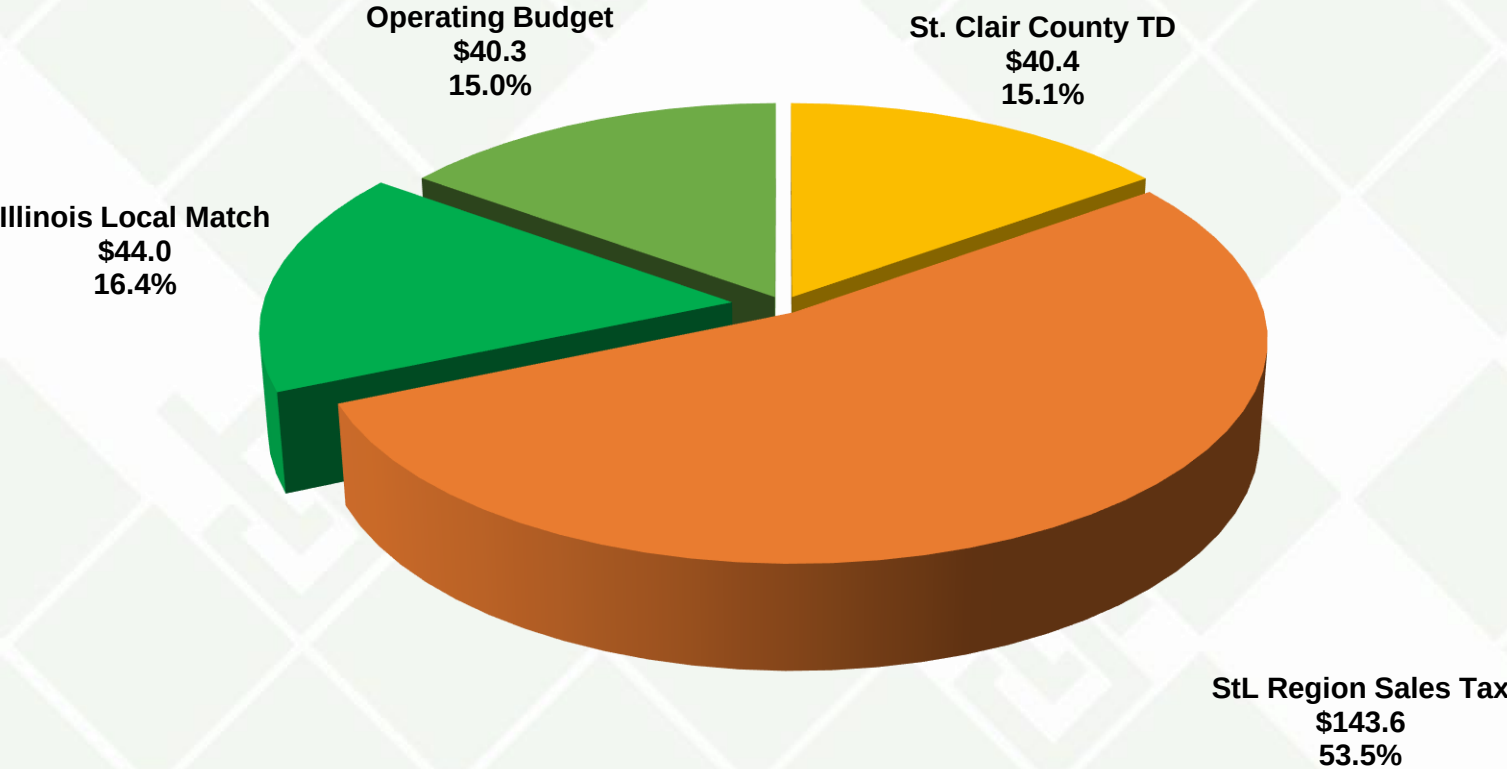
FY 2025 – FY 2027  
Resources by Category Chart (\$ in Millions)





**Local Sources of Capital Funds  
Resources \$268.3 Million**

**FY 2025 – FY 2027  
Resources by Category Chart (\$ in Millions)**



## FY2025-FY2027 Major Capital Project Expenditures

| Item                                       |    | Amount      |
|--------------------------------------------|----|-------------|
| Miscellaneous MetroLink Alignment Projects | \$ | 72,298,499  |
| LRV Projects                               | \$ | 32,189,672  |
| MetroLink Station Projects                 | \$ | 26,865,916  |
| MetroLink Structures Projects              | \$ | 77,623,595  |
| IT and Software Projects                   | \$ | 22,950,773  |
| Bus Stop and Parking Lot Projects          | \$ | 17,525,687  |
| Rail Facilities Projects                   | \$ | 16,546,275  |
| Bus Facilities Projects                    | \$ | 40,747,950  |
| Transit Facilities Projects                | \$ | 1,907,517   |
| Buses, LRVs and other Vehicles             | \$ | 570,047,940 |
| Preventive Maintenance                     | \$ | 60,000,000  |
| Secure Platform/Fare Collection            | \$ | 98,608,160  |

## **For Approval of:**

- FY 2025 Operating Budget**
- FY 2025 – FY 2027 Capital Budget**
- Three-Year Transportation Improvement Plan**
- Grant resolutions to apply for federal funding necessary to support Bi-State Development's projects and programs**





**BI·STATE  
DEVELOPMENT™**

One Metropolitan Square  
211 North Broadway, Suite 700  
St. Louis, MO 63102-2759

314.982.1400  
[Finance@BiStateDev.org](mailto:Finance@BiStateDev.org)

# Operating & Capital Budget

EXECUTIVE SUMMARY





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. Morill*

Executive Director

# Table of Contents

---

## **BSD Operating Budget - The Message**

|                                                        |   |
|--------------------------------------------------------|---|
| Message from the President and Chief Executive Officer |   |
| Financial Direction                                    | 1 |

## **BSD Operating Budget - The Numbers**

### *Statement of Revenue & Expense*

|                                                    |    |
|----------------------------------------------------|----|
| Combining by Enterprise & Self Insurance Fund      | 3  |
| Combined Consolidated Statement                    | 4  |
| Personnel                                          | 5  |
| Metro Transit                                      | 6  |
| <i>Grant, Sales Tax &amp; Contractural Revenue</i> | 7  |
| <i>Operating Expense by Department</i>             | 8  |
| Gateway Arch                                       | 20 |
| Riverfront Attractions                             | 21 |
| St. Louis Downtown Airport                         | 22 |
| St. Louis Regional Freightway                      | 23 |
| Executive Services                                 | 24 |
| <i>Operating Expense by Department</i>             | 25 |
| Health Self-Insurance Fund                         | 27 |
| Casualty Self-Insurance Fund                       | 28 |
| Workers' Compensation Self-Insurance Fund          | 29 |
| Non-Profit Arts in Transit, Inc.                   | 30 |

## **BSD Operating Budget - The Analysis**

|                                           |    |
|-------------------------------------------|----|
| Metro Transit                             | 31 |
| Gateway Arch                              | 37 |
| Riverfront Attractions                    | 40 |
| St. Louis Downtown Airport                | 43 |
| St. Louis Regional Freightway             | 47 |
| Executive Services                        | 48 |
| Health Self-Insurance Fund                | 50 |
| Casualty Self-Insurance Fund              | 51 |
| Workers' Compensation Self-Insurance Fund | 52 |
| Non-Profit Arts in Transit, Inc.          | 53 |

## **BSD Capital Budget**

|                            |    |
|----------------------------|----|
| Metro Transit              | 54 |
| St. Louis Downtown Airport | 70 |

## **Metro Transit Improvement Plan**

|                                  |    |
|----------------------------------|----|
| TIP Assumptions                  | 71 |
| TIP Three Year Financial Summary | 74 |

# OPERATING BUDGET: THE MESSAGE

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-Kersey 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.



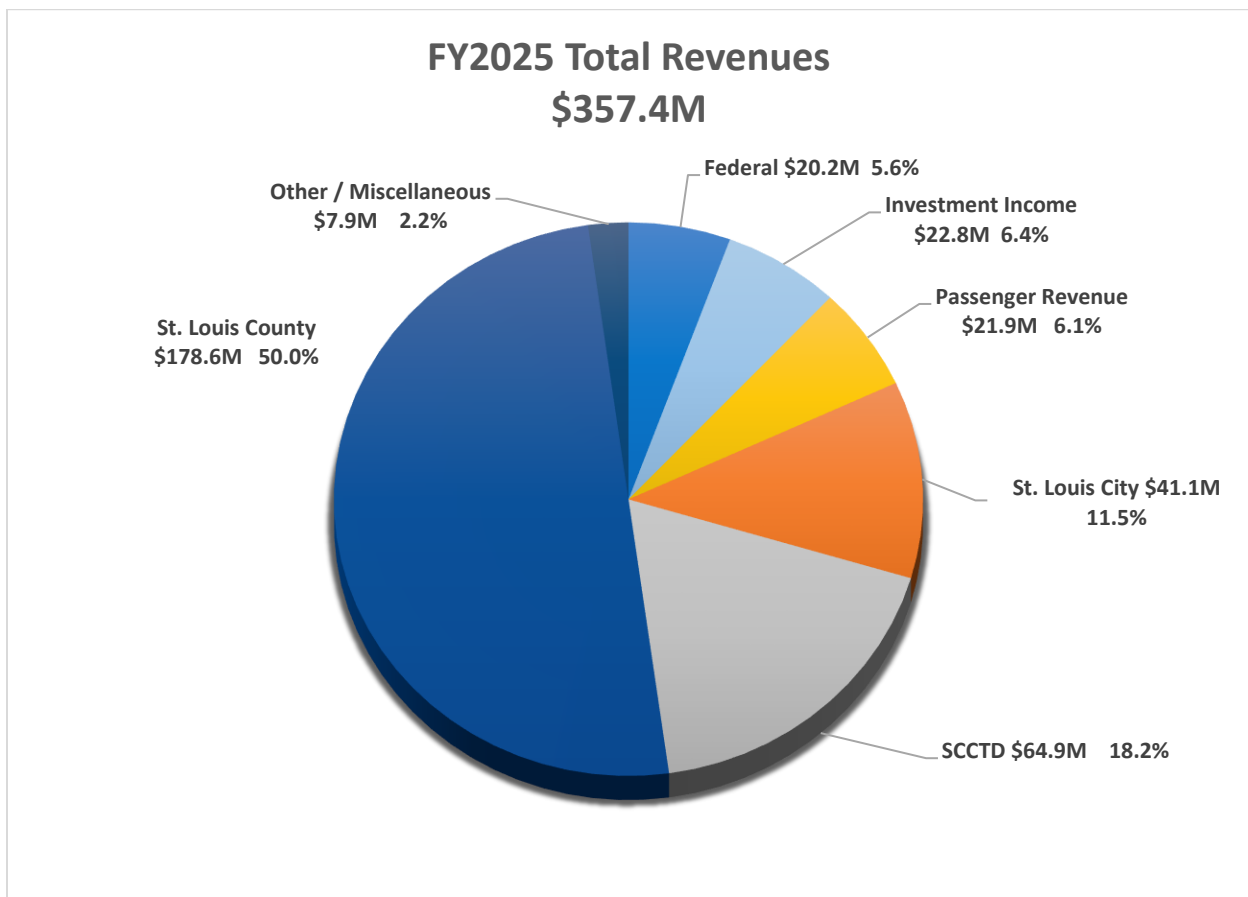
Taulby A. Roach  
President and Chief Executive Officer

## 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.

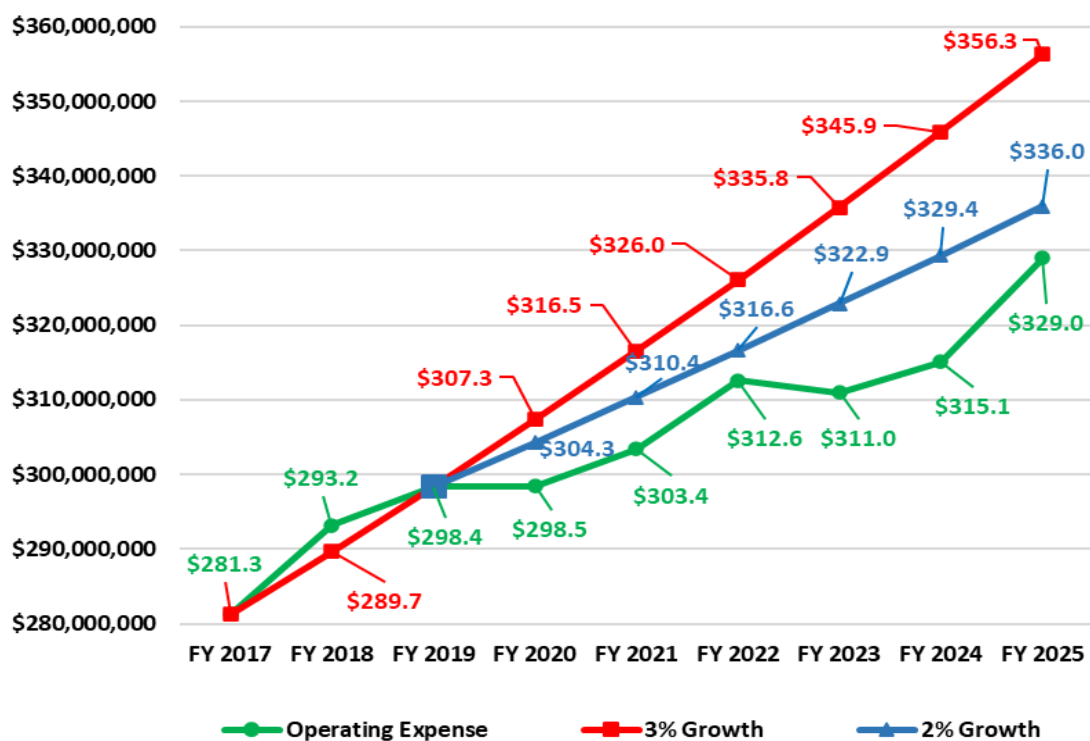




Transit projected operating costs for FY 2025 are \$328,980,534. This is an increase of 4.4% percent from the prior year budgeted operating costs of \$315,093,748. Service levels remained the same from FY 2024 to FY 2025. Salaries and benefits represent 62% of the total operating costs and 55% of the total operating expense increase from FY 2024. Salaries, workers compensation and medical benefits creating 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%



# OPERATING BUDGET: THE NUMBERS

### 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        |               |
| Other                                                         | 6,852,307             | 6,102,036              | 5,461,963              | (640,073)           |               |
| Charges for services                                          | 49,530,161            | 50,026,454             | 53,279,767             | 3,253,313           |               |
| Total operating revenues                                      | 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          |               |
| Federal                                                       | 234,176,827           | 27,950,000             | 20,155,000             | (7,795,000)         |               |
| Total Grants & Contractural Revenue                           | 491,250,560           | 298,141,215            | 306,493,746            | 8,352,531           | 2.8%          |
| Non-Operating Revenue:                                        |                       |                        |                        |                     |               |
| Interest Revenue                                              | 20,946,707            | 22,802,693             | 28,480,778             | 5,678,085           |               |
| Other non-operating revenue                                   | 1,300,162             | 1,103,278              | 1,735,991              | 632,713             |               |
| Total Non-Operating Revenue                                   | 22,246,869            | 23,905,971             | 30,216,769             | 6,310,798           | 26.4%         |
| Total revenues                                                | 610,288,584           | 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)         |               |
| Total revenue less eliminations                               | 562,740,081           | 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           |               |
| Services                                                      | 52,486,360            | 62,977,049             | 65,166,756             | 2,189,707           |               |
| Fuel and lubricants                                           | 5,483,675             | 9,906,437              | 11,439,466             | 1,533,029           |               |
| Parts and supplies                                            | 22,520,904            | 25,741,428             | 26,111,138             | 369,710             |               |
| Casualty and liability costs                                  | 16,155,008            | 13,019,685             | 16,521,233             | 3,501,548           |               |
| Interfund administrative charges                              | 4,693,337             | 4,313,597              | 4,169,734              | (143,863)           |               |
| Utilities                                                     | 9,089,111             | 9,269,457              | 9,809,260              | 539,803             |               |
| Leases and other expenses                                     | 5,660,838             | 9,076,489              | 8,768,983              | (307,506)           |               |
| Health self-insurance claims                                  | 33,620,400            | 37,812,985             | 37,256,520             | (556,465)           |               |
| Casualty & Work comp self ins. claims                         | 17,944,194            | 9,801,000              | 12,100,000             | 2,299,000           |               |
| <b>Total operating expenses</b>                               | <b>354,193,870</b>    | <b>388,971,561</b>     | <b>406,972,515</b>     | <b>18,000,954</b>   | <b>4.6%</b>   |
| Non-Operating Expense:                                        |                       |                        |                        |                     |               |
| Interest expense                                              | 19,872,378            | 22,708,576             | 19,263,945             | (3,444,631)         |               |
| Contributions to outside entities                             | 1,911,586             | 2,598,762              | 2,735,800              | 137,038             |               |
| Other non-operating expense                                   | 1,571,105             | 1,103,278              | 3,063,490              | 1,960,212           |               |
| Total Non-Operating Expense                                   | 23,355,069            | 26,410,616             | 25,063,235             | (1,347,381)         | -5.1%         |
| Total expenses                                                | 377,548,939           | 415,382,177            | 432,035,750            | 16,653,573          | 4.0%          |
| Intercompany expense eliminations                             | (47,548,503)          | (47,769,028)           | (48,925,595)           | (1,156,567)         |               |
| <b>Total expense less eliminations:</b>                       | <b>330,000,436</b>    | <b>367,613,149</b>     | <b>383,110,155</b>     | <b>15,497,006</b>   | <b>4.2%</b>   |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>232,739,645</b>    | <b>4,225,813</b>       | <b>6,067,458</b>       | <b>1,841,645</b>    | <b>43.6%</b>  |
| Depreciation                                                  | 90,011,852            | 73,053,084             | 66,021,766             | (7,031,318)         |               |
| Net transfers                                                 | -                     | -                      | -                      | -                   |               |
| <b>Net income (deficit)</b>                                   | <b>\$ 142,727,793</b> | <b>\$ (68,827,270)</b> | <b>\$ (59,954,308)</b> | <b>\$ 8,872,963</b> | <b>-12.9%</b> |

Numbers may not sum due to rounding.

