



## **Committee of the Whole**

### **Open Meeting**

Thursday, February 26, 2026 at 8:30 AM

Hybrid Meeting

Headquarters - Board Conference Room, 6th Floor

One Metropolitan Square, 211 N. Broadway, Suite 650

St. Louis, Missouri 63102



## February 26, 2026 - Committee of the Whole (Board of Commissioners) - Open Meeting

### Notice of Meeting and Agenda

1. Call to Order	Approval	Chair Gladney
2. Roll Call	Information	M. Bennett
3. Public Comment	Information	Chair Gladney
A. Public Comments as of February 20, 2026 -4 B. Memo to Commissioners - Metro Transit Accessibility Advisory Committee (MTAAC) - 5		
4. Review of the Minutes - December 5, 2025 - Board of Commissioners, Open Meeting	Information	Chair Gladney
A. Draft Minutes - December 5, 2025 - Board of Commissioners, Open Meeting -6		
5. Report of the President	Information	T. Roach
6. Report of the Operations Committee	Information	Commissioner Moore
A. Draft Minutes - January 29, 2026 - Operations Committee - Open Meeting -12		
7. Report of the Audit, Finance & Administration Committee	Information	Commissioner Jackson-Jennings
A. Draft Minutes - January 29, 2026 - Audit, Finance & Administration Committee, Open Meeting - 16		
8. Report of the Safety & Security Committee (no report)	Information	Commissioner Simmons
9. Adjustment of the Consent Agenda Discussion of emergency approval by the President & CEO, regarding certain agenda items.	Information	Chair Gladney
10. Consent Agenda	Information	Chair Gladney
A. Sole Source Authorization – Purchase of High-Rail Gear with Bucket Specialty Vehicle (Resolution #1467)		
1. Briefing Paper - 23 2. Resolution #1467 - 25		
B. Governmental Consulting Contracts – March 2026-February 2028 (Resolution #1468)		
1. Briefing Paper - 28 2. Costello - Exhibit 1 - 31 3. Brown Associates - Exhibit 2 -36 4. Capstone - Exhibit 3 -44 5. HBS - Exhibit 4 - 59 6. Resolution #1468 - 64		
C. Contract Award – Temporary Help Services (Resolution #1469)		
1. Briefing Paper - 67 2. Resolution #1469 - 70		
11. Bi-State Development Operating and Capital Budget (Resolution #1470 and Grant Resolutions #1471-1477)	Information	T. Parris
A. Briefing Paper - 72 B. Executive Summary - Bi-State Development Operating and Capital Budget -73 C. Budget Presentation - 159 D. Resolution #1470 - 185 E. Grant Resolutions #1471 - #1477 -187		
12. Unscheduled Business	Information	Chair Gladney
13. Operations Report	Information	R. Forrest
A. Operations Update - 202		

B. Workforce Update - 205

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14. Call for the Dates of Future Board & Committee Meetings

Information

M. Bennett

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15. Adjournment

Approval

Chair Gladney

**Name:** Noah Goldman

**Representing:** Self

**Topic:** Paper Fare Compatibility

**Comments:**

I am a regular bus and MetroLink rider, and I have a couple questions regarding the Metro's Next Generation of Fare modernization project. From my understanding, the new fare readers on buses and MetroLink stations are intended to accept fares from the RideOn app, plastic cards provided by TVMs, and direct payments from credit and debit cards.

One issue I've come across is that Madison County Transit (MCT) currently accepts weekly and monthly Metro passes, which allows for folks to transfer between the MCT and Metro systems using a single fare. However, the on vehicle fare readers that MCT uses only accept paper tickets. How is Metro coordinating with MCT to ensure that MCT routes will continue to accept Metro passes after the transition to fare validation with the RideOn app and plastic cards?

On a similar note, I am a user of the UPass system, which similarly relies on paper cards. As the new fare system is rolled out, I am concerned that current annual UPass cards will be invalid after the fare modernization project. How is Metro working to ensure that current annual UPass holders will receive a valid replacement card for the remainder of the coverage period? Furthermore, how is Metro coordinating with university partners to deliver UPass fares compatible with the new system?

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COMMUNICATION FROM METRO TRANSIT ACCESSIBILITY ADVISORY COMMITTEE, RAYMOND BISHOP-CHAIRPERSON

Dear Commissioners,

Please see the message below from Raymond Bishop, Chairperson of the Metro Transit Accessibility Advisory Committee (MTAAC).

“The [Metro Transit Accessibility Advisory Committee](#) met on November 21, 2025 and January 16, 2026. We continue to have solid participation from the public, as well as from our committee members. At our November meeting, Tom Curran, Executive Vice President of Administration and LaSilvia Franklin, Director of Passenger Revenue provided an update regarding the new Fare Collection System. At our January meeting, Luciaisha David, General Manager of MetroBus presented on upcoming MetroBus Initiatives, including Better Together, Every Customer Counts, and Back to Basics. Committee members are working with Metro Transit to review updated Rider Guides, provide feedback related to Ticket Vending Machines, and supporting efforts to increase understanding between Metro Team members and our passengers with disabilities.”

Information about the committee, including meeting dates, materials, and Committeeperson biographies can be accessed at [Metro Transit Accessibility Advisory Committee | Metro Transit – Saint Louis](#). The mission of Metro Transit Accessibility Advisory Committee is to cultivate accessibility, usability, and inclusion through effective relationships between people with all abilities and Metro.

The Committee can be reached by email at [STLMetroTAAC@MetroStLouis.org](mailto:STLMetroTAAC@MetroStLouis.org).

Thank you,

Amy Parker,

Director, ADA Services--ADA Coordinator

**BI-STATE DEVELOPMENT  
BOARD OF COMMISSIONERS MEETING  
(Hybrid Meeting)  
OPEN SESSION MINUTES  
December 5, 2025 at 8:30 AM**

**Board Members Participating**

**Missouri**

Sam Gladney, Chair  
Andrea Jackson-Jennings, Secretary  
Nate Johnson

**Illinois**

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

**Staff Participating**

Tammy Parris, Interim President & CEO / Executive Vice President and Chief Financial Officer  
Brenda Deertz, Director Executive Services  
Greg Linhares, Chief Legal Counsel  
Myra Bennett, Manager of Board Administration  
Ron Forrest, Executive Vice President and Chief Operating Officer Metro Transit  
Kevin Scott, Executive Vice President Public Affairs and Security  
Andrew Ghiassi, General Manager Safety

**Others in Attendance**

Justin Sobeck, Missouri Department of Transportation  
Jonathan Stevanovich, Illinois Department of Transportation  
Bex Lackey, ASL Interpreter  
Hannah Hayes, ASL Interpreter

1. **Open Session Call to Order**  
**8:30 a.m.** 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.** Chair Gladney stated that the Board is holding in-person public comments at today's meeting. In order to speak, individuals were required to sign up through the website in advance of the meeting. He noted that the Board is allowing time today for 10 speakers, and anyone who was unable to obtain a timeslot to speak in person, was given the opportunity to submit written comments through the website. He asked Mr. Linhares if there were any sign-ups, and Mr. Linhares noted that there were none.

Chair Gladney asked Myra Bennett, Manager of Board Administration, for a summary of written public Comments received. Ms. Bennett noted that the Agency received 7 public comments and a memo from the Metro Transit Accessibility Advisory Committee Chairperson, for today's meeting. She noted that all of the comments were distributed to the Commissioners and staff prior to the meeting, and they are included in the online meeting materials. She stated that the comments will also be included in the minutes from today's meeting.

**4. Approval of the Minutes of the September 26, 2025, Board of Commissioners, Open Meeting**

**8:32 a.m.** The minutes from the September 26, 2025, Board of Commissioners, Open Meeting, were provided in the meeting materials. A motion to approve the minutes, as presented, was made by Commissioner Simmons and was seconded by Commissioner Jackson-Jennings.

**The motion passed unanimously.**

**5. Report of the President**

**8:33 a.m.** Interim President and Chief Executive Officer, Tammy Parris, reported that staff is currently working on the 2027 fiscal year budget, and she stated that she anticipates that information will be presented to the Committee and Board during the January/February review cycle. She noted that the Agency is predicting 1.5% growth. Commissioner Cox asked when the budget is due, and if this is the same schedule as last year. Ms. Parris stated that this is the same schedule as last year. She noted that the information was previously presented during the March/April review cycle; however, it was determined that additional time was needed, in order to allow time for discussion with the Agency's partners. Commissioner Cox asked how the Agency is performing under the current budget. Ms. Parris noted that the Agency has experienced a shortfall in revenue, due to a reduction in sales tax revenue, especially with regard to St. Louis County. She stated that the Agency has done well regarding controlling spending; however, there has been a major issue with regard to benefits. Ms. Parris stated that the Agency overall is currently under budget, noting that if there is net income at the end of the fiscal year, those funds will go to capital projects.

**6. Report of the Operations Committee**

**8:37 a.m.** Commissioner Moore stated that a virtual meeting of the Operations Committee was held on October 16, 2025, immediately following the Audit, Finance & Administration Committee meeting, and the draft minutes of that meeting are included in the meeting materials today under Item #6.

The Operations Committee is recommending approval of five (5) items, which are noted on today's agenda as Consent Agenda, Item #10:

- A. Mid America Extension Project Authorization (Resolution #1456)
- B. On-Call General Engineering Consulting (GEC) Services / Multiple Disciplines (Resolution #1457)
- C. MetroLink Platform Cleaning (Resolution #1458)
- D. Contract Modification - MetroLink Stations Secure Platform-Design Services (Resolution #1459)
- E. Contract Award – Tree Maintenance Service – MetroLink Right-of-Way (Resolution #1460)

In addition, she reported that at the October Committee meeting, an Operations Report and a Workforce Update was provided by Ron Forrest, Executive Vice President & Chief Operating Officer – Metro Transit

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

**8:39 a.m.** Commissioner Jackson-Jennings reported that a virtual meeting of the Audit, Finance and Administration Committee was held on October 16, 2025 at 8:30 a.m., and the draft minutes of that meeting are included in the meeting materials today, under Item #7.

She reported that at the Committee meeting, several informational items were presented, including:

- Pension Audit Update
- 401(k) Plan Audit Update
- Internal Audit Department - Follow-Up Summary – 1st Quarter, FY2026
- Internal Audit Department - Status Report – 1st Quarter, FY2026
- Internal Audit Department - State Safety Oversight Status Report – 3rd Quarter, Calendar Year 2025
- Financial Statements
- Treasurer's Report;
- Treasury Safekeeping Report; and
- Procurement Report

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

**8:40 a.m.** Chair Simmons stated that a virtual meeting of the Safety & Security Committee was held on November 14, 2025 at 8:30 a.m., and the draft minutes of that meeting are included in the meeting materials today under Item #8.

**9. Adjustment of Consent Agenda**

**8:41 a.m.** Chair Gladney asked if there were any adjustments to the Consent Agenda.

**10. Consent Agenda Items**

**8:41 a.m.** Consent Agenda Items:

- A. Mid America Extension Project Authorization (Resolution #1456)
- B. On-Call General Engineering Consulting (GEC) Services/Multiple Disciplines (Resolution #1457)
- C. MetroLink Platform Cleaning (Resolution #1458)
- D. Contract Modification - MetroLink Stations Secure Platform-Design Services (Resolution #1459)
- E. Contract Award – Tree Maintenance Service – MetroLink Right-of- Way (Resolution #1460)

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

**The motion passed unanimously.**

**11. Approval of the 2025 Public Transportation Agency Safety Plan (PTASP) (Resolution #1461)**

**8:41 a.m.** A briefing paper was included in the meeting materials, presenting to the Board of Commissioners for approval, a request to authorize the President & CEO to approve the 2025 Public Transportation Agency Safety Plan (PTASP). Andrew Ghiassi, General Manager Safety, gave an overview of this item, noting that under the Federal Transit Administration's (FTA) Public Transportation Agency Safety Plan (PTASP) rules, an annual review and update is required. Mr. Ghiassi reviewed the proposed updates, as outlined in the briefing paper. He noted that approval of this item has no funding impacts for the Agency.

A motion to approve the item, as presented, was made by Commissioner Beach and was seconded by Commissioner Moore.

**The motion passed unanimously.**

**12. BSSO Annual Update**

**8:43 a.m.** A briefing paper was included in the meeting materials to provide the BSSO Annual Update to the Board of Commissioners. Andrew Ghiassi, General Manager Safety, gave an overview of this item noting that the Bi-State Safety Oversight (BSSO) program remains a collaborative initiative administered jointly by the Missouri and Illinois Departments of Transportation, and its mandate is to provide consistent and independent oversight of the MetroLink rail-fixed guideway system and to ensure compliance with both federal and state safety regulations. He noted that the BSSO is responsible for enforcing risk management protocols, investigating reportable events, and verifying that corrective measures are carried out and sustained. Mr. Ghiassi noted that, in close partnership with Bi-State Development, the program continues to monitor and strengthen the safety framework of MetroLink operations, ensuring that risks are addressed and compliance is maintained across all areas of system activity.

Justin Sobeck, Missouri Department of Transportation, and Jonathan Stevanovich, Illinois Department of Transportation, provided a summary of the PowerPoint presentation which was included in the meeting materials.

It was noted that this item was presented as information only, and no action by the Board of Commissioners was needed.

**13. Unscheduled Business**

**8:58 a.m.** There was no unscheduled business.

**14. Operations Report**

**8:58 a.m.** An Operations Report and Workforce Summary were provided in the meeting materials. Ron Forrest, Executive Vice President and Chief Operating Officer for Metro Transit, provided a summary of the current workforce staffing levels, ridership numbers and current initiatives. He noted that there was a service change on December 1<sup>st</sup> affecting 38 routes, including 31 in Missouri and 7 in Illinois. He noted that the next service change will occur in March.

Chair Gladney asked if the mechanic shortage is having any impact on service. Mr. Forrest stated that the shortage is not having an impact on service; however, it is definitely having an impact on the employees with regard to overtime and work/life balance.

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

**9:10 a.m.** Myra Bennett, Manager of Board Administration, noted the following upcoming meetings:

Safety & Security Committee	Thursday, January 8, 2026	8:30 AM
Audit/Finance/Administration Committee	Thursday, January 29, 2026	8:30 AM
Operations Committee	Thursday, January 29, 2026	Following AFA
Board of Commissioners	Thursday, February 26, 2026	8:30 AM

16. **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) (3) – Personnel; (D) (7) – Purchasing and Contracts; and (D) (10) – Auditors.**

**9:11 a.m.** 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)(3) – Personnel; (D)(7) – Purchasing and Contracts; (D)(10) – Auditors; and (D)(15) – Insurance Information. The motion was made by Commissioner Simmons and was seconded by Commissioner Moore.

The poll of the Board being as follows:

Sam Gladney – Yea	Herbert Simmons – Yea
Nate Johnson – Yea	Irma Golliday – Yea
Andrea Jackson-Jennings – Yea	Derrick Cox – Yea
	Terry Beach – Yea
	Debra Moore – Yea

**The motion passed unanimously.**

The Board of Commissioners moved into Executive Session at approximately 9:12 a.m.

17. **Reconvene to Open Session**

**10:27 a.m.** Chair Gladney noted that the Board has reconvened to the Open Meeting

Commissioner Johnson made a motion to approve the minutes from the September 26, 2025 Board Meeting, Executive Session, as presented, as a closed record. The motion was seconded by Commissioner Simmons.

The poll of the Board being as follows:

Sam Gladney – Yea	Herbert Simmons – Yea
Nate Johnson – Yea	Irma Golliday – Yea
Andrea Jackson-Jennings – Yea	Derrick Cox – Yea
	Terry Beach – Yea
	Debra Moore – Yea

**The motion passed unanimously.**

Commissioner Simmons made a motion to approve the Consent Agenda Items: FY2025 - Draft Year End Financial Audit (Resolution #1462); 2025 Annual Surplus Property Holdings (Resolution #1463); Hanley/Eager Road Transportation Development District Term, Bonds, Sales Tax and Special Assessment Restructuring (Resolution #1464); and Security Contract

Modification (Resolution #1465), as presented. The motion was seconded by Commissioner Golliday.

The poll of the Board being as follows:

Sam Gladney – Yea	Herbert Simmons – Yea
Nate Johnson – Yea	Irma Golliday – Yea
Andrea Jackson-Jennings – Yea	Derrick Cox – Yea
	Terry Beach – Yea
	Debra Moore – Yea

**The motion passed unanimously.**

Commissioner Johnson made a motion to approve the 457(f) Plan (Resolution #1466), as presented. The motion was seconded by Commissioner Jackson-Jennings.

The poll of the Board being as follows:

Sam Gladney – Yea	Herbert Simmons – Yea
Nate Johnson – Yea	Irma Golliday – Yea
Andrea Jackson-Jennings – Yea	Derrick Cox – Yea
	Terry Beach – Yea
	Debra Moore – Yea

**The motion passed unanimously.**

**18. Adjournment**

**10:30 a.m.** 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 Golliday. Unanimous vote in favor was taken. The motion passed, and the meeting was adjourned at approximately 10:30 a.m.

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

**BI-STATE DEVELOPMENT  
OPERATIONS COMMITTEE MEETING  
OPEN SESSION MINUTES  
(Hybrid Meeting)  
January 29, 2026  
8:30 AM**

**Operations Committee Members participating via Zoom**

Debra Moore, Chair  
Derrick Cox – Absent  
Irma Golliday – Joined the meeting at 8:34 a.m.

**Other Commissioners participating via Zoom**

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

**Staff participating via Zoom**

Tammy Parris, Interim CEO, Executive Vice President, Chief Financial Officer  
Brenda Deertz, Director of Executive Services  
Gregory Linhares, Chief Legal Counsel  
Myra Bennett, Manager of Board Administration  
Tom Curran, Executive Vice President – Administration  
Ron Forrest, Executive Vice President/Chief Operating Officer – Metro Transit  
Kevin Scott, Executive Vice President Public Affairs and Security

**Others participating via Zoom**

Emily Russell, ASL Interpreter  
Karen Snead, ASL Interpreter

1. **Open Session Call to Order**  
**8:30 a.m.** Chair, Debra Moore, 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.
3. **Public Comment**  
**8:31 a.m.** Chair Moore 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. **Approval of the Minutes of the October 16, 2025 - Operations Committee, Open Meeting**  
**8:31 a.m.** The minutes of the October 16, 2025, Operations Committee, Open Meeting, were provided in the Committee meeting materials for review. A motion to approve the minutes was made by Commissioner Beach and seconded by Commissioner Jackson-Jennings.

**The motion passed unanimously.**

5. **Sole Source Authorization – Purchase of High-Rail Gear with Bucket Specialty Vehicle**  
**8:32 a.m.** A briefing paper was included in the meeting materials, presenting to the Operations Committee, for discussion, acceptance, and referral to the Board of Commissioners for approval, an authorization for the President & CEO be authorized to enter into an agreement with Custom Truck One Source for the purchase of one (1) Ford F-550 truck, with high-rail and bucket equipment, in the not-to-exceed amount of \$175,000. Tom Curran, Executive Vice President - Administration, gave an overview of this item. He noted that a high-rail gear and bucket truck is a specialized dual-purpose vehicle with both road tires and retractable rail wheels, allowing it to travel on either roads or railroad tracks. He reported that this truck is equipped with an aerial work platform (bucket) for inspecting and maintaining railway infrastructure including bridges, signals and overhead power lines. Mr. Curran stated that over the past several years, Metro's Non-Revenue Vehicle Maintenance team has seen an increase in vehicles with maintenance issues due to increased fleet age, and although the team has been working diligently on the maintenance and repair of vehicles owned by the Agency, they are experiencing increased downtime due to the age of vehicles and limited parts availability. He reported that, going forward, maintenance leadership has created a five (5) year vehicle replacement plan which identifies all non-revenue vehicles that have met their useful life and prioritizes them by most critical replacement need. To accompany the replacement plan, the current leadership has created a five (5) year solicitation to eliminate the need for future sole source purchases of all non-revenue vehicles that are not subject to the lease program

*Commissioner Irma Golliday joined the meeting at approximately 8:34 a.m.*

Chair Moore asked if maintenance staff have the ability to maintain this type of specialty vehicle. Mr. Curran noted that staff has this ability to maintain these vehicles; however, they have had difficulty recently in obtaining parts, due to the age of the vehicles.

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

**The motion passed unanimously.**

6. **Arts in Transit Inc. Dissolution**  
**8:36 a.m.** A briefing paper was included in the meeting materials, presenting to the Operations Committee for informational purposes, the proposed dissolution of Arts in Transit Inc., an independent 501(c)(3) corporation formed for the purposes of supporting and fundraising for Metro-related art projects. Greg Linhares, Chief Legal Counsel, gave an overview of this item, noting that documented support for art on transit operations dates back as far as 1999, with resolutions from the Board in support of various initiatives dating from 1999 to present. He reported that the specific formation of Arts in Transit Inc. occurred in 2011, for the purposes of receiving or raising funding from various external sources. He noted that the Arts in Transit Advisory Council was also previously authorized in Board Policy Chapter 120.

Mr. Linhares stated that, in 2023, the Board of Commissioners amended Chapter 120 to terminate the Arts in Transit Advisory Council, because it had not been operational for a number of years, and to amend other portions of Chapter 120, because federal policy no longer required set-asides for art in construction projects. He reported that, at the time of these changes, there was also discussion of the function of Arts in Transit Inc. and how it also had not been operational for a number of years. Subsequent to that discussion, BSD staff reached out to the last known members of the Arts in Transit Inc. Board, who indicated their willingness to dissolve Arts in Transit Inc. and send any remaining excess funds held by Arts in Transit Inc. to Metro for use in maintaining or repairing existing art. Mr. Linhares stated that since Arts in Transit Inc. is no longer active and is not providing value to Metro or the Agency, BSD Management believes the Board should allow its dissolution to proceed without objection. He noted that, since Arts in Transit Inc. is a separate entity, the Board is not necessarily required to approve its dissolution, but given the Board's consistent support of art as part of Metro's operations, BSD Management wants to ensure that the Board is supportive of this dissolution before allowing it to proceed. He noted that the remaining \$67,000 - \$69,000 will be used for Arts in Transit types of projects, and will not be used as general funds. Chair Moore noted that she had a discussion with Mr. Linhares regarding this issue this morning, to ensure that the funds would be used for these types of projects and enhancing stations.

**7. Unscheduled Business**

**8:40 a.m.** There was no unscheduled business.

**8. Operations Report**

**8:41 a.m.** An operations report and work force update for Metro Transit was included in the Committee packet. Ron Forrest, Executive Vice President and Chief Operation Officer – Metro Transit, provided a summary of the report for the Committee. He provided a staffing update, noting a shift in focus for the hiring of permanent, part-time operators, which has been successful. He noted that the permanent, part-time workforce offers support for the full-time operators, and provides reliability and flexibility for the workforce. Mr. Forrest noted that Metrolink operations remain stable, meeting all scheduled trips. He noted the commitment of the frontline workforce, during the recent snow event, and thanked them for their efforts.

Mr. Forrest provided an update regarding Call-A-Ride, noting approximately 40,000 trips per month. He noted that additional drivers are needed to continue sustained growth, and reported the development of a paratransit apprenticeship program, which is the first of its kind in the country. He also noted the development of recently approved bus mechanic apprenticeship program, and reported that the Agency is also working towards the development of an LRV mechanic apprenticeship program.

Mr. Forrest reported increased ridership across all service categories, with Call-A-Ride experiencing the greatest increase, which has increased by approximately 32%. In addition, he noted continued success with the "Ride Every Route" initiative, which has provided direct, first-hand insight to management on areas for improvement of the system. He reported that the next service change will be made on March 16<sup>th</sup>.

Mr. Forrest noted that steps have been taken regarding the Organizing for Success program. He stated that this program will create a more agile, cost-effective system, with a focus on responsibility and accountability. He reported that this included the elimination of unnecessary and vacant positions. He noted that most effected employees chose to remain with the organization, serving in different capacities; however, a few employees chose to retire.

Chair Moore thanked Mr. Forrest for his continued efforts and for his thorough report.

**9. President/CEO Report**

**8:58 a.m.** Tammy Parris, Interim CEO, reported on the recent storm event, noting the commitment of the frontline employees. She stated that these employees are true professionals, who show up, and get the job done. Ms. Parris also noted that the Agency was contacted by City of St. Louis Mayor, Cara Spencer, expressing her appreciation to the Agency and the frontline workers for their efforts during the recent storm. She commended Mr. Forrest for his work.

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

**8:59 a.m.** Myra Bennett, Manager of Board Administration, advised the Board of Commissioners of the following upcoming meetings:

Board of Commissioners Meeting	Thursday, February 26, 2026	8:30 AM
Safety & Security Committee Meeting	Thursday, March 5, 2026	8:30 AM
Audit, Finance & Administration Committee	Thursday, March 26, 2026	8:30 AM
Operations Committee Meeting	Thursday, March 26, 2026	Following AFA

**11. Adjournment to Executive Session**

**9:00 a.m.** Chair Moore asked Ms. Parris if an Executive Session is needed. Noting that no information is to be presented, except approval of the minutes, Chair Moore stated that, if no corrections are to be made to the minutes, the Committee could proceed with a vote to approve the minutes, without going into Executive Session.

Commissioner Golliday made a motion to approve the minutes of the October 16, 2026, Operations Committee, Executive Session, as presented, as a closed record, and the motion was seconded Commissioner Jackson-Jennings.

A roll call vote was taken as follows:

Sam Gladney – Yea	Terry Beach – Yea
Andrea Jackson-Jennings – Yea	Irma Golliday – Yea
	Debra Moore – Yea

**The motion passed unanimously.**

**12. Adjournment**

**9:01 a.m.** Chair Moore asked if there was any further business, and being none, Commissioner Beach made a motion to adjourn the meeting. The motion was seconded by Commissioner Golliday. Unanimous vote in favor taken. The motion passed, and the meeting was adjourned at approximately 9:01 a.m.

**BI-STATE DEVELOPMENT**  
**AUDIT, FINANCE & ADMINISTRATION COMMITTEE MEETING**  
**OPEN SESSION MINUTES**  
**(Hybrid Meeting)**  
**January 29, 2026**  
**Immediately following Operations Committee Meeting**

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

Andrea Jackson-Jennings, Chair  
Terry Beach  
Herbert Simmons – Absent  
Nate Johnson – Absent  
Sam Gladney

**Other Commissioners participating via Zoom**

Debra Moore  
Derrick Cox – Absent  
Irma Golliday

**Staff participating via Zoom**

Tammy Parris, Interim CEO, Executive Vice President, Chief Financial Officer  
Brenda Deertz, Director of Executive Services  
Greg Linhares, Chief Legal Counsel  
Myra Bennett, Manager of Board Administration  
Crystal Messner, Chief Audit Executive  
Ron Forrest, Executive Vice President and Chief Operating Officer – Metro Transit  
Kevin Scott, Executive Vice President Public Affairs and Security  
Dave Toben, Sr. Director – Total Rewards

**Others participating via Zoom**

Emily Russell, ASL Interpreter  
Karen Snead, ASL Interpreter

1. **Open Session Call to Order**  
9:02 a.m. Chair, Andrea Jackson-Jennings, called the Open Session of the Audit, Finance & Administration Committee Meeting to order at 9:02 a.m.
2. **Roll Call**  
9:02 a.m. Roll call was taken, as noted above.

**3. Public Comment**

**9:03 a.m.** Chair Jackson-Jennings 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 16, 2025 - Audit, Finance & Administration Committee, Open Meeting**

**9:03 a.m.** The minutes of the October 16, 2025, Audit, Finance & Administration Committee, Open Meeting, were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Moore and was seconded by Commissioner Golliday.

**The motion passed unanimously.**

**5. Governmental Consulting Contracts – March 2026-February 2028**

**9:04 a.m.** A briefing paper was included in the meeting materials, presenting to the Audit, Finance and Administration Committee for acceptance and referral to the Board of Commissioners for approval, the Letters of Agreement and Consultant Services Agreements between BSD and the various Consultants, including The Jerry Costello Group, Brown & Associates, CapStone Consulting, and HBS Strategies, for consulting services for BSD and all its enterprises, with terms in effect for a twenty-four (24) month period of March 1, 2026, through February 29, 2028. Greg Linhares, Chief Legal Counsel, gave an overview of this item, noting that in previous cycles, these Agreements have come due at various times (two in December, one in February, and one in June). He noted that management believes it is preferable to provide the Board with a unified review of all governmental consulting services, in order to develop a comprehensive strategy regarding the provision of these services. He stated that, if approved, these service contracts will have a 2-year cycle, and they will be reviewed with six-month progress reports.

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

**The motion passed unanimously.**

**6. Contract Award – Temporary Help Services**

**9:07 a.m.** A briefing paper was included in the meeting materials, presenting to the Audit, Finance and Administration Committee for acceptance and referral to the Board of Commissioners authorize the President and CEO to enter into a contract, which consists of five (5) base years, with all twelve (12) above-listed firms, to provide temporary staffing services on an as-needed basis, in a not-to-exceed amount of \$2,015,000.00. Tom Curran, Executive Vice President - Administration, gave an overview of this item, noting that on March 25, 2025, Bi-State Development (BSD) issued Solicitation 25-RFP-607432-DR/MD – Temporary Staffing Services to obtain proposals from qualified firms providing temporary staffing services on an as-needed basis. He stated that the areas include, but are not limited to: Finance, Payroll, IT, Marketing, Communications, Talent Management (Human Resources), Benefits, Engineering, Procurement, Risk Management, Safety, Customer Service and Clerical/Administration. Mr. Curran stated that, in response to the solicitation, forty (40) firms' sealed proposals were submitted, reviewed and forwarded to the evaluation team, which consisted of individuals within BSD's Talent Management department. Upon review of the proposals, twelve (12) firms

demonstrated their capability and experience in providing temporary staffing in various types of positions, as noted below.

	<b>Firm:</b>	<b>Consensus Technical Score</b>	<b>Cost Score</b>	<b>Overall Total Score</b>
1	Abacus	314.17	50.00	364.17
2	Prolim	308.33	31.40	339.73
3	KBS	317.50	19.29	336.79
4	Beacon Hill	317.50	15.88	333.38
5	Roth Staffing	290.83	38.01	328.84
6	Ubertal	290.83	32.14	322.97
7	Cynet Systems	288.33	31.40	319.73
8	Enterprise Solutions	296.67	21.43	318.10
9	Vastek	291.67	25.47	317.14
10	Dataman	290.83	25.00	315.83
11	BuzzClan	292.50	22.50	315.00
12	Dexian	290.83	19.29	310.12

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

**The motion passed unanimously.**

**7. FY2027 Budget**

**9:10 a.m.** A briefing paper was included in the meeting materials, presenting to the Audit, Finance and Administration Committee for acceptance and referral to the Board of Commissioners for approval, the FY 2027 Operating and Capital Budget. Tammy Parris, Executive Vice President and Chief Financial Officer gave an overview regarding this item. Ms. Parris noted that several years ago, the decision was made to move the budget presentation to the January/February Committee and Board cycle, in order to provide time to meet with the Agency’s funding partners, and assist in meeting their budget deadlines. She noted that it is difficult to meet these deadlines; however, she thanked the Finance team for their hard work and thanked Ms. Bennett for working with the Finance Department to meet the deadlines. Ms. Parris reviewed the PowerPoint presentation, noting a growth rate of 1.62% for the Agency for the past eight years. She noted that there have been a few spikes along the way, which included improvements for frontline workers. She noted that a 1.62% growth rate is difficult to achieve, especially when we are currently experiencing an inflation rate of 2.7%. She thanked management for helping control expenses. Ms. Parris provided a comparison of budget figures for fiscal year 2026, versus the proposed fiscal year 2027 budget, reviewing line items for all revenues and expenses. She provided a Capital Budget presentation for FY2027-2029. Commissioner Beach asked for clarification of the time frame. Ms. Parris noted that the presentation is for a three-year period. She reviewed the capital budget figures for each of the Agency enterprises.

Commissioner Beach posed questions regarding Governor Kehoe’s reduction in transit funding. Ms. Parris noted that, in the past, funding was approximately \$1.7 million; however, under the

previous Governor, funding was at approximately \$11.7 million. She noted that there was a recent \$5 million cut, followed by another \$5 million cut, effectively decreasing funding to that in the past, in the amount of \$1.7 million. Ms. Parris noted that a small portion of funding is supplied by the State of Missouri.

Commissioner Beach stated that he would appreciate Governor Kehoe making appointments to the Board of Commissioners for the Agency, as soon as possible. Commissioner Gladney agreed.

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

**The motion passed unanimously.**

**8. 2025 Pension Valuations Update**

**9:33 a.m.** A briefing paper was included in the meeting materials, presenting to the Audit, Finance and Administration Committee the results of the 2025 pension valuations for company sponsored defined benefit pension plans. Dave Toben, Senior Director of Total Rewards, gave an overview of this item, noting that Milliman, Inc., has issued Valuation Reports for fiscal year ended 2025 for the three pension plans. Mr. Toben stated that he is pleased to report an increase in funding ratios for all three plans, and he reported the following:

As of June 1, 2025, the funded ratio for the Salaried Pension Plan was 96.1% and the unfunded liability was \$4,343,071.

As of April 1, 2025, the funded ratio for the IBEW Pension Plan was 91.6% and the unfunded liability was \$735,641.

As of April 1, 2025, the funded ratio for the Local 788, Amalgamated Transit Union, AFL-CIO Pension Plan was 85.2% and the unfunded liability was \$31,774,609.

This item was presented as information only, and no action is required by the Board of Commissioners.

**9.-11. Internal Audit Department - Follow-Up Summary – 2<sup>nd</sup> Quarter, FY2026**

**Internal Audit Department - Status Report – 2<sup>nd</sup> Quarter, FY2026**

**Internal Audit Department - State Safety Oversight Status Report – 4<sup>th</sup> Quarter, CY2025**

**9:36 a.m.** Briefing papers were included in the meeting materials regarding these items. Crystal Messner, Chief Audit Executive, gave an overview of these items, noting that for Item 9 – Internal Audit Department, Follow-up Summary, 47% of items have been closed and 53% remain open; however, none are overdue. She reported that, with regard to Item #10 – Internal Audit Department, Status Report for the second quarter, the IT Penetration Testing and NIST Risk Assessment has been completed. The following audits are in progress: RFP Process, Construction in Progress, and EEO Limited Review. Ms. Messner noted that, with regard to Item #11 – Internal Audit Department – State Safety Oversight Status Report, fourth quarter proposed activities were completed successfully. She reported that Audit activities for the 2025 Safety and Security Management Audit are nearing completion, interviews and test work have concluded, and the draft report is undergoing internal review. Findings for the first half of the audit have been finalized, and CAPs have been submitted to the respective SSOs. She stated that findings for

the second half of the audit will be finalized following completion of the internal review, with CAPs expected to be submitted to the SSOs in the first quarter of calendar year 2026. These items were presented as information only.

**12.–13. Financial Statements**

**Treasurer's Report**

**9:38 a.m.** Financial Statements and a Treasurer's Report were included in the meeting materials for Board review. Tammy Fulbright, Executive Vice President and Chief Financial Officer, gave an overview of these items and provided a summary for each enterprise. These items were presented as information only.

**14. Treasury Safekeeping Report**

**9:41 a.m.** A briefing paper was included in the meeting materials with the results of the Treasury Safekeeping Quarterly Accounts Audit. Crystal Messner, Chief Audit Executive, gave an overview of these items, stating that the Internal Audit Department reviewed the combined cash position and safekeeping accounts reported in the Quarterly Treasurer's Report for the period ending September 30, 2025, and based on the review procedures performed, believes that the Market Values reported fairly represent the asset balances, and their associated credit ratings, for the period ending September 30, 2025. She added that the information reported for the Fuel Hedge Program was reviewed, and the Internal Audit Department believes that these amounts fairly present the hedging position, for the quarter ending September 30, 2025. Ms. Messner noted that the collateral position for BSD's lead operating bank was reviewed, and the value of collateral posted on the behalf of BSD was adequate to secure the account balances in the event of a bank default. This item was presented as information only.

**15. Procurement Report**

**9:42 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, reviewing the four components of the report, including the Procurement Activity Report - Non-Competitive Procurement Trend, Procurement Card Transactions Report, Contract Awards Over \$100,000 Report, and Contract Modifications Report. This item was presented as information only.

**16. Unscheduled Business**

**9:44 a.m.** There was no unscheduled business.

**17. President/CEO Report**

**9:44 a.m.** There was no CEO report; however, Tammy Parris, Interim CEO, Executive Vice President & CFO, stated that she would like to thank the entire Finance team for their work on preparing the budget, and would like to thank the Commissioners for their time in reviewing the information today.

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

**9:45 a.m.** Myra Bennett, Manager of Board Administration, advised the Committee of the following upcoming meetings:

Board of Commissioners Meeting	Thursday, February 26, 2026	8:30 AM
Safety & Security Committee Meeting	Thursday, March 5, 2026	8:30 AM

Audit, Finance & Administration Committee      Thursday, March 26, 2026      8:30 AM  
Operations Committee Meeting      Thursday, March 26, 2026      Following AFA

19. **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 §10.080(D)(10).**

**9:45 a.m.** Chair Jackson-Jennings noted that a motion is needed for 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 Beach and was seconded by Commissioner Golliday. A roll call vote was taken as follows:

Sam Gladney – Yea	Terry Beach – Yea
Andrea Jackson-Jennings – Yea	Irma Golliday – Yea
	Debra Moore – Yea

**The motion passed unanimously, and the Committee moved into Executive Session at 9:46 a.m.**

20. **Reconvene to Open Meeting**

**9:53 a.m.** The Committee reconvened to the Open Meeting at approximately 9:53 a.m.

Commissioner Golliday made a motion to approve the minutes from the October 16, 2025, Audit, Finance and Administration Committee, Executive Session, as presented, as a closed record. The motion was seconded by Commissioner Beach.

A roll call vote was taken as follows:

Sam Gladney – Yea	Terry Beach – Yea
Andrea Jackson-Jennings – Yea	Irma Golliday – Yea
	Debra Moore – Yea

**The motion passed unanimously.**

Commissioner Moore made a motion to approve the Draft IT Penetration and NIST Risk Assessment Report, as presented in Executive Session, and forward them to the Board of Commissioners for approval. The motion was seconded by Commissioner Golliday.

A roll call vote was taken as follows:

Sam Gladney – Yea	Terry Beach – Yea
Andrea Jackson-Jennings – Yea	Irma Golliday – Yea
	Debra Moore – Yea

**The motion passed unanimously.**

21. **Adjournment**

**9:55 a.m.** Chair Jackson-Jennings asked if there was any further business, and being none, Commissioner Beach made a motion to adjourn the meeting. The motion was seconded by Commissioner Moore. Unanimous vote in favor taken. The motion passed, and the meeting was adjourned at approximately 9:55 a.m.

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Deputy Secretary to the Board of Commissioners  
Bi-State Development

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**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** Sole Source Authorization – Purchase of High-Rail Gear with Bucket Specialty Vehicle  
**Disposition:** Approval  
**Presentation:** Thomas P. Curran, Executive Vice President – Administration

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**Objective:**

To present to the Board of Commissioners for approval, a request to authorize the President and CEO to award a sole source procurement with Custom Truck One Source for the purchase of a special, purpose-built Ford F-550 truck with high-rail gear and bucket assembly.

A high-rail gear and bucket truck is a specialized dual-purpose vehicle with both road tires and retractable rail wheels, allowing it to travel on either roads or railroad tracks. This truck is equipped with an aerial work platform (bucket) for inspecting and maintaining railway infrastructure including bridges, signals and overhead power lines.

**Background:**

Over the past several years, Metro’s Non-Revenue Vehicle Maintenance team has seen an increase in vehicles with maintenance issues due to increased fleet age, especially within the purpose-built assets utilized by our track maintenance teams. The Non-Revenue Vehicle Maintenance team has been working diligently on the maintenance and repair of vehicles owned by the Agency; however, the team is experiencing increased downtime due to the age of vehicles and limited parts availability.

The issues grew substantially during the 2025 severe weather that impacted our system throughout the DeBaliviere-Forest Park area, as the maintenance team struggled to keep the necessary equipment functioning to ensure the MetroLink system was repaired in a timely manner. Prior to the weather incident, procurements were made to begin replacing vehicles with high-rail equipment, however, only one (1) asset with high-rail and a bucket was procured, which at present has not completed assembly. This has caused the maintenance team to look for alternatives such as rentals to ensure the team has the equipment required to perform critical work.

Metro’s vehicle maintenance leadership engaged in research for already-built vehicles that are equipped with high rail equipment and buckets, only to note that everything available either does not have the necessary high-rail equipment or another critical feature needed by the team.

Moving forward, maintenance leadership has created a five (5) year vehicle replacement plan which identifies all non-revenue vehicles that have met their useful life and prioritizes them by most critical replacement need. To accompany the replacement plan, the current leadership has created a five (5) year solicitation to eliminate the need for future sole source purchases of all non-revenue vehicles that are not subject to the lease program.

**Analysis:**

A future solicitation to procure non-revenue vehicles is in the development stage; however, it will not assist with the immediate need to replace high-rail vehicles with buckets, due to the time it takes to procure and build such vehicles.

Custom Truck One Source had been engaged for the rental of such equipment and has expressed a willingness to sell such vehicles within their rental fleet that meet Bi-State Development's requirements. The cost of this specialty truck, which has very low mileage, has already been reduced \$30,000 below the normal sales price.

**Previous Action:**

The Operations Committee approved this item at the January 29, 2026 meeting.