**Bi-State Development  
Personnel by Division & Function**

|                                             | Budget 2024  | Budget 2025  | Variance  |
|---------------------------------------------|--------------|--------------|-----------|
| <b>Metro Transit Operations</b>             |              |              |           |
| 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)       |
| <b>Total Metro Transit Operations</b>       | <b>1,751</b> | <b>1,765</b> | <b>14</b> |
| <b>Operational Support</b>                  |              |              |           |
| 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            | -         |
| <b>Total Metro Transit</b>                  | <b>1,976</b> | <b>2,005</b> | <b>29</b> |
| 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)                       | -            | -            | -         |
| <b>Total Bi-State Development</b>           | <b>2,043</b> | <b>2,076</b> | <b>33</b> |

**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)       |
| <b>Total Operators</b>            | <b>938</b>   | <b>932</b>   | <b>(6)</b> |
| 788 Clerical                      | 41           | 43           | 2          |
| 788 Service                       | 81           | 84           | 3          |
| 788 Maint                         | 294          | 297          | 3          |
| IBEW                              | 64           | 65           | 1          |
| Salaried                          | 625          | 655          | 30         |
| <b>Total Bi-State Development</b> | <b>2,043</b> | <b>2,076</b> | <b>33</b>  |

## Metro Transit System - Statement of Revenue and Expense

|                                                               | Actual 2023           | Budget 2024            | Budget 2025            | \$ Change            | % Change       |
|---------------------------------------------------------------|-----------------------|------------------------|------------------------|----------------------|----------------|
| Operating Revenue:                                            |                       |                        |                        |                      |                |
| Passenger revenue                                             |                       |                        |                        |                      |                |
| Bus/rail revenue                                              | \$ 19,388,749         | \$ 21,368,209          | \$ 21,165,370          | \$ (202,839)         |                |
| C-A-R revenue                                                 | 539,449               | 699,050                | 694,076                | (4,974)              |                |
| Total Passenger Revenue                                       | 19,928,198            | 22,067,259             | 21,859,446             | (207,813)            | -0.9%          |
| Paratransit contracts                                         | 782,230               | 1,374,675              | 1,724,163              | 349,488              |                |
| Other operating revenue                                       | 5,233,729             | 3,942,451              | 2,831,196              | (1,111,255)          |                |
| Total operating revenue                                       | 25,944,157            | 27,384,385             | 26,414,805             | (969,580)            | -3.5%          |
| Non-Operating Revenue:                                        |                       |                        |                        |                      |                |
| Grant, sales tax and contractual                              | 491,250,560           | 298,006,215            | 306,353,746            | 8,347,531            |                |
| Investment income                                             | 10,204,118            | 3,560,776              | 15,560,625             | 11,999,849           |                |
| Capital lease revenue                                         | 9,375,905             | 9,996,229              | 7,275,841              | (2,720,388)          |                |
| Other misc non-operational revenue                            | 1,048,655             | 1,103,278              | 1,735,991              | 632,713              |                |
| Total Non-Operating Revenue                                   | 511,879,238           | 312,666,498            | 330,926,203            | 18,259,705           | 5.8%           |
| Total revenues                                                | 537,823,396           | 340,050,883            | 357,341,008            | 17,290,125           | 5.1%           |
| Operating Expense:                                            |                       |                        |                        |                      |                |
| Total Wages and 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            |                |
| Fuel and lubrications                                         | 5,383,442             | 9,748,237              | 11,293,198             | 1,544,961            |                |
| Parts and supplies                                            | 21,666,317            | 24,278,995             | 24,568,888             | 289,893              |                |
| Casualty and liability costs                                  | 11,793,850            | 8,274,174              | 11,275,455             | 3,001,281            |                |
| Utilities                                                     | 8,518,700             | 8,829,590              | 9,218,601              | 389,011              |                |
| Other operating expenses                                      | 3,922,782             | 6,742,759              | 6,442,856              | (299,903)            |                |
| Management fees                                               | 3,500,010             | 3,384,655              | 3,195,555              | (189,100)            |                |
| <b>Total operating expenses</b>                               | <b>280,723,435</b>    | <b>315,093,748</b>     | <b>328,980,534</b>     | <b>13,886,786</b>    | <b>4.4%</b>    |
| Non-Operating Expense:                                        |                       |                        |                        |                      |                |
| Capital lease expense                                         | 9,375,905             | 9,996,229              | 7,461,841              | (2,534,388)          |                |
| Interest expense                                              | 10,767,827            | 12,538,454             | 11,821,023             | (717,431)            |                |
| Sheltered workshop                                            | 1,484,269             | 2,437,962              | 2,440,000              | 2,038                |                |
| Other misc non-oper. expense                                  | (3,705,665)           | 1,103,278              | 2,877,490              | 1,774,212            |                |
| Total Non-Operating Expense                                   | 17,922,336            | 26,075,923             | 24,600,354             | (1,475,568)          | -5.7%          |
| Total expenses                                                | 298,645,771           | 341,169,671            | 353,580,888            | 12,411,222           | 3.6%           |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>239,177,625</b>    | <b>(1,118,788)</b>     | <b>3,760,120</b>       | <b>4,878,903</b>     | <b>-436.1%</b> |
| Depreciation                                                  | 88,394,434            | 71,537,899             | 64,559,692             | (6,978,207)          |                |
| Net transfers                                                 | 5,189,163             | 4,913,670              | 3,877,144              | (1,036,528)          |                |
| <b>Net income (deficit)</b>                                   | <b>\$ 145,594,028</b> | <b>\$ (77,570,357)</b> | <b>\$ (64,676,716)</b> | <b>\$ 12,893,637</b> | <b>-16.6%</b>  |

Numbers may not sum due to rounding.

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

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

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, Workforce 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 & Workforce Analytics, Culture & Change Management, Training Management and Organizational 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.

### Transit Operations - Operating Expense

Numbers may not sum due to rounding.

|                                | Budget 2024       | Budget 2025       | \$ Change        | % Change     |
|--------------------------------|-------------------|-------------------|------------------|--------------|
| <b>Bus Transportation</b>      |                   |                   |                  |              |
| 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%         |
| 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%         |
| <b>Operating expense</b>       | <b>67,017,306</b> | <b>69,280,963</b> | <b>2,263,657</b> | <b>3.4%</b>  |
| <b>Rail Transportation</b>     |                   |                   |                  |              |
| 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                       | -                 | (5,262)           | (5,262)          |              |
| Parts and supplies             | 13,164            | 5,792             | (7,372)          | -56.0%       |
| Casualty and liability costs   | -                 | -                 | -                | 0.0%         |
| Utilities                      | 26,688            | 28,400            | 1,712            | 6.4%         |
| Leases and other expense       | 42,579            | 9,857             | (32,722)         | -76.8%       |
| Agency Fees                    | -                 | -                 | -                | 0.0%         |
| <b>Operating expense</b>       | <b>14,876,480</b> | <b>16,594,317</b> | <b>1,717,837</b> | <b>11.5%</b> |



## Transit Operations - Operating Expense

Numbers may not sum due to rounding.

|                                   | Budget 2024       | Budget 2025       | \$ Change          | % Change      |
|-----------------------------------|-------------------|-------------------|--------------------|---------------|
| <b>Paratransit Transportation</b> |                   |                   |                    |               |
| 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%          |
| Utilities                         | 6,000             | 6,000             | -                  | 0.0%          |
| Leases and other expense          | 65,026            | 39,957            | (25,069)           | -38.6%        |
| Agency Fees                       | -                 | -                 | -                  | 0.0%          |
| <b>Operating expense</b>          | <b>16,460,371</b> | <b>14,312,135</b> | <b>(2,148,236)</b> | <b>-13.1%</b> |
| <b>Vehicle Maintenance</b>        |                   |                   |                    |               |
| 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%          |
| <b>Operating expense</b>          | <b>66,941,339</b> | <b>64,879,474</b> | <b>(2,061,865)</b> | <b>-3.1%</b>  |
| <b>Facility Maintenance</b>       |                   |                   |                    |               |
| 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%          |
| Parts and supplies                | 1,526,650         | 1,518,045         | (8,605)            | -0.6%         |
| Casualty and liability costs      | -                 | -                 | -                  | 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%          |
| <b>Operating expense</b>          | <b>14,096,814</b> | <b>14,185,211</b> | <b>88,397</b>      | <b>0.6%</b>   |
| <b>Maintenance of Way</b>         |                   |                   |                    |               |
| Wages & benefits without OPEB     | 15,750,861        | 17,413,332        | 1,662,471          | 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%          |
| Parts and supplies                | 2,591,350         | 3,290,837         | 699,487            | 27.0%         |
| Casualty and liability costs      | -                 | -                 | -                  | 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%          |
| <b>Operating expense</b>          | <b>31,735,449</b> | <b>36,496,325</b> | <b>4,760,876</b>   | <b>15.0%</b>  |

## Transit Operations - Operating Expense

Numbers may not sum due to rounding.

|                                          | Budget 2024       | Budget 2025       | \$ Change        | % Change     |
|------------------------------------------|-------------------|-------------------|------------------|--------------|
| <b>Operations Training</b>               |                   |                   |                  |              |
| 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%         |
| Parts and supplies                       | 49,266            | 97,613            | 48,347           | 98.1%        |
| Casualty and liability costs             | -                 | -                 | -                | 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%         |
| <b>Operating expense</b>                 | <b>2,241,522</b>  | <b>2,804,626</b>  | <b>563,104</b>   | <b>25.1%</b> |
| <b>Planning &amp; System Development</b> |                   |                   |                  |              |
| Wages & benefits without OPEB            | 3,415,166         | 3,662,915         | 247,749          | 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%         |
| Utilities                                | 6,000             | 5,400             | (600)            | -10.0%       |
| Leases and other expense                 | 44,110            | 55,213            | 11,103           | 25.2%        |
| Agency Fees                              | -                 | -                 | -                | 0.0%         |
| <b>Operating expense</b>                 | <b>11,848,659</b> | <b>10,980,232</b> | <b>(868,427)</b> | <b>-7.3%</b> |
| <b>ADA Services</b>                      |                   |                   |                  |              |
| Wages & benefits without OPEB            | 176,981           | 188,592           | 11,611           | 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%         |
| Utilities                                | 984               | 1,620             | 636              | 64.6%        |
| Leases and other expense                 | 26,415            | 25,670            | (745)            | -2.8%        |
| Agency Fees                              | -                 | -                 | -                | 0.0%         |
| <b>Operating expense</b>                 | <b>1,011,489</b>  | <b>1,226,896</b>  | <b>215,407</b>   | <b>21.3%</b> |

## Transit Operations - Operating Expense

Numbers may not sum due to rounding.

|                                          | Budget 2024           | Budget 2025           | \$ Change           | % Change       |
|------------------------------------------|-----------------------|-----------------------|---------------------|----------------|
| <b>Labor Relations</b>                   |                       |                       |                     |                |
| Wages & benefits without OPEB            | 281,373               | 223,899               | (57,474)            | -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                 | (247)               | -8.6%          |
| Casualty and liability costs             | -                     | -                     | -                   | 0.0%           |
| Utilities                                | -                     | 1,200                 | 1,200               | 0.0%           |
| Leases and other expense                 | -                     | 6,914                 | 6,914               | 0.0%           |
| Agency Fees                              | -                     | -                     | -                   | 0.0%           |
| <b>Operating expense</b>                 | <b>868,710</b>        | <b>791,749</b>        | <b>(76,961)</b>     | <b>-8.9%</b>   |
| <b>Operations Administration</b>         |                       |                       |                     |                |
| Wages & benefits without OPEB            | 738,467               | 379,528               | (358,939)           | -48.6%         |
| Other post-employment benefits           | 2,735                 | (8,500)               | (11,235)            | -410.8%        |
| 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%           |
| Utilities                                | 800                   | 900                   | 100                 | 12.5%          |
| Leases and other expense                 | 17,600                | 19,698                | 2,098               | 11.9%          |
| Agency Fees                              | -                     | -                     | -                   | 0.0%           |
| <b>Operating expense</b>                 | <b>1,350,602</b>      | <b>930,465</b>        | <b>(420,137)</b>    | <b>-31.1%</b>  |
| <b>Transit Operations Total</b>          |                       |                       |                     |                |
| <b>Wages &amp; benefits without OPEB</b> | <b>161,033,033</b>    | <b>163,607,576</b>    | <b>2,574,543</b>    | <b>1.6%</b>    |
| <b>Other post-employment benefits</b>    | <b>933,448</b>        | <b>(584,635)</b>      | <b>(1,518,083)</b>  | <b>-162.6%</b> |
| <b>Services</b>                          | <b>26,672,094</b>     | <b>26,951,582</b>     | <b>279,488</b>      | <b>1.0%</b>    |
| <b>Fuel and lubrications</b>             | <b>9,743,525</b>      | <b>11,349,078</b>     | <b>1,605,553</b>    | <b>16.5%</b>   |
| <b>Parts and supplies</b>                | <b>20,908,917</b>     | <b>21,549,297</b>     | <b>640,380</b>      | <b>3.1%</b>    |
| <b>Casualty and liability costs</b>      | <b>(224,120)</b>      | <b>(76,524)</b>       | <b>147,596</b>      | <b>-65.9%</b>  |
| <b>Utilities</b>                         | <b>8,310,652</b>      | <b>8,689,740</b>      | <b>379,088</b>      | <b>4.6%</b>    |
| <b>Leases and other expense</b>          | <b>1,071,192</b>      | <b>996,279</b>        | <b>(74,913)</b>     | <b>-7.0%</b>   |
| <b>Agency fees</b>                       | <b>-</b>              | <b>-</b>              | <b>-</b>            | <b>0.0%</b>    |
| <b>Operating expense</b>                 | <b>\$ 228,448,742</b> | <b>\$ 232,482,393</b> | <b>\$ 4,033,652</b> | <b>1.8%</b>    |

## Executive Vice-President - Administration - Operating Expense

Numbers may not sum due to rounding.

|                                               | Budget 2024       | Budget 2025       | \$ Change        | % Change     |
|-----------------------------------------------|-------------------|-------------------|------------------|--------------|
| <b>Procurement &amp; Inventory Management</b> |                   |                   |                  |              |
| Wages & benefits without OPEB                 | \$ 5,532,494      | \$ 5,657,631      | \$ 125,137       | 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%         |
| Utilities                                     | 3,960             | 2,060             | (1,900)          | -48.0%       |
| Leases and other expense                      | 52,530            | 78,324            | 25,794           | 49.1%        |
| <b>Operating expense</b>                      | <b>6,495,402</b>  | <b>6,343,154</b>  | <b>(152,248)</b> | <b>-2.3%</b> |
| <b>Workforce Diversity &amp; EEO</b>          |                   |                   |                  |              |
| 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%         |
| Parts and supplies                            | 12,400            | 12,248            | (152)            | -1.2%        |
| Casualty and liability costs                  | -                 | -                 | -                | 0.0%         |
| Utilities                                     | 1,680             | 1,800             | 120              | 7.1%         |
| Leases and other expense                      | 19,320            | 52,476            | 33,156           | 171.6%       |
| <b>Operating expense</b>                      | <b>289,001</b>    | <b>296,269</b>    | <b>7,268</b>     | <b>2.5%</b>  |
| <b>Information Technology</b>                 |                   |                   |                  |              |
| Wages & benefits without OPEB                 | 4,868,324         | 5,549,470         | 681,146          | 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%         |
| <b>Operating expense</b>                      | <b>11,549,291</b> | <b>12,070,548</b> | <b>521,257</b>   | <b>4.5%</b>  |
| <b>Executive VP Administration</b>            |                   |                   |                  |              |
| Wages & benefits without OPEB                 | 713,324           | 833,949           | 120,625          | 16.9%        |
| Other post-employment benefits                | 2,609             | (10,800)          | (13,409)         | -514.0%      |
| Services                                      | 66,000            | 80,085            | 14,085           | 21.3%        |
| Parts and supplies                            | 371,000           | 325,442           | (45,558)         | -12.3%       |
| Casualty and liability costs                  | -                 | -                 | -                | 0.0%         |
| Utilities                                     | 1,000             | 2,500             | 1,500            | 150.0%       |
| Leases and other expense                      | 65,304            | 30,598            | (34,706)         | -53.1%       |
| <b>Operating expense</b>                      | <b>1,219,237</b>  | <b>1,261,774</b>  | <b>42,537</b>    | <b>3.5%</b>  |

## Executive Vice-President - Administration - Operating Expense

Numbers may not sum due to rounding.

|                                          | Budget 2024          | Budget 2025          | \$ Change         | % Change    |
|------------------------------------------|----------------------|----------------------|-------------------|-------------|
| <b>Executive Vice President - Totals</b> |                      |                      |                   |             |
| <b>Wages &amp; benefits without OPEB</b> | 11,331,965           | 12,252,216           | 920,251           | 8.1%        |
| <b>Other post-employment benefits</b>    | 69,079               | (154,380)            | (223,459)         | -323.5%     |
| <b>Services</b>                          | 6,050,640            | 5,896,248            | (154,392)         | -2.6%       |
| <b>Fuel &amp; Lubrications</b>           | -                    | -                    | -                 | 0.0%        |
| <b>Parts and supplies</b>                | 1,245,110            | 1,001,018            | (244,092)         | -19.6%      |
| <b>Casualty and liability costs</b>      | 246,000              | 341,322              | 95,322            | 38.7%       |
| <b>Utilities</b>                         | 356,460              | 356,552              | 92                | 0.0%        |
| <b>Leases and other expense</b>          | 253,678              | 278,770              | 25,092            | 9.9%        |
| <b>Operating expense</b>                 | <b>\$ 19,552,931</b> | <b>\$ 19,971,746</b> | <b>\$ 418,815</b> | <b>2.1%</b> |

## Executive Vice-President - Organizational Effectiveness - Operating Expense

Numbers may not sum due to rounding.

|                                               | Budget 2024      | Budget 2025      | \$ Change        | % Change     |
|-----------------------------------------------|------------------|------------------|------------------|--------------|
| <b>Human Resources</b>                        |                  |                  |                  |              |
| 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%         |
| Utilities                                     | 11,000           | 8,400            | (2,600)          | -23.6%       |
| Leases and other expense                      | 318,229          | 544,086          | 225,857          | 71.0%        |
| <b>Operating expense</b>                      | <b>3,696,465</b> | <b>3,358,544</b> | <b>(337,921)</b> | <b>-9.1%</b> |
| <b>Pension &amp; Retiree Benefits</b>         |                  |                  |                  |              |
| 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)         | -1283.7%     |
| Services                                      | 98,780           | 95,330           | (3,450)          | -3.5%        |
| Parts and supplies                            | 100              | 433              | 333              | 333.0%       |
| Casualty and liability costs                  | 17,862           | -                | (17,862)         | -100.0%      |
| Utilities                                     | 744              | 1,544            | 800              | 107.5%       |
| Leases and other expense                      | 16,500           | 10,565           | (5,935)          | -36.0%       |
| <b>Operating expense</b>                      | <b>7,919,997</b> | <b>9,534,241</b> | <b>1,614,244</b> | <b>20.4%</b> |
| <b>Compensation &amp; Workforce Analytics</b> |                  |                  |                  |              |
| Wages & benefits without OPEB                 | -                | 181,659          | 181,659          | 0.0%         |
| Other post-employment benefits                | -                | -                | -                | 0.0%         |
| Services                                      | -                | 208,644          | 208,644          | 0.0%         |
| Parts and supplies                            | -                | -                | -                | 0.0%         |
| Casualty and liability costs                  | -                | -                | -                | 0.0%         |
| Utilities                                     | -                | -                | -                | 0.0%         |
| Leases and other expense                      | -                | 295,227          | 295,227          | 0.0%         |
| <b>Operating expense</b>                      | <b>-</b>         | <b>685,530</b>   | <b>685,530</b>   | <b>0.0%</b>  |

## Executive Vice-President - Organizational Effectiveness - Operating Expense

Numbers may not sum due to rounding.

|                                                         | Budget 2024          | Budget 2025          | \$ Change           | % Change       |
|---------------------------------------------------------|----------------------|----------------------|---------------------|----------------|
| <b>Culture &amp; Change Management</b>                  |                      |                      |                     |                |
| Wages & benefits without OPEB                           | 177,773              | 306,320              | 128,547             | 72.3%          |
| Other post-employment benefits                          | -                    | -                    | -                   | 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%           |
| Utilities                                               | -                    | 1,500                | 1,500               | 0.0%           |
| Leases and other expense                                | 122,100              | 84,654               | (37,446)            | -30.7%         |
| <b>Operating expense</b>                                | <b>365,873</b>       | <b>596,416</b>       | <b>230,543</b>      | <b>63.0%</b>   |
| <b>Training Management Development</b>                  |                      |                      |                     |                |
| Wages & benefits without OPEB                           | -                    | 344,903              | 344,903             | 0.0%           |
| Other post-employment benefits                          | -                    | -                    | -                   | 0.0%           |
| Services                                                | 59,907               | 44,415               | (15,492)            | 0.0%           |
| Parts and supplies                                      | -                    | 22,161               | 22,161              | 0.0%           |
| Casualty and liability costs                            | -                    | -                    | -                   | 0.0%           |
| Utilities                                               | -                    | 2,250                | 2,250               | 0.0%           |
| Leases and other expense                                | 1,685,801            | 330,823              | (1,354,978)         | -80.4%         |
| <b>Operating expense</b>                                | <b>1,745,708</b>     | <b>744,552</b>       | <b>(1,001,156)</b>  | <b>-57.3%</b>  |
| <b>Executive VP Organizational Effectiveness</b>        |                      |                      |                     |                |
| Wages & benefits without OPEB                           | 168,398              | 912,283              | 743,885             | 441.7%         |
| Other post-employment benefits                          | 845                  | (8,700)              | (9,545)             | -1129.6%       |
| 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%           |
| Utilities                                               | -                    | 2,250                | 2,250               | 0.0%           |
| Leases and other expense                                | 278,659              | 939,461              | 660,802             | 237.1%         |
| <b>Operating expense</b>                                | <b>988,139</b>       | <b>2,086,300</b>     | <b>1,098,161</b>    | <b>111.1%</b>  |
| <b>Executive Vice Pres.- Org Effectiveness - Totals</b> |                      |                      |                     |                |
| <b>Wages &amp; benefits without OPEB</b>                | <b>10,472,313</b>    | <b>13,101,228</b>    | <b>2,628,915</b>    | <b>25.1%</b>   |
| <b>Other post employment benefits</b>                   | <b>10,375</b>        | <b>(51,200)</b>      | <b>(61,575)</b>     | <b>-593.5%</b> |
| <b>Services</b>                                         | <b>1,596,500</b>     | <b>1,576,551</b>     | <b>(19,949)</b>     | <b>-1.2%</b>   |
| <b>Parts and supplies</b>                               | <b>186,100</b>       | <b>158,244</b>       | <b>(27,856)</b>     | <b>-15.0%</b>  |
| <b>Casualty and liability costs</b>                     | <b>17,862</b>        | <b>-</b>             | <b>(17,862)</b>     | <b>-100.0%</b> |
| <b>Utilities</b>                                        | <b>11,744</b>        | <b>15,944</b>        | <b>4,200</b>        | <b>35.8%</b>   |
| <b>Leases and other expense</b>                         | <b>2,421,289</b>     | <b>2,204,816</b>     | <b>(216,473)</b>    | <b>-8.9%</b>   |
| <b>Operating expense</b>                                | <b>\$ 14,716,182</b> | <b>\$ 17,005,583</b> | <b>\$ 2,289,401</b> | <b>15.6%</b>   |