**Board Action Requested:**

The Operations Committee recommends that the Board of Commissioners approve this request to authorize the President & CEO to enter into an agreement with Custom Truck One Source for the purchase of one (1) Ford F-550 truck, with high-rail and bucket equipment, in the not-to-exceed amount of \$175,000.

**Funding Source:**

This project is to be funded by Federal and local matching funds.

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE  
BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI - ILLINOIS METROPOLITAN DISTRICT  
AWARDING A SOLE SOURCE CONTRACT TO CUSTOM TRUCK ONE SOURCE FOR THE  
PURCHASE OF A HIGH-RAIL GEAR AND BUCKET TRUCK**

**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), requires Board approval of all Non-competitive ("sole source or single bid") Procurements exceeding \$100,000; and

*Whereas*, a high-rail gear and bucket truck is a specialized dual-purpose vehicle, with both road tires and retractable rail wheels, allowing it to travel on either roads or railroad tracks; and

*Whereas*, this truck is equipped with an aerial work platform (bucket) for inspecting and maintaining railway infrastructure including bridges, signals and overhead power lines; and

*Whereas*, Metro's vehicle maintenance leadership engaged in research for already-built vehicles that are equipped with high rail equipment and buckets, only to note that available vehicles either do not have the necessary high-rail equipment or other critical features needed by the team; and

*Whereas*, Custom Truck One Source had been engaged for the rental of such equipment and has expressed a willingness to sell such vehicles within their rental fleet that meet Bi-State Development's requirements; and

*Whereas*, it is feasible, necessary and in the public interest for the Agency to approve the award of a "sole source" contract to Custom Truck One Source for the purchase of one (1) Ford F-550 truck, with high-rail and bucket equipment, in the 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 I.

Section 2.        Approval of the Sole Source Contract. The Board of Commissioners hereby authorizes the President and CEO to enter into a "sole source" contract to Custom Truck One Source for the purchase of one (1) Ford F-550 truck, with high-rail and bucket equipment, in the not-to-exceed amount of \$175,000, 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, 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 Contracts 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 Custom Truck One Source.

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.

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 Contracts.

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 26<sup>th</sup> day of February, 2026.

*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

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**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Governmental Consulting Contracts – March 2026-February 2028**  
**Disposition:** Approval  
**Presentation:** Taulby Roach, President and Chief Executive Officer

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**Objective:**

To present to the Board of Commissioners (**Board**) for approval, Agreements between BSD and the following Governmental Consulting Agencies (**Consultants**), for terms beginning March 1, 2026 through February 29, 2028:

- 1) The Jerry Costello Group, LLC for general consulting services for the St. Louis Regional Freightway and BSD;
- 2) Brown and Associates, for consulting services for BSD regarding U.S Congress, U.S. Department of Transportation (USDOT) and the Federal Transit Administration (FTA);
- 3) EMS Midwest d/b/a CapStone Consulting, for consulting services for BSD regarding the Illinois General Assembly, and the State of Illinois and its departments or agencies;
- 4) HBS Strategies, for consulting services for BSD regarding any federal matters, including but not limited to the Missouri congressional delegation and the BRT project.

In previous cycles, these Agreements have come due at various times (two in December, one in February, and one in June). Management believes it is preferable to provide the Board with a unified review of all governmental consulting services, in order to develop a comprehensive strategy regarding the provision of these services. These services will be reviewed with six-month progress reports thereafter.

**Background:**

BSD is a multi-faceted operation that thus requires a varied approach to governmental relations in Illinois, Missouri, Washington DC, and various local governments. These diverse interests have led to specialized approaches that leverage the unique talents and contacts of each Consultant, via sole-source Agreements tailored to their specific areas of expertise.

The **Jerry Costello Group** has provided services to BSD since the summer of 2015, as the Freightway was created and activities were getting underway. Since that time, the Costello Group has continued to provide strategic advice and planning for the Freightway and BSD, and works 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 Costello group will continue to 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. They will also work with class I 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 with the Costello Group provides these services at the same rate of **\$9,000 per month**. See **Exhibit 1** attached for the Agreement and recent activities.

**Brown and Associates**, has been a longtime provider of specialized consulting services for BSD regarding U.S Congress, U.S. Department of Transportation (USDOT) and the Federal Transit Administration (FTA). They provide comprehensive tracking of all legislation before Congress, including House and Senate Transportation Committees and the House and Senate Appropriations Committees, that are related to transit and transportation in general, as well as any other legislation that may affect or be of interest to the Agency in any way. They track various funding programs that may be beneficial to the Agency, including advisories involving any proposed DOT regulations that might impact the Agency. They also are active participants in American Public Transit Association (APTA) and other transit interest groups that may be helpful and beneficial to the Agency, and advise BSD on potential items of interest as developed by these interests. The proposed Agreement with Brown and Associates provides these services at the same rate of **\$6,000 per month**. See **Exhibit 2** attached for the Agreement and recent activities.

**EMS Midwest d/b/a CapStone Consulting**, has been a longtime partner with BSD for consulting services regarding the Illinois General Assembly, and the State of Illinois and its departments or agencies. In the most recent session, CapStone supported and informed BSD about developments concerning the recently-passed SB 2111, which establishes a new recurring funding framework for mass transit in Illinois. For downstate transit agencies, the legislation delivers increased operating reimbursement, improved funding predictability, and partial relief from escalating local match requirements. While the bill meaningfully stabilizes operations, it does not fully close long-standing funding gaps, particularly for service expansion and capital reinvestment. Thus, continued support from CapStone is needed. In addition, CapStone tracked effects of the recently passed STAR Bonds enacted during the November 2025 veto session, as this could be a useful tool for large scale projects that may have an impact on development in the Bi-State region. The proposed Agreement with CapStone provides these services at the same rate of **\$6,500 per month**. See **Exhibit 3** attached for the Agreement and recent activities.

**HBS Strategies** has provided consulting services for BSD regarding any federal matters, including but not limited to the Missouri congressional delegation and the BRT project, since 2023. They have provided updates to BSD about federal government developments related to funding and policy on transit issues, including federal funding freezes, CIG policy development, government shutdowns and Trump Administration transportation policies and personnel/nominees; tracked and reported on matters of interest in congressional legislation and appropriations; educated and engaged with the Missouri congressional (House and Senate) delegation regarding the plans for the Green Line and informed about the proposed transition to a bus rapid transit (BRT) project; maintained relationships with and inform about BSD developments with the congressional transportation and transit committees; and, supported engagement with congressional offices in support of the congressionally directed spending project for the St. Louis downtown airport. The proposed Agreement with HBS Strategies provides these services at the same rate of **\$14,750 per month**. See **Exhibit 4** attached for the Agreement and recent activities.

**Analysis:**

With FTA funding for the BRT project at stake, as well as various large-scale Capital Project Grants in various stages, to include enterprises as varied as the Regional Airport and Metro rail cars – in addition to ongoing efforts to retain or grow support for various BSD efforts at both the state and federal level – it is critical to retain strong, professional, on-the-ground representation for BSD interests in all governmental sectors. These Consultants represent a diverse area of expertise, and provide coverage for BSD in all of our major areas of need. The attached Agreements and Progress Reports provide further details on the services provided, which BSD intends to continue during the proposed renewal period of March 2026-February 2028. Two-year contracts will enable these Consultants to help BSD develop a longer-term, more strategic approach to achieving BSD's various interests, while the six-month reports to the Board will ensure continuity and accountability for the Consultants.

**Previous Action:**

The Audit, Finance and Administration Committee approved this item at the January 29, 2026 meeting.

**Board Action Requested:**

It is requested that the Board of Commissioners authorize the President and CEO to enter into Letters of Agreement and Consultant Services Agreements between BSD and the various Consultants, as outlined, for consulting services for BSD and all its enterprises, with terms in effect for a twenty-four (24) month period of March 1, 2026, through February 29, 2028. NOTE: BSD will continue to present six (6) month progress reports from each Consultant during the pendency of each Agreement.

**Funding Source:**

The funding for the Jerry Costello Group contract will be split evenly between the Freightway operating budget and BSD Executive Services. All other contracts will be paid from Executive Services.

**Attachments:**

- Exhibit 1:** Draft Letter of Agreement and Summary of Activities, The Jerry Costello Group
- Exhibit 2:** Draft Letter of Agreement and Summary of Activities, Brown and Associates
- Exhibit 3:** Draft Letter of Agreement and Summary of Activities, CapStone Consulting
- Exhibit 4:** Draft Letter of Agreement and Summary of Activities, HBS Strategies



# JERRY F. COSTELLO

MEMBER OF CONGRESS (RET.)

## 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, 2026 and continue through March 31, 2028.

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, 2026. 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.

### THE JERRY COSTELLO GROUP, LLC

138 Lincoln Place Court, Ste. 101 • Belleville, IL 62221

618.234.6701 • 618.971.6200 (Mobile)

thejerrycostellogroup@gmail.com

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.)

### THE JERRY COSTELLO GROUP SUMMARY OF ACTIVITIES APRIL 2024 – DECEMBER 2025

Reviewed and monitored hundreds of bills introduced in the U.S. House of Representatives and U.S. Senate as well as the Illinois State House of Representatives and Illinois State Senate to assess their potential positive or negative impact on various divisions of Bi-State.

Reviewed and monitored grant opportunities made available with federal agencies and made Bi-State aware of opportunities to apply for federal grants/funding from various federal agencies on a bi-monthly or monthly basis. We had numerous conversations with Bi-State officials regarding these opportunities.

Maintained ongoing outreach with local, state and federal officials, including legislators and staff, to garner support for various Bi-State projects. Coordinated and attended meetings in the St. Louis area and in Washington, DC.

Collaborated with Bi-State, as well as local and state officials, to advance priority projects for the freightway district and broader regional development.

Engaged in numerous discussions with Bi-State officials, members of congress and state leaders concerning funding for the design of the St. Louis Downtown Airport terminal. The U.S. Department of Transportation/FAA released \$450,000 for the design of the building.

#### THE JERRY COSTELLO GROUP, LLC

138 Lincoln Place Court, Ste. 101 • Belleville, IL 62221

618.234.6701 • 618.971.6200 (Mobile)

thejerrycostellogroup@gmail.com



THE JERRY COSTELLO GROUP  
SUMMARY OF ACTIVITIES  
APRIL 2024 – DECEMBER 2025

Advocated for \$3.6 million in funding for the replacement of the St. Louis Downtown Airport terminal. Successfully secured inclusion of the \$3.6 million in the state budget, which was adopted on May 31, 2025.

Contacted state officials after the veto session in Springfield about releasing the \$3.6 million that was in the budget to replace the terminal at St. Louis Downtown Airport.

Coordinated efforts with the St. Louis Downtown Airport Director and the congressional delegation to pursue additional funding for the terminal project.

Had numerous discussions with officials at Bi-State, consultants, U.S. Department of Transportation officials and members of Congress regarding the MetroLink expansion.

Had several conversations with Bi-State officials regarding the Union Pacific/Norfolk Southern merger. In addition, we contacted federal officials to learn more about the proposed merger and reported the information to Bi-State.

We had conversations with Bi-State officials about the development of the East St. Louis riverfront and did research on property owners and potential development. We reported the information that we had received to Bi-State officials. We also spoke with city officials with East St. Louis regarding industrial real estate development opportunities.

THE JERRY COSTELLO GROUP  
SUMMARY OF ACTIVITIES  
APRIL 2024 – DECEMBER 2025

We had numerous conversations/meetings with Bi-State officials and local transit districts regarding the Trump administration's proposal to take transit money out of the trust fund at the federal level.

Made suggestions regarding content for the FreightWeekSTL and Take Flight Forums and attended.

# **CONSULTANT SERVICES AGREEMENT**

This CONSULTANT SERVICES AGREEMENT (this "Agreement"), effective as of March 1, 2026 (the "Effective Date") is by and between The Bi-State Development Agency of the Missouri-Illinois Metropolitan District ("Agency"), with its principal offices at 211 North Broadway, Suite 700, St. Louis, Missouri 63102, and Brown & Associates ("Consultant"), with its principal offices at 1559 Voltaire Drive, St. Louis, MO 63146.

WHEREAS, Agency desires to maintain and expand its ability to provide economic development and high-quality, widely accessible public transportation in the region that it serves; and

WHEREAS, Agency is in need of professional services to monitor legislation, pursue funding sources, and promote its general interest at the federal government level; and

WHEREAS, Consultant is a professional provider of said services; and

WHEREAS, Agency and Consultant desire to enter into an agreement for Consultant services in furtherance of Agency's interests; and

NOW, THEREFORE, in consideration of the mutual promises herein, Agency and Consultant agree as follows:

## **1. Scope of Services.**

During the term of this Agreement and pursuant to its provisions, Consultant shall be responsible for the activities described in the scope of work attached hereto and incorporated herein as Exhibit A (the "Services"). In addition, Consultant will comply with all federal, state, and local laws, codes, ordinances, rules, and regulations in performing the Services under this Agreement. In the event any of the terms of this Agreement are inconsistent with such laws, codes, rules, and regulations, the Agreement shall be construed to operate in conformity with the requirements of such laws, codes, rules and regulations. Consultant agrees that the negotiation, commencement and performance of this Agreement is subject to substantial state and federal regulations and warrants that it will, at all times, comply with all the applicable regulations. Consultant agrees that the Services shall be provided in a skillful and respectable manner. Consultant agrees that each person engaged by Consultant to provide the Services pursuant to this Agreement shall have the knowledge and skills, either by training, experience, education, or a combination thereof, to adequately and competently perform the Services and to provide and perform the Services to Agency's satisfaction for the agreed compensation. Consultant agrees that each person so engaged will comply with the terms of this Agreement.

## **2. Term: Termination.**

This Agreement shall be for a term from March 1, 2026 until February 29, 2028, unless terminated earlier in accordance with this Section ("Term"). This Agreement may be terminated by either party, with or without cause, upon thirty (30) days' notice to the other party. Consultant

shall be paid for Services performed prior to notice of termination, and Agency may authorize, in writing, the completion of specific Services and payment for those Services until the date of termination. No Services, or payment for Services, shall continue beyond the termination date.

**3. Payment.**

Agency agrees to pay Consultant monthly in \$6,000 monthly payments, for Services actually performed and completed pursuant to the terms and conditions of this Agreement (the "Fees"), which amount shall be accepted by Consultant as full compensation for all such Services, inclusive of all expenses incurred by Consultant in performance of Services, except as otherwise approved by Agency, in writing and in advance. The term "expenses" includes, but is not limited to, all fringe benefits; overhead costs; profits; secretarial costs; daily office expenses; long distance communication; courier expenses, including overnight deliveries; and other direct non-salary expenses. Consultant shall submit monthly invoices for the Fees and any pre-approved expenses. Agency shall pay invoices within thirty (30) days of receipt and approval.

**4. Ownership of Documents.**

Any and all reports, photographs, surveys, and other data and documents provided or created in connection with this Agreement are and shall remain the property of Agency. In the event of termination of this Agreement, any reports, photographs, surveys, and other data and documents prepared by Consultants, whether finished or unfinished, shall become the property of Agency and shall be delivered by Consultant to Agency within seven (7) days of termination of this Agreement by either party. Any compensation due to Consultant may be withheld until all documents are received as provided herein.

**5. Conflict of Interest.**

A. Consultant agrees that it has no interest, and will not acquire any interest, either directly or indirectly, that would present any conflict of interest in its ability to perform the Services requested. In providing the Services under this Agreement, the Consultant expressly agrees that (i) Consultant does not have any interest, financial or otherwise, direct or indirect, with any Agency Commissioner, employee, or agent, or any immediate family member or partner thereof, or with any organization that employs, or intends to employ, any of those individuals; and (ii) as of the Effective Date, Consultant does not represent any client whose interest is currently adverse to the interest of Agency.

B. Consultant further agrees that if, during the term of this Agreement, it determines that a client represented by Consultant has or may potentially have an interest adverse to the interest of Agency, Consultant shall immediately disclose such conflict of interest as required by Section 5(D) below. Additionally, before proposing, advocating, or otherwise advancing any bill, code, legislation, administrative rule, regulation, or policy on behalf of any other client that may potentially impact Agency and its operations, Consultant shall, in accordance with Section 5(D),

disclose the representation to Agency and shall provide a copy of the bill, code, legislation, administrative rule, regulation, or policy.

C. Consultant agrees that during the Term it shall not, and that its employees shall not, have or hold any continuing or frequently recurring employment or contractual relationship that is substantially antagonistic or incompatible with Consultant's loyal and conscientious exercise of judgment related to its performance under this Agreement.

D. Consultant agrees that in the event a conflict of interest arises during the Term, Consultant shall disclose, in writing, the existence and nature of such conflict to Agency. Such disclosure shall occur immediately upon discovery of the conflict, but in no event shall disclosure be made more than three (3) days after Consultant's discovery of the conflict. Consultant's written disclosure shall provide sufficient information concerning the conflict including, but not limited to, name of the client presenting the conflicting position, the nature of the conflict, and the extent to which Consultant is unable to provide the Services. Upon receipt of such disclosure, Agency, in its sole discretion, shall take any appropriate action, up to and including termination of this Agreement.

## **6. Confidentiality.**

A. During the term of this Agreement, employees, agents, servants and contractors of Consultant may be exposed to information which is confidential and proprietary to Agency. This information may include, but is not limited to, exposure to entities with which Agency has a contractual relationship. Consultant shall not, other than in the scope of the Services to be provided pursuant to this Agreement either during the Term or at any time thereafter, use for his or her own benefit, or for the benefit of any other person, or to the detriment of Agency, or disclose to any person, firm or corporation, any secret, private, or confidential information or other proprietary knowledge of and concerning the business or affairs of Agency which Consultant may have acquired in the course of, or as incident to, performance under the terms of this Agreement. Consultant shall require individually of its employees, agents, servants and contractors that such individuals adhere to the terms of this Section. This Section shall not prohibit Consultant from disclosing any information pursuant to a subpoena or court order in criminal, civil, or administrative proceedings. In recognition of the fact that the foregoing obligations shall survive the termination of this Agreement, Consultant agrees that upon termination of this Agreement, whether by expiration of the Agreement, or with or without cause, it will turn over to Agency all records, documents and copies and transcriptions thereof relating to Agency's business which are in possession of, or under the control of Consultant, or its employee, agent, servant or independent contractor.

B. The breach by Consultant or its employee, agent, servant or independent contractor, of any of the provisions of this Section shall: (i) constitute cause for the termination of this Agreement, notwithstanding any other term, provision, or definition contained in this Agreement; and (ii) entitle Agency to a permanent injunction or other injunctive relief in order to prevent or restrain any such breach by Consultant or its employee, agent, servant, or contractor, or any and all persons or entities directly or indirectly acting for or with Consultant. The rights and remedies of Agency under this Section shall be in addition to and not in limitation of any of the rights, remedies, or damages available to it at law or equity.

**7. Liability; Insurance.**

A. Consultant agrees to indemnify, hold harmless and defend Agency, and its commissioners, officers, agents, employees and servants, from any and all claims, judgments, costs, liabilities, demands, damages, expenses, including reasonable attorney's fees, whatsoever arising in connection with any negligent acts or omissions by Consultant, or its employees, agents, or independent contractors with regard to Consultant's performance pursuant to this Agreement.

B. Consultant agrees to maintain insurance, in an amount that will be adequate to cover Consultant's obligations hereunder, provided that such coverage shall be in amounts of at least one million dollars (\$1,000,000) per occurrence and three million dollars (\$3,000,000) in aggregate.

C. Obligations set forth in this Section shall survive termination of this Agreement and shall not be limited by any provision of this Agreement outside this Section.

**8. Independent Contractor.**

The parties agree that the Consultant is an independent contractor under this Agreement. Under no circumstances shall the Consultant be considered an agent or employee of Agency. Agency shall not be liable for any claims, losses, damages, or liabilities of any kind resulting from any action taken or failed to be taken by the Consultant or resulting from performance of duties under this Agreement.

**9. Assignability.**

The Consultant shall not assign any interest in this Agreement and shall not transfer any interest in the same, without the prior written consent of Agency. In the event of Agency's consent to assignment of this Agreement, all of the terms, provisions and conditions of the Agreement shall be binding upon and inure to the benefit of the parties and their respective successors, assigns and legal representative.

**10. General Provisions.**

A. The Consultant is an independent contractor and nothing in this Agreement will create the relationship of partnership, joint venture, agency or employment between Consultant and Agency. Neither party shall have any right, power, or authority to enter into any agreement for or on behalf of, or incur any obligation or liability of, or to otherwise bind, the other party.

B. This Agreement contains the entire understanding of the parties relating to the subject matter hereof, and supersedes all previous agreements or arrangements between the parties relating to the subject matter hereof. This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same document.

C. No change, amendment, or modification of any provision of this Agreement shall be valid unless set forth in a written instrument signed by the party subject to enforcement of such. amendment.

D. A waiver by either party of any term or condition of this Agreement in any instance shall not be deemed or construed as a waiver of such term or condition for the future, or of any subsequent breach thereof.

E. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable, such determination shall not affect any other provision herein, and the unenforceable provision will be replaced by an enforceable provision that most closely accomplishes the intent of the parties.

F. Any notice, demand, or communication required, permitted, or desired to be given hereunder, shall be deemed effectively given when personally delivered or mailed by pre-paid certified mail, return receipt requested, addressed as follows:

(i) Agency: Bi-State Development Agency  
211 North Broadway Suite 700  
St. Louis, Missouri 63102  
Attn: Taulby Roach, President and CEO

(ii) Consultant: Brown & Associates 1559  
Voltaire Drive St. Louis, MO  
63146 Attn: James P. Brown

G. This Agreement shall be governed by the laws of the State of Missouri without regard to its conflict of law provisions. The parties hereby irrevocably consent to litigate all disputes arising out of this Agreement in the applicable state or federal courts of the City of St. Louis Missouri.

IN WITNESS WHEREOF, the parties hereto have caused this instrument to be executed as of the date first written above.

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

CONSULTANT

BY: \_\_\_\_\_  
Taulby A. Roach  
President and CEO

BY: \_\_\_\_\_  
James P. Brown  
Consultant

## **SCOPE OF SERVICES**

Consultant shall be responsible for the following services:

- Representing the Agency before the U.S. Congress, the U.S. Department of Transportation ("DOT") and the Federal Transit Administration ("FTA").
- Tracking all legislation before Congress, including House and Senate Transportation Committees and the House and Senate Appropriations Committees, that are related to transit and transportation in general, as well as any other legislation that may affect or be of interest to the Agency in any way.
- Representing the Agency with the U.S. DOT and FTA and tracking various funding programs that may be beneficial to the Agency, including advisories involving any proposed DOT regulations that might impact the Agency.
- Participating in the activities of the American Public Transit association and other transit interest groups that may be helpful and beneficial to the Agency.
- At the direction of the Agency's President and CEO or Vice President of Governmental Relations, taking on any other assignments that may be necessary.

Consultant shall:

- Report directly to the Agency's President and CEO, but shall also keep other top Agency officials informed of key legislative and administrative issues as needed.
- Provide the Agency's President and CEO a quarterly activity report, to include key legislative and/or administrative updates. Additional reports relating to specific issues, courses of action and other matters shall be provided on an as-needed basis.

**St. Louis:**  
% 1559 Voltaire Drive  
St. Louis, MO 63146  
(314) 576-4040  
[dlthieme@sbcglobal.net](mailto:dlthieme@sbcglobal.net)

**Washington D.C.:**  
1050 Connecticut Ave., Ste. 500  
Washington, D.C. 20036  
(202) 365-2113  
[JBrown@btbv.com](mailto:JBrown@btbv.com)

## **BiState Metro Overview - 2025** **January - June**

The following tasks were undertaken by Brown & Associates Governments Relations from January thru June, 2025 under the direction of President Roach or in coordination with him or Sr. staff.

- Conducted consultations with HNTB staff regarding timing of the Green Line grant application to FTA given incoming Trump Administration.
- Represented BiState Metro at monthly meetings of the Capital Investment Transit Lobbying group.
- Represented BiState Metro at numerous Legislative Committee meetings of the American Public Transit Assn. in Washington.
- Met with President Roach at several meetings at BiState Hdq. regarding transit issues pending on Capitol Hill and interpretation of new Trump Administration grant funding rules.
- Conducted numerous consultations with FTA Regional and DC staff regarding newly issued FTA rating regulations.
- Carried out numerous other assignments at the direction of President Roach.

**James P. Brown**  
President

**St. Louis:**  
% 1559 Voltaire Drive  
St. Louis, MO 63146  
(314) 576-4040  
[dlthieme@sbcglobal.net](mailto:dlthieme@sbcglobal.net)

**Washington D.C.:**  
1050 Connecticut Ave., Ste. 500  
Washington, D.C. 20036  
(202) 365-2113  
[JBrown@btbv.com](mailto:JBrown@btbv.com)

## **BiState Metro Overview - 2025** **July - December**

The following tasks were undertaken by Brown & Associates Governments Relations from July 1<sup>st</sup> thru December 30, 2025 under the direction of President Roach or in coordination with him or Sr. staff.

- Provided the Mayor's Green Line liaison, Scott Ogilvie, with updates regarding FTA and Capitol Hill Appropriations, and Legislative Authorization legislation that may impact the Green line project.
- Registered BiState's strong opposition with Missouri and Illinois Congressional Delegations over DOT Secretary Duffy's proposal to OMB that transit funding be "eliminated" from the Highway/Transit Trust Fund in the upcoming Congressional reauthorization of the Highway/Transit program.
- Provided Green Line updates to DOT Assistant Secretary for Intergovernmental Affairs recently appointed by the White House.
- Conducted numerous zoom briefings for President Roach with Congressional staff providing updates on the Green Line status following inauguration of new St. Louis Mayor.
- Conducted numerous meetings with Missouri Congressional House and Senate staff regarding FY'26 Appropriation levels for the DOT/FTA that had been delayed to January 2026 impacting FTA bus and capital investment grant programs.
- Represented BiState Metro at monthly meetings of the Capital Investment Transit Lobbying group.
- Represented BiState Metro at numerous Legislative Committee meetings of the American Public Transit Assn. in Washington.
- Conducted several consultations with President Roach regarding transit issues pending on Capitol Hill and interpretation of new Trump Administration grant funding rules.
- Conducted numerous consultations with FTA Regional and DC staff regarding newly issued FTA "Capital Investment Guidance" revised and updated by the Office of Management & Budget
- Carried out numerous other assignments at the direction of President Roach.

**James P. Brown**  
President

February 26, 2026

EMS Midwest  
d/b/a CapStone Consulting  
24 S. 2nd Street, Suite 200  
Springfield, IL. 6270

**Re: Fourth Addendum to the Consultant Services Agreement**

Thank you for the work you do on behalf of the Bi-State Development Agency of Missouri-Illinois Metropolitan District. Bi-State would like to renew and amend the Consultant Services Agreement by executing the following Fourth Addendum to the Consultant Services Agreement:

Fourth Addendum to Consultant Services Agreement

This Fourth Addendum (“Fourth Addendum”) to the Consultant Services Agreement (“Agreement”) commencing on March 1, 2026 between EMS Midwest, LLC, d/b/a CapStone Consulting (“Consultant”) and the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (Client”) amends the underlying Consultant Services Agreement (dated 3-15-2021 and attached below) and the Addendum to Consultant Services Agreement (dated 1-10-2022 and attached below) as follows:

*Section 2. Term; Termination, is amended by extending the term through February 29, 2028.*

All other terms remain the same as in the previous underlying Consultant Services Agreement (dated 3-15-2021) and Addendum to Consultant Services Agreement (dated January 10, 2022).

By signature below you agree to this Fourth Addendum to the Consultant Services Agreement.

Regards,

\_\_\_\_\_  
Taulby Roach  
President and CEO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chris Stone  
EMS Midwest  
dba Capstone Consulting

\_\_\_\_\_  
Date

January 10, 2022

EMS Midwest  
d/b/a CapStone Consulting  
524 S. 2<sup>nd</sup> Street, Suite 200  
Springfield, IL. 62701

**Re: Amendment to the Consultant Services Agreement**

Thank you for the work you do on behalf of the Bi-State Development Agency of Missouri-Illinois Metropolitan District. Bi-State would like to renew and amend the Consultant Services Agreement by executing the following Addendum to the Consultant Services Agreement:

**Addendum to Consultant Services Agreement**

This Addendum ("Addendum") to the Consultant Services Agreement ("Agreement") commencing on April 1, 2021 between EMS Midwest, LLC, d/b/a CapStone Consulting ("Consultant") and the Bi-State Development Agency of the Missouri-Illinois Metropolitan District (Client") (attached hereto as Attachment A) provides for the following:

*Section 2. Term: Termination. is amended by extending the term through June 30, 2024 and;*

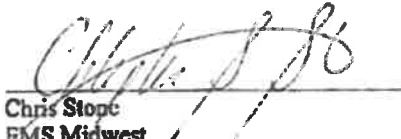
*Section 3. Payment. is amended by changing the annual amount to \$78,000, commencing April 1, 2022, in monthly payments of \$6,500.00 per month.*

By signature below you agree to the Addendum to the Consultant Services Agreement.

Regards,

  
Taulby Roach  
President & CEO

1-10-22  
Date

  
Chris Stone  
EMS Midwest  
d/b/a CapStone Consulting

1-10-22  
Date

**ATTACHMENT A**

**CONSULTANT SERVICES AGREEMENT**

**This CONSULTANT SERVICES AGREEMENT (this "Agreement"), effective as of April 1, 2021 (the "Effective Date") is by and between The Bi-State Development Agency of the Missouri-Illinois Metropolitan District ("Agency"), with its principal offices at 211 North Broadway, Suite 700, St. Louis, Missouri 63102, and EMS Midwest, LLC ("Consultant"), with its principal offices at 524 South 2<sup>nd</sup> Street, Suite 200, Springfield, Illinois 62701.**

**WHEREAS, Agency desires to maintain and expand its ability to provide economic development and high-quality, widely accessible public transportation in the region that it serves; and**

**WHEREAS, Agency is in need of consultant services to promote its business, products, reputation and interests in the State of Illinois; and**

**WHEREAS, Consultant is a provider of those consulting services in the State of Illinois; and**

**WHEREAS, Agency and Consultant desire to enter into an agreement for Consultant services in furtherance of Agency's interests; and**

**NOW, THEREFORE, in consideration of the mutual promises herein, Agency and Consultant agree as follows:**

**1. Scope of Services.**

**During the term of this Agreement and pursuant to its provisions, Consultant shall be responsible for the activities described in the scope of work attached hereto and incorporated herein as Exhibit A (the "Services"). In addition, Consultant will comply with all federal, state, and local laws, codes, ordinances, rules, and regulations in performing the Services under this Agreement. In the event any of the terms of this Agreement are inconsistent with such laws, codes, rules, and regulations, the Agreement shall be construed to operate in conformity with the requirements of such laws, codes, rules and regulations. Consultant agrees that the negotiation, commencement and performance of this Agreement is subject to substantial state and federal regulations and warrants that it will, at all times, comply with all the applicable regulations. Consultant agrees that the Services shall be provided in a skillful and respectable manner. Consultant agrees that each person engaged by Consultant to provide the Services pursuant to this Agreement shall have the knowledge and skills, either by training, experience, education, or a combination thereof, to adequately and competently perform the Services and to provide and perform the Services to Agency's satisfaction for the agreed compensation. Consultant agrees that each person so engaged will comply with the terms of this Agreement.**

**2. Terms Termination.**

This Agreement shall be for a term of one (1) year commencing on the Effective Date and continuing until March 31, 2022, unless terminated earlier in accordance with this Section ("Term"). This Agreement may be terminated by either party, with or without cause, upon thirty (30) days' notice to the other party. Consultant shall be paid for Services performed prior to notice of termination, and Agency may authorize, in writing, the completion of specific Services and payment for those Services until the date of termination. No Services, or payment for Services, shall continue beyond the termination date.

**3. Payment.**

Agency agrees to pay Consultant the total annual amount of \$54,000 dollars, in \$4,500 monthly payments, for Services actually performed and completed pursuant to the terms and conditions of this Agreement (the "Fees"), which amount shall be accepted by Consultant as full compensation for all such Services, inclusive of all expenses incurred by Consultant in performance of Services, except as otherwise approved by Agency, in writing and in advance. The term "expenses" includes, but is not limited to, all fringe benefits; overhead costs; profits; secretarial costs; daily office expenses; long distance communication; courier expenses, including overnight deliveries; and other direct non-salary expenses. Consultant shall submit monthly invoices for the Fees and any pre-approved expenses. Agency shall pay invoices within thirty (30) days of receipt and approval.

**4. Ownership of Documents.**

Any and all reports, photographs, surveys, and other data and documents provided or created in connection with this Agreement are and shall remain the property of Agency. In the event of termination of this Agreement, any reports, photographs, surveys, and other data and documents prepared by Consultants, whether finished or unfinished, shall become the property of Agency and shall be delivered by Consultant to Agency within seven (7) days of termination of this Agreement by either party. Any compensation due to Consultant may be withheld until all documents are received as provided herein.

**5. Conflict of Interest.**

A. Consultant agrees that it has no interest, and will not acquire any interest, either directly or indirectly, that would present any conflict of interest in its ability to perform the Services requested. In providing the Services under this Agreement, the Consultant expressly agrees that (i) Consultant does not have any interest, financial or otherwise, direct or indirect, with any Agency Commissioner, employee, or agent, or any immediate family member or partner thereof, or with any organization that employs, or intends to employ, any of those individuals; and (ii) as of the Effective Date, Consultant does not represent any client whose interest is currently adverse to the interest of Agency.

B. Consultant further agrees that if, during the term of this Agreement, it determines that a client represented by Consultant has or may potentially have an interest adverse to the interest of

Agency, Consultant shall immediately disclose such conflict of interest as required by Section 5(D) of this Agreement. Additionally, before proposing, advocating, or otherwise advancing any bill, code, legislation, administrative rule, regulation, or policy on behalf of any other client that may potentially impact Agency and its operations, Consultant shall, in accordance with Section 5(D) of this Agreement, disclose the representation to Agency and shall provide a copy of the bill, code, legislation, administrative rule, regulation, or policy.

C. Consultant agrees that during the Term it shall not, and that its employees shall not, have or hold any continuing or frequently recurring employment or contractual relationship that is substantially antagonistic or incompatible with Consultant's loyal and conscientious exercise of judgment related to its performance under this Agreement.

D. Consultant agrees that in the event a conflict of interest arises during the Term, Consultant shall disclose, in writing, the existence and nature of such conflict to Agency. Such disclosure shall occur immediately upon discovery of the conflict, but in no event shall disclosure be made more than three (3) days after Consultant's discovery of the conflict. Consultant's written disclosure shall provide sufficient information concerning the conflict including, but not limited to, name of the client presenting the conflicting position, the nature of the conflict, and the extent to which Consultant is unable to provide the Services. Upon receipt of such disclosure, Agency, in its sole discretion, shall take any appropriate action, up to and including immediate termination of this Agreement.

#### 6. Authorized Representative.

For purposes of this Agreement, Agency's authorized representative shall be: Taulby Roach, President and CEO. Agency may designate from time to time additional or substitute authorized representatives by written notice to Consultant's primary contact, Christopher Stone. Consultant may designate such other additional or substitute authorized representatives by written notice to Agency provided such additional or substitute representative is acceptable to Agency. Agency agrees that such acceptance shall not be unreasonably withheld.

#### 7. Confidentiality.

A. During the term of this Agreement, employees, agents, servants and contractors of Consultant may be exposed to information which is confidential and proprietary to Agency. This information may include, but is not limited to, exposure to entities with which Agency has a contractual relationship. Consultant shall not, other than in the scope of the Services to be provided pursuant to this Agreement either during the Term or at any time thereafter, use for his or her own benefit, or for the benefit of any other person, or to the detriment of Agency, or disclose to any person, firm or corporation, any secret, private, or confidential information or other proprietary knowledge of and concerning the business or affairs of Agency which Consultant may have acquired in the course of, or as incident to, performance under the terms of this Agreement. Consultant shall require individually of its employees, agents, servants and contractors that such individuals adhere to the terms of this Section. This Section shall not prohibit Consultant from disclosing any information pursuant to a subpoena or court order in criminal, civil, or

administrative proceedings. In recognition of the fact that the foregoing obligations shall survive the termination of this Agreement, Consultant agrees that upon termination of this Agreement, whether by expiration of the Agreement, or with or without cause, it will turn over to Agency all records, documents and copies and transcriptions thereof relating to Agency's business which are in possession of, or under the control of Consultant, or its employee, agent, servant or independent contractor.

B. The breach by Consultant or its employee, agent, servant or independent contractor, of any of the provisions of this Section shall: (i) constitute cause for the termination of this Agreement, notwithstanding any other term, provision, or definition contained in this Agreement; and (ii) entitle Agency to a permanent injunction or other injunctive relief in order to prevent or restrain any such breach by Consultant or its employee, agent, servant, or contractor, or any and all persons or entities directly or indirectly acting for or with Consultant. The rights and remedies of Agency under this Section shall be in addition to and not in limitation of any of the rights, remedies, or damages available to it at law or equity.

#### 8. Liability; Insurance.

A. Consultant agrees to indemnify, hold harmless and defend Agency, and its commissioners, officers, agents, employees and servants, from any and all claims, judgments, costs, liabilities, demands, damages, expenses, including reasonable attorney's fees, whatsoever arising in connection with any negligent acts or omissions by Consultant, or its employees, agents, or independent contractors with regard to Consultant's performance pursuant to this Agreement.

B. Consultant agrees to maintain insurance, in an amount that will be adequate to cover Consultant's obligations hereunder, provided that such coverage shall be in amounts of at least one million dollars (\$1,000,000) per occurrence and three million dollars (\$3,000,000) in aggregate.

C. Obligations set forth in this Section shall survive termination of this Agreement and shall not be limited by any provision of this Agreement outside this Section.

#### 9. Independent Contractor.

The parties agree that the Consultant is an independent contractor under this Agreement. Under no circumstances shall the Consultant be considered an agent or employee of Agency. Agency shall not be liable for any claims, losses, damages, or liabilities of any kind resulting from any action taken or failed to be taken by the Consultant or resulting from performance of duties under this Agreement.

#### 10. Assignability.

The Consultant shall not assign any interest in this Agreement and shall not transfer any interest in the same, without the prior written consent of Agency. In the event of Agency's consent to assignment of this Agreement, all of the terms, provisions and conditions of the Agreement shall

be binding upon and inure to the benefit of the parties and their respective successors, assigns and legal representative.

**11. General Provisions.**

**A. The Consultant is an independent contractor and nothing in this Agreement will create the relationship of partnership, joint venture, agency or employment between Consultant and Agency. Neither party shall have any right, power, or authority to enter into any agreement for or on behalf of, or incur any obligation or liability of, or to otherwise bind, the other party.**

**B. This Agreement contains the entire understanding of the parties relating to the subject matter hereof, and supersedes all previous agreements or arrangements between the parties relating to the subject matter hereof. This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same document.**

**C. No change, amendment, or modification of any provision of this Agreement shall be valid unless set forth in a written instrument signed by the party subject to enforcement of such amendment.**

**D. A waiver by either party of any term or condition of this Agreement in any instance shall not be deemed or construed as a waiver of such term or condition for the future, or of any subsequent breach thereof.**

**E. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable, such determination shall not affect any other provision herein, and the unenforceable provision will be replaced by an enforceable provision that most closely accomplishes the intent of the parties.**

**F. Any notice, demand, or communication required, permitted, or desired to be given hereunder, shall be deemed effectively given when personally delivered or mailed by pre-paid certified mail, return receipt requested, addressed as follows:**

**(i) Agency:                    Bi-State Development Agency  
                                     211 North Broadway, Suite 700  
                                     St. Louis, Missouri 63102  
                                     Attn: Taulby Roach, President and CEO**

**(ii) Consultant:              EMS Midwest, LLC  
                                     524 South 2<sup>nd</sup> Street, Suite 200  
                                     Springfield, Illinois 62701  
                                     Attn: Christopher S. Stone**

**G. This Agreement shall be governed by the laws of the State of Missouri without regard to its conflict of law provisions. The parties hereby irrevocably consent to litigate all disputes arising out of this Agreement in the applicable state or federal courts of the City of St. Louis, Missouri.**

**IN WITNESS WHEREOF**, the parties hereto have caused this instrument to be executed as of the date first written above.

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

**CONSULTANT**

By:   
Name: Taulby Ross  
Title: President and CEO  
Date: 3/15/21

By:   
Name: Christopher S. Stone  
Title: President  
Date: 3/15/21

**EXHIBIT A**

**SCOPE OF SERVICES**

**Consultant undertakes to exercise its best efforts to protect and promote the business, products, reputation and interests of Agency in the State of Illinois by performing the following consulting services:**

- **Keep Agency apprised on a regular basis of legislation and regulatory activities now pending or proposed, or which may be proposed during the term hereof, in the Illinois General Assembly or in any agency or department of the State of Illinois, pertaining to the business, products, reputation or interests of Agency or its subsidiaries; and**
- **Provide Agency with information and guidance as to the matters described above and make recommendations as to the appropriate actions which should be taken consistent with the objectives of this Agreement; and**
- **On instructions from an authorized representative of Agency as designated in Section 6 of this Agreement, undertake such actions as Agency may deem appropriate and consistent with the objectives of this Agreement; and**
- **Maintain a close liaison and frequent communication with the authorized representative designated in Section 6 of this Agreement.**



December 2025

### [Illinois SB 2111- Summary Downstate & Metro East Mass Transit Impact](#)

In, November 2025, the Illinois General Assembly approved and the Governor signed SB 2111. This legislation helped Illinois' mass transit districts to avoid an uncertain fiscal situation coming as soon as FY 2027 (July 2026). Furthermore, this legislation provided framework that can be used to provide the necessary funds for those transit districts for many years to come. The last transit reform bill was in 2008 and lasted for eighteen years. We had been working on this reform legislation since 2022 and provided a report to Bi-State Development, authored by Capstone Consulting, as well as, to the Illinois General Assembly, the Illinois Public Transit Association transit districts throughout the State of Illinois that advocated for these reforms.