## Executive Transit Operations Administration

Numbers may not sum due to rounding.

|                                | Budget 2024       | Budget 2025       | \$ Change        | % Change        |
|--------------------------------|-------------------|-------------------|------------------|-----------------|
| <b>Security</b>                |                   |                   |                  |                 |
| 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%            |
| Parts and supplies             | 64,986            | 64,911            | (75)             | -0.1%           |
| Casualty and liability costs   | -                 | -                 | -                | 0.0%            |
| Utilities                      | 11,985            | 4,950             | (7,035)          | -58.7%          |
| Leases and other expense       | 39,314            | 19,371            | (19,943)         | -50.7%          |
| <b>Operating expense</b>       | <b>21,766,126</b> | <b>21,838,487</b> | <b>72,361</b>    | <b>0.3%</b>     |
| <b>Drug &amp; Alcohol</b>      |                   |                   |                  |                 |
| 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%            |
| <b>Operating expense</b>       | <b>809,255</b>    | <b>881,652</b>    | <b>72,397</b>    | <b>8.9%</b>     |
| <b>Risk Management</b>         |                   |                   |                  |                 |
| 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%            |
| <b>Operating expense</b>       | <b>8,791,300</b>  | <b>11,377,284</b> | <b>2,585,984</b> | <b>29.4%</b>    |
| <b>Safety</b>                  |                   |                   |                  |                 |
| 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   | -                 | 9,818             | 9,818            | 0.0%            |
| Utilities                      | 35,660            | 25,750            | (9,910)          | -27.8%          |
| Leases and other expense       | 65,760            | 373,042           | 307,282          | 467.3%          |
| <b>Operating expense</b>       | <b>1,742,441</b>  | <b>2,272,863</b>  | <b>530,422</b>   | <b>30.4%</b>    |
| <b>Emergency Preparedness</b>  |                   |                   |                  |                 |
| Wages & benefits without OPEB  | -                 | 91,832            | 91,832           | 0.0%            |
| Other post-employment benefits | 864               | -                 | (864)            | -100.0%         |
| Services                       | -                 | -                 | -                | 0.0%            |
| Parts and supplies             | -                 | -                 | -                | 0.0%            |
| Casualty and liability costs   | -                 | -                 | -                | 0.0%            |
| Utilities                      | -                 | -                 | -                | 0.0%            |
| Leases and other expense       | -                 | -                 | -                | 0.0%            |
| <b>Operating expense</b>       | <b>864</b>        | <b>91,832</b>     | <b>90,968</b>    | <b>10528.7%</b> |



## Executive Transit Operations Administration

Numbers may not sum due to rounding.

|                                                           | Budget 2024          | Budget 2025          | \$ Change           | % Change       |
|-----------------------------------------------------------|----------------------|----------------------|---------------------|----------------|
| <b>Engineering &amp; New Systems</b>                      |                      |                      |                     |                |
| 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%           |
| Utilities                                                 | 5,400                | -                    | (5,400)             | -100.0%        |
| Leases and other expense                                  | 32,000               | 15,846               | (16,154)            | -50.5%         |
| <b>Operating expense</b>                                  | <b>5,744,164</b>     | <b>6,068,203</b>     | <b>324,039</b>      | <b>5.6%</b>    |
| <b>Executive Transit Operations Administration Totals</b> |                      |                      |                     |                |
| <b>Wages &amp; benefits without OPEB</b>                  | <b>10,188,815</b>    | <b>10,318,043</b>    | <b>129,227</b>      | <b>1.3%</b>    |
| <b>Other post-employment benefits</b>                     | <b>56,982</b>        | <b>(175,083)</b>     | <b>(232,065)</b>    | <b>-407.3%</b> |
| <b>Services</b>                                           | <b>19,907,076</b>    | <b>20,671,637</b>    | <b>764,561</b>      | <b>3.8%</b>    |
| <b>Parts and supplies</b>                                 | <b>306,358</b>       | <b>332,598</b>       | <b>26,240</b>       | <b>8.6%</b>    |
| <b>Casualty and liability costs</b>                       | <b>8,188,000</b>     | <b>10,926,153</b>    | <b>2,738,153</b>    | <b>33.4%</b>   |
| <b>Utilities</b>                                          | <b>54,645</b>        | <b>32,500</b>        | <b>(22,145)</b>     | <b>-40.5%</b>  |
| <b>Leases and other expense</b>                           | <b>152,274</b>       | <b>424,474</b>       | <b>272,200</b>      | <b>178.8%</b>  |
| <b>Operating expense</b>                                  | <b>\$ 38,854,150</b> | <b>\$ 42,530,321</b> | <b>\$ 3,676,171</b> | <b>9.5%</b>    |

## Marketing & Communications - Operating Expense

Numbers may not sum due to rounding.

|                                               | Budget 2024         | Budget 2025         | \$ Change        | % Change       |
|-----------------------------------------------|---------------------|---------------------|------------------|----------------|
| <b>Arts in Transit</b>                        |                     |                     |                  |                |
| Wages & benefits without OPEB                 | \$ -                | \$ -                | \$ -             | 0.0%           |
| Other post-employment benefits                | -                   | -                   | -                | 0.0%           |
| Services                                      | 50,000              | 48,198              | (1,802)          | -3.6%          |
| Parts and supplies                            | 1,700               | 1,370               | (330)            | -19.4%         |
| Casualty and liability costs                  | -                   | -                   | -                | 0.0%           |
| Utilities                                     | -                   | -                   | -                | 0.0%           |
| Leases and other expense                      | 250                 | -                   | (250)            | -100.0%        |
| <b>Operating expense</b>                      | <b>51,950</b>       | <b>49,568</b>       | <b>(2,382)</b>   | <b>-4.6%</b>   |
| <b>Gateway Card Center</b>                    |                     |                     |                  |                |
| 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%           |
| Utilities                                     | 600                 | 600                 | -                | 0.0%           |
| Leases and other expense                      | 50,450              | 55,789              | 5,339            | 10.6%          |
| <b>Operating expense</b>                      | <b>686,242</b>      | <b>710,013</b>      | <b>23,772</b>    | <b>3.5%</b>    |
| <b>Marketing Management</b>                   |                     |                     |                  |                |
| 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%           |
| Utilities                                     | 4,850               | 10,800              | 5,950            | 122.7%         |
| Leases and other expense                      | 717,833             | 698,846             | (18,987)         | -2.6%          |
| <b>Operating expense</b>                      | <b>3,772,544</b>    | <b>3,775,597</b>    | <b>3,053</b>     | <b>0.1%</b>    |
| <b>Marketing &amp; Communications - Total</b> |                     |                     |                  |                |
| <b>Wages &amp; benefits without OPEB</b>      | <b>2,233,360</b>    | <b>2,412,347</b>    | <b>178,987</b>   | <b>8.0%</b>    |
| <b>Other post employment benefits</b>         | <b>14,190</b>       | <b>(38,530)</b>     | <b>(52,720)</b>  | <b>-371.5%</b> |
| <b>Services</b>                               | <b>1,282,602</b>    | <b>1,189,631</b>    | <b>(92,971)</b>  | <b>-7.2%</b>   |
| <b>Fuel and lubrications</b>                  | <b>-</b>            | <b>-</b>            | <b>-</b>         | <b>0.0%</b>    |
| <b>Parts and supplies</b>                     | <b>206,600</b>      | <b>205,696</b>      | <b>(904)</b>     | <b>-0.4%</b>   |
| <b>Casualty and liability costs</b>           | <b>-</b>            | <b>-</b>            | <b>-</b>         | <b>0.0%</b>    |
| <b>Utilities</b>                              | <b>5,450</b>        | <b>11,400</b>       | <b>5,950</b>     | <b>109.2%</b>  |
| <b>Leases and other expense</b>               | <b>768,533</b>      | <b>754,635</b>      | <b>(13,898)</b>  | <b>-1.8%</b>   |
| <b>Total operating expense</b>                | <b>\$ 4,510,735</b> | <b>\$ 4,535,179</b> | <b>\$ 24,443</b> | <b>0.5%</b>    |

## Finance - Operating Expense

Numbers may not sum due to rounding.

|                                | Budget 2024         | Budget 2025          | \$ Change           | % Change     |
|--------------------------------|---------------------|----------------------|---------------------|--------------|
| <b>Finance</b>                 |                     |                      |                     |              |
| 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              | -                    | (44,400)            | -100.0%      |
| Parts and supplies             | 1,376,945           | 1,258,216            | (118,729)           | -8.6%        |
| Casualty and liability costs   | -                   | -                    | -                   | 0.0%         |
| Utilities                      | 5,005               | 5,000                | (5)                 | -0.1%        |
| Leases and other expense       | 3,905,192           | 4,547,052            | 641,860             | 16.4%        |
| <b>Total operating expense</b> | <b>\$ 6,424,376</b> | <b>\$ 10,951,973</b> | <b>\$ 4,527,597</b> | <b>70.5%</b> |

## Real Estate & Meridian - Operating Expense

Numbers may not sum due to rounding.

|                                   | Budget 2024         | Budget 2025         | \$ Change             | % Change      |
|-----------------------------------|---------------------|---------------------|-----------------------|---------------|
| <b>Real Estate &amp; Meridian</b> |                     |                     |                       |               |
| Wages & benefits without OPEB     | \$ 259,375          | \$ 275,222          | \$ 15,847             | 6.1%          |
| Other post-employment benefits    | 1,881               | (5,700)             | (7,581)               | -403.0%       |
| Services                          | 626,755             | 601,526             | (25,229)              | -4.0%         |
| Fuel and lubrications             | -                   | -                   | -                     | 0.0%          |
| Parts and supplies                | 9,277               | 7,937               | -                     | -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%          |
| <b>Total operating expense</b>    | <b>\$ 2,586,632</b> | <b>\$ 1,503,339</b> | <b>\$ (1,083,293)</b> | <b>-41.9%</b> |

## 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            |              |
| <b>Total operating expenses</b>                               | <b>6,875,825</b>    | <b>8,046,845</b>    | <b>8,717,712</b>    | <b>670,867</b>    | <b>8.3%</b>  |
| 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%         |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>3,030,646</b>    | <b>1,225,987</b>    | <b>1,617,398</b>    | <b>391,411</b>    | <b>31.9%</b> |
| Depreciation and amortization                                 | -                   | -                   | -                   | -                 |              |
| Net transfers                                                 | (42,779)            | -                   | -                   | -                 |              |
| <b>Net income (deficit)</b>                                   | <b>\$ 3,073,425</b> | <b>\$ 1,225,987</b> | <b>\$ 1,617,398</b> | <b>\$ 391,411</b> | <b>31.9%</b> |

Numbers may not sum due to rounding.

## 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               |                |
| <b>Total operating expenses</b>                               | <b>3,213,604</b>  | <b>3,607,309</b> | <b>3,878,609</b>  | <b>271,300</b>    | <b>7.5%</b>    |
| Non-Operating Expense:                                        | -                 |                  |                   |                   |                |
| Total expenses                                                | 3,213,604         | 3,607,309        | 3,878,609         | 271,300           | 7.5%           |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>801,153</b>    | <b>260,669</b>   | <b>438,079</b>    | <b>177,410</b>    | <b>68.1%</b>   |
| Depreciation and amortization                                 | 261,414           | 255,010          | 241,719           | (13,290)          |                |
| Net Transfers                                                 | -                 |                  |                   |                   |                |
| <b>Net income (deficit)</b>                                   | <b>\$ 539,739</b> | <b>\$ 5,659</b>  | <b>\$ 196,360</b> | <b>\$ 190,700</b> | <b>3369.9%</b> |

Numbers may not sum due to rounding.

## 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           |              |
| <b>Total operating expenses</b>                               | <b>1,853,491</b>    | <b>1,877,513</b>    | <b>2,106,490</b>    | <b>228,977</b>   | <b>12.2%</b> |
| Non-Operating Expense:                                        |                     |                     |                     |                  |              |
| Other non-operating expense                                   | 3,794               | -                   | -                   | -                |              |
| Total expenses                                                | 1,857,285           | 1,877,513           | 2,106,490           | 228,977          | 12.2%        |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>185,492</b>      | <b>272,738</b>      | <b>284,795</b>      | <b>12,057</b>    | <b>4.4%</b>  |
| Depreciation and amortization                                 | 856,004             | 1,260,175           | 1,220,354           | (39,821)         |              |
| <b>Net income (deficit)</b>                                   | <b>\$ (670,512)</b> | <b>\$ (987,437)</b> | <b>\$ (935,559)</b> | <b>\$ 51,878</b> | <b>-5.3%</b> |

Numbers may not sum due to rounding.

## 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               |              |
| <b>Total operating expenses</b>                               | <b>419,162</b>    | <b>504,023</b>      | <b>605,466</b>      | <b>101,443</b>      | <b>20.1%</b> |
| Total expenses                                                | 419,162           | 504,023             | 605,466             | 101,443             | 20.1%        |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>(104,917)</b>  | <b>(104,023)</b>    | <b>(205,466)</b>    | <b>(101,443)</b>    | <b>97.5%</b> |
| Other non-operating expense                                   | (493,689)         | -                   | -                   | -                   |              |
| <b>Net income (deficit)</b>                                   | <b>\$ 388,772</b> | <b>\$ (104,023)</b> | <b>\$ (205,466)</b> | <b>\$ (101,443)</b> | <b>97.5%</b> |

Numbers may not sum due to rounding.

## 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)              |               |
| <b>Total operating expenses</b>  | <b>3,725,940</b>  | <b>4,850,848</b>    | <b>5,080,141</b>    | <b>229,293</b>        | <b>4.7%</b>   |
| Non-Operating Expense:           | 536,468           |                     |                     |                       |               |
| Total expenses                   | 4,262,408         | 4,850,848           | 5,080,141           | 229,293               | 4.7%          |
| <b>Net income (deficit)</b>      | <b>\$ 831,947</b> | <b>\$ 8,602,901</b> | <b>\$ 4,049,675</b> | <b>\$ (4,553,226)</b> | <b>-52.9%</b> |

Numbers may not sum due to rounding.



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 by Functional Area

Numbers may not sum due to rounding.

|                                | Budget 2024      | Budget 2025      | \$ Change       | % Change     |
|--------------------------------|------------------|------------------|-----------------|--------------|
| <b>Executive Office</b>        |                  |                  | 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%        |
| <b>Operating expense</b>       | <b>794,221</b>   | <b>846,515</b>   | <b>52,294</b>   | <b>6.6%</b>  |
| <b>Internal Audit</b>          |                  |                  | 0               | 0.0%         |
| Wages & benefits without OPEB  | 881,702          | 1,022,543        | 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%       |
| <b>Operating expense</b>       | <b>1,750,750</b> | <b>1,662,043</b> | <b>(88,707)</b> | <b>-5.1%</b> |
| <b>General Counsel</b>         |                  |                  | 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%        |
| <b>Operating expense</b>       | <b>1,099,498</b> | <b>1,086,322</b> | <b>(13,176)</b> | <b>-1.2%</b> |
| <b>Economic Development</b>    |                  |                  | 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%         |
| <b>Operating expense</b>       | <b>272,138</b>   | <b>281,940</b>   | <b>9,802</b>    | <b>3.6%</b>  |

|                                          | Budget 2024    | Budget 2025    | \$ Change      | % Change     |
|------------------------------------------|----------------|----------------|----------------|--------------|
| <b>Tourism Innovation Administration</b> |                |                |                |              |
| 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%      |
| <b>Operating expense</b>                 | <b>484,241</b> | <b>679,824</b> | <b>195,583</b> | <b>40.4%</b> |
| <b>Financial Expenses</b>                |                |                | 0              | 0.0%         |
| Wages & benefits without OPEB            | 0              | 0              | 0              | 0.0%         |
| Other post-employment benefits           | 0              | 0              | 0              | 0.0%         |
| Services                                 | 250,000        | 250,000        | 0              | 0.0%         |
| 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        | 200,000        | (0)            | 0.0%         |
| <b>Operating expense</b>                 | <b>450,000</b> | <b>523,496</b> | <b>73,496</b>  | <b>16.3%</b> |

Numbers may not sum due to rounding

## Health Self Insurance Fund Statement of Revenue & Expense

|                                   | Actual 2023       | Budget 2024       | Budget 2025       | \$ Change     | % Change    |
|-----------------------------------|-------------------|-------------------|-------------------|---------------|-------------|
| Operating Revenue:                |                   |                   |                   |               |             |
| Employee health                   | \$ 6,888,205      | \$ 6,817,968      | \$ 7,342,920      | \$ 524,952    |             |
| Employer health                   | 28,243,518        | 32,571,409        | 32,041,797        | (529,612)     |             |
| Total operating revenues          | 35,131,723        | 39,389,377        | 39,384,717        | (4,660)       | 0.0%        |
| Non-Operating Revenue:            |                   |                   |                   |               |             |
| Interest revenue                  | 36,897            | -                 | 67,500            | 67,500        |             |
| Total revenues                    | 35,168,620        | 39,389,377        | 39,452,217        | 62,840        | 0.2%        |
| Operating Expense:                |                   |                   |                   |               |             |
| Wages and benefits                | 905,877           | 891,227           | 949,809           | 58,582        |             |
| Services                          | 168,142           | 523,440           | 1,048,395         | 524,955       |             |
| Fuel, materials and supplies      | 8,621             | 27,730            | 33,640            | 5,910         |             |
| Utilities                         | 3,848             | 4,560             | 4,680             | 120           |             |
| Leases, other and admin. charges  | 85,055            | 128,635           | 148,375           | 19,740        |             |
| Health and welfare self-insurance | 33,620,916        | 37,812,985        | 37,256,518        | (556,467)     |             |
| <b>Total operating expenses</b>   | <b>34,792,459</b> | <b>39,388,577</b> | <b>39,441,417</b> | <b>52,840</b> | <b>0.1%</b> |
| Non-Operating Expense:            |                   | 800               | 10,800            |               |             |
| Total expenses                    | 34,792,459        | 39,389,377        | 39,452,217        | 62,840        | 0.2%        |
| <b>Net income (deficit)</b>       | <b>\$ 376,161</b> | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>   | <b>0.0%</b> |

Numbers may not sum due to rounding.

## Casualty Self Insurance Fund Statement of Revenue & Expense

|                                                               | Actual 2023         | Budget 2024        | Budget 2025        | \$ Change        | % Change      |
|---------------------------------------------------------------|---------------------|--------------------|--------------------|------------------|---------------|
| Operating Revenue:                                            |                     |                    |                    |                  |               |
| Casualty Insurance Revenue                                    | \$ 8,259,104        | \$ 3,816,405       | \$ 6,160,000       | \$ 2,343,595     |               |
| 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)          |               |
| Services                                                      | 140,192             | 402,000            | 397,000            | (5,000)          |               |
| Casualty and liability costs                                  | 3,679,533           | 4,022,000          | 4,300,000          | 278,000          |               |
| Leases, other and admin. charges                              | -                   | 600                | -                  | (600)            |               |
| Casualty self-insurance                                       | 9,142,692           | 3,001,000          | 4,400,000          | 1,399,000        |               |
| <b>Total operating expenses</b>                               | <b>13,038,490</b>   | <b>7,557,803</b>   | <b>9,226,985</b>   | <b>1,669,182</b> | <b>22.1%</b>  |
| Non-Operating Expense:                                        |                     |                    |                    |                  |               |
| Total expenses                                                | 13,038,490          | 7,557,803          | 9,226,985          | 1,669,182        | 22.1%         |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>(4,517,879)</b>  | <b>(3,741,398)</b> | <b>(2,904,485)</b> | <b>836,913</b>   | <b>-22.4%</b> |
| Net Transfers                                                 | (3,932,295)         | (3,741,398)        | (2,904,485)        | 836,913          |               |
| <b>Net income (deficit)</b>                                   | <b>\$ (585,585)</b> | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>      | <b>0.0%</b>   |

Numbers may not sum due to rounding.