I have included a summary to the key provisions of Illinois Senate Bill 2111 (SB 2111) as adopted during the 2025 Veto Session, with a focus on financial and operational impacts to downstate transit agencies and specific implications for Metro East transit districts. The intent is to provide clear, decision-ready information for board members and executive leadership.

#### **Executive Summary**

SB 2111 establishes a new recurring funding framework for mass transit in Illinois. For downstate transit agencies, the legislation delivers increased operating reimbursement, improved funding predictability, and partial relief from escalating local match requirements. While the bill meaningfully stabilizes operations, it does not fully close long-standing funding gaps, particularly for service expansion and capital reinvestment.

For the Metro East region, SB 2111 represents a net positive operationally, though funding levels remain modest relative to ridership density and cross-river commuter demand.

Key Downstate Provisions of SB 2111

- Establishes dedicated, recurring funding streams for downstate transit via the Downstate Public Transportation Fund.
- Redirects a portion of state motor-fuel sales tax revenues, approximately 15%, to downstate transit operations.
- Redirects approximately 10% of Road Fund interest earnings to downstate transit.
- Increases Downstate Operating Assistance Program (DOAP) reimbursement from 65% to 80% of eligible operating expenses.
- Provides an estimated \$129 million annually in operating assistance statewide for downstate agencies, with an additional approximately \$20 million referenced for service expansion.

Estimated Financial Impact – Downstate Transit (Statewide)

The following table illustrates the typical financial shift for downstate transit districts under SB 2111:

<u>Category</u>	<u>Pre-SB 2111</u>	<u>Post-SB 2111 (Estimated)</u>
DOAP Reimbursement Cap	65% of eligible costs	80% of eligible costs
Annual Downstate Operating Support	~\$90–100M (variable)	~\$129M recurring
Local Match Requirement	Higher / less predictable	Lower / more predictable
Funding Structure	Annual appropriations	Formula-based recurring revenue

**Metro East-Specific Analysis**

Metro East transit districts, including systems serving Madison, St. Clair, Monroe, and surrounding counties, are uniquely positioned due to higher population density, interstate commuting patterns, and adjacency to the St. Louis metropolitan area.

Operational Impact:

- Higher DOAP reimbursement provides meaningful relief for labor-heavy bus operations.
- Increased state share reduces dependence on volatile local sales tax receipts.
- Greater predictability improves service continuity for cross-river commuter routes.

Financial Outlook:

While Metro East agencies benefit from the increased reimbursement rate, total funding allocations remain constrained by the statewide downstate distribution formula. Given Metro East’s comparatively higher ridership levels relative to many rural downstate systems, SB 2111 may not fully reflect regional demand intensity.

Strategic Considerations for Metro East Boards:

- Monitor IDOT implementation guidance on distribution formulas closely.
- Evaluate opportunities to leverage freed-up local match dollars for service reliability improvements.
- Prepare for future advocacy to align funding more closely with ridership and economic-impact metrics.

**Bi-State Development Takeaways**

- SB 2111 materially improves operational stability for downstate and Metro East transit districts.
- The DOAP increase to 80% is the single most impactful provision for local budgets. Keep in mind that with lower interest rates likely to come in 2026-2027 and the ability for districts to receive 80% of approved operations spending – this could be a good conversation to revisit with Illinois transit districts affiliated with BI-State to maximize Bi-State Development and Illinois Transit Districts commonly shared opportunities.
- The bill stabilizes—but does not transform—downstate transit funding. Furthermore, expect some changes in the spring of 2026 to some small but significant drafting errors along with the Illinois General Assembly looking to move the reimbursement number from 80% to 75% in FY 2027.
- Continued engagement will be required to address capital needs, service growth, and equitable regional funding distribution.

## Illinois STAR Bond Legislation – Veto Session 2025

### Analysis and Metro East Deal-Structuring Checklist

I want to add the changes to Illinois STAR Bond legislation enacted during the November 2025 veto session to put on your radar screen as it was pushed by the Holland Project representatives will be a useful tool for large scale projects that may have an impact on development in the Bi-State region. The public act focuses on how these statutory amendments affect project structuring, feasibility, and approvals, with a dedicated checklist for projects located in the Metro East region.

#### ***Overview of Veto Session STAR Bond Changes***

The 2025 veto session materially revised Illinois' Sales Tax and Revenue (STAR) Bond framework. The changes expand statewide access while simultaneously imposing clearer limits on state exposure and strengthening executive oversight. The revised statute positions STAR Bonds as a gap-financing incentive designed to support high-impact destination projects rather than as a primary funding source.

#### ***Key Statutory Changes Adopted in November 2025***

- STAR Bonds are now authorized statewide across Illinois' economic development regions, subject to regional caps on approved projects.
- STAR Bond districts are prohibited from being located wholly or partially within municipalities exceeding 2,000,000 in population.
- State participation through captured sales tax increment is capped at the lesser of 50% of total development costs or \$75 million for non-NOVA projects.
- For projects located within NOVA districts, the 50% cap remains, but the dollar limit is substantially higher.
- Final approval authority is centralized within the Office of the Governor following joint agency review.
- The statute authorizes binding agreements and repayment provisions if project or operating commitments are violated.
- The number of designated development users whose sales tax increment may be captured has expanded, improving revenue modeling flexibility.
- Bond maturity periods are clarified and limited, reinforcing execution discipline.

#### ***Financial and Policy Implications***

Collectively, these changes broaden access to STAR Bonds for downstate and Metro East projects while imposing firm limits on total state exposure. Developers must now demonstrate stronger feasibility, clearer public benefits, and disciplined capital stacks to achieve approval. The reforms reduce political uncertainty but raise the technical bar for project underwriting.

### ***Metro East Region – Strategic Context***

The Metro East region benefits from population density, interstate commuting patterns, and proximity to the St. Louis metropolitan economy. These characteristics align well with the revised STAR Bond framework, particularly for destination-oriented retail, entertainment, mixed-use, and hospitality projects with demonstrable regional draw. However, competition within the economic development region and heightened state scrutiny require precise project structuring.

### **Metro East Deal-Structuring Checklist**

#### 1. Eligibility Confirmation

- Confirm the project site is outside municipalities exceeding 2,000,000 population.
- Verify availability of a regional STAR Bond project slot.
- Confirm zoning, land control, and local redevelopment authority support.

#### 2. Project Definition & Use Mix

- Define the project as a destination-oriented development with regional draw.
- Identify up to four designated development users with material sales-tax generation.
- Validate that proposed uses comply with STAR-eligible categories.

#### 3. Financial Structuring

- Size STAR Bonds to no more than 50% of total project costs.
- Ensure state sales tax increment does not exceed statutory dollar caps.
- Prepare conservative sales-tax increment projections with sensitivity analysis.
- Demonstrate sufficient non-STAR equity and senior debt commitments.

#### 4. Local Government Actions

- Establish the STAR Bond district by ordinance.
- Approve a redevelopment plan and economic impact analysis.
- Execute local development agreements aligning with state requirements.

#### 5. State Approval Readiness

- Prepare submissions for DCEO, IDOR, and GOMB review.
- Anticipate Governor’s Office scrutiny on feasibility, job creation, and fiscal exposure.
- Prepare to execute binding agreements, including clawback or repayment provisions.

#### 6. Implementation & Compliance

- Establish internal reporting and compliance monitoring.

- Track designated-user sales and tax performance.
- Ensure timely bond issuance and adherence to project timelines.

#### 7. Risk Management Considerations

- Stress-test revenue assumptions against economic downturn scenarios.
- Address long-term shifts in consumer behavior and retail demand.
- Plan for refinancing or bond term extensions where statutorily permitted.

### Conclusion

The veto-session changes to Illinois' STAR Bond legislation create a more disciplined, transparent, and scalable incentive framework. For Metro East projects, success under the new statute will depend on disciplined financial structuring, credible destination demand, and proactive coordination with state and local authorities. Properly structured, STAR Bonds remain a powerful gap-financing tool for high-impact regional developments like the Holland project in O'Fallon. The region will be allowed 2 additional eligible projects in the future.



January 21, 2026

733 10th Street NW, Suite 900  
Washington, DC 20001

**Taulby Roach**

President & Chief Executive Officer  
Bi-State Development Agency  
One Metropolitan Square  
211 North Broadway, Suite 700  
St. Louis, MO 63102-2759

Dear Taulby:

This Consulting Agreement provided to Bi-State Development Agency (“the Agency”) shall constitute our agreement concerning the professional services of Hartley Blunt Strategies (“HBS”) as a governmental affairs consultant to the Agency.

1. **Term:** The effective term of this Consulting Agreement shall begin March 1, 2026 and continue until February 29, 2028 subject, however, to early termination as provided within this agreement.
2. **Termination.** This Agreement may be terminated by either party for any reason by providing ninety (90) days' written notice to the other party. Should the Agency terminate the services of HBS, that termination will not affect the Agency's responsibility for paying any fees or expenses incurred before termination or following termination in connection with an orderly transition. Those fees will be paid on a pro-rata basis based upon the contract amounts specified in this Agreement.
3. **Consideration.** In consideration for the services of HBS as outlined in this Consulting Agreement, the Agency will pay HBS a fee of Fourteen Thousand Seven Hundred Fifty Dollars (\$14,750) per month. All payments shall be made to HBS and delivered to the attention of Hartley Blunt Strategies.
4. **Scope of Work:** HBS shall provide professional advisory services to the Agency, including but not limited to federal government consulting for Bi-State Development ("BSD") related to BSD's planned expansion of the Metrolink system, advising on federal policies

and programs related to BSD operations and capital projects, and the pursuit of federal funding for other project needs.

5. **Independent Contractor Status; Relationship of the Parties:** The parties agree that HBS' relationship with the Agency is that of an independent contractor. Except as limited by this letter and as reasonably directed by the Agency, HBS is authorized to determine how best to provide these services. HBS understands and agrees that HBS is responsible for self-employment taxes and any other taxes that may become due on any payments that HBS receives for HBS' services. HBS acknowledges that HBS is not, and will not be, eligible for the group insurance programs or other benefit plans provided to employees of the Agency.
6. **Expenses:** the Agency will reimburse HBS for any reasonable expenses incurred by HBS in connection with the Agency's business, including business meals, travel, and similar business-related expenditures at cost with no mark-up, so long as HBS receives approval from the Agency to incur the expense. All expenses should be submitted by HBS to the Agency, within sixty (60) days of the date of incurring the expense.
7. **Confidentiality:** HBS agrees to hold the Agency's Confidential Information in strict confidence and not to disclose such Confidential Information to any third parties, except as required by law or court order or as needed in any proceeding with the Agency. Except as set out in this paragraph, HBS also agrees not to use any of the Agency's Confidential Information for any purpose other than performance of this Agreement. "Confidential Information" as used in this Agreement shall mean all information disclosed by the Agency to HBS, or otherwise obtained by HBS pursuant to services provided under this Agreement, that is not publicly available or that is not generally known in the Agency's trade or industry. All Confidential Information furnished to HBS is the sole and exclusive property of the Agency. Unless instructed otherwise, to avoid conflicts of interest, HBS is permitted to advise current or potential the Agency that it represents the Agency and the general nature of the work being performed by HBS.
8. **Notices:** All notices provided for herein shall be sent U.S. mail, postage prepaid, or by electronic mail, and addressed as follows:  
To HBS:  
HBS  
P.O. Box 1108  
Jefferson City, MO 65102  
[elausten@hbstrategies.us](mailto:elausten@hbstrategies.us)

To the Agency:  
Bi-State Development Agency  
One Metropolitan Square  
211 North Broadway, Suite 700  
St. Louis, MO 63102-2759

9. **Full Agreement and Merger:** The terms and conditions of this Consulting Agreement constitute the full and complete agreement between the parties. No other verbal or written agreement shall, in any way, vary or alter any provision of this Consulting Agreement unless both parties consent to vary or alter any such provision in a signed writing. The Consulting Agreement is intended to be an integrated writing and any prior oral or written agreements between the parties are merged into this Consulting Agreement and extinguished. No custom, industry standard or course of dealing between the parties shall in any way vary or alter the terms and conditions of this Consulting Agreement.
10. **Indemnification:** Each party will defend, indemnify, save and hold harmless the other party's past, present and future directors, officers, owners, employees, controlling persons and other affiliates and agents, subcontractors and representatives and their respective successors and assigns (collectively "Indemnified Persons") from any and all claims, demands, losses, liabilities, judgments, damages, costs or expenses, resulting from the indemnifying party's gross negligent or willful acts or breach of any material duty or warranty contained in this Consulting Agreement, except there shall be no obligation to indemnify, defend, save and hold harmless to the extent liabilities result in whole or in part from the gross negligence or willful misconduct of the other party. Each party agrees to (i) promptly notify the other party in writing of an indemnifiable claim and (ii) give the other party the opportunity to defend or negotiate a settlement of any such claim at such other party's expense and cooperate fully with the other party, at that other party's expense, in defending or settling such claim.
11. **Construction of Agreement:** While HBS has tendered this Consulting Agreement, it has done so as a matter of convenience to the parties. This Consulting Agreement shall not be construed against either party, but shall be construed pursuant to the plain meaning of its terms.

We hope these terms meet with your agreement. If they do, please sign at the space provided and return to us for our records.

If this Agreement is not executed and returned in two weeks from date on this letter, then the offer terms herein become void.

Sincerely,

**HBS**



**Andrew B. Blunt**

Chief Executive Officer

733 10th Street NW, Suite 900

Washington, DC 20001

**Bi-State Development Agency**

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Taulby Roach

President & Chief Executive Officer

---

Date



**M E M O**

**January 13, 2026**

**TO:** Brenda Deertz  
Bi-State Development

**FROM:** Eric Lausten  
HBS

**RE:** Activity Summary – 2025

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The following provides a summary of the activities that my colleagues and I have performed for Bi-State Development (BSD) during 2025. We appreciate your review of this and are happy to provide any further information or details related to these activities.

We are grateful for the opportunity to work with Bi-State Development and to support your federal government lobbying, advocacy and advisement needs.

- Provide counsel to the BSD leadership on matters related to federal transit projects;
- Advise and support matters related to state and federal funding for transit operations and project development;
- Provide updates to BSD about federal government developments related to funding and policy on transit issues, including federal funding freezes, CIG policy development, government shutdowns and Trump Administration transportation policies and personnel/nominees;
- Track and report on matters of interest in congressional legislation and appropriations;
- Educate and engage with the Missouri congressional (House and Senate) delegation regarding the plans for the Green Line and inform about the proposed transition to a bus rapid transit project;
- Maintain relationships with and inform about BSD developments with the congressional transportation and transit committees; and
- Support engagement with congressional offices in support of the congressionally directed spending project for the St. Louis downtown airport.

##

**A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT  
APPROVING SOLE SOURCE LETTERS OF AGREEMENT AND CONSULTANT  
SERVICES AGREEMENTS BETWEEN THE AGENCY  
AND VARIOUS CONSULTANTS**

**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*, the Agency is a multi-faceted operation that requires a varied approach to governmental relations in Illinois, Missouri, Washington DC, and various local governments, and these diverse interests have led to specialized approaches that leverage the unique talents and contacts of each Consultant, via sole-source Agreements tailored to their specific areas of expertise; and

*Whereas*, management has provided the Board of Commissioners an overview of the services provided, as well as a summary of recent activities for four consulting services including, The Jerry Costello Group, Brown and Associates, CapStone Consulting, and HBS Strategies; and

*Whereas*, it is feasible, necessary and in the public interest for the Board of Commissioners to authorize the President and CEO to enter into Letters of Agreement and Consultant Services Agreements between BSD and the various Consultants, as outlined, for consulting services for BSD and all its enterprises, with terms in effect for a twenty-four (24) month period of March 1, 2026, through February 29, 2028, 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 Board of Commissioners authorize the President and CEO to enter into Letters of Agreement and Consultant Services Agreements between BSD and the various Consultants, as outlined, for consulting services for BSD and all its enterprises, with terms in effect for a twenty-four (24) month period of March 1, 2026, through February 29, 2028, 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 Agreements. The form of the Agreements (as provided in the Attachments 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 Agreements, with such changes, modifications, insertions and omissions as may be deemed necessary or desirable to effect the Agreements, 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 Contracts 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, Brown & Associates, CapStone Consulting, & HBS Strategies.

Section 7. Governing Law. The laws of the State of Missouri shall govern this Resolution and the Contracts.

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 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 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 26<sup>th</sup> day of February, 2026.

*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

---

**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Contract Award – Temporary Help Services**  
**Disposition:** Approval  
**Presentation:** Thomas Curran, Executive Vice President - Administration

---

**Objective:**

To present to the Board of Commissioners for approval, a request to enter into a contract with twelve (12) staffing firms that are the most advantageous to provide temporary help (staffing) services on an as-needed basis in various job classifications throughout the agency. The contract period of performance includes five (5) base years.

**Background:**

On March 25, 2025, Bi-State Development (BSD) issued *Solicitation 25-RFP-607432-DR/MD – Temporary Staffing Services* to obtain proposals from qualified firms providing temporary staffing services on an as-needed basis. The areas include, but are not limited to: Finance, Payroll, IT, Marketing, Communications, Talent Management (Human Resources), Benefits, Engineering, Procurement, Risk Management, Safety, Customer Service and Clerical/Administration.

Per the Request for Proposal, it was BSD's intent to award a contract to a total of ten to fifteen firms as a result of the evaluation criteria to be on the contract list of staffing firms to be utilized to provide temporary staffing, on an as-needed basis.

**Analysis:**

In response to the solicitation, forty (40) firms' sealed proposals were submitted, reviewed and forwarded to the evaluation team, which consisted of individuals within BSD's Talent Management department.

The technical proposals were evaluated in accordance with the following evaluation requirements, specified in the solicitation package:

1. **Minimum Experience:** Proposers must have a minimum of five (5) years of experience providing temporary staffing services at the time of the contract award. Please provide a concise statement of your firm's history in this area.
2. **Placement Success:** Demonstrated positive success rate of temporary employee placements in meeting client requirements.
3. **Industry Experience:** Demonstrated successful experience providing temporary employees in the following areas:
  - a. Administrative/Secretarial
  - b. Customer Services
  - c. Cashier (cash handling)
  - d. Engineering
  - e. Finance

- f. General Administration
  - g. Information Technology
  - h. Marketing
  - i. Procurement
  - j. Talent Management/Human Resources
4. Client Communication & Process: Demonstrate responsive communication, including daily status updates, a clear staffing process and the ability to understand and meet our unique staffing requirements.
  5. Placement Speed: Ability to provide qualified temporary employees within five (5) business days.
  6. Assignment Flexibility: Demonstrated ability to successfully fulfill both long-term and short-term temporary assignments.
  7. Scalability: Ability to provide up to ten (10) temporary employees on various assignments simultaneously.

On October 29, 2025 a consensus meeting was conducted with the evaluation team. The table below indicates the results of the consensus technical scores and cost scores combined.

	<b>Firm:</b>	<b>Consensus Technical Score</b>	<b>Cost Score</b>	<b>Overall Total Score</b>
1	Abacus	314.17	50.00	364.17
2	Prolim	308.33	31.40	339.73
3	KBS	317.50	19.29	336.79
4	Beacon Hill	317.50	15.88	333.38
5	Roth Staffing	290.83	38.01	328.84
6	Ubertal	290.83	32.14	322.97
7	Cynet Systems	288.33	31.40	319.73
8	Enterprise Solutions	296.67	21.43	318.10
9	Vastek	291.67	25.47	317.14
10	Dataman	290.83	25.00	315.83
11	BuzzClan	292.50	22.50	315.00
12	Dexian	290.83	19.29	310.12

Based on the above scores, these firms have demonstrated their capability and experience in providing temporary staffing in various types of positions. It is most advantageous to BSD to enter into a contract with all twelve (12) firms.

**Previous Contract Cost Comparison:**

The previous three (3) base years, two (2) option years, Temporary Help Services contracts (20-RFP-106489-DR) were awarded to a total of ten (10) firms: Above All Personnel; Accounting Career; Accounting Principles; Advanced Resources; Creative Circle; Express Employment; Infojini; Randstad; Staffing Solutions; and 22<sup>nd</sup> Century Technology, in a not-to-exceed amount of \$1,900,000.00.

**Previous Action:**

The Audit, Finance and Administration Committee approved this item at the January 29, 2026 meeting.

**Board Action Requested:**

The Audit, Finance and Administration Committee recommends that the Board of Commissioners approve this request to authorize the President and CEO to enter into a contract, which consists of five (5) base years, with all twelve (12) above-listed firms, to provide temporary staffing services on an as-needed basis, in a not-to-exceed amount of **\$2,015,000.00**, based on BSD's past three-year spending history.

**Funding Source:**

Funding will be provided through the Operating Budget.

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF  
THE BI-STATE DEVELOPMENT AGENCY  
OF THE MISSOURI-ILLINOIS METROPOLITAN DISTRICT AWARDING  
CONTRACTS TO MULTIPLE STAFFING FIRMS  
FOR TEMPORARY STAFFING 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 Competitive Negotiated Procurements exceeding \$500,000; and

*Whereas*, on March 25, 2025, Bi-State Development (BSD) issued Solicitation 25-RFP-607432-DR/MD – Temporary Staffing Services to obtain proposals from qualified firms providing temporary staffing services on an as-needed basis, and these areas include, but are not limited to: Finance, Payroll, IT, Marketing, Communications, Talent Management (Human Resources), Benefits, Engineering, Procurement, Risk Management, Safety, Customer Service and Clerical/Administration; and

*Whereas*, in response to the solicitation, forty (40) proposals were received, reviewed, and evaluated, and based on the evaluations, twelve (12) firms - Abacus, Prolim, KBS, Beacon Hill, Roth Staffing, Ubertal, Cynet Systems, Enterprise Solutions, Vastek, Dataman, BuzzClan, and Dexian - have demonstrated their capability and experience in providing temporary staffing in various types of positions; and

*Whereas*, it is feasible, necessary and in the public interest for the Agency to authorize the President and CEO to enter into contracts, which consists of five (5) base years, with all twelve (12) above-listed firms, to provide temporary staffing services on an as-needed basis, in a not-to-exceed amount of \$2,015,000.00, 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 Contracts. The Board of Commissioners hereby authorizes the President and CEO to enter into contracts, which consists of five (5) base years, with all twelve (12) above-listed firms, to provide temporary staffing services on an as-needed basis, in a not-to-exceed amount of \$2,015,000.00, 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 Abacus, Prolim, KBS, Beacon Hill, Roth Staffing, Ubertal, Cynet Systems, Enterprise Solutions, Vastek, Dataman, BuzzClan, and Dexian.

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 26<sup>th</sup> day of February, 2026.

*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 #1469  
Bi-State Development Agency Board of Commissioners  
February 26, 2026  
Award of Contracts – Temporary Staffing Services  
Page 2

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**From:** Taulby Roach, President and Chief Executive Officer  
**Subject:** **Bi-State Development Operating and Capital Budget**  
**Disposition:** Approval  
**Presentation:** Tammy Parris, Executive Vice President and Chief Financial Officer

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**Objective:**

To present to the Board of Commissioners for discussion and approval:

- The Bi-State Development FY 2027 Operating Budget;
- The Bi-State Development FY 2027 – FY 2029 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 and Administration Committee approved this item at the January 29, 2026 meeting.

**Board Action Requested:**

The Audit, Finance and Administration Committee recommends that the Board of Commissioners approve the FY 2027 Operating and Capital Budget, as presented.

**Attachments:**

- Executive Summary - Bi-State Development Operating and Capital Budget
- Budget Presentation
- Resolution #1470 (Budget Approval)
- Grant Resolutions #1471-1477

EXECUTIVE SUMMARY

# OPERATING & CAPITAL BUDGET FY 2027



**metro**

GATEWAY  
ARCH

ST. LOUIS  
DOWNTOWN AIRPORT

RIVERBOATS  
AT THE GATEWAY ARCH

ST. LOUIS REGIONAL  
FREIGHTWAY

## BI-STATE DEVELOPMENT



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation*

*Award*

PRESENTED TO

**Bi-State Development Agency  
of the Missouri-Illinois Metropolitan District**

For the Fiscal Year Beginning

**July 01, 2025**

*Christopher P. Morrill*

**Executive Director**

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# OPERATING BUDGET: THE MESSAGE

January 19, 2026

## **Board of Commissioners, Funding Partners and St. Louis Region,**

The Fiscal Year 2027 Operating and Capital Budget for the Bi-State Development Agency of the Missouri-Illinois Metropolitan District reflects our steadfast commitment to helping build a vibrant, well-connected region. This budget reflects the efficient utilization of resources to meet the evolving transportation and infrastructure needs of the St. Louis metropolitan area. Also included in this budget is the federally required three-year Transportation Improvement Program, which outlines essential operating and capital resources to support our stakeholders and achieve our regional transportation objectives.

The **Riverboats at the Gateway Arch** operation is focused on enhancing our guest experience through innovative promotions, expanded partnerships, and strategic operational improvements and aims for a 5% growth in cruise revenue. The riverboat operations enjoyed steady growth in 2025, with increases in visitors and ticket revenue across their 290-day season, where they hosted more than 300 cruises on the Mississippi River.

The **Gateway Arch** continued its strong recovery of visitation in FY 2026 recording 5% higher visitor numbers than the previous fiscal year. The Bi-State Development team provides marketing and public relations support for the Gateway Arch and its operations, and in FY 2026, supported the successful launch of the new Gateway Arch website and the long-awaited reopening of the Old Courthouse. The landmark had been closed for renovations since 2020, and is the final phase of a \$380 million project to enhance the Gateway Arch National Park grounds.

**St. Louis Downtown Airport** remains a key economic engine for the St. Louis region. Located minutes away from downtown St. Louis in Cahokia Heights/Sauget, Illinois, the airport supports business aviation with more than 25 tenants. Collectively, the airport and its tenants generate more than \$422 million in annual economic impact and sustain well over 1,500 jobs. The airport's largest tenant, Gulfstream Aviation, announced a \$30 million expansion of its completions and outfitting operations at the airport.

**St. Louis Regional Freightway** continues to strengthen the bi-state area's role as a national and global freight hub through targeted infrastructure investments, fostering regional collaboration between public and private sector stakeholders, and initiatives like the Aerospace and Aviation Taskforce, which launched a new Career Pathways education program focused on generating interest in the aerospace and aviation industries with high school students.

Throughout the past year, **Metro Transit** has accomplished numerous milestones, demonstrating our dedication to enhancing mobility and accessibility in our region.

Our team:

- Provided more than 20.4 million passenger trips—the highest number of trips since the pandemic and a 2.9% increase from the previous year
- Continued our recruitment efforts and hosted six bi-monthly hiring events that have strengthened our workforce to sustain and expand service levels
- Prioritized service improvements by extending MetroBus routes and service frequency during two quarterly service changes
- Made investments in paratransit services with a new mobile app, new scheduling software, and a new phone system to improve trip-planning, customer communications and customer experience, which has helped keep ADA trip denials for Metro Call-A-Ride at zero.
- Implemented major infrastructure advancements with Secure Platform Plan security gate, fencing and real-time camera upgrades completed at 11 MetroLink stations and nearing completion at 27 remaining stations; acquisition, testing and installation of new fare system validators and ticket vending machines in advance of Spring 2026 launch; installation of new bus charging infrastructure at the DeBaliviere MetroBus Facility that allows us to support and expand electric bus operations from multiple facilities
- Continued in-person engagement with Community Connect, a series of transit discussions at select MetroLink stations, Metro Transit Centers and other transit locations that directly connect customers with Metro Transit staff members.

Our strategy rests on well-defined financial principles that emphasize controlling expense growth, fostering innovation and efficiencies, and driving revenue improvements. By maintaining a balanced approach, Bi-State Development remains dedicated to delivering high-quality services while maximizing the value of investments made by our local funding partners. Looking forward, the implementation of a new transit fare system, the completion of the Secure Platform Plan, and the opening of the new MidAmerica Airport MetroLink Station in the 2026 calendar year will greatly bolster revenue collection, stimulate ridership growth, and eliminate fare evasion to further secure our financial stability.

These principles have successfully guided us through challenges over the years, including the COVID-19 pandemic, and continue to serve as a foundation for achieving long-term financial integrity. We are confident that Bi-State Development will remain a trusted and resilient steward for regional mobility, economic development, and quality of life.

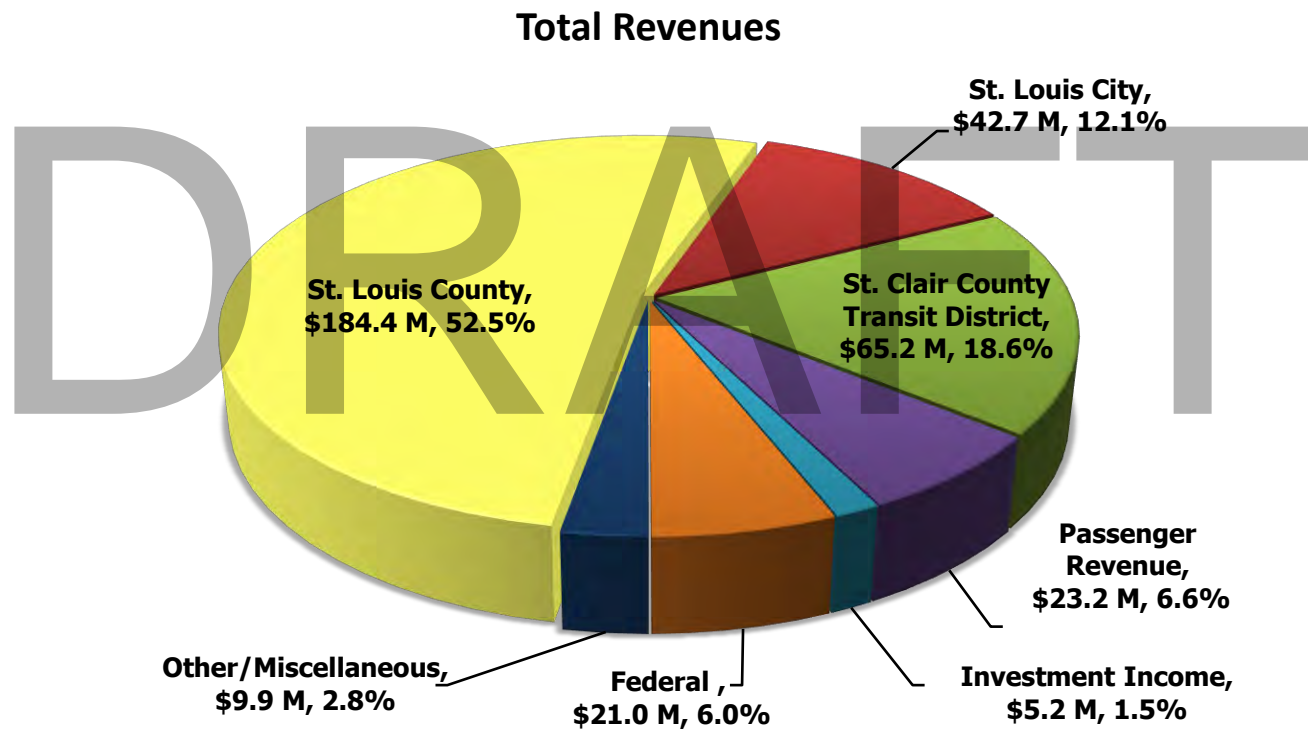


Taulby A. Roach  
President and Chief Executive Officer

## 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 2027, the current Transit projected revenue is \$351,547,671. This includes approximately \$23.2 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 Transit District (SCCTD). The breakdown of total revenue is shown in the pie chart below.

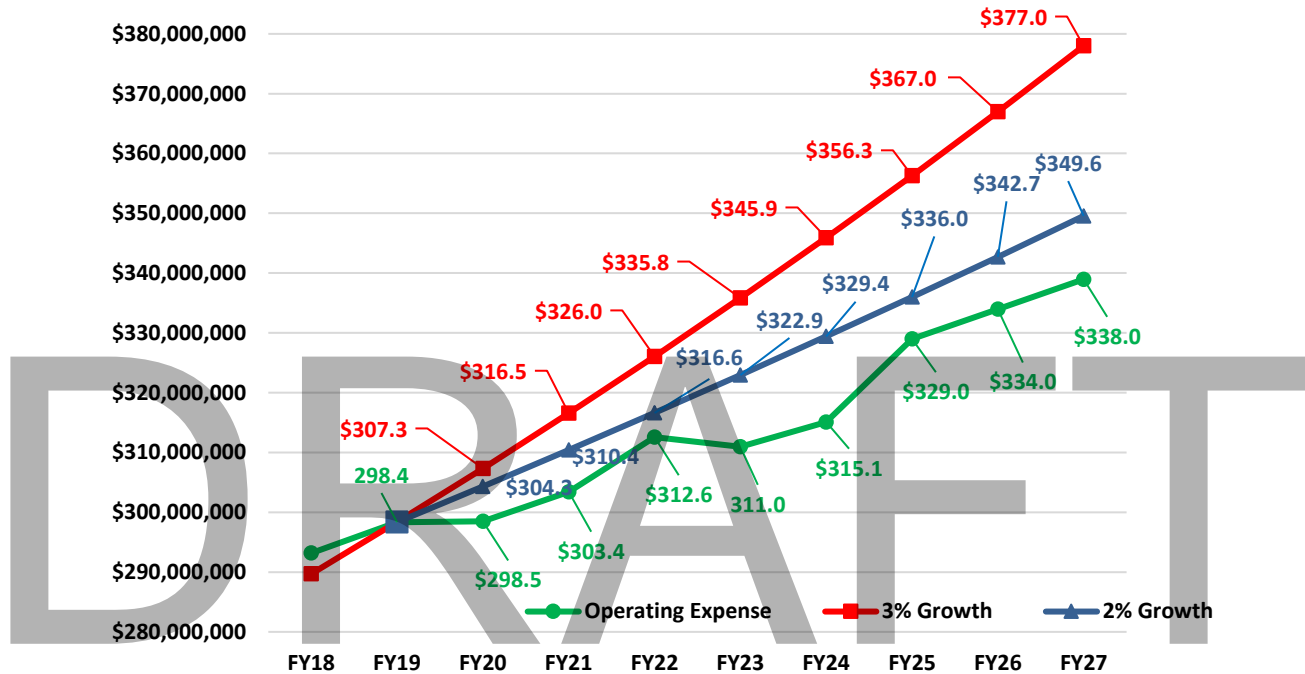


Transit projected operating costs for FY 2027 are \$338,958,039. This is an increase of 1.5% percent from the prior year budgeted operating costs of \$333,494,524. Salaries and benefits represent 61.6% of the total operating costs. Parts and Supplies increases account for the majority of the increase in operating expense from FY 2026 to FY 2027. 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 2027 budget by gradually increasing costs related to this expense over time. A more financially astute team has managed to maintain a budgeted

average growth rate of 1.6% over the last 8 years despite an intense labor market driving salaries higher, rising inflation cost and supply chain issues. Our goal is to continue to remain below a 2.0% average growth, but strive for 1.5% average growth.

## Fiscal Responsibility

### 8-Year Average Annual Growth Rate 1.62%





# OPERATING BUDGET: THE NUMBERS

THE NUMBERS

### Combining Statement of Revenue & 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	Total BSD	Eliminations	Total After Eliminations
Passenger revenue	\$ 23,186,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,186,537	\$ -	\$ 23,186,537
Paratransit contract	952,527	-	-	-	-	-	-	-	-	952,527	-	952,527
Other operating revenue	3,191,175	56,141	376,370	220,800	-	-	-	-	-	3,844,486	(88,533)	3,755,953
Agency operating revenue	-	-	-	-	-	4,654,616	-	-	-	4,654,616	(4,299,071)	355,545
Arch ticket sales	-	9,618,825	-	-	-	-	-	-	-	9,618,825	-	9,618,825
Service/fee revenue	-	407,549	-	-	-	-	-	-	-	407,549	-	407,549
Sales discounts revenue	-	(14,428)	-	-	-	-	-	-	-	(14,428)	-	(14,428)
Regional freight fees	-	-	-	-	400,000	-	-	-	-	400,000	-	400,000
Aircraft parking	-	-	-	163,527	-	-	-	-	-	163,527	-	163,527
Leased acreage	-	-	-	962,626	-	-	-	-	-	962,626	-	962,626
Hangar rental	-	-	-	665,591	-	-	-	-	-	665,591	-	665,591
Aviation sale flowage fee	-	-	-	137,500	-	-	-	-	-	137,500	-	137,500
Airport concessions	-	-	-	116,259	-	-	-	-	-	116,259	-	116,259
Cruise revenue	-	-	3,034,298	-	-	-	-	-	-	3,034,298	-	3,034,298
Food and beverage revenue	-	-	1,175,486	-	-	-	-	-	-	1,175,486	-	1,175,486
Retail revenue	-	-	133,762	-	-	-	-	-	-	133,762	-	133,762
Employee health	-	-	-	-	-	-	8,313,654	-	-	8,313,654	-	8,313,654
Employer health	-	-	-	-	-	-	40,616,823	-	-	40,616,823	(40,616,823)	-
ISF-Casualty insurance revenue	-	-	-	-	-	-	-	12,231,414	-	12,231,414	(12,231,414)	-
ISF-Workers comp revenue	-	-	-	-	-	-	-	-	9,002,319	9,002,319	(9,002,319)	-
Total operating revenues	27,330,239	10,068,087	4,719,917	2,266,303	400,000	4,654,616	48,930,477	12,231,414	9,002,319	119,603,371	(66,238,160)	53,365,211
Total grants & assistance	318,018,468	-	-	170,000	-	-	-	-	-	318,188,468	-	318,188,468
Interest revenue	5,200,000	695,000	50,000	100,000	-	1,550,872	25,000	80,000	150,000	7,850,872	-	7,850,872
Pass through grant revenue	989,126	-	-	-	-	-	-	-	-	989,126	-	989,126
Total revenues	351,537,833	10,763,087	4,769,917	2,536,303	400,000	6,205,488	48,955,477	12,311,414	9,152,319	446,631,837	(66,238,160)	380,393,677
Wages and benefits	208,878,937	3,241,116	2,054,499	1,153,015	192,532	3,097,496	938,032	103,414	108,419	219,767,460	-	219,767,460
Services	62,118,595	2,698,225	678,045	265,700	365,000	1,852,740	334,640	504,000	358,900	69,175,845	-	69,175,845
Fuel, materials and supplies	37,601,745	526,418	818,315	111,900	4,100	4,100	36,500	-	-	39,103,078	-	39,103,078
Casualty and liability costs	12,231,414	45,021	348,872	162,935	-	84,576	-	5,400,000	360,000	18,632,818	(5,400,000)	13,232,818
Utilities	9,741,450	130,233	105,888	367,500	-	4,012	4,920	-	-	10,354,003	-	10,354,003
Leases, other and admin. charges	7,043,774	1,982,131	598,738	203,316	42,000	514,287	54,820	-	325,000	10,764,066	(4,389,540)	6,374,526
Health and welfare self-insurance	1,342,124	-	-	-	-	-	47,574,565	-	-	48,916,689	(40,616,823)	8,299,866
Casualty self-insurance	-	-	-	-	-	-	-	6,304,000	-	6,304,000	(6,831,414)	(527,414)
Workers comp self-insurance	-	-	-	-	-	-	-	-	8,000,000	8,000,000	(9,002,319)	(1,002,319)
Total operating expenses	338,958,039	8,623,145	4,604,357	2,264,366	603,632	5,557,211	48,943,477	12,311,414	9,152,319	431,017,959	(66,240,096)	364,777,863
Interest expense	11,113,812	154,581	-	-	-	-	-	-	-	11,268,393	-	11,268,393
Contributions to outside entities	2,000,000	210,000	-	-	-	-	12,000	-	-	2,222,000	-	2,222,000
Gain (loss) on disposition of assets	-	-	-	-	-	-	-	-	-	-	-	-
Pass through grant expense	989,126	-	-	-	-	-	-	-	-	989,126	-	989,126
Total expenses	353,060,977	8,987,726	4,604,357	2,264,366	603,632	5,557,211	48,955,477	12,311,414	9,152,319	445,497,478	(66,240,096)	379,257,382
Net income (Deficit) before depreciation and transfers	(1,523,144)	1,775,361	165,560	271,937	(203,632)	648,277	-	-	-	1,134,359	1,936	1,136,295
Depreciation and ammortization	87,109,614	-	338,945	1,280,635	-	-	-	-	-	88,729,194	-	88,729,194
Net transfers	6,834,733	-	-	-	-	-	-	(6,007,414)	(827,319)	-	-	-
Net income (Deficit)	\$ (95,467,491)	\$ 1,775,361	\$ (173,385)	\$ (1,008,698)	\$ (203,632)	\$ 648,277	\$ -	\$ 6,007,414	\$ 827,319	\$ (87,594,835)	\$ 1,936	\$ (87,592,899)

Numbers may not sum due to rounding.