## Workers' Compensation Self Insurance Fund Statement of Revenue & Expense

|                                                                  | Actual 2023           | Budget 2024        | Budget 2025      | \$ Change      | % Change      |
|------------------------------------------------------------------|-----------------------|--------------------|------------------|----------------|---------------|
| Operating Revenue:                                               |                       |                    |                  |                |               |
| Workers' Comp. Insurance Revenue                                 | \$ 6,139,333          | \$ 6,820,672       | \$ 7,735,050     | \$ 914,378     |               |
| Total operating revenues                                         | 6,139,333             | 6,820,672          | 7,735,050        | 914,378        | 13.4%         |
| Non-Operating Revenue:                                           |                       |                    |                  |                |               |
| Interest revenue                                                 | 449,684               | -                  | 175,000          | 175,000        |               |
| Total revenues                                                   | 6,589,017             | 6,820,672          | 7,910,050        | 1,089,378      | 16.0%         |
| Operating Expense:                                               |                       |                    |                  |                |               |
| Wages and benefits                                               | 93,179                | 153,944            | 146,459          | (7,485)        |               |
| Services                                                         | 103,258               | 356,500            | 359,000          | 2,500          |               |
| Fuel, materials and supplies                                     | 140                   | -                  | -                | -              |               |
| Casualty and liability costs                                     | 253,831               | 281,000            | 300,000          | 19,000         |               |
| Leases, other and admin. charges                                 | 282,631               | 401,500            | 377,250          | (24,250)       |               |
| Workers comp self-insurance                                      | 8,801,502             | 6,800,000          | 7,700,000        | 900,000        |               |
| <b>Total operating expenses</b>                                  | <b>9,534,541</b>      | <b>7,992,944</b>   | <b>8,882,709</b> | <b>889,765</b> | <b>11.1%</b>  |
| Non-Operating Expense:                                           |                       |                    |                  |                |               |
| Total expenses                                                   | 9,534,541             | 7,992,944          | 8,882,709        | 889,765        | 11.1%         |
| <b>Net income (deficit) before depreciation and amortization</b> | <b>(2,945,524)</b>    | <b>(1,172,272)</b> | <b>(972,659)</b> | <b>199,613</b> | <b>-17.0%</b> |
| Net transfers                                                    | (756,868)             | (1,172,272)        | (972,659)        | 199,613        |               |
| <b>Net income (deficit)</b>                                      | <b>\$ (2,188,656)</b> | <b>\$ -</b>        | <b>\$ -</b>      | <b>\$ -</b>    | <b>0.0%</b>   |

Numbers may not sum due to rounding.

## 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)       |             |
| <b>Total operating expenses</b>                               | <b>17,437</b>      | <b>51,950</b> | <b>52,452</b> | <b>502</b>  | <b>1.0%</b> |
| Non-Operating Expense:                                        |                    |               |               |             |             |
| Contributions to outside entities                             | -                  | -             | -             | -           |             |
| Total expenses                                                | 17,437             | 51,950        | 52,452        | 502         | 1.0%        |
| <b>Net income (deficit) before depreciation and transfers</b> | <b>(17,437)</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>    | <b>0.0%</b> |
| <b>Net income (deficit)</b>                                   | <b>\$ (17,437)</b> | <b>\$ -</b>   | <b>\$ -</b>   | <b>\$ -</b> | <b>0.0%</b> |

Numbers may not sum due to rounding.

# OPERATING BUDGET: THE ANALYSIS

# 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.



## Assumptions

The FY 2025 budget projects a \$3,760,120 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.

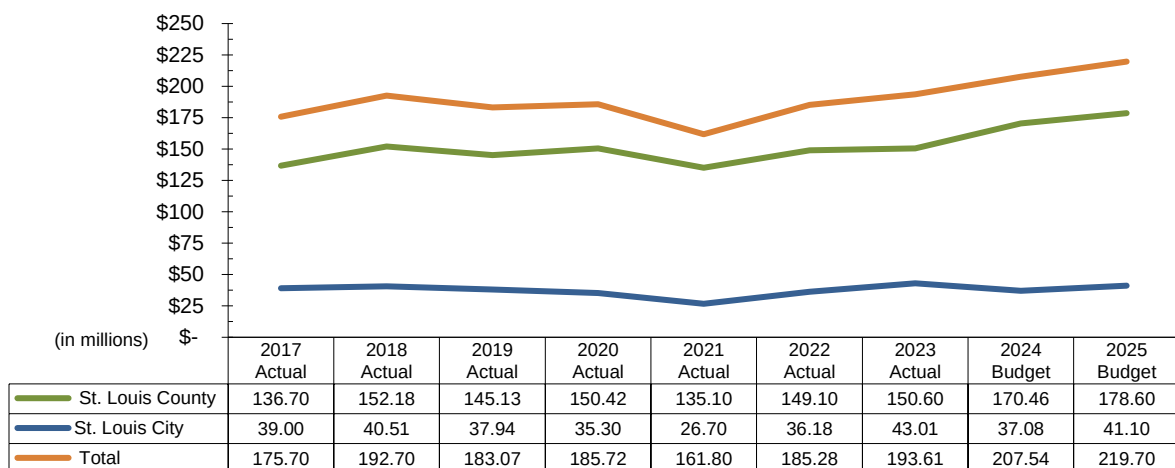
## Grants, Sales Tax, and Contractual Revenue

**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



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.

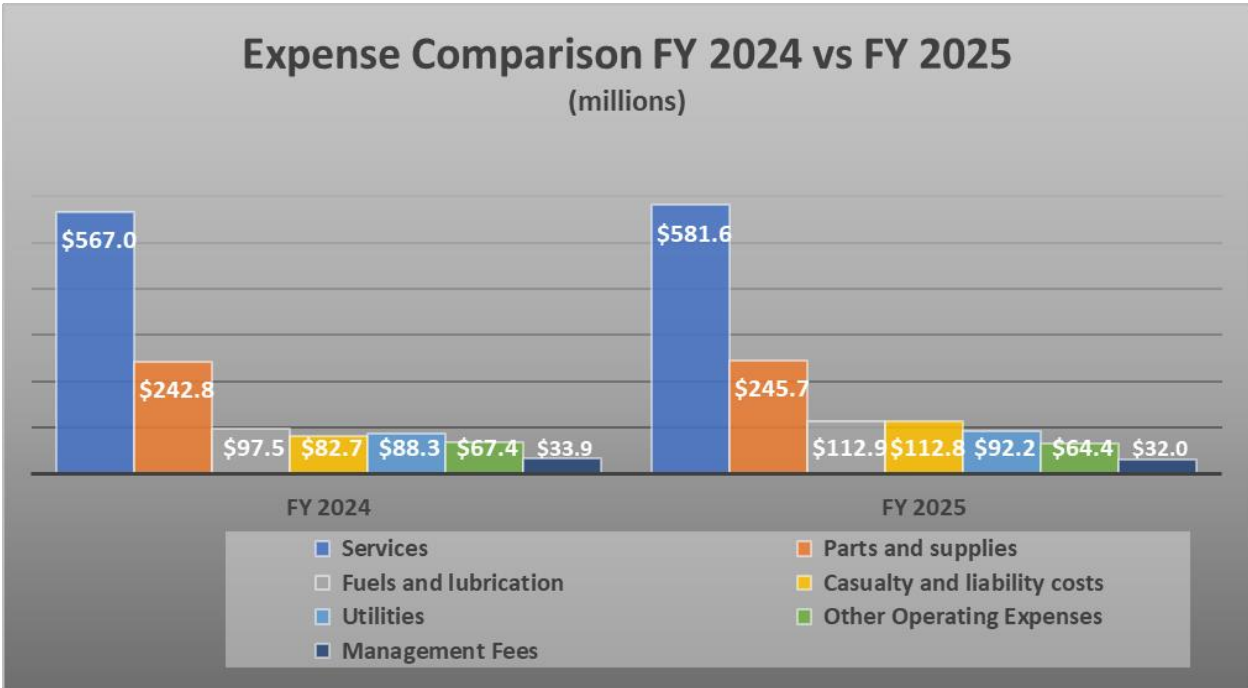
**Parts and supplies** expense is expected to increase 1.2%. Life cycle fleet maintenance is the basis in determining revenue equipment parts needs each year. Enhanced inventory management which includes addressing supply chain issues and a continued emphasis on quality parts will drive cost efficiencies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

## 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 RESPONSIBILITY

- ✓ 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

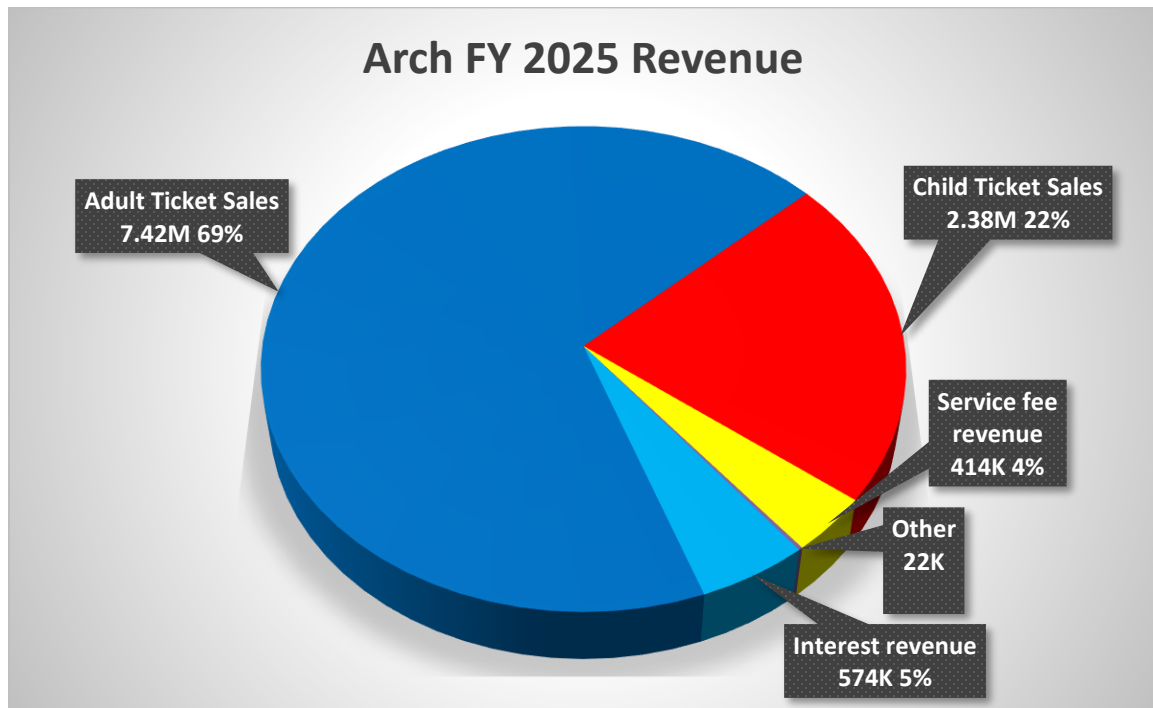
- ✓ We are motivating and engaging our team members with guest-focused training, rewarding challenges and community outreach opportunities.

#### 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             |
|                                             | <u>\$2,882</u> |

**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.

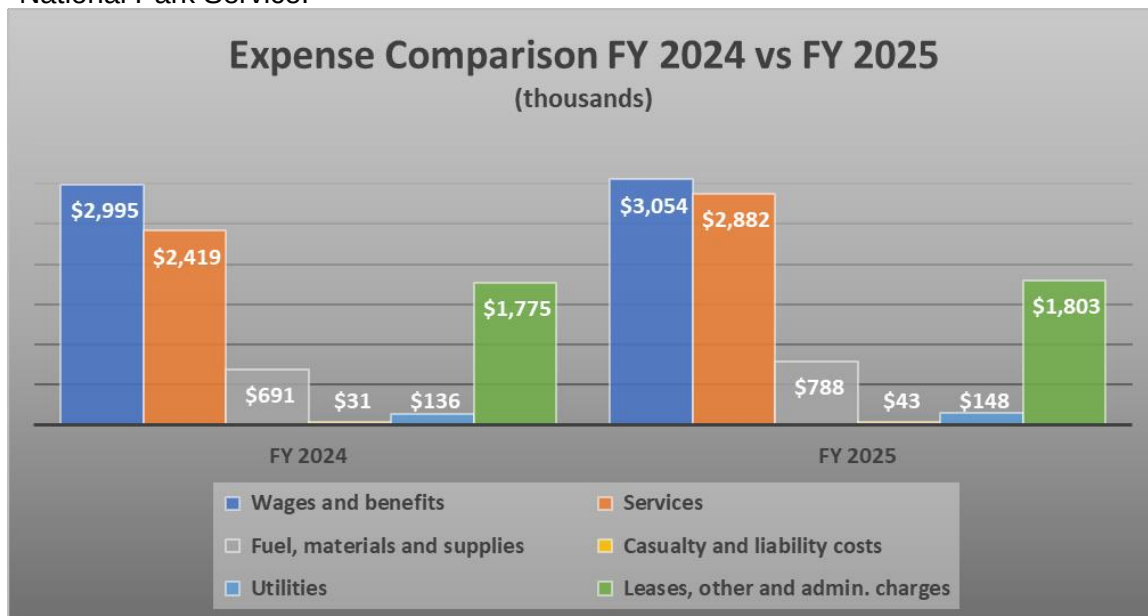
**Other expense** includes the following (in thousands):

|                                  |                 |
|----------------------------------|-----------------|
| Management fee to Agency         | \$ 855          |
| Advertising and promotion        | 823             |
| Dues, Training, Travel and Other | <u>125</u>      |
|                                  | <u>\$ 1,803</u> |

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.



## Income

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



## 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.

## Revenue

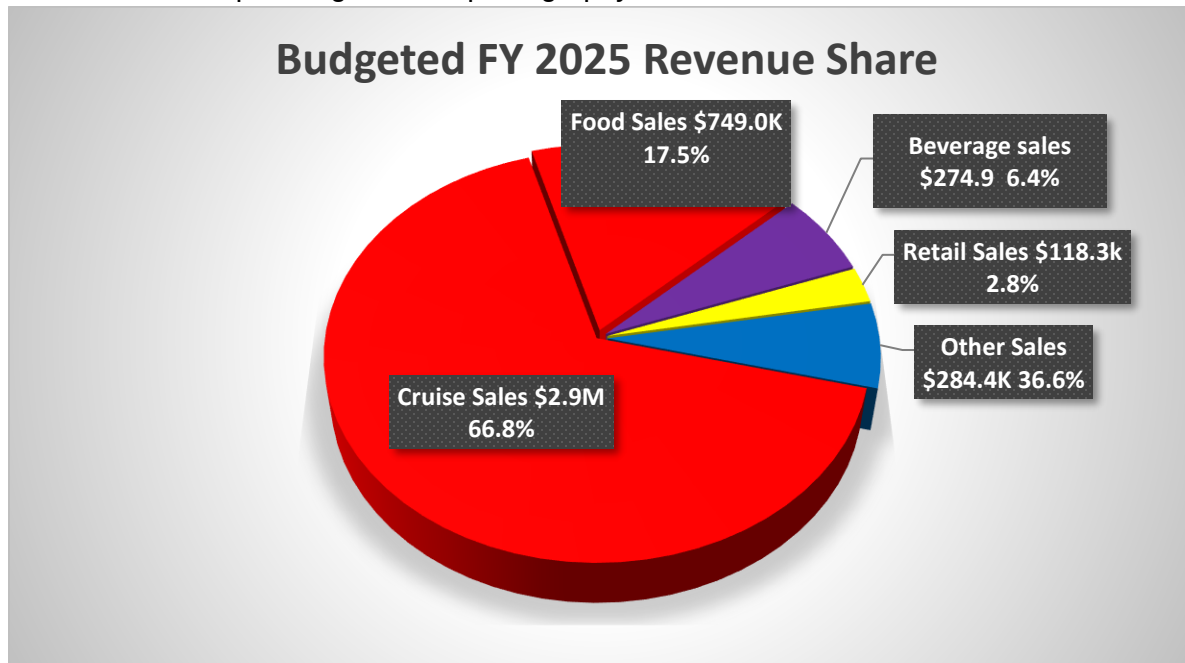
**Cruise revenue** is based on the FY 2025 budget of 137,380 passengers. Cruise revenue is projected at \$2,865,090 which is 7.7% higher than the FY 2024 budget. In conjunction with the Gateway Arch, the riverboats offer variable pricing, with an adult sightseeing ticket starting at \$24 and a child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

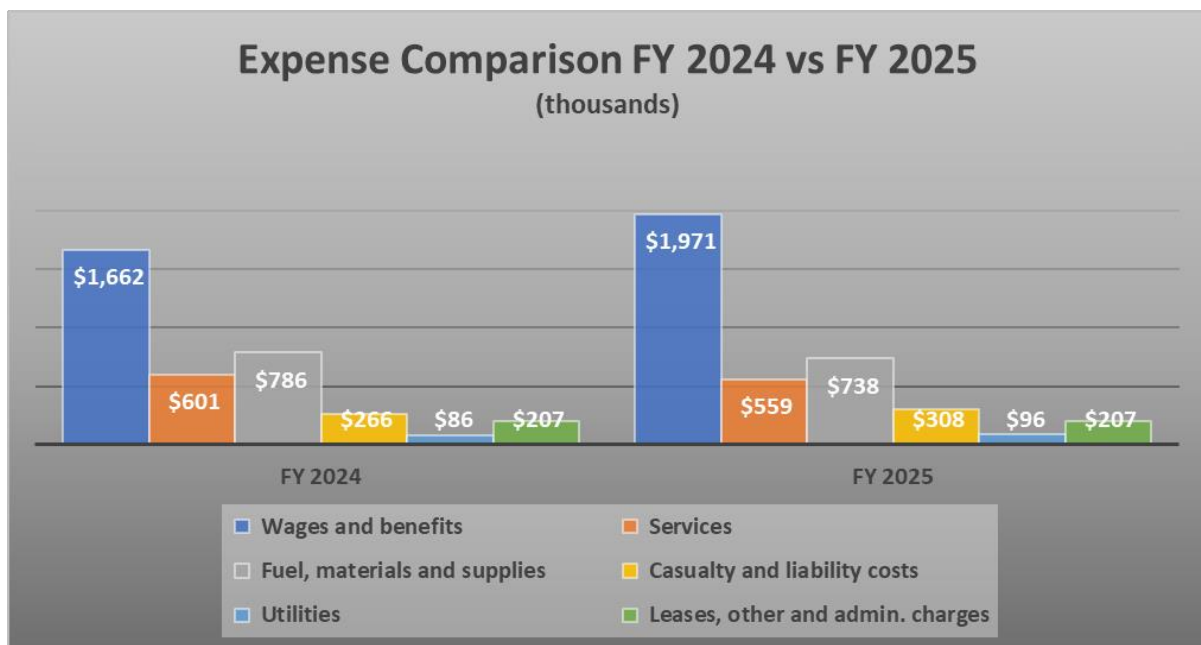
**Materials and supplies** are budgeted 6.1% lower than the previous budget. The FY 2025 budget for materials and supplies is a reflection of the expected change in revenue components related to the anticipated number of cruises and patrons.