## Bi-State Development Combined Statement of Revenue and Expenses

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
Operating revenue:					
Passenger and service revenue	\$ 40,467,411	\$ 40,479,762	\$ 44,242,149	\$ 3,762,387	
Other	5,581,721	5,269,244	5,197,014	(72,230)	
Charges for services	57,411,561	64,188,523	70,164,210	5,975,687	
<b>Total operating revenue:</b>	<b>103,460,693</b>	<b>109,937,529</b>	<b>119,603,372</b>	<b>9,665,844</b>	<b>8.8%</b>
State and local	280,118,516	295,264,055	297,200,398	1,936,343	
Federal	21,395,891	19,371,226	20,988,070	1,616,844	
Total grants & contractual revenue	301,514,408	314,635,281	318,188,468	3,553,187	1.1%
Interest revenue	6,439,795	11,528,926	7,850,872	(3,678,055)	
Other non-operating revenue	706,371	750,000	989,126	239,126	
<b>Total non-operating revenue:</b>	<b>308,660,573</b>	<b>326,914,207</b>	<b>327,028,465</b>	<b>114,258</b>	<b>0.0%</b>
<b>Total revenue:</b>	<b>412,121,265</b>	<b>436,851,736</b>	<b>446,631,838</b>	<b>9,780,102</b>	<b>2.2%</b>
Intercompany revenue eliminations	(55,229,022)	(59,949,097)	(66,238,160)	(6,289,063)	
<b>Total revenue less eliminations:</b>	<b>356,892,244</b>	<b>376,902,639</b>	<b>380,393,678</b>	<b>3,491,039</b>	<b>0.9%</b>
Operating expense:					
Wages and benefits	214,186,972	221,614,515	219,767,460	(1,847,055)	
Services	66,384,636	68,207,264	69,175,845	968,582	
Fuel and lubricants	11,221,364	11,105,687	11,847,384	741,697	
Parts and supplies	25,464,732	24,333,080	27,255,694	2,922,614	
Casualty and liability costs	17,739,796	17,293,082	18,632,818	1,339,736	
Interfund administrative charges	5,247,895	5,240,113	4,628,036	(612,076)	
Utilities	8,623,007	10,061,957	10,354,003	292,046	
Leases and other expenses	3,668,196	5,756,502	6,136,030	379,528	
Health self-insurance claims	41,878,655	42,546,026	48,916,689	6,370,663	
Casualty & work comp self-insurance claims	16,463,418	14,412,300	14,304,000	(108,300)	
<b>Total operating expense</b>	<b>410,878,672</b>	<b>420,570,526</b>	<b>431,017,960</b>	<b>10,447,434</b>	<b>2.5%</b>
Non-operating expense:					
Interest expense	12,697,837	12,064,781	11,268,393	(796,387)	
Contributions to outside entities	2,230,873	2,833,400	2,222,000	(611,400)	
Other non-operating expense	739,626	750,499	989,126	238,627	
<b>Total non-operating expense</b>	<b>15,668,336</b>	<b>15,648,680</b>	<b>14,479,519</b>	<b>(1,169,160)</b>	<b>-7.5%</b>
<b>Total expense:</b>	<b>426,547,008</b>	<b>436,219,205</b>	<b>445,497,479</b>	<b>9,278,274</b>	<b>2.1%</b>
Intercompany expense eliminations	(55,154,747)	(61,232,994)	(66,240,096)	(5,007,102)	
<b>Total expense less eliminations:</b>	<b>371,392,261</b>	<b>374,986,211</b>	<b>379,257,383</b>	<b>4,271,172</b>	<b>1.1%</b>
<b>Income (deficit) before depreciation and transfers</b>	<b>(14,425,742)</b>	<b>632,531</b>	<b>1,134,359</b>	<b>501,828</b>	<b>79.3%</b>
Depreciation	77,211,069	63,731,486	88,729,194	24,997,708	
Net transfers	-	-	-	-	
<b>Net Income (deficit)</b>	<b>\$ (91,636,811)</b>	<b>\$ (63,098,956)</b>	<b>\$ (87,594,836)</b>	<b>\$ (24,495,880)</b>	<b>-38.8%</b>

Numbers may not sum due to rounding.

## Bi-State Development Personnel by Division & Function

	Budget 2026	Budget 2027	Variance
<b>Metro Transit Operations</b>			
MetroBus Operations	745	733	(12)
Metro Transit Operations	2	-	(2)
Security	68	25	(43)
MetroLink Operations	138	139	1
Paratransit Operations	226	242	16
Vehicle and Facility Maintenance	354	339	(15)
Maintenance of Way	149	143	(6)
Service Planning	41	38	(3)
Engineering and New Systems	17	14	(3)
ADA Services	1	2	1
Executive Director of Metro Transit	3	3	-
<b>Total Metro Transit Operations</b>	<b>1,744</b>	<b>1,678</b>	<b>(66)</b>
<b>Operational Support</b>			
Executive Vice-President for Administration	7	7	-
Chief Information Security Officer	3	3	-
Procurement Matls Mgmt & Supplier Diversity	70	52	(18)
Treasury	5	5	-
Controllers Group	16	17	1
Passenger Revenue	36	35	(1)
Finance Administration	6	8	2
Information Technology	55	59	4
Human Resources	18	15	(3)
Compensation and Workforce Analytic	2	2	-
Training Management Development	2	3	1
Pension and Retiree Benefits	1	1	-
Absence Management	3	3	-
Risk Management	3	3	-
Labor Relations	2	3	1
Workforce Diversity and EEO	1	1	-
Executive VP Organizational Effectiveness	2	2	-
Culture and Change Management	2	2	-
Marketing	25	9	(16)
Meridian Garage and Real Estate	2	1	(1)
Safety	11	8	(3)
Emergency Management	1	1	-
Drug and Alcohol	2	2	-
<b>Total Metro Transit Operations</b>	<b>275</b>	<b>242</b>	<b>(33)</b>
<b>Other Bi-State Development Operations</b>			
Executive Services	16	17	1
Gateway Arch	17	18	1
St. Louis Downtown Airport	10	10	-
Riverfront Attractions	10	11	1
St. Louis Regional Freightway	2	2	-
Health Self Insurance SIF	8	8	-
Casualty Self Insurance SIF	1	1	-
Workers Comp Self Insurance SIF	1	1	-
<b>Total Other Bi-State Development Operations</b>	<b>65</b>	<b>68</b>	<b>3</b>
<b>Total Metro Transit</b>	<b>2,019</b>	<b>1,920</b>	<b>(99)</b>
<b>Total Other Bi-State Development Operations</b>	<b>65</b>	<b>68</b>	<b>3</b>
<b>Total BI-State Development</b>	<b>2,084</b>	<b>1,988</b>	<b>(96)</b>

### Personnel by Paygroup

	Budget 2026	Budget 2027	Variance
Bus Operators (FT)	650	650	-
Bus Operators (PT)	-	-	-
Light Rail Operators	102	102	-
Van Operators	180	200	20
<b>Total Operators</b>	<b>932</b>	<b>952</b>	<b>20</b>
788 Clerical	43	42	(1)
788 Service	86	84	(2)
788 Maint	310	278	(32)
IBEW	65	63	(2)
Salaried	648	569	(79)
<b>Total Bi-State Development</b>	<b>2,084</b>	<b>1,988</b>	<b>(96)</b>

## Metro Transit System - Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
<b>Operating revenue:</b>					
Passenger revenue					
Bus/rail revenue	\$ 18,784,110	\$ 19,055,579	\$ 22,387,173	\$ 3,331,594	
C-A-R revenue	670,629	533,283	799,364	266,081	
Total Passenger Revenue	19,454,739	19,588,862	23,186,537	3,597,675	18.4%
TMA revenue	-	-	-	-	
Paratransit contracts	680,141	950,083	952,527	2,444	
Other operating revenue	3,801,316	3,243,545	3,191,175	(52,370)	
Total operating revenue	23,936,195	23,782,490	27,330,239	3,547,749	14.9%
<b>Non-Operating Revenue:</b>					
Grant, sales tax & contractual	301,514,408	314,385,281	318,018,468	3,633,187	
Investment income	5,601,343	5,274,500	5,200,000	(74,500)	
Capital lease revenue	-	-	-	-	
Other misc non-operational revenue	357,665	750,000	989,126	239,126	
Total Non-operating revenue	307,473,415	320,409,781	324,207,594	3,797,813	1.2%
Total Revenues	331,409,611	344,192,271	351,537,833	7,345,562	2.1%
<b>Operating Expenses:</b>					
Total Wages & Benefits	204,423,873	210,933,684	208,878,937	(2,054,747)	-1.0%
Services	58,575,245	61,193,198	62,118,595	925,397	
Fuel and lubrications	11,160,596	10,963,351	11,705,048	741,697	
Parts and supplies	24,724,670	23,040,398	25,896,697	2,856,299	
Casualty and liability costs	12,500,997	10,967,814	12,231,414	1,263,600	
Utilities	8,107,663	9,450,371	9,741,450	291,079	
Other operating expenses	1,887,699	3,293,204	4,940,053	1,646,849	
Management fees	4,041,475	4,107,504	3,445,845	(661,659)	
<b>Total Operating Expenses</b>	<b>325,422,219</b>	<b>333,949,524</b>	<b>338,958,039</b>	<b>5,008,515</b>	<b>1.5%</b>
<b>Non-Operating Expense:</b>					
Capital lease expense	-	-	-	-	
Interest expense	12,908,921	11,903,600	11,113,812	(789,788)	
Sheltered workshop	1,548,833	2,400,000	2,000,000	(400,000)	
Other misc non-oper. expense	879,934	750,499	989,126	238,627	
Total Non-Operating Expenses	15,337,688	15,054,099	14,102,938	(951,161)	-6.3%
Total Expenses	340,759,906	349,003,623	353,060,977	4,057,354	1.2%
<b>Net Income (Decefit) Before Depreciation and Transfers</b>	<b>(9,350,295)</b>	<b>(4,811,352)</b>	<b>(1,523,144)</b>	<b>3,288,208</b>	<b>-68.3%</b>
Depreciation	75,329,158	62,393,296	87,109,614	24,716,318	
Net transfers	9,168,791	-	6,834,733	6,834,733	
<b>Net Income (Decefit)</b>	<b>\$ (93,848,244)</b>	<b>\$ (67,204,648)</b>	<b>\$ (95,467,491)</b>	<b>\$ (28,262,843)</b>	<b>-42.1%</b>

Numbers may not sum due to rounding.

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

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
<b>Missouri:</b>					
City of St. Louis 1/2 cent sales tax	\$ 22,183,590	\$ 23,344,099	\$ 23,694,260	\$ 350,161	
City of St. Louis 1/4 cent sales tax	9,700,199	10,238,287	10,391,861	153,574	
City of St. Louis Prop M2 sales tax	7,901,099	8,443,087	8,569,733	126,646	
<b>Total City of St. Louis</b>	<b>39,784,887</b>	<b>42,025,473</b>	<b>42,655,854</b>	<b>630,381</b>	<b>1.5%</b>
St Louis County 1/2 cent sales tax	32,992,693	45,805,128	46,492,205	687,077	
St Louis County 1/4 cent sales tax	33,819,287	38,792,954	39,445,710	652,756	
St Louis County Prop A sales tax	104,746,581	96,951,055	98,495,317	1,544,262	
<b>Total St. Louis County</b>	<b>171,558,561</b>	<b>181,549,137</b>	<b>184,433,232</b>	<b>2,884,095</b>	<b>1.6%</b>
Other Local Match - MO	1,038,567	2,148,526	1,219,790	(928,736)	
Planning and demo reimbursement	-	-	-	-	
<b>Total Other Local MO</b>	<b>1,038,567</b>	<b>2,148,526</b>	<b>1,219,790</b>	<b>(928,736)</b>	<b>-43.2%</b>
General Operating & Special MODOT	4,719,814	5,001,288	3,500,000	(1,501,288)	
<b>Total State Of Missouri</b>	<b>4,719,814</b>	<b>5,001,288</b>	<b>3,500,000</b>	<b>(1,501,288)</b>	<b>-30.0%</b>
<b>Total Missouri local &amp; state:</b>	<b>217,101,830</b>	<b>230,724,423</b>	<b>231,808,876</b>	<b>1,084,453</b>	<b>0.5%</b>
<b>Illinois:</b>					
St Clair County	62,982,248	64,247,965	65,211,684	963,719	
Other Local Match - IL	34,438	41,667	9,838	(31,829)	
<b>Total Illinois local &amp; state</b>	<b>63,016,686</b>	<b>64,289,632</b>	<b>65,221,522</b>	<b>931,890</b>	<b>1.4%</b>
<b>Total local &amp; state</b>	<b>280,118,516</b>	<b>295,014,055</b>	<b>297,030,398</b>	<b>2,016,343</b>	<b>0.7%</b>
<b>Federal:</b>					
Vehicle Maintenance	-	16,000,000	16,000,000	-	
Non-capitalized projects	21,395,891	3,371,226	4,988,070	1,616,844	
Other Federal	-	-	-	-	
<b>Total Federal:</b>	<b>21,395,891</b>	<b>19,371,226</b>	<b>20,988,070</b>	<b>1,616,844</b>	<b>8.3%</b>
<b>Total grants, sales tax &amp; contractual revenue</b>	<b>\$ 301,514,408</b>	<b>\$ 314,385,281</b>	<b>\$ 318,018,468</b>	<b>\$ 3,633,187</b>	<b>1.2%</b>

Number 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 includes Bus Transportation, Rail Transportation, Paratransit Transportation, Vehicle Maintenance, Facility Maintenance, Maintenance of Way, Operations Training, Planning and Development, ADA Services, Operations Administration, Labor Relations, Procurement & Inventory Management, Workforce Diversity & EEO, Information Technology, Chief Information Security Officer, Internal Audit, Human Resources, Pension & Retiree Benefits, Compensation & Workforce Analytics, Culture & Change Management, Training Management Development, Executive VP Organizational Effectiveness, Security, Drug & Alcohol, Safety, Emergency Preparedness, Engineering & New Systems, Risk Management, Consumer Engagement, Public Affairs Management, Finance, and Real Estate & Meridian. Other areas included are managed by the Executive Vice President of Security and Public Affairs, the General Manager of Safety, Executive Vice President and Chief Financial Officer, and the Vice President of Economic Development.

### Transit Operations - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Bus Transportation</b>				
Wages & benefits without OPEB	\$ 67,457,499	\$ 66,880,892	\$ (576,606)	(0.9%)
Other post-employment benefits	-	-	-	0.0%
Services	280,835	261,024	(19,811)	(7.1%)
Parts and supplies	210,192	139,166	(71,026)	(33.8%)
Casualty and liability costs	-	-	-	0.0%
Utilities	38,200	36,900	(1,300)	(3.4%)
Leases and other expense	202,057	203,731	1,674	0.8%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>68,188,782</b>	<b>67,521,713</b>	<b>(667,069)</b>	<b>(1.0%)</b>
<b>Rail Transportation</b>				
Wages & benefits without OPEB	14,363,000	12,153,270	(2,209,730)	(15.4%)
Other post-employment benefits	-	-	-	0.0%
Services	(192,864)	995,418	1,188,283	(616.1%)
Parts and supplies	77,139	11,500	(65,639)	(85.1%)
Casualty and liability costs	-	-	-	0.0%
Utilities	19,900	19,900	-	0.0%
Leases and other expense	17,804	22,546	4,742	26.6%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>14,284,979</b>	<b>13,202,634</b>	<b>(1,082,345)</b>	<b>(7.6%)</b>

Numbers may not sum due to rounding.

## Transit Operations - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Paratransit Transportation</b>				
Wages & benefits without OPEB	16,335,463	17,786,233	1,450,770	8.9%
Other post-employment benefits	-	-	-	0.0%
Services	178,800	213,200	34,400	19.2%
Parts and supplies	47,100	28,475	(18,625)	(39.5%)
Casualty and liability costs	13,000	12,996	(4)	(0.0%)
Utilities	6,000	6,180	180	3.0%
Leases and other expense	34,700	28,645	(6,055)	(17.4%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>16,615,063</b>	<b>18,075,729</b>	<b>1,460,666</b>	<b>8.8%</b>
<b>Vehicle Maintenance</b>				
Wages & benefits without OPEB	41,006,499	36,151,217	(4,855,282)	(11.8%)
Other post-employment benefits	-	-	-	0.0%
Services	4,041,873	4,153,814	111,941	2.8%
Fuel and lubrications	10,898,839	11,645,528	746,689	6.9%
Parts and supplies	16,589,335	17,703,501	1,114,166	6.7%
Casualty and liability costs	(100,000)	290,050	390,050	(390.1%)
Utilities	318,701	136,024	(182,677)	(57.3%)
Leases and other expense	379,668	322,582	(57,086)	(15.0%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>73,134,915</b>	<b>70,402,716</b>	<b>(2,732,199)</b>	<b>(3.7%)</b>
<b>Facility Maintenance</b>				
Wages & benefits without OPEB	6,850,057	6,737,373	(112,684)	(1.6%)
Other post-employment benefits	-	-	-	0.0%
Services	3,742,154	4,175,680	433,526	11.6%
Fuel and lubrications	-	-	-	0.0%
Parts and supplies	1,499,850	1,496,600	(3,250)	(0.2%)
Casualty and liability costs	-	-	-	0.0%
Utilities	2,768,720	3,135,000	366,280	13.2%
Leases and other expense	188,994	85,002	(103,992)	(55.0%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>15,049,775</b>	<b>15,629,655</b>	<b>579,880</b>	<b>3.9%</b>

Numbers may not sum due to rounding.

## Transit Operations - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Maintenance of Way</b>				
Wages & benefits without OPEB	19,503,417	17,735,423	(1,767,994)	(9.1%)
Other post-employment benefits	-	-	-	0.0%
Services	10,377,159	11,063,669	686,511	6.6%
Other Lubricants	-	-	-	0.0%
Parts and supplies	3,519,110	3,504,413	(14,697)	(0.4%)
Casualty and liability costs	-	2,000	2,000	0.0%
Utilities	5,770,627	5,785,938	15,311	0.3%
Leases and other expense	266,746	276,955	10,209	3.8%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>39,437,060</b>	<b>38,368,399</b>	<b>(1,068,661)</b>	<b>(2.7%)</b>
<b>Operations Training</b>				
Wages & benefits without OPEB	5,163,496	4,985,243	(178,252)	(3.5%)
Other post-employment benefits	-	-	-	0.0%
Services	77,230	7,500	(69,730)	(90.3%)
Parts and supplies	114,753	62,167	(52,586)	(45.8%)
Casualty and liability costs	-	-	-	0.0%
Utilities	9,564	9,081	(483)	(5.1%)
Leases and other expense	95,712	109,853	14,141	14.8%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>5,460,755</b>	<b>5,173,844</b>	<b>(286,910)</b>	<b>(5.3%)</b>
<b>Planning and Development</b>				
Wages & benefits without OPEB	4,042,280	3,863,838	(178,442)	(4.4%)
Other post-employment benefits	-	-	-	0.0%
Services	6,893,683	6,845,605	(48,078)	(0.7%)
Parts and supplies	219,780	100,000	(119,780)	(54.5%)
Casualty and liability costs	-	-	-	0.0%
Utilities	3,220	3,500	280	8.7%
Leases and other expense	70,494	49,030	(21,464)	(30.4%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>11,229,457</b>	<b>10,861,973</b>	<b>(367,484)</b>	<b>(3.3%)</b>
<b>ADA Services</b>				
Wages & benefits without OPEB	190,621	259,419	68,798	36.1%
Other post-employment benefits	-	-	-	0.0%
Services	1,129,774	1,100,476	(29,298)	(2.6%)
Parts and supplies	23,900	36,800	12,900	54.0%
Casualty and liability costs	-	-	-	0.0%
Utilities	1,428	1,800	372	26.1%
Leases and other expense	15,250	15,600	350	2.3%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>1,360,973</b>	<b>1,414,095</b>	<b>53,122</b>	<b>3.9%</b>

Numbers may not sum due to rounding.