**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.

# 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.

## Revenue

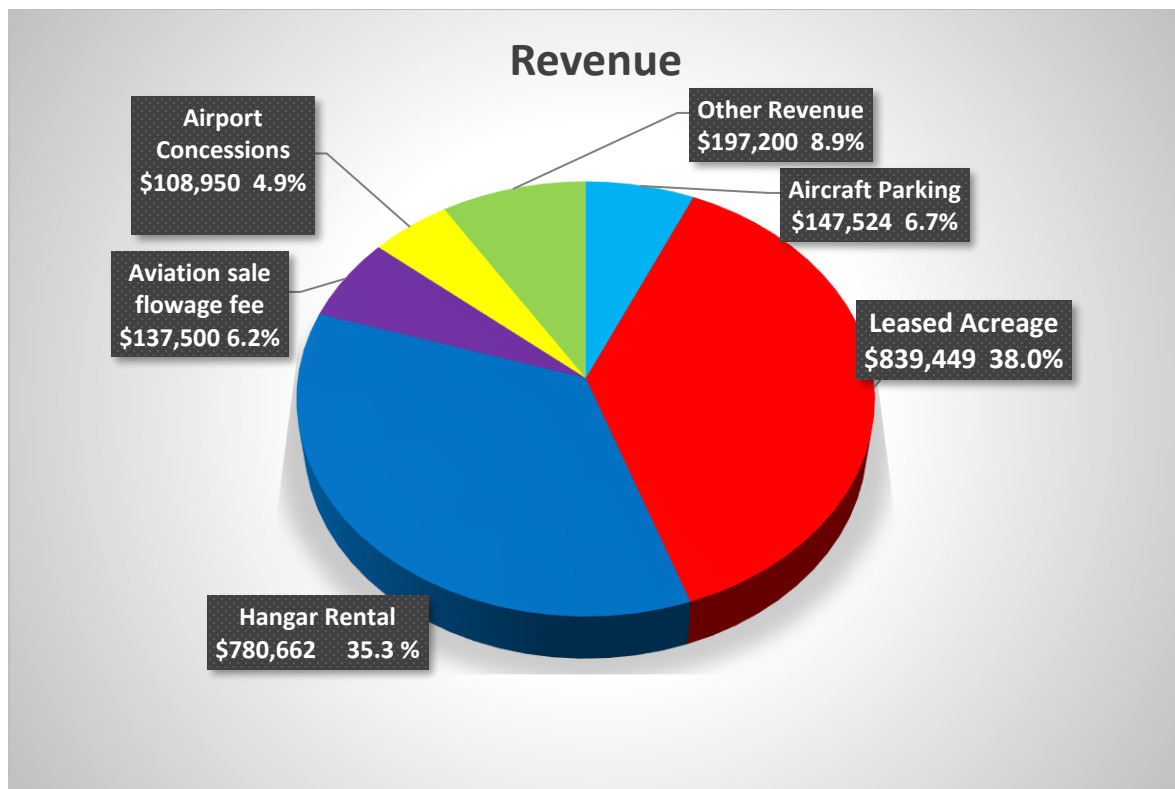
**Aircraft parking** revenue for FY 2025 is budgeted at \$147,524, this is approximately \$7 thousand, 5% higher than the FY 2024 budget.

**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                     | <u>23</u>     |
|                           | <u>\$ 183</u> |

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.

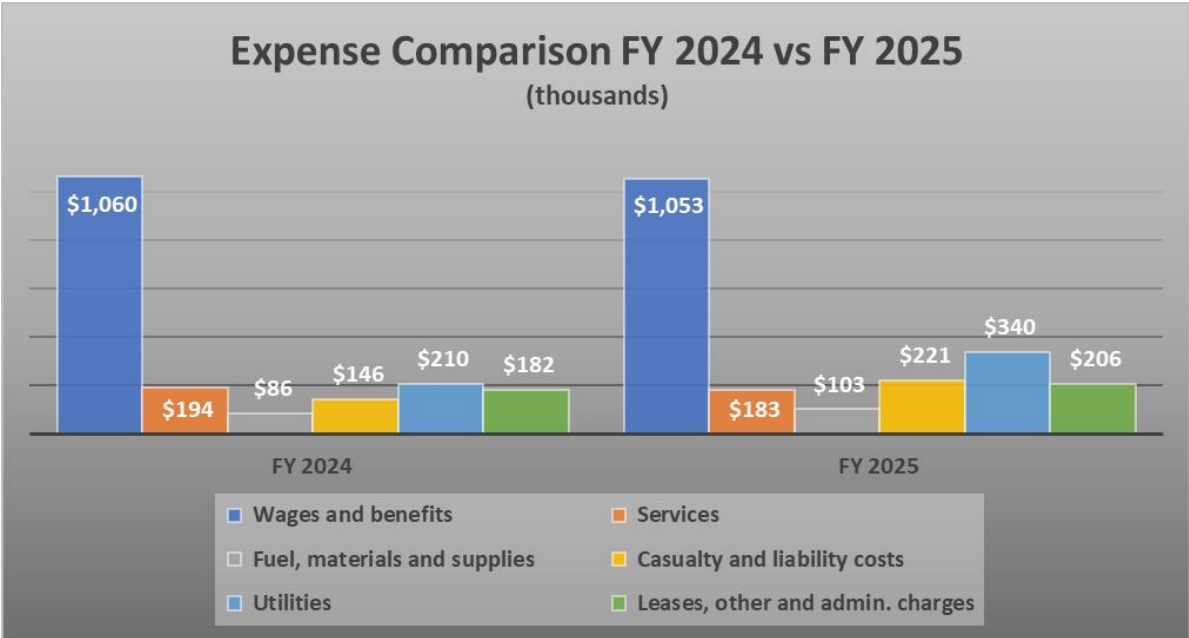
**Parts and Supplies** are budgeted in FY 2025 to be 19% higher than FY 2024. These costs are for maintenance consisting of Aircraft Rescue and Firefighting (ARFF) fire tools and equipment.

**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)        | <u>45</u>     |
|                                      | <u>\$ 206</u> |



Income

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

# 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.

## 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.



# 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.

## 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.

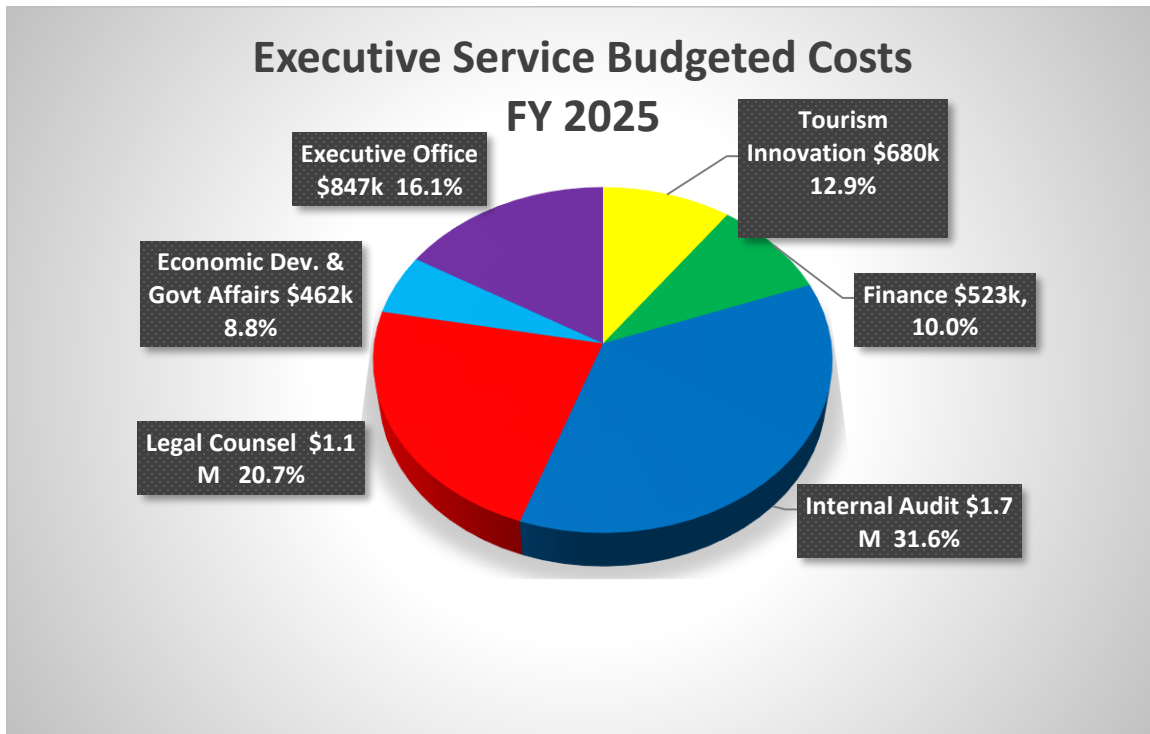
**Services** consist of fees for outside consultants, auditors, lawyers, and lobbyists and also services for establishing strategic partnerships and investment in Washington DC, Missouri and Illinois. In FY 2025 Executive Services will spend \$56,048 less than in the prior year.

**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.

# Health Self-Insurance Fund

## Strategic Focus

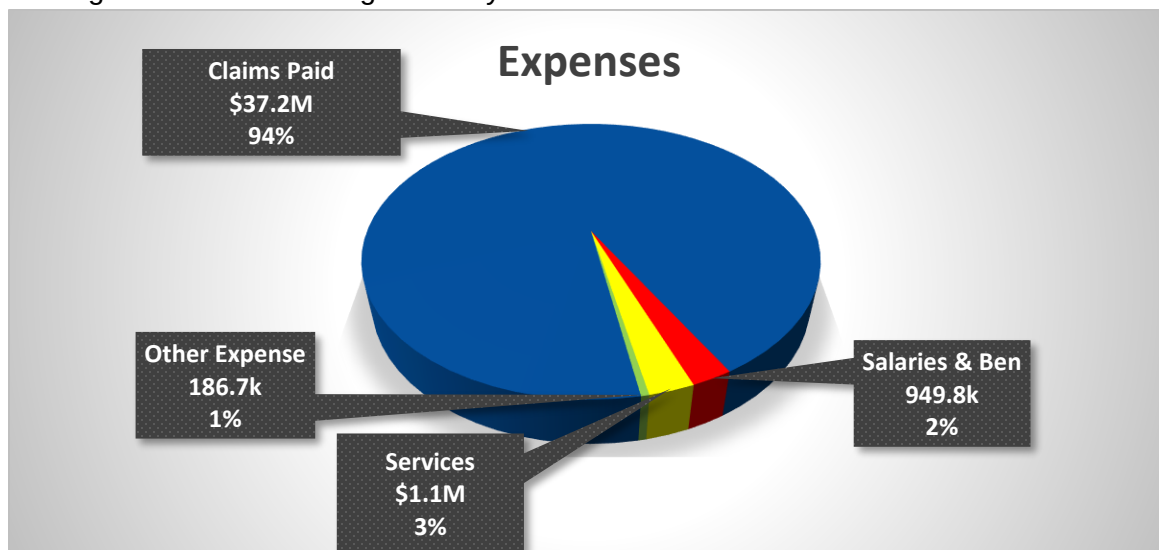
Providing management with greater visibility and enhanced financial reporting for \$39.4 million self-funded health and welfare insurance activities. Guidance and management is provided for benefits and enrollment, monitoring claims, managing third party health related contracts, proposing cost controlling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

## 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

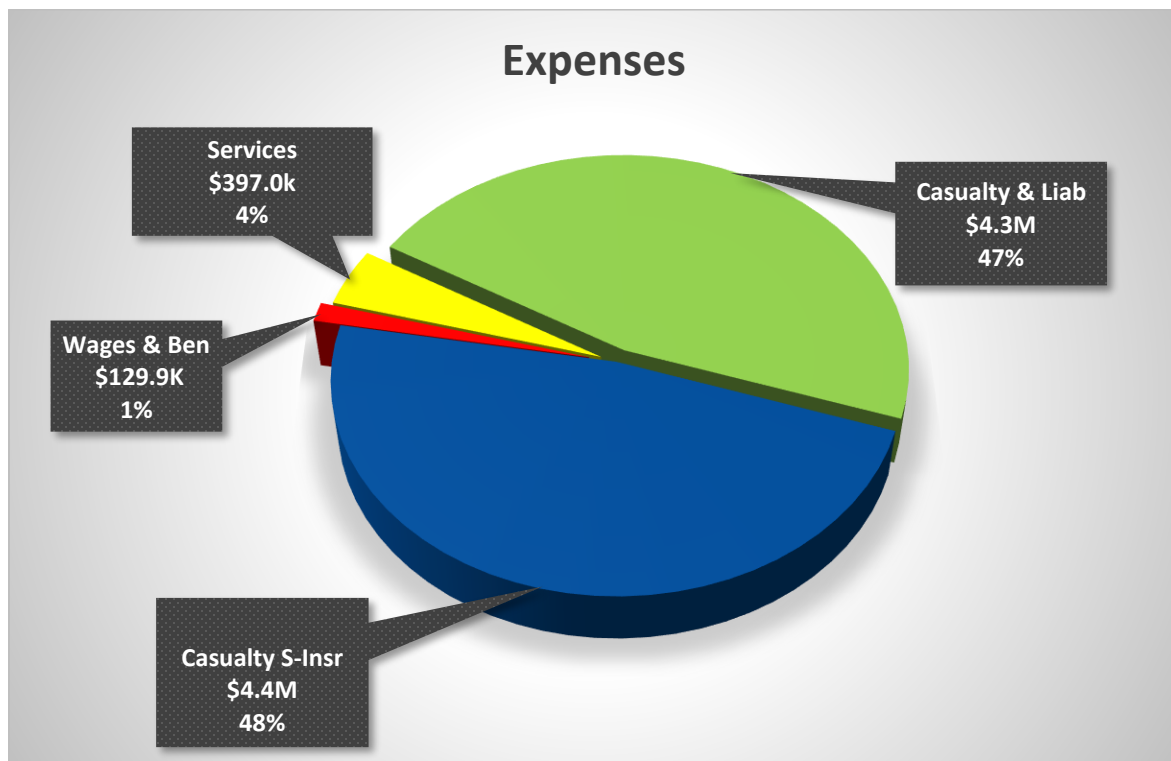
BSD's Casualty Self-Insurance Fund (SIF) focuses on managing premiums, reporting claims, and controlling cost while providing greater visibility and financial reporting for the \$9.2 million in self-funded risk activities.

## 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

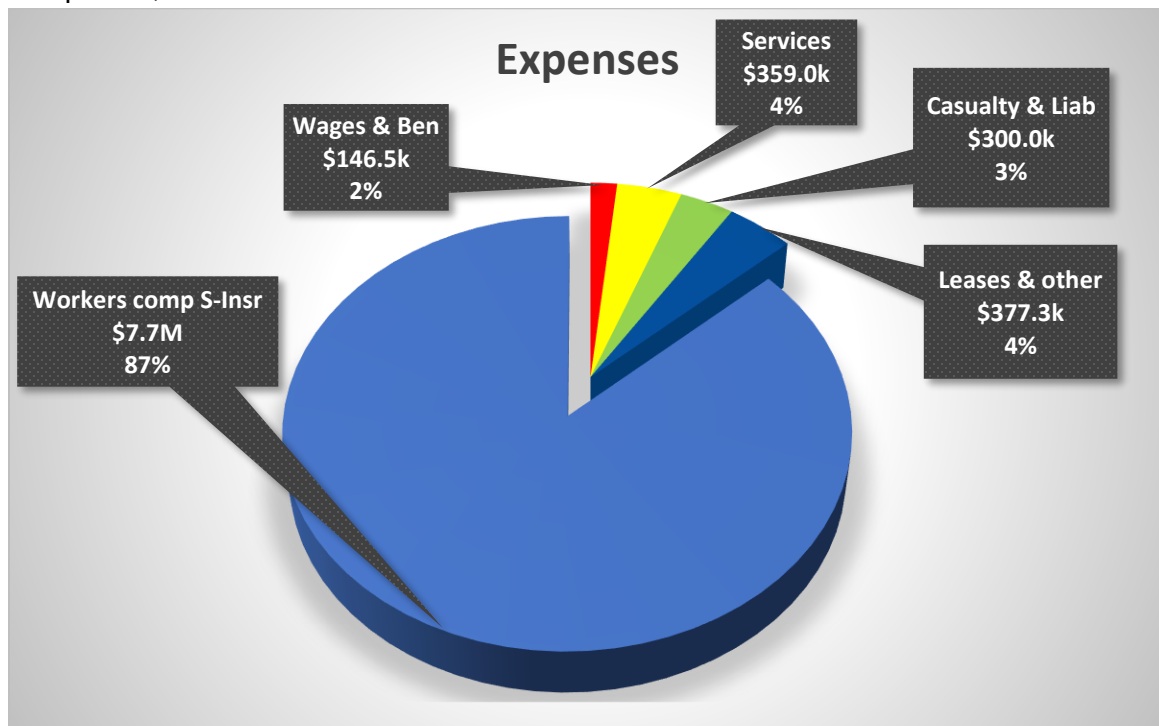
The Workers' Compensation Self-Insurance Fund (SIF) is focused on managing premiums, reporting claims, and controlling cost. The SIF provides greater visibility and financial reporting for BSD's \$8.9 million in self-funded activities.

## 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, 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 curators to repair and restore the collection of art installations across the Metro Transit System resulting from deterioration 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.

## 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.

# CAPITAL BUDGET

CAPITAL BUDGET

## Capital Revenue Assumptions FY 2025 – FY 2027

---

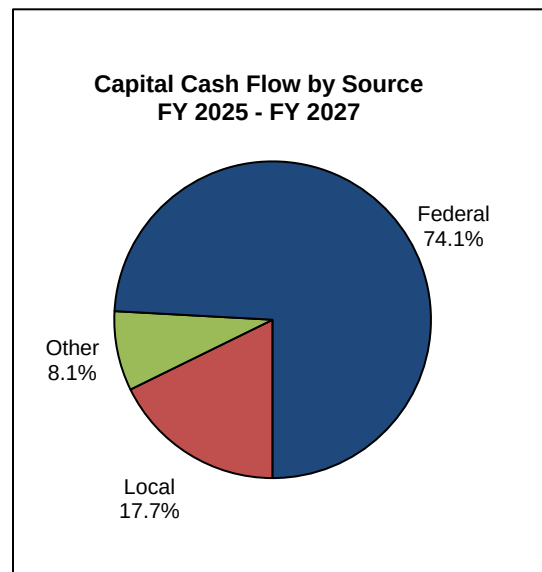
### Federal Funding

#### “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 21<sup>st</sup> 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.

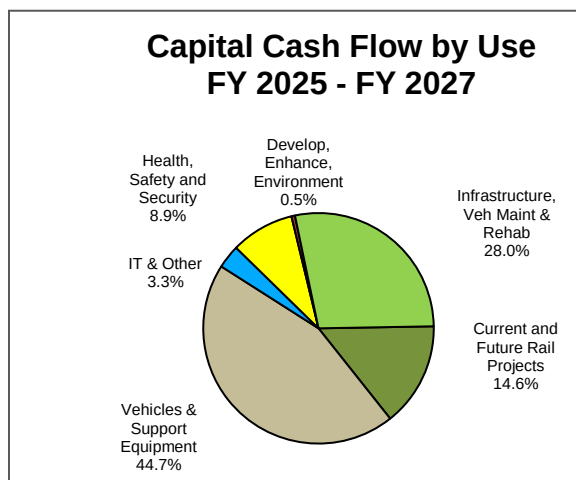
## Capital Expenditure Assumptions FY 2025 – FY 2027

---

### 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    |
|                                            | <hr/>            |
|                                            | \$ 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 IJJA 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**

| <b>Sub-recipient</b>                                       | <b>Amount</b>       |
|------------------------------------------------------------|---------------------|
| 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           |
| <b>Total Sub-recipient Grant Administration Agreements</b> | <b>\$ 1,520,350</b> |



# 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           |
| <b>Grand Total</b>                      | <b>\$ 844,426,188</b> | <b>\$ 93,365,796</b> | <b>\$ 99,519,999</b> | <b>\$ 1,037,311,983</b> |

# Metro Transit

## Capital Programs and Project FY 2025

### Current and Future Rail Projects

|                                                                      |                       |
|----------------------------------------------------------------------|-----------------------|
| Track, Catenary, Alignment, Bridge, Tunnel, and Maintenance Projects | \$ 103,213,660        |
|                                                                      | <b>\$ 103,213,660</b> |

### Vehicles and Supporting Equipment

|                      |                       |
|----------------------|-----------------------|
| Peripheral Equipment | \$ 34,559,996         |
| Peripheral Support   | \$ 5,746,489          |
| Revenue Vehicles     | \$ 352,808,804        |
| Support Vehicles     | \$ 21,052,079         |
|                      | <b>\$ 414,167,368</b> |

### 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        |
|                                                                             | <b>\$ 3,693,553</b> |

### Information Technology Improvements

|                                    |                      |
|------------------------------------|----------------------|
| Hardware and Software Data Systems | \$ 18,222,209        |
| Office Equipment                   | \$ -                 |
|                                    | <b>\$ 18,222,209</b> |

### 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        |
|                                                                 | <b>\$ 213,741,129</b> |

### Health, Safety, and Security

|                                      |                      |
|--------------------------------------|----------------------|
| Health, Safety and Security Projects | \$ 91,388,270        |
|                                      | <b>\$ 91,388,270</b> |

### Grand Total

|                       |
|-----------------------|
| <b>\$ 844,426,188</b> |
|-----------------------|

# 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        |
|                                                                      | <b>\$ 151,482,581</b> |

### Vehicles and Supporting Equipment

|                      |                       |
|----------------------|-----------------------|
| Peripheral Equipment | \$ 34,559,996         |
| Peripheral Support   | \$ 5,746,489          |
| Revenue Vehicles     | \$ 396,232,922        |
| Support Vehicles     | \$ 27,572,079         |
|                      | <b>\$ 464,111,486</b> |

### 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        |
|                                                                             | <b>\$ 4,843,553</b> |

### Information Technology Improvements

|                                    |                      |
|------------------------------------|----------------------|
| Hardware and Software Data Systems | \$ 33,836,201        |
| Office Equipment                   | \$ -                 |
|                                    | <b>\$ 33,836,201</b> |

### 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        |
|                                                                 | <b>\$ 290,797,392</b> |

### Health, Safety, and Security

|                                      |                      |
|--------------------------------------|----------------------|
| Health, Safety and Security Projects | \$ 92,240,770        |
|                                      | <b>\$ 92,240,770</b> |

|                    |                         |
|--------------------|-------------------------|
| <b>Grand Total</b> | <b>\$ 1,037,311,983</b> |
|--------------------|-------------------------|

## 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           |
| <b>Grand Total</b>                                                          | <b>\$ 844,426,188</b> | <b>\$ 93,365,796</b> | <b>\$ 99,519,999</b> | <b>\$ 1,037,311,983</b> |

# St. Louis Downtown Airport

## FY 2025 - 2027 Capital Projects Summary

### Sources of Funds:

|                               | <u>FY 2025</u>       | <u>FY 2026</u>      | <u>FY 2027</u>       | <u>Total</u>         |
|-------------------------------|----------------------|---------------------|----------------------|----------------------|
| 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         |
| <b>Total Sources of Funds</b> | <b>\$ 13,980,000</b> | <b>\$ 8,000,000</b> | <b>\$ 11,000,000</b> | <b>\$ 32,980,000</b> |

### Uses of Funds:

|                                                             | <u>Projects by Year</u> |                     |                      |                      |
|-------------------------------------------------------------|-------------------------|---------------------|----------------------|----------------------|
|                                                             | <u>FY 2025</u>          | <u>FY 2026</u>      | <u>FY 2027</u>       | <u>Total</u>         |
| <b>Construction:</b>                                        |                         |                     |                      |                      |
| 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           |
| <b>Equipment and Facilities Replacements:</b>               |                         |                     |                      |                      |
| Terminal: Reconstruction                                    | \$ 4,531,000            | \$ -                | \$ -                 | \$ 4,531,000         |
| <b>Land and Land Improvements:</b>                          |                         |                     |                      |                      |
| Taxiway Bravo Relocation Final Design                       | \$ 500,000              | \$ -                | \$ -                 | \$ 500,000           |
| Airport Layout Plan (ALP)                                   | \$ 584,000              | \$ -                | \$ -                 | \$ 584,000           |
| <b>Total Use of Funds</b>                                   | <b>\$ 13,980,000</b>    | <b>\$ 8,000,000</b> | <b>\$ 11,000,000</b> | <b>\$ 32,980,000</b> |





# METRO TRANSIT IMPROVEMENT PLAN

## Metro Transit

# 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  $\frac{1}{4}$  cent sales tax, a 1993  $\frac{1}{2}$  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.

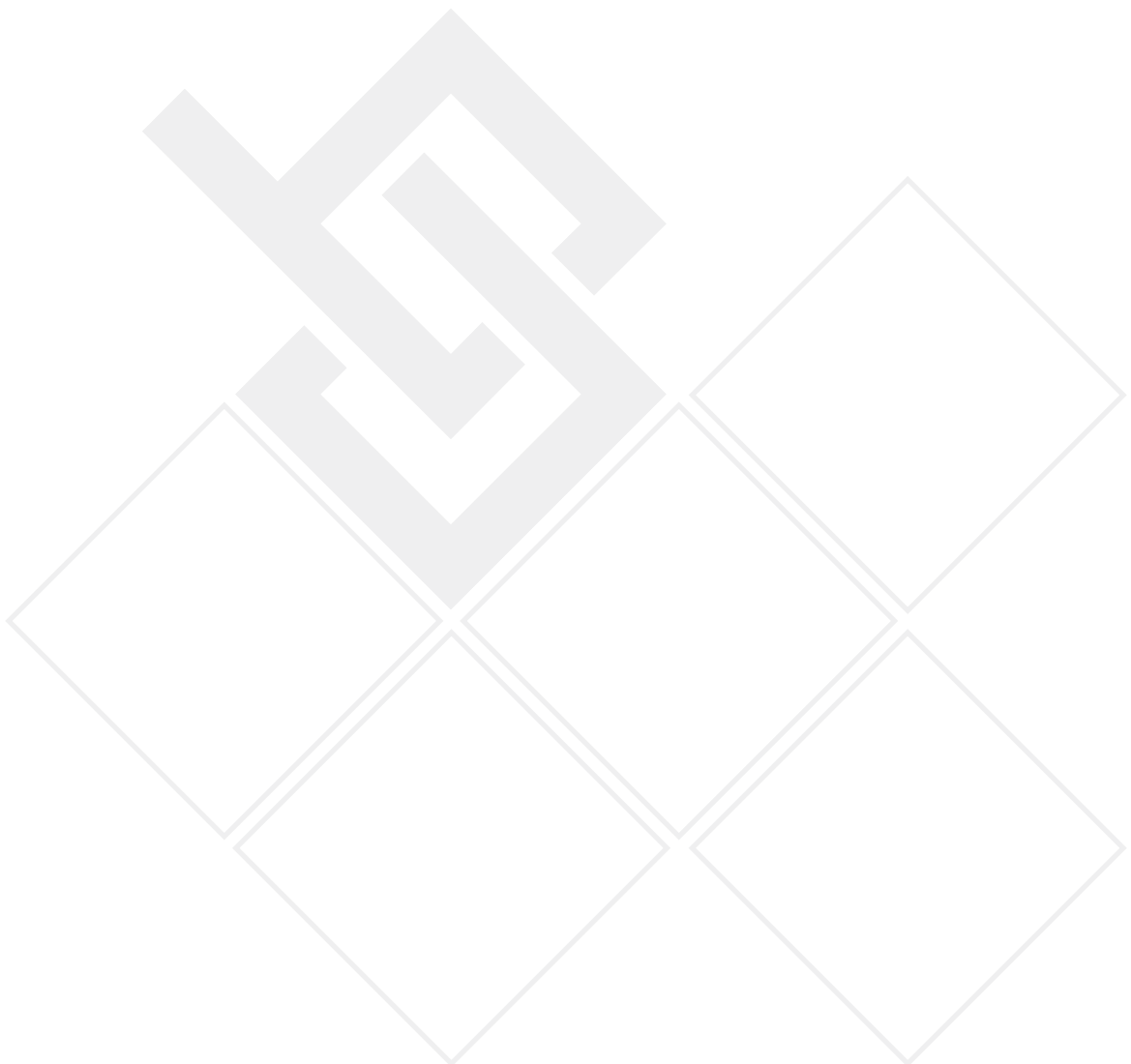
**Metro Transit  
Transit Improvement Plan  
Three-Year Financial Summary**  
(in thousands)

|                                     | <b>FY 2025</b>     | <b>FY 2026</b>     |               | <b>FY 2027</b>     |               |
|-------------------------------------|--------------------|--------------------|---------------|--------------------|---------------|
|                                     | <b>Budget</b>      | <b>Projection</b>  | <b>Change</b> | <b>Projection</b>  | <b>Change</b> |
| <b>Operating Revenue:</b>           |                    |                    |               |                    |               |
| 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%          |
| <b>Total operating revenues</b>     | <b>26,414</b>      | <b>25,978</b>      | <b>-1.7%</b>  | <b>26,775</b>      | <b>3.1%</b>   |
| <b>Non-Operating Revenue:</b>       |                    |                    |               |                    |               |
| 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%          |
| <b>Total non-operating revenues</b> | <b>330,927</b>     | <b>336,329</b>     | <b>1.6%</b>   | <b>340,584</b>     | <b>1.3%</b>   |
| <b>Total revenues</b>               | <b>357,341</b>     | <b>362,307</b>     | <b>1.4%</b>   | <b>367,359</b>     | <b>1.4%</b>   |
| <b>Operating Expense:</b>           |                    |                    |               |                    |               |
| 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%          |
| <b>Total operating expenses</b>     | <b>328,980</b>     | <b>334,944</b>     | <b>1.8%</b>   | <b>339,969</b>     | <b>1.5%</b>   |
| <b>Non-Operating Expense:</b>       |                    |                    |               |                    |               |
| 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%          |
| <b>Total non-operating expenses</b> | <b>24,600</b>      | <b>23,482</b>      | <b>-4.5%</b>  | <b>23,505</b>      | <b>0.1%</b>   |
| <b>Total expenses</b>               | <b>353,580</b>     | <b>358,426</b>     | <b>1.4%</b>   | <b>363,474</b>     | <b>1.4%</b>   |
| <b>Net income (deficit) before</b>  | <b>3,761</b>       | <b>3,881</b>       | <b>3.2%</b>   | <b>3,885</b>       | <b>0.1%</b>   |
| 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%          |
| <b>Net income (deficit)</b>         | <b>\$ (64,676)</b> | <b>\$ (64,560)</b> | <b>-0.2%</b>  | <b>\$ (64,560)</b> | <b>0.0%</b>   |

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      |
| <b>Local &amp; State:</b>                                 |                   |                   |             |                   |             |
| <b>Missouri:</b>                                          |                   |                   |             |                   |             |
| 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%        |
| <b>Total City of St. Louis</b>                            | <b>41,097</b>     | <b>41,919</b>     | <b>2.0%</b> | <b>42,338</b>     | <b>1.0%</b> |
| 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%        |
| <b>Total St. Louis County</b>                             | <b>178,591</b>    | <b>182,164</b>    | <b>2.0%</b> | <b>183,985</b>    | <b>1.0%</b> |
| 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%        |
| <b>Total Missouri local &amp; state</b>                   | <b>221,049</b>    | <b>225,637</b>    | <b>2.1%</b> | <b>229,626</b>    | <b>1.8%</b> |
| <b>Illinois:</b>                                          |                   |                   |             |                   |             |
| 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%        |
| <b>Total Illinois local &amp; state</b>                   | <b>65,150</b>     | <b>65,799</b>     | <b>1.0%</b> | <b>66,454</b>     | <b>1.0%</b> |
| <b>Total local &amp; state</b>                            | <b>286,199</b>    | <b>291,436</b>    | <b>1.8%</b> | <b>296,080</b>    | <b>1.6%</b> |
| <b>Federal:</b>                                           |                   |                   |             |                   |             |
| 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%        |
| <b>Total Federal</b>                                      | <b>20,155</b>     | <b>20,155</b>     | <b>0.0%</b> | <b>20,155</b>     | <b>0.0%</b> |
| <b>Total grants, sales tax, &amp; contractual revenue</b> | <b>\$ 306,354</b> | <b>\$ 311,591</b> | <b>1.7%</b> | <b>\$ 316,235</b> | <b>1.5%</b> |
| Totals may not sum due to rounding.                       |                   |                   |             |                   |             |



**BI-STATE  
DEVELOPMENT™**

One Metropolitan Square  
211 North Broadway, Suite 700  
St. Louis, MO 63102-2759

314.982.1400  
[Finance@BiStateDev.org](mailto:Finance@BiStateDev.org)

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE  
BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
APPROVING THE FY2025 BI-STATE DEVELOPMENT AGENCY  
OPERATING AND CAPITAL BUDGET**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency”/ “BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board”) ; and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§70.370 *et seq.* and 45 Ill. Comp. Stat. 100/1 *et seq.* to plan, construct, maintain, own and operate airports and terminal facilities; to acquire by gift, purchase, or lease and to plan, construct, operate, and maintain or lease to others for operation or maintenance, airports, wharves, docks, harbors, passenger transportation facilities and other terminal facilities; to receive for its lawful activities any contributions or moneys appropriated by the federal government or any agency or officer, thereof; to disburse funds for this and its other lawful activities; to fix salaries and wages of its officers and employees; to perform all other necessary and incidental functions; and to contract and to be contracted with; and

*Whereas*, the Compact requires that the Agency shall not incur any obligations for salaries, office or other administrative expenses, prior to making appropriations adequate to meet the same; and

*Whereas*, therefore, Board Policy 30.030 requires the President and Chief Executive Officer to prepare an annual operating and capital budget to be presented to and approved by the Board of Commissioners at a regularly scheduled meeting prior to the beginning of each new fiscal year; and

*Whereas*, a detailed presentation of the Bi-State Development Agency's proposed FY2025 Operating and Capital Budget was presented for discussion at the Board's Meeting of the Audit, Finance and Administration Committee on January 26, 2024; and.

*Whereas*, this proposed FY2025 Budget was presented to and discussed by the Board at its Committee meeting on January 26, 2024, and is being considered for final approval at its next regularly scheduled Board meeting on February 16, 2024; and

*Whereas*, it is feasible, necessary and in the public interest to approve the Bi-State Development Agency's FY2025 Operating and Capital Budget, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section I.        Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section I.

Section 2.        Approval of the FY2025 Operating and Capital Budget. Pursuant to this Resolution and the Compact and for the authorized Agency purposes set forth in the preambles hereof, the Board of Commissioners approves the Bi-State Development Agency's FY2025 Operating and Capital Budget, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.



Section 3.        Actions of Officers Authorized. The officers of the Agency, including, without limitation, the Chairman, Vice Chairman, the President and Chief Executive Officer, and the Executive Vice President and Chief Financial Officer or Designated Individual, are hereby authorized and directed to execute and file all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution. The execution of such documents, or taking of such action, shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that every part, section and subsection of this Resolution shall be separate and severable from every other part, section and subsection hereof, and the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection shall be determined to be, or to have been, unlawful or unconstitutional, the remaining parts, sections and subsections shall remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5.        Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to the Resolution.

Section 6.        Rights Under Resolution Limited: No rights shall be conferred by this resolution upon any person or entity other than the Agency's officers and employees.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution.

Section 8.        Governing Law. The laws of the States of Missouri and Illinois shall govern this Resolution.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency of the Missouri-Illinois Metropolitan District this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
AUTHORIZING APPLICATIONS FOR ASSISTANCE  
UNDER THE FEDERAL EMERGENCY MANAGEMENT  
AGENCY TRANSIT SECURITY GRANT PROGRAM**

**PREAMBLES:**

*Whereas*, The Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the "Agency/ BSD") is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the "Board of Commissioners"); and

*Whereas*, the Agency is authorized by Section 70.370 RSMo. *et. seq.* and 45 Ill. Comp. Stat. 100/1 *et. seq.*, jointly referred to as the "Compact", to plan, construct, maintain, own and operate airports and terminal facilities; to acquire by gift, purchase or lease, and to plan, construct, operate and maintain or lease to others for those purposes, airports, wharves, docks, harbors, passenger transportation facilities and other terminal facilities; to receive for its lawful activities any contributions or moneys appropriated by municipalities, counties, states of other political subdivisions or agencies; or by the federal government or any agency or officer thereof; to perform all other necessary and incidental functions; and to contract and to be contracted with; and

*Whereas*, the United States Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA) provides competitive funding that may be used for specific projects that strengthen the critical infrastructure of transit systems; and

*Whereas*, any contract for financial assistance under the Transit Security Grant Program ("Program") will impose certain obligations upon the Agency, including the provision by it of the local share of the project costs; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2025 budget meeting on January 26, 2024, and is being considered for final approval at its next regularly scheduled meeting on February 16, 2024; and

*Whereas*, it is feasible, necessary and in the public interest to annually file and execute applications with the Department of Homeland Security's (DHS), Federal Emergency Management Agency (FEMA) for assistance under the Transit Security Grant Program, in accordance with the terms and conditions described herein.

**NOW THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.      Findings. The Board of Commissioners hereby finds and determines those matters set forth in the Preambles hereto as fully and completely as if set out in this Section 1.

Section 2.      Approval of Filing Applications and Execution of Grant Agreements. The Board of Commissioners hereby approves the filing and execution of grant applications to the FEMA for assistance under the Transit Security Grant Program, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3.        Actions of Officers Authorized. The officers of the Agency, including without limitation the Chairman and Vice Chairman of the Board of Commissioners, the President and Chief Executive Officer and the Executive Vice President and Chief Financial Officer or Designated Individual are hereby authorized and directed to execute and file all documents and to take such actions as they may deem necessary or advisable in order to carry out the purposes of the Resolution; and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection herein, and that the Board intends to adopt each part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution is determined to be, or to have been, unlawful or unconstitutional, the remaining parts, sections and subsections shall remain in full force and effect, unless the Court making this finding determines that the valid portions, standing alone, are incomplete and incapable of being executed in accordance with the intent of the Resolution.

Section 5.        Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to the Resolution.

Section 6.        Rights Under Resolution Limited: No rights shall be conferred by this resolution upon any person or entity other than the Agency's officers and employees.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution.

Section 8.        Governing Law. The laws of the States of Missouri and Illinois shall govern this Resolution.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage by the Board of Commissioners.

**ADOPTED** by the Board of Commissioners of the Bi-State Development Agency this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By: \_\_\_\_\_

Its: \_\_\_\_\_

[Seal]

ATTEST:

By: \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
AUTHORIZING THE FILING AND EXECUTION OF  
GRANT AGREEMENTS WITH THE MISSOURI HIGHWAY  
AND TRANSPORTATION COMMISSION**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency/ BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board”); and

*Whereas*, the Agency is authorized by Sections 70.730 RSMo. *et. seq.* and 45 Ill. Comp. Stat. 100/1, *et. seq.*, and by the Compact, to plan, construct, maintain, own and operate airports and terminal facilities; to acquire by gift, purchase or lease, and to plan, construct, operate and maintain or lease to others for those purposes, airports, wharves, docks, harbors, passenger transportation facilities and other terminal facilities; to receive for its lawful activities any contributions or moneys appropriated by municipalities, counties, states of other political subdivisions or agencies; or by the federal government or any agency or officer thereof; to perform all other necessary and incidental functions; and to contract and to be contracted with; and

*Whereas*, the Missouri Department of Transportation (“MoDOT”) is authorized to make grants for general public transportation projects for 49 U.S.C. Section 5309 assistance; and

*Whereas*, a grant agreement with MoDOT for financial assistance imposes certain obligations on the Agency, including the requirement that the Agency provide its local share of a project’s cost; and

*Whereas*, it is the goal of the Agency to provide the best transit system that it can with the funds available; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2025 budget meeting on January 26, 2024 and is being considered for final approval at its next regularly scheduled meeting on February 16, 2024; and

*Whereas*, it is feasible, necessary and in the public interest to annually file grant applications with MoDOT for 49 U.S.C. Section 5309 assistance, and to execute grant agreements related thereto, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HERE RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.        Findings. The Board of Commissioners hereby finds and determines those matters set forth in the Preambles hereto as fully and completely as if set out in this Section 1.

Section 2.        Approval of the Filing of Grant Applications and Execution of Grant Agreements. The Board of Commissioners hereby approves the filing of grant applications with MoDOT for 49 U.S.C. Section 5309 assistance, and the execution of related grant agreements, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the Preambles hereto and subject to the conditions hereinafter provided.

Section 3.        Actions of Officers Authorized. The officers of the Agency, including without limitation, the Chairman and Vice Chairman of the Board of Commissioners, the President and Chief Executive Officer and the Executive Vice President and Chief Financial Officer or Designated Individual, are hereby authorized and directed to execute and file all documents and to take such actions as they may deem necessary or advisable in order to carry out the purposes of the Resolution; and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection herein, and that the Board of Commissioners intends to adopt each part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution is determined to be, or to have been, unlawful or unconstitutional, the remaining parts, sections and subsections shall remain in full force and effect, unless the Court making this finding determines that the valid portions, standing alone, are incomplete and incapable of being executed in accordance with the intent of the Resolution.

Section 5.        Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to the Resolution.

Section 6.        Rights Under Resolution Limited. No rights shall be conferred by this resolution upon any person or entity other than the Agency and MoDOT.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution.

Section 8.        Governing Law. The laws of the States of Missouri shall govern this Resolution.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of the Bi-State Development Agency on this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By: \_\_\_\_\_

Its: \_\_\_\_\_

[Seal]

ATTEST:

By: \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

Resolution #1322  
Bi-State Development Agency Board of Commissioners  
February 16, 2024  
FY25 MoDOT Grant Agreements  
Page 2

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
AUTHORIZING GRANT APPLICATIONS AND GRANT  
AGREEMENTS WITH THE STATE OF ILLINOIS  
DEPARTMENT OF TRANSPORTATION**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency/ BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board”); and

*Whereas*, the Agency is authorized by Sections 70.730 RSMo. *et. seq.* and 45 Ill. Comp. Stat. 100/1, *et. seq.*, and by the Compact, to plan, construct, maintain, own and operate airports and terminal facilities; to acquire by gift, purchase or lease, and to plan, construct, operate and maintain or lease to others for those purposes, airports, wharves, docks, harbors, passenger transportation facilities and other terminal facilities; to receive for its lawful activities any contributions or moneys appropriated by municipalities, counties, states of other political subdivisions or agencies; or by the federal government or any agency or officer thereof; to perform all other necessary and incidental functions; and to contract and to be contracted with; and.

*Whereas*, the Agency may apply to the State of Illinois Department of Transportation (“IDOT”) to acquire grant funding for information and/or communications systems projects, facility improvements, support equipment, bus and other revenue and support vehicles, fare equipment, shop equipment, and other associated capital projects, and to amend any such existing grants or grant applications; and

*Whereas*, the Agency may execute a certain capital agreement (“Agreement”) with IDOT in order to obtain grant assistance under the provisions of 20 ILCS 2705/*et. seq.*, 20 ILCS 5/5-675 and 30 ILCS 415/1, *et seq.*, and may execute amendments to any such existing grant agreements with IDOT; and

*Whereas*, it is the goal of the Agency to provide the best transit system that it can provide with the available funds; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2025 budget meeting on January 26, 2024, and is being considered for final approval at its next regularly scheduled meeting on February 16, 2024; and.

*Whereas*, it is feasible, necessary and in the public interest for the Agency to annually file and amend grant applications and execute and amend grant agreements with IDOT, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.      Findings. The Board of Commissioners hereby finds and determines those matters set forth in the Preambles hereto as fully and completely as if set out in this Section 1.

Section 2.      Approval of Filing of Grant Applications and Execution of Grant Agreements. The Board of Commissioners hereby approves the filing and amendment of grants and grant applications with IDOT for capital improvements, and the execution of grant agreements and amendments with IDOT, under and pursuant to

this Resolution and the Compact for the authorized Agency purposes set forth in the Preambles hereto and subject to the conditions hereinafter provided.

Section 3.        Actions of Officers Authorized. The officers of the Agency, including without limitation the Chairman and Vice Chairman of the Board of Commissioners, the President and Chief Executive Officer and the Executive Vice President and Chief Financial Officer or Designated Individual, are hereby authorized and directed to execute and file all documents and to take such actions as they may deem necessary or advisable in order to carry out the purposes of the Resolution; and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection herein, and that the Board of Commissioners intends to adopt each part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution is determined to be, or to have been, unlawful or unconstitutional, the remaining parts, sections and subsections shall remain in full force and effect, unless the Court making this finding determines that the valid portions, standing alone, are incomplete and incapable of being executed in accordance with the intent of the Resolution.

Section 5.        Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and Grant Applications and Agreements.

Section 6.        Rights Under Resolution Limited. No rights shall be conferred by this resolution upon any person or entity other than the Agency and IDOT.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution.

Section 8.        Governing Law. The laws of the States of Missouri and Illinois shall govern this Resolution.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of the Bi-State Development Agency this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By: \_\_\_\_\_

Its: \_\_\_\_\_

[Seal]

ATTEST:

By: \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE  
BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS  
METROPOLITAN DISTRICT AUTHORIZING THE EXECUTION OF  
GRANT AGREEMENTS WITH THE MISSOURI HIGHWAY  
AND TRANSPORTATION COMMISSION (MODOT)  
FOR STATE OPERATING ASSISTANCE**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency/ BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board”); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”); to plan, construct, maintain, own and operate airports and terminal facilities; to acquire by gift, purchase or lease and to plan, construct, operate, and maintain or lease to others for operation or maintenance, airports, wharves, docks, harbors, passenger transportation facilities and other terminal facilities; to receive for its lawful activities any contributions or moneys appropriated by municipalities, counties, state or other political subdivisions or agencies; or by the federal government or any agency or officer thereof; to perform all other necessary and incidental functions; and to contract and to be contracted with; and

*Whereas*, the Chief Engineer of the Missouri Department of Transportation (MoDOT) is authorized to make operating assistance grants for general public transportation projects; and

*Whereas*, the contract for financial assistance will impose certain obligations upon the Agency, including the requirement that the Agency provide its local share of a project’s cost; and

*Whereas*, it is the goal of the Agency to provide the best transit system that can be provided with the funds that are available; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2025 budget meeting on January 26, 2024, and is being considered for final approval at its next regularly scheduled meeting on February 16, 2024; and

*Whereas*, it is feasible, necessary and in the public interest to execute grant agreements with MoDOT for state operating assistance, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.        Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2.        Approval of Execution of Grant Agreements. The Board of Commissioners hereby approves the execution of grant agreements with MoDOT for state operating assistance, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3.        Actions of Officers Authorized. The officers of the Agency, including, without limitation, the Chairman, Vice Chairman, President and Chief Executive Officer and Executive Vice President and Chief Financial Officer or Designated Individual are hereby authorized and directed to execute and file all documents and agreements



and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution, and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5.        Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and Grant Agreements.

Section 6.        Rights Under Resolution Limited: No rights shall be conferred by this resolution upon any person or entity other than the Agency and the MoDOT.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution.

Section 8.        Governing Law. The laws of the States of Missouri shall govern this Resolution.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of the Bi-State Development Agency on this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Its \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE  
BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS  
METROPOLITAN DISTRICT AUTHORIZING THE EXECUTION OF  
A SUB-AWARD GRANT AGREEMENT WITH THE  
EAST-WEST GATEWAY COUNCIL OF GOVERNMENTS**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency/ BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board”); and

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 *et seq.* (jointly referred to herein as the “Compact”); to plan, construct, maintain, own and operate airports and terminal facilities; to acquire by gift, purchase or lease and to plan, construct, operate, and maintain or lease to others for operation or maintenance, airports, wharves, docks, harbors, passenger transportation facilities and other terminal facilities; to receive for its lawful activities any contributions or moneys appropriated by municipalities, counties, state or other political subdivisions or agencies; or by the federal government or any agency or officer thereof; to perform all other necessary and incidental functions; and to contract and to be contracted with; and

*Whereas*, East-West Gateway Council of Governments (EWGCOG) is the metropolitan planning organization (MPO) for the area and has vested legal authority and responsibility for developing and adopting plans for the region’s surface transportation system and is authorized to make sub-awards through the Unified Planning Work Program (UPWP) which addresses regional planning priorities; and

*Whereas*, it is the goal of the Agency to provide the best transit system that can be provided with the funds that are available; and

*Whereas*, EWGCOG desires to make a sub-award to the Agency through the UPWP in order to further Agency transit system planning and development; and

*Whereas*, the financial assistance sub-award grant will impose certain obligations upon the Agency, including the requirement that the Agency provide its local share of the project costs; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2025 budget meeting on January 26, 2024, and is being considered for final approval at its next regularly scheduled meeting on February 16, 2024; and

*Whereas*, it is feasible, necessary and in the public interest to annually execute with East-West Gateway Council of Governments a sub-award grant Agreement through the Unified Planning Work Program for transit system planning and development, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1.        Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2.        Approval of the Sub-award Grant Agreement. The Board of Commissioners hereby approves the sub-award grant Agreement through the Unified Planning Work Program with East-West Gateway Council of Governments for transit system planning and development, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3.        Actions of Officers Authorized. The officers of the Agency, including, without limitation, the Chairman, Vice Chairman, President and Chief Executive Officer and Executive Vice President and Chief Financial Officer or Designated Individual, are hereby authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution and the Agreement and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5.        Rights Under Resolution Limited. No rights shall be conferred by this Resolution upon any person or entity other than the Agency and East-West Gateway Council of Governments.

Section 6.        Governing Law. The laws of the State of Missouri shall govern this Resolution and the Agreement.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and the Agreement.

Section 8.        Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to this Resolution and the Agreement.

Section 9.        This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of the Bi-State Development Agency on this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

**A RESOLUTION OF THE BOARD OF COMMISSIONER OF THE  
BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS  
METROPOLITAN DISTRICT AUTHORIZING THE FILING OF  
GRANT APPLICATIONS AND EXECUTION OF GRANT AGREEMENTS  
WITH THE FEDERAL AVIATION ADMINISTRATION AND THE  
ILLINOIS DEPARTMENT OF TRANSPORTATION DIVISION OF AERONAUTICS**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency/ BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board”);

*Whereas*, the Agency is authorized by Mo. Rev. Stat. §§ 70.370 et seq. and 45 Ill. Comp. Stat. 100/1 et seq. (jointly referred to herein as the “Compact”); to plan, construct, maintain, own and operate airports and terminal facilities; to acquire by gift, purchase or lease and to plan, construct, operate, and maintain or lease to others for operation or maintenance, airports, wharves, docks, harbors, passenger transportation facilities and other terminal facilities; to receive for its lawful activities any contributions or moneys appropriated by municipalities, counties, state or other political subdivisions or agencies; or by the federal government or any agency or officer thereof; to perform all other necessary and incidental functions; and to contract and to be contracted with; and

*Whereas*, the Federal Aviation Administration (FAA) and the Illinois Department of Transportation (IDOT) Division of Aeronautics are authorized to make grants for aviation and public transportation projects; and

*Whereas*, the Agency accepts all grants from State and Federal sources such as the FAA and IDOT Division of Aeronautics for airport infrastructure improvements including but not limited to runway, taxiway, and apron construction/rehabilitation; airfield lighting, signage, drainage, and navigation aids; safety area improvements; special-purpose airport vehicles and equipment; fuel storage and distribution systems; aircraft hangers; automobile roadways and parking lots; planning, engineering, environmental studies; and land acquisitions; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2025 budget meeting on January 26, 2024, and is being considered for final approval at its next regularly scheduled meeting on February 16, 2024; and

*Whereas*, it is feasible, necessary and in the public interest to file grant applications with FAA and IDOT, and to execute grant agreements related thereto, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1. Findings. The Board of Commissioners hereby finds and determines those matters set forth in the preambles hereof as fully and completely as if set out in full in this Section 1.

Section 2. Approval of Filing of Grant Applications and Execution of Grant Agreements. The Board of Commissioners hereby approves the filing of grant applications with the FAA and IDOT Division of Aeronautics and the execution of related grant agreements, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3. Actions of Officers Authorized. The officers of the Agency, including, without limitation, the Chairman, Vice Chairman, President and Chief Executive Officer, and the Executive Vice President and Chief Financial Officer or Designated Individual are hereby authorized and directed to execute and file all documents and agreements and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this

Resolution, and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 4.        Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection hereof and that the Board of Commissioners intends to adopt each said part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution shall be determined to be or to have been unlawful or unconstitutional, the remaining parts, sections and subsections shall be and remain in full force and effect, unless the court making such finding shall determine that the valid portions standing alone are incomplete and are incapable of being executed in accordance with the intent of this Resolution.

Section 5.        Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to the Resolution and the Grant Applications and Agreements.

Section 6.        Rights Under Resolution Limited: No rights shall be conferred by this resolution upon any person or entity other than the Agency and the Federal Aviation Administration and the Illinois Department of Transportation Division of Aeronautics.

Section 7.        No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution and Grant Applications and Agreements.

Section 8.        Governing Law. The laws of the States of Missouri and Illinois shall govern this Resolution.

Section 9.        Effective Date. This Resolution shall be in full force and effect from and after its passage and approval.

**ADOPTED** by the Board of Commissioners of the Bi-State Development Agency on this 16<sup>th</sup> day of February, 2024.

***In Witness Whereof,*** the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Its \_\_\_\_\_

[SEAL]

ATTEST:

By \_\_\_\_\_  
Deputy Secretary of the Board of Commissioners

**A RESOLUTION AUTHORIZING THE FILING OF APPLICATIONS, AMENDMENTS,  
CERTIFICATIONS, ASSURANCES AND AGREEMENTS RELATING TO ANY GRANTS  
FOR WHICH THE BI-STATE DEVELOPMENT AGENCY APPLIES FROM  
THE UNITED STATES DEPARTMENT OF TRANSPORTATION**

**PREAMBLES:**

*Whereas*, the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (the “Agency/ BSD”) is a body corporate and politic, created by an interstate compact between the States of Missouri and Illinois, acting by and through its Board of Commissioners (the “Board”); and

*Whereas*, the Federal Transit Administration (“FTA”) is an operating entity of the United States Department of Transportation (“DOT”) for the purpose of administering Federal transportation assistance as authorized by 49 U.S.C. Chapter 53, by certain provisions under Title 23 of the United States Code, and by certain other Federal statutes that provide funding for public transportation purposes and is administered by the FTA; and

*Whereas*, the FTA has been delegated the authority to award Federal financial assistance for transportation projects; and

*Whereas*, grants for Federal financial assistance impose certain obligations upon the Agency; and

*Whereas*, the Agency is a Designated Recipient of Federal transportation assistance previously authorized under FAST Act, SAFETEA-LU and MAP-21 legislation for funding through the Urbanized Area Formula Program, 49 U.S.C. 5307; the Capital Investment Program (Fixed Guideway Modernization, New Starts), 49 U.S.C. 5309; the Clean Fuels Bus, 49 U.S.C. 5309; the Bus and Bus Livability, 49 U.S.C. 5309; the Alternatives Analysis, 49 U.S.C. 5339; the Bus and Bus Facility Formula, 49 U.S.C. 5339 and is an authorized sub-recipient of funds under the Job Access and Reverse Commute Program, 49 U.S.C. 5316; and the New Freedom Program, 49 U.S.C. 5317; the Public Transportation Emergency Relief, 49 U.S.C. 5324; the Asset Management, 49 U.S.C. 5326; the State of Good Repair, 49 U.S.C. 5337; and is an authorized recipient of funds under the Enhanced Mobility of Seniors and Individuals with Disabilities, 49 U.S.C. 5310 and is an authorized recipient of CMAQ and STP funds, 23 U.S.C. 149 and 49 U.S.C. 5307; and is an authorized recipient of CARES Act funds, 15 U.S.C. 116, and is an authorized recipient of Coronavirus Response and Relief Supplemental Appropriations Act of (CRRSAA) funds, and is an authorized recipient of The American Rescue Plan Act, 2021 (ARP) funds; and.

*Whereas*, the Agency is a Designated Recipient of Federal transportation assistance through the current Infrastructure Investment and Jobs Act (IIJA) legislation for funding through the Urbanized Area Formula Program, 49 U.S.C. 5307; the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), authorized funding under Section 5307 Urbanized Area Formula Program, (Pub. L. 116-136, March 27, 2020); the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA of 2021), authorized funding under Section 5307 Urbanized Area Formula Program, The American Rescue Plan Act (ARP), authorized funding under Section 5307 Urbanized Area Formula Program of the Capital Investment Program (New Starts), 49 U.S.C. 5309; the Bus and Bus Facility Formula, 49 U.S.C. 5339; Low or No Emission Program, 49 U.S.C. 5339; Public Transportation Innovation, 49 U.S.C. 5312; the Public Transportation Emergency Relief, 49 U.S.C. 5324; the Asset Management, 49 U.S.C. 5326; the State of Good Repair, 49 U.S.C. 5337; and is an authorized recipient of funds under the Enhanced Mobility of Seniors and Individuals with Disabilities, 49 U.S.C. 5310; and is an authorized recipient of CMAQ and STP funds, 23 U.S.C. 149 and 49 U.S.C. 5307; and

*Whereas*, the Agency is a Designated Recipient of Federal transportation assistance through the 2014 TIGER Discretionary Grants program, made available under the Consolidated Appropriations Act, 2014 (Pub. L. 113-76, January 17, 2014) and the RAISE Discretionary Grants program, made available under the Consolidated Appropriations Act, 2022 (Pub. L. 117-103, March 15, 2022); and

*Whereas*, the FTA is required by Federal statute to obtain specific annual certifications for its formula grant program for urban areas; and

*Whereas*, the FTA allows the Agency to certify compliance with all of the certifications and assurances that are pertinent to each grant for which the Agency may wish to apply; and

*Whereas*, Counsel for FTA Region 7 has requested that the Board of Commissioners grant the Agency multi-year authority to certify such compliance; and

*Whereas*, this Resolution will be applicable for FY2025– FY2027; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2025 budget meeting on January 26, 2024, and is being considered for final approval at its next regularly scheduled meeting on February 16, 2024; and

*Whereas*, it is necessary and in the public interest for the Agency to approve the execution and filing of application(s) on behalf of the Agency to the DOT/FTA for Federal assistance, the filing of the annual certifications and assurances that are pertinent to each grant for which the Agency may wish to apply to the DOT/FTA and the authorization to execute grant and cooperative agreements with the DOT/FTA on behalf of the Agency, in accordance with the terms and conditions described herein.

**NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE BI-STATE DEVELOPMENT AGENCY OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

Section 1. Findings. The Board of Commissioners hereby finds and determines those matters set forth in the Preambles hereto as fully and completely as if set out in this Section 1.

Section 2. Approval to Execute and File Applications for Federal Assistance. The Board Chairman, Vice-Chairman, President & CEO, the Executive Vice President and Chief Financial Officer, or Designated Individual are authorized to execute and file application(s) on behalf of the Agency to the DOT/FTA for Federal assistance authorized by 49 U.S.C. Chapter 53, by Title 23 of the United States Code or by other Federal statutes that provide funds for public transportation or other purposes and are administered by the DOT/FTA during FY25, FY26 and FY27, under and pursuant to this Resolution and the Compact for the authorized Agency purposes set forth in the preambles hereof and subject to the conditions hereinafter provided.

Section 3. Approval to Execute and File the Annual Certifications and Assurances. The Board Chairman, Vice-Chairman, President & CEO, the Executive Vice President and Chief Financial Officer, or Designated Individual are authorized in FY25, FY26 and FY27 to execute and file with the Agency's application(s) the annual certifications and assurances and other documents required by the DOT/FTA before a Federal assistance grant or cooperative agreement can be awarded.

Section 4. Approval to Execute Grant and Cooperative Agreements. The Board Chairman, Vice-Chairman, President & CEO, the Executive Vice President and Chief Financial Officer, or a Designated Individual

are authorized to execute grant and cooperative agreements with the DOT/FTA on behalf of the Bi-State Development Agency of the Missouri-Illinois Metropolitan District during FY25, FY26 and FY27.

Section 5. Actions of Officers Authorized. The officers of the Agency, including without limitation the Chairman and Vice Chairman of the Board of Commissioners, the President and CEO and the Chief Financial Officer, or a Designated Individual are hereby authorized and directed to execute all documents and to take such actions as they may deem necessary or advisable in order to carry out the purposes of the Resolution; and the execution of such documents or taking of such action shall be conclusive evidence of such necessity or advisability.

Section 6. Severability. It is hereby declared to be the intention of the Board of Commissioners that each and every part, section and subsection of this Resolution shall be separate and severable from each and every other part, section and subsection herein, and that the Board of Commissioners intends to adopt each part, section and subsection separately and independently of any other part, section and subsection. In the event that any part, section or subsection of this Resolution is determined to be, or to have been, unlawful or unconstitutional, the remaining parts, sections and subsections shall remain in full force and effect, unless the Court making this finding determines that the valid portions, standing alone, are incomplete and incapable of being executed in accordance with the intent of the Resolution.

Section 7. Payment of Expenses. The Executive Vice President and Chief Financial Officer is hereby authorized and directed to pay or cause to be paid all costs, expenses and fees incurred in connection with or incidental to the Resolution.

Section 8. Rights Under Resolution Limited. No rights shall be conferred by this resolution upon any person or entity other than the Agency's officers and employees.

Section 9. No Personal Liability. No member of the Board of Commissioners, officer, employee or agent of the Agency shall have any personal liability for acts taken in accordance with this Resolution.

Section 10. Governing Law. The laws of the State of Missouri shall govern this Resolution.

Section 11. Effective Date. This Resolution shall be in full force and effect from and after its passage by the Board of Commissioners.

**ADOPTED** by the Board of Commissioners of The Bi-State Development Agency on this 16<sup>th</sup> day of February, 2024.

*In Witness Whereof*, the undersigned has hereto subscribed his signature and caused the Seal of the Agency to be affixed.

**THE BI-STATE DEVELOPMENT AGENCY OF THE  
MISSOURI-ILLINOIS METROPOLITAN DISTRICT**

By \_\_\_\_\_  
Title \_\_\_\_\_

SEAL

ATTEST:

By \_\_\_\_\_  
Deputy Secretary to the Board of Commissioners

\_\_\_\_\_  
Resolution #1327  
Bi-State Development Agency Board of Commissioners  
February 16, 2024  
FY25 Federal Grant Applications Approval  
Page 3



**Bi-State Development Agency  
Board of Commissioners  
Open Session Agenda Item  
February 16, 2024**

---

|                      |                                                                                                                                               |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>From:</b>         | Charles A. Stewart, EVP – Chief Operating Officer, Metro Transit                                                                              |
| <b>Subject:</b>      | <b>2024 Strategic Transit Service Update</b>                                                                                                  |
| <b>Disposition:</b>  | Information                                                                                                                                   |
| <b>Presentation:</b> | Charles A. Stewart, EVP – Chief Operating Officer, Metro Transit<br>Jessica Gershman, Asst. Executive Director, Planning & System Development |

---

**Objective:**

To present to the Board of Commissioners an overview and status report of Metro’s work to develop and implement a strategic transit service update for 2024. This material is presented for informational purposes, outlining the roadmap for Metro’s forthcoming updates to transit service provision this year, and proposing a framework for adjusting service when needed that can be utilized in subsequent years.

**Background:**

A core function of the Planning Division is to make both short- and long-term plans for public transportation in Metro’s regional service area. One such routine planning process is to evaluate system performance and reshape service to meet changing conditions every five to ten years. The last such effort was a bus network redesign that commenced in 2017, and was implemented in late 2019, but was never fully realized due to the onset of the COVID-19 pandemic. It is now time to revise Metro’s network and service concepts, while carrying forward many of the core principles of strong system design that were initiated five years ago.

A desired outcome of this process is to establish a service tiers framework through which Metro provides the best service possible to the most people, even with the wide range of resource constraints and changing conditions that may occur. For example, Metro has experienced persistent workforce shortages in recent years, causing the agency to reduce service and to chronically miss scheduled trips; however in recent months, success from aggressive recruitment and hiring activities has yielded larger graduating classes of bus operators and is enabling an interim service change in January 2024 to restore some of the previously reduced service. This Strategic Transit Service Update process will help in the face of such shifting resources with the following guiding principles:

- **Reliable:** Consistent service delivery that current and potential customers can understand
- **Resilient:** Adaptability over time, under various conditions, to maintain reliability
- **Relevant:** Foster regional economic growth with catalytic network investment

In order to optimize Metro’s transit service for current and future conditions, staff engaged in an analysis and planning process in 2023 that focused on improving reliability, resilience, and relevance, using Access to Jobs across a number of key demographics to compare performance across transit service packages.

The results find that by prioritizing a network of core routes and preserving their service frequency, we significantly increase Metro’s usability for the region. With half of MetroBus boardings

occurring on just 10 routes, it becomes clear that better protecting the frequency on highly utilized routes will provide dependable service for the greatest number of riders. Organizing routes into tiers – where some routes are protected as resources change and others are contingent upon available resources – makes Metro’s service more understandable and transparent for our customers. A framework of tiers will allow Metro to respond more predictably to changing conditions, from economic shifts to public health crises to climate events.

**Analysis:**

After initial analysis from the Planning Division, which involved data from U.S. Census, private business data, and Metro’s performance data, the proof of concept for a prioritized network of core routes emerged. In Summer 2023, the Planning team began developing bus networks and service packages, iterating based on intensive design sessions and input from Bus Operations and management. This internal collaboration has resulted in a full draft network and service package that includes light rail, bus, and microtransit services.

The process for vetting and implementing a service change of this nature includes public and stakeholder involvement, due to occur in Spring 2024, and potentially executing changes over the course of multiple service changes later in 2024. As with the interim service change on January 15<sup>th</sup> of this year, Metro should be able to scale up service throughout 2024 due to increased bus operator availability according to the principles of this Strategic Transit Service Update, targeting increases to frequency on the bus routes that benefit the most riders and can improve jobs access to the greatest degree.

**Board Action Requested:**

This material is presented for information only; therefore, no action is required of the Board.

**Funding Source:**

Funding for this project is included in the operating budget.

## VISION

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

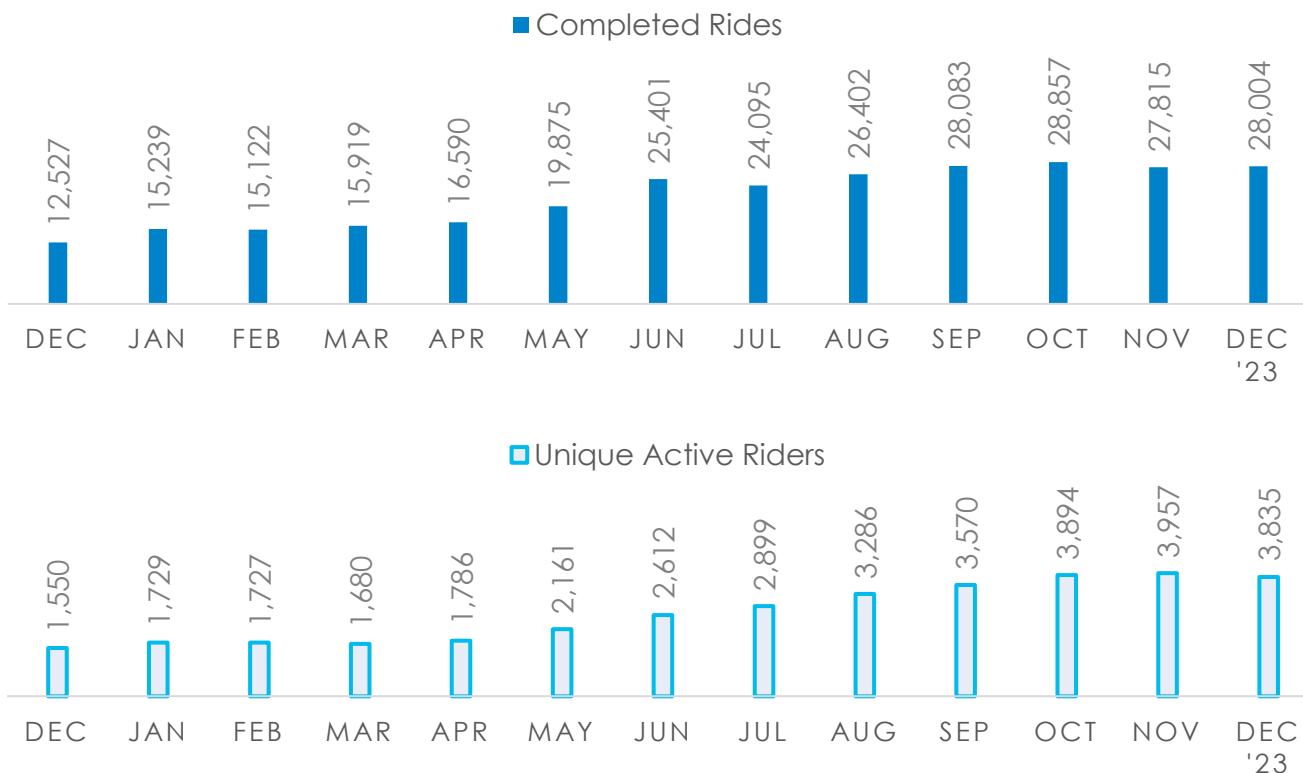
Chuck Stewart  
Executive Director, Metro Transit

| Service Performance ACTUALS |     | MetroBus Fixed Route + Special Services | FY24 vs. FY23 | MetroLink | FY24 vs. FY23 | Call-A-Ride | FY24 vs. FY23 |
|-----------------------------|-----|-----------------------------------------|---------------|-----------|---------------|-------------|---------------|
| System Ridership            | YTD | 6,348,000                               | (-0.2%)       | 3,340,600 | (-3.1%)       | 144,045     | (-10%)        |
|                             | Q2  | 3,109,500                               | 1.3%          | 1,635,500 | (-2.7%)       | 71,293      | (-1.7%)       |
| Missouri Ridership          | YTD | 5,339,900                               | (-1.6%)       | 2,630,300 | (-3.1%)       | 144,045     | (-10%)        |
|                             | Q2  | 2,633,500                               | 0.0%          | 1,292,000 | (-3.4%)       | 71,293      | (-1.7%)       |
| Illinois Ridership          | YTD | 954,300                                 | 8.1%          | 710,300   | (-2.9%)       |             |               |
|                             | Q2  | 476,000                                 | 8.8%          | 343,500   | 0.1%          |             |               |
| Revenue Miles               | YTD | 5,794,400                               | (-9.8%)       | 1,294,700 | 8.4%          | 1,505,775   | (-13%)        |
|                             | Q2  | 2,907,800                               | (-5.1%)       | 636,000   | 7.2%          | 753,211     | (-5.4%)       |
| Revenue Hours               | YTD | 414,100                                 | (-8.2%)       | 56,800    | 6.6%          | 88,091      | (-13%)        |
|                             | Q2  | 208,300                                 | (-5.5%)       | 27,900    | 4.1%          | 44,548      | (-4.0%)       |
| On-Time Performance         | YTD | 84.8%                                   | (-1.9%)       | 95.4%     | 3.3%          | 92.5%       | 0.1%          |
|                             | Q2  | 85.2%                                   | (-1.9%)       | 94.8%     | 0.5%          | 92.2%       | (-0.1%)       |

## Call-A-Ride Passenger Trip Requests, December, 2023

| Passenger Trip Requests                            | # of Trips    | Percent of Trip Requests |
|----------------------------------------------------|---------------|--------------------------|
| Scheduled and Made                                 | 23,182        | 63.29%                   |
| Cancelled by Passenger                             | 6,299         | 17.2%                    |
| No-Shows                                           | 981           | 2.7%                     |
| Missed Trips                                       | 96            | 0.26%                    |
| Van Unavailable – Capacity Denial – ADA Riders     | 5,529         | 15.1%                    |
| Van Unavailable – Capacity Denial – NON-ADA Riders | 8             | 0.02%                    |
| Van Available – Adversarial Denial – All Riders    | 444           | 1.2%                     |
| Eligibility, Beyond Hours or Boundaries            | 88            | 0.24%                    |
| <b>Total Trip Requests</b>                         | <b>36,627</b> | <b>100%</b>              |

## Via Metro STL, Last 12 Months



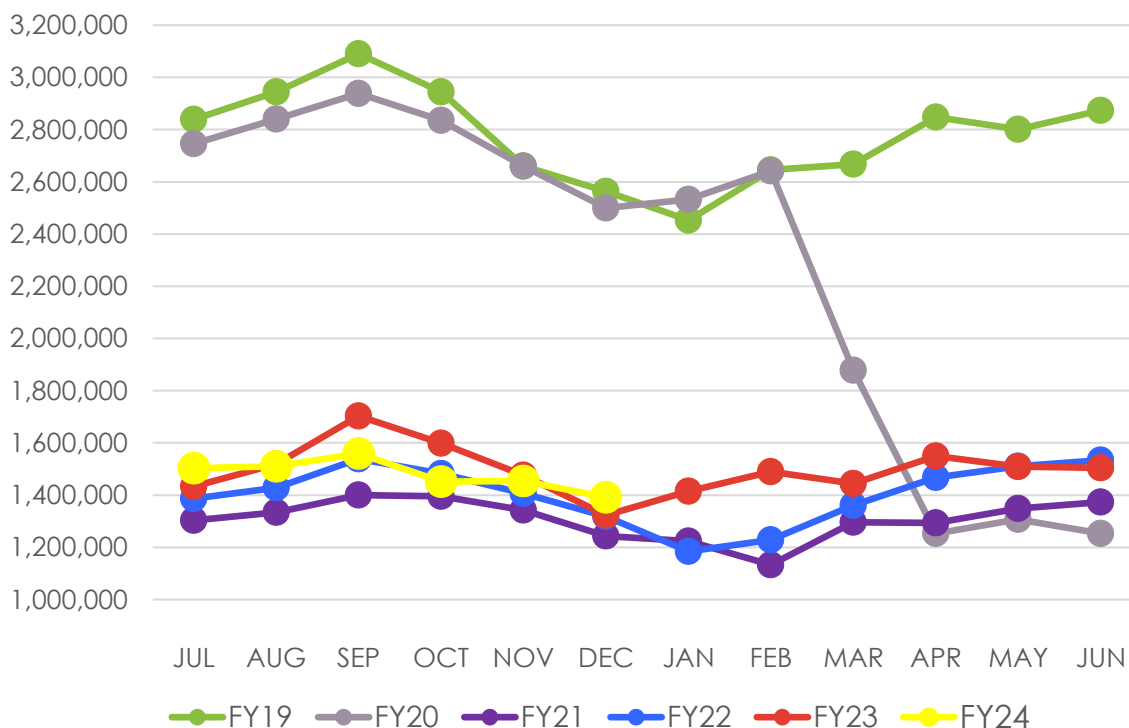
# Service Performance Summary



- The November 27<sup>th</sup> service charge added moderate service to MetroBus (MB) routes that needed more running time to accommodate increasing passenger loads. This increase in service levels, improved wait times, and mild December weather have dramatically impacted MetroBus' year-over-year ridership. Average weekday December (MB) ridership increased by 8.4% and 13.4% on Saturdays, while Sunday service was flat. It is important to note that the December 2022 MetroBus ridership was lower than typical FY22 trends due to a once-in-a-generation Winter Blizzard (Winter Storm Elliott) that impacted ridership in the days leading up to Christmas Break.
- Overall, December MetroLink (ML) ridership was flat, with the same pattern this quarter of dips in the average daily weekday ridership with strong gains on the weekend. However, it is also important to note that the December 2022 ML ridership trend was unexpectedly high, likely due to bus bridges in 2022 that resulted in additional boardings on the alignment as customers board and deboard the train twice when they are bused from one end of the service zone to a station at the other end of the service zone.

- In addition, MetroBus service reliability last year may have driven riders to the train. As MetroBus reliability improves and the one-car consist pilot persists, more riders may return to bus routes closer to their origin or destination.
- Standardized Ridership sees overall gains of 5% after normalizing for one fewer weekday in December 2023. A strong recruitment effort, including pay hikes in a new contract ratified with the primary Metro Union contract last summer and a \$5,000 sign-on bonus, has attracted more applicants to join the Metro operating team. For this reason, additional runs were added to the MetroBus schedule on January 15 to help rebuild the multimodal Metro system. We expect ridership trends to continue to climb as the Metro workforce strengthens and wait times improve.
- Since Via Metro STL launched daytime service in its North Zone (north of I-270 only) at the end of FY23, microtransit demand has grown steadily. Completed rides and unique active riders are more than double this time last year. Seasonal fixed-route ridership always dips during winter holidays after a peak in the autumn months. Seasonal dips may also impact on-demand ridership moving forward.

## STANDARDIZED FIXED-ROUTE RIDERSHIP



### Fiscal Year Fixed-Route Ridership

#### Actuals

**FY19** = 35,874,800  
Jul-Dec = 18,440,300

**FY20** = 29,734,100  
Jul-Dec = 17,891,300

**FY21** = 16,970,800  
Jul-Dec = 8,693,100

**FY22** = 18,155,900  
Jul-Dec = 9,256,300

**FY23** = 19,332,100  
Jul-Dec = 9,790,600

**YTD FY24** = 9,688,900

Standardized ridership normalizes the fluctuating monthly calendar mix of weekday, Saturday, and Sunday service days.

Fixed-route Ridership (Standardized & Actuals) does not include MetroBus Special Service ridership.

### Sign-on and Retention Bonuses

- There has been an increase in application volume since the \$5k sign-on bonus was implemented.
- We averaged 182 applicants monthly for eligible positions prior to the bonus and are averaging 474.6 monthly afterward.
- The \$5k bonus is also a factor in reducing attrition prior to the 1st sign-on bonus payment.
- An average of 46% of people hired before the \$5k sign-on bonus left before the 1<sup>st</sup> bonus payment. Since the \$5k sign-on bonus, only 26% left before the 1<sup>st</sup> payment.

### Status of Operations

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| MetroBus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 184 of 18,039 missed trips in December, with 101 due to workforce shortage. This is 1% of the total trips. |
| MetroLink                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Two annulled trips in December 2023.                                                                       |
| Call-A-Ride                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 5,529 denied boardings out of 36,627 trips requested in December. This is 15.10% of the total trips.       |
| <ul style="list-style-type: none"> <li>• In December 2023, MetroBus missed trips were steady month over month at about 1%, since the recent surge in hiring efforts has increased workforce availability and enabled Operations to better meet scheduled service. Nighttime service (trips starting at 6PM or later) remained approximately double the daily average of missed trips, as it continues to be difficult to field drivers for all evening work. Staff are monitoring missed trips in order to protect scheduled service as best as possible on the routes and at times of day that carry the greatest number of riders. Since the Call-A-Ride service change in April 2023, ADA rider denials have decreased overall. In the most recent months, we saw a 3% decline from November's 18.1% to December's 15.1%.</li> </ul> |                                                                                                            |

### Recruitment Progress

- Hiring events are held monthly, the next being February 10, 2024. Our last three events resulted in over 260 job offers.
- 4 Bus Operators were hired in December for our CDL class. There was no Non-CDL class in December.
- 17 Van Operators were hired in December.
- We have 7 Station Mechanics currently in training, another three awaiting training, and three others have been made offers.
- Bus Operator job growth continues with an uptrend, with an expected January class of 27 new hires.
- Van Operator job growth is in a moderate uptrend, with the December classes being 17 and 8 expected in January.

### Recruiting & Training Pipeline (December)

|                       | Applications Received | Candidates in Process | Candidates Scheduled for Training | Trainees in Process | CY24 Grads |
|-----------------------|-----------------------|-----------------------|-----------------------------------|---------------------|------------|
| MetroBus Operators    | 200                   | 123                   | 4                                 | 28                  | 135        |
| MetroLink Operators   | 53                    | 7                     | 0                                 | 0                   | 26         |
| Call-A-Ride Operators | 123                   | 45                    | 17                                | 0                   | 109        |
| 1A Mechanics          | 20                    | 6                     | 3                                 | 10                  | 7          |
| Electro-Mechanics     | 10                    | 1                     | 6 internal candidates             | 7                   | 2          |
| Electricians          | 11                    | 2                     | 0                                 | 1                   | 7          |

### Staffing Levels

|                    | MetroBus Operators | MetroLink Operators | Call-A-Ride Operators | General Maintenance 1A Mechanics | Vehicle 1A Mechanics | MetroLink ElectroMechanics | Electricians |
|--------------------|--------------------|---------------------|-----------------------|----------------------------------|----------------------|----------------------------|--------------|
| Budgeted Positions | 635                | 102                 | 201                   | 46                               | 169                  | 42                         | 60           |
| Active Employees   | 618                | 86                  | 135                   | 38                               | 123                  | 33                         | 53           |
| Percent Shortage   | 2.7%               | 16%                 | 33%                   | 17.39%                           | 27.22%               | 21.43%                     | 11.67%       |