## Transit Operations - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Operations Administration</b>				
Wages & benefits without OPEB	412,068	445,391	33,323	8.1%
Other post-employment benefits	-	-	-	0.0%
Services	231,324	200,856	(30,468)	(13.2%)
Parts and supplies	4,020	5,316	1,296	32.2%
Casualty and liability costs	-	-	-	0.0%
Utilities	636	1,440	804	126.4%
Leases and other expense	39,458	51,762	12,304	31.2%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>687,506</b>	<b>704,765</b>	<b>17,259</b>	<b>2.5%</b>
<b>Labor Relations</b>				
Wages & benefits without OPEB	320,614	432,442	111,828	34.9%
Other post-employment benefits	-	-	-	0.0%
Services	38,400	-	(38,400)	(100.0%)
Parts and supplies	2,496	-	(2,496)	(100.0%)
Casualty and liability costs	-	-	-	0.0%
Utilities	1,200	-	(1,200)	(100.0%)
Leases and other expense	21,984	-	(21,984)	(100.0%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>384,694</b>	<b>432,442</b>	<b>47,748</b>	<b>12.4%</b>
<b>Transit Operations Total</b>				
<b>Wages &amp; benefits without OPEB</b>	<b>175,645,013</b>	<b>167,430,741</b>	<b>(8,214,272)</b>	<b>(4.7%)</b>
<b>Other post-employment benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Services</b>	<b>26,798,367</b>	<b>29,017,242</b>	<b>2,218,875</b>	<b>8.3%</b>
<b>Fuel and lubrications</b>	<b>10,898,839</b>	<b>11,645,528</b>	<b>746,689</b>	<b>6.9%</b>
<b>Parts and supplies</b>	<b>22,307,675</b>	<b>23,087,938</b>	<b>780,263</b>	<b>3.5%</b>
<b>Casualty and liability costs</b>	<b>(87,000)</b>	<b>305,046</b>	<b>392,046</b>	<b>(450.6%)</b>
<b>Utilities</b>	<b>8,938,196</b>	<b>9,135,763</b>	<b>197,567</b>	<b>2.2%</b>
<b>Leases and other expense</b>	<b>1,332,867</b>	<b>1,165,706</b>	<b>(167,161)</b>	<b>(12.5%)</b>
<b>Agency fees</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Operating expense</b>	<b>\$ 245,833,958</b>	<b>\$ 241,787,965</b>	<b>\$ (4,045,993)</b>	<b>(1.6%)</b>

Numbers may not sum due to rounding.

## Executive Vice-President - Administration - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Procurement &amp; Inventory Management</b>				
Wages & benefits without OPEB	\$ 6,971,134	\$ 5,163,545	\$ (1,807,590)	(25.9%)
Other post-employment benefits	-	-	-	0.0%
Services	158,150	139,950	(18,200)	(11.5%)
Parts and supplies	670,138	792,752	122,614	18.3%
Casualty and liability costs	-	-	-	0.0%
Utilities	6,976	4,568	(2,408)	(34.5%)
Leases and other expense	142,005	155,324	13,319	9.4%
<b>Operating expense</b>	<b>7,948,403</b>	<b>6,256,139</b>	<b>(1,692,265)</b>	<b>(21.3%)</b>
<b>Workforce Diversity &amp; EEO</b>				
Wages & benefits without OPEB	126,663	130,838	4,175	3.3%
Other post-employment benefits	-	-	-	0.0%
Services	-	-	-	0.0%
Parts and supplies	12,300	3,600	(8,700)	(70.7%)
Casualty and liability costs	-	-	-	0.0%
Utilities	1,800	1,200	(600)	(33.3%)
Leases and other expense	52,300	51,800	(500)	(1.0%)
<b>Operating expense</b>	<b>193,063</b>	<b>187,438</b>	<b>(5,625)</b>	<b>(2.9%)</b>
<b>Information Technology</b>				
Wages & benefits without OPEB	7,442,714	8,139,635	696,921	9.4%
Other post-employment benefits	-	-	-	0.0%
Services	6,998,169	5,733,051	(1,265,118)	(18.1%)
Parts and supplies	78,304	669,302	590,998	754.7%
Casualty and liability costs	-	-	-	0.0%
Utilities	303,288	410,988	107,700	35.5%
Leases and other expense	239,232	280,240	41,008	17.1%
<b>Operating expense</b>	<b>15,061,707</b>	<b>15,233,216</b>	<b>171,508</b>	<b>1.1%</b>
<b>Executive VP Administration</b>				
Wages & benefits without OPEB	824,826	833,851	9,025	1.1%
Other post-employment benefits	-	-	-	0.0%
Services	95,000	180,000	85,000	89.5%
Parts and supplies	309,000	304,000	(5,000)	(1.6%)
Casualty and liability costs	-	-	-	0.0%
Utilities	2,500	3,000	500	20.0%
Leases and other expense	32,700	34,200	1,500	4.6%
<b>Operating expense</b>	<b>1,264,026</b>	<b>1,355,051</b>	<b>91,024</b>	<b>7.2%</b>

Numbers may not sum due to rounding.

## Executive Vice-President - Administration - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Chief Information Security Officer</b>				
Wages & benefits without OPEB	479,803	495,323	15,520	3.2%
Other post-employment benefits	-	-	-	0.0%
Services	-	-	-	0.0%
Parts and supplies	-	-	-	0.0%
Casualty and liability costs	220,200	-	(220,200)	(100.0%)
Utilities	-	-	-	0.0%
Leases and other expense	-	-	-	0.0%
<b>Operating expense</b>	<b>700,003</b>	<b>495,323</b>	<b>(204,680)</b>	<b>(29.2%)</b>
<b>Internal Audit</b>				
Wages & benefits without OPEB	-	-	-	0.0%
Other post-employment benefits	-	-	-	0.0%
Services	-	(8,066)	(8,066)	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>-</b>	<b>(8,066)</b>	<b>(8,066)</b>	<b>0.0%</b>
<b>Executive Vice President - Totals</b>				
<b>Wages &amp; benefits without OPEB</b>	<b>15,365,338</b>	<b>14,763,192</b>	<b>(602,146)</b>	<b>(3.9%)</b>
<b>Other post-employment benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Services</b>	<b>7,251,319</b>	<b>6,044,935</b>	<b>(1,206,384)</b>	<b>(16.6%)</b>
<b>Fuel &amp; Lubrications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Parts and supplies</b>	<b>1,069,742</b>	<b>1,769,654</b>	<b>699,912</b>	<b>65.4%</b>
<b>Casualty and liability costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Utilities</b>	<b>314,564</b>	<b>419,756</b>	<b>105,192</b>	<b>33.4%</b>
<b>Leases and other expense</b>	<b>466,237</b>	<b>521,564</b>	<b>55,327</b>	<b>11.9%</b>
<b>Operating expense</b>	<b>\$ 24,467,201</b>	<b>\$ 23,519,101</b>	<b>\$ (948,100)</b>	<b>(3.9%)</b>

Numbers may not sum due to rounding.

## Executive Vice-President - Organizational Effectiveness - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Human Resources</b>				
Wages & benefits without OPEB	\$ 1,913,606	\$ 1,646,044	\$ (267,562)	(14.0%)
Other post-employment benefits	-	-	-	0.0%
Services	1,018,385	866,891	(151,494)	(14.9%)
Parts and supplies	154,510	14,538	(139,972)	(90.6%)
Casualty and liability costs	-	-	-	0.0%
Utilities	8,400	8,400	-	0.0%
Leases and other expense	106,477	6,000	(100,477)	(94.4%)
<b>Operating expense</b>	<b>3,201,378</b>	<b>2,541,873</b>	<b>(659,504)</b>	<b>(20.6%)</b>
<b>Pension &amp; Retiree Benefits</b>				
Wages & benefits without OPEB	7,969,419	8,176,211	206,792	2.6%
Other post-employment benefits	-	-	-	0.0%
Services	115,440	131,200	15,760	13.7%
Parts and supplies	400	400	-	0.0%
Casualty and liability costs	21,613	23,774	2,161	10.0%
Utilities	1,704	1,704	-	0.0%
Leases and other expense	10,895	7,680	(3,215)	(29.5%)
<b>Operating expense</b>	<b>8,119,471</b>	<b>8,340,969</b>	<b>221,498</b>	<b>2.7%</b>
<b>Compensation &amp; Workforce Analytics</b>				
Wages & benefits without OPEB	246,500	234,788	(11,712)	(4.8%)
Other post-employment benefits	-	-	-	0.0%
Services	122,500	156,095	33,595	27.4%
Parts and supplies	-	-	-	0.0%
Casualty and liability costs	-	-	-	0.0%
Utilities	-	-	-	0.0%
Leases and other expense	315,000	51,300	(263,700)	(83.7%)
<b>Operating expense</b>	<b>684,000</b>	<b>442,183</b>	<b>(241,817)</b>	<b>(35.4%)</b>

Numbers may not sum due to rounding.

## Executive Vice-President - Organizational Effectiveness - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Culture &amp; Change Management</b>				
Wages & benefits without OPEB	284,608	293,897	9,289	3.3%
Other post-employment benefits	-	-	-	0.0%
Services	92,000	-	(92,000)	(100.0%)
Parts and supplies	3,000	-	(3,000)	(100.0%)
Casualty and liability costs	-	-	-	0.0%
Utilities	500	-	(500)	(100.0%)
Leases and other expense	25,200	-	(25,200)	(100.0%)
<b>Operating expense</b>	<b>405,308</b>	<b>293,897</b>	<b>(111,411)</b>	<b>(27.5%)</b>
<b>Training Management Development</b>				
Wages & benefits without OPEB	312,786	392,772	79,986	25.6%
Other post-employment benefits	-	-	-	0.0%
Services	57,000	-	(57,000)	(100.0%)
Parts and supplies	25,000	23,000	(2,000)	(8.0%)
Casualty and liability costs	-	-	-	0.0%
Utilities	2,250	2,250	-	0.0%
Leases and other expense	338,177	157,023	(181,154)	(53.6%)
<b>Operating expense</b>	<b>735,213</b>	<b>575,045</b>	<b>(160,168)</b>	<b>(21.8%)</b>
<b>Executive VP Organizational Effectiveness</b>				
Wages & benefits without OPEB	515,369	394,337	(121,032)	(23.5%)
Other post-employment benefits	-	-	-	0.0%
Services	213,000	223,100	10,100	4.7%
Parts and supplies	6,000	4,558	(1,442)	(24.0%)
Casualty and liability costs	-	-	-	0.0%
Utilities	4,500	2,700	(1,800)	(40.0%)
Leases and other expense	542,074	268,648	(273,426)	(50.4%)
<b>Operating expense</b>	<b>1,280,943</b>	<b>893,343</b>	<b>(387,600)</b>	<b>(30.3%)</b>
<b>Executive Vice President - Totals</b>				
<b>Wages &amp; benefits without OPEB</b>	<b>11,242,289</b>	<b>11,138,050</b>	<b>(181,801)</b>	<b>(0.9%)</b>
<b>Other post employment benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Services</b>	<b>1,618,325</b>	<b>1,377,286</b>	<b>(125,634)</b>	<b>(14.9%)</b>
<b>Parts and supplies</b>	<b>188,910</b>	<b>42,496</b>	<b>(141,414)</b>	<b>(77.5%)</b>
<b>Casualty and liability costs</b>	<b>21,613</b>	<b>23,774</b>	<b>2,161</b>	<b>10.0%</b>
<b>Utilities</b>	<b>17,354</b>	<b>15,054</b>	<b>(1,800)</b>	<b>(13.3%)</b>
<b>Leases and other expense</b>	<b>1,337,823</b>	<b>490,651</b>	<b>(377,118)</b>	<b>(63.3%)</b>
<b>Operating expense</b>	<b>\$ 14,426,313</b>	<b>\$ 13,087,311</b>	<b>\$ (825,606)</b>	<b>(9.3%)</b>

Numbers may not sum due to rounding.

## Transit Operations - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Security</b>				
Wages & benefits without OPEB	\$ 6,828,143	\$ 3,309,849	\$ (3,518,295)	(51.5%)
Other post-employment benefits	-	-	-	0.0%
Services	17,883,553	20,277,602	2,394,049	13.4%
Parts and supplies	64,911	16,550	(48,361)	(74.5%)
Casualty and liability costs	-	-	-	0.0%
Utilities	4,950	5,200	250	5.1%
Leases and other expense	19,371	14,700	(4,671)	(24.1%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>24,800,928</b>	<b>23,623,901</b>	<b>(1,177,028)</b>	<b>(4.7%)</b>
<b>Drug &amp; Alcohol</b>				
Wages & benefits without OPEB	219,445	241,749	22,304	10.2%
Other post-employment benefits	-	-	-	0.0%
Services	664,308	1,001,500	337,192	50.8%
Parts and supplies	-	1,000	1,000	0.0%
Casualty and liability costs	-	-	-	0.0%
Utilities	996	600	(396)	(39.8%)
Leases and other expense	4,656	10,000	5,344	114.8%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>889,405</b>	<b>1,254,849</b>	<b>365,444</b>	<b>41.1%</b>
<b>Safety</b>				
Wages & benefits without OPEB	1,365,273	1,024,598	(340,675)	(25.0%)
Other post-employment benefits	-	-	-	0.0%
Services	282,540	371,538	88,998	31.5%
Parts and supplies	239,418	248,800	9,382	3.9%
Casualty and liability costs	9,816	15,000	5,184	52.8%
Utilities	25,752	10,500	(15,252)	(59.2%)
Leases and other expense	373,032	120,000	(253,032)	(67.8%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>2,295,831</b>	<b>1,790,437</b>	<b>(505,394)</b>	<b>(22.0%)</b>
<b>Emergency Preparedness</b>				
Wages & benefits without OPEB	84,555	109,839	25,284	29.9%
Other post-employment benefits	-	-	-	0.0%
Services	-	30,000	30,000	0.0%
Fuel and lubrications	-	-	-	0.0%
Parts and supplies	-	-	-	0.0%
Casualty and liability costs	-	-	-	0.0%
Utilities	-	-	-	0.0%
Leases and other expense	-	-	-	0.0%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>84,555</b>	<b>139,839</b>	<b>55,284</b>	<b>65.4%</b>

Numbers may not sum due to rounding.

## Transit Operations - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Engineering &amp; New Systems</b>				
Wages & benefits without OPEB	1,637,623	1,300,064	(337,559)	(20.6%)
Other post-employment benefits	-	-	-	0.0%
Services	3,371,226	4,988,070	1,616,844	48.0%
Fuel and lubrications	-	-	-	0.0%
Parts and supplies	4,000	54,000	50,000	1250.0%
Casualty and liability costs	-	-	-	0.0%
Utilities	2,000	3,000	1,000	50.0%
Leases and other expense	93,846	92,750	(1,096)	(1.2%)
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>5,108,695</b>	<b>6,437,884</b>	<b>1,329,189</b>	<b>26.0%</b>
<b>Risk Management</b>				
Wages & benefits without OPEB	336,819	216,000	(120,819)	(35.9%)
Other post-employment benefits	-	-	-	0.0%
Services	144,200	144,000	(200)	(0.1%)
Other Lubricants	-	-	-	0.0%
Parts and supplies	9,800	5,825	(3,975)	(40.6%)
Casualty and liability costs	9,469,300	11,302,004	1,832,704	19.4%
Utilities	660	1,000	340	51.5%
Leases and other expense	19,425	30,350	10,925	56.2%
Agency Fees	-	-	-	0.0%
<b>Operating expense</b>	<b>9,980,204</b>	<b>11,699,179</b>	<b>1,718,975</b>	<b>17.2%</b>
<b>Transit Operations Total</b>				
<b>Wages &amp; benefits without OPEB</b>	<b>10,471,858</b>	<b>6,202,100</b>	<b>(4,269,758)</b>	<b>(40.8%)</b>
<b>Other post-employment benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Services</b>	<b>22,345,827</b>	<b>26,812,710</b>	<b>4,466,883</b>	<b>20.0%</b>
<b>Fuel and lubrications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Parts and supplies</b>	<b>318,129</b>	<b>326,175</b>	<b>8,046</b>	<b>2.5%</b>
<b>Casualty and liability costs</b>	<b>9,479,116</b>	<b>11,317,004</b>	<b>1,837,888</b>	<b>19.4%</b>
<b>Utilities</b>	<b>34,358</b>	<b>20,300</b>	<b>(14,058)</b>	<b>(40.9%)</b>
<b>Leases and other expense</b>	<b>510,330</b>	<b>267,800</b>	<b>(242,530)</b>	<b>(47.5%)</b>
<b>Agency fees</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Operating expense</b>	<b>\$ 43,159,618</b>	<b>\$ 44,946,089</b>	<b>\$ 1,786,471</b>	<b>4.1%</b>

Numbers may not sum due to rounding.

## Public Affairs - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Consumer Engagement</b>				
Wages & benefits without OPEB	499,576	270,525	(229,051)	(45.8%)
Other post-employment benefits	-	-	-	0.0%
Services	114,000	113,400	(600)	(0.5%)
Parts and supplies	9,433	2,300	(7,133)	(75.6%)
Casualty and liability costs	-	-	-	0.0%
Utilities	600	600	-	0.0%
Leases and other expense	58,264	56,625	(1,639)	(2.8%)
<b>Operating expense</b>	<b>681,873</b>	<b>443,450</b>	<b>(238,423)</b>	<b>(35.0%)</b>
<b>Public Affairs Management</b>				
Wages & benefits without OPEB	2,170,545	643,927	(1,526,619)	(70.3%)
Other post-employment benefits	-	-	-	0.0%
Services	984,177	948,422	(35,755)	(3.6%)
Parts and supplies	172,687	169,020	(3,667)	(2.1%)
Casualty and liability costs	-	-	-	0.0%
Utilities	3,200	3,200	0	0.0%
Leases and other expense	683,175	638,408	(44,767)	(6.6%)
<b>Operating expense</b>	<b>4,013,784</b>	<b>2,402,977</b>	<b>(1,610,808)</b>	<b>(40.1%)</b>
<b>Public Affairs - Total</b>				
<b>Wages &amp; benefits without OPEB</b>	<b>2,670,121</b>	<b>914,452</b>	<b>(1,755,670)</b>	<b>(65.8%)</b>
<b>Other post employment benefits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Services</b>	<b>1,098,177</b>	<b>1,061,822</b>	<b>(36,355)</b>	<b>(3.3%)</b>
<b>Fuel and lubrications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Parts and supplies</b>	<b>182,120</b>	<b>171,320</b>	<b>(10,800)</b>	<b>(5.9%)</b>
<b>Casualty and liability costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Utilities</b>	<b>3,800</b>	<b>3,800</b>	<b>0</b>	<b>0.0%</b>
<b>Leases and other expense</b>	<b>741,439</b>	<b>695,033</b>	<b>(46,406)</b>	<b>(6.3%)</b>
<b>Total operating expense</b>	<b>\$ 4,695,657</b>	<b>\$ 2,846,427</b>	<b>\$ (1,849,231)</b>	<b>(39.4%)</b>

Numbers may not sum due to rounding.

## Finance - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Finance</b>				
Wages & benefits without OPEB	(5,564,868)	8,285,805	13,850,672	248.9%
Other post-employment benefits	0	0	0	0.0%
Services	1,538,505	(2,739,400)	(4,277,905)	(278.1%)
Fuel and lubrications	44,400	44,400	0	0.0%
Parts and supplies	(1,046,300)	13,034	1,059,334	101.2%
Casualty and liability costs	1,249,381	485,590	(763,791)	(61.1%)
Utilities	5,000	0	(5,000)	(100.0%)
Leases and other expense	(1,558,796)	1,361,774	2,920,570	187.4%
Agency Fees	4,107,504	3,445,845	(661,659)	(16.1%)
<b>Total operating expense</b>	<b>(1,225,174)</b>	<b>10,897,048</b>	<b>12,122,222</b>	<b>989.4%</b>

## Real Estate & Meridian - Operating Expense

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Real Estate &amp; Meridian</b>				
Wages & benefits without OPEB	\$ 257,771	\$ 144,597	\$ (113,173)	(43.9%)
Other post-employment benefits	-	-	-	0.0%
Services	484,678	544,000	59,322	12.2%
Fuel and lubrications	-	-	-	0.0%
Parts and supplies	7,772	501,200	493,428	6348.9%
Casualty and liability costs	84,504	100,000	15,496	18.3%
Utilities	135,899	146,777	10,878	8.0%
Leases and other expense	420,005	437,525	17,520	4.2%
Agency Fees	-	-	-	0.0%
<b>Total operating expense</b>	<b>\$ 1,390,628</b>	<b>\$ 1,874,099</b>	<b>\$ 483,472</b>	<b>34.8%</b>

Numbers may not sum due to rounding.

## Gateway Arch Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
Operating Revenue:					
Arch ticket sales	\$ 10,100,740	\$ 10,080,284	\$ 9,618,825	\$ (461,459)	
Sales discounts revenue	(3,891)	(15,120)	(14,428)	692	
Service/fee revenue	407,549	416,762	407,549	(9,213)	
Other operating revenue	53,806	46,453	56,141	9,689	
<b>Total operating revenues</b>	<b>10,558,204</b>	<b>10,528,379</b>	<b>10,068,087</b>	<b>(460,291)</b>	<b>-4.37%</b>
Non-Operating Revenue:					
Interest revenue	741,682	625,000	695,000	70,000	
<b>Total revenues</b>	<b>11,299,886</b>	<b>11,153,379</b>	<b>10,763,087</b>	<b>(390,291)</b>	<b>-3.50%</b>
Operating Expense:					
Wages and benefits	2,823,006	3,208,194	3,241,116	32,922	
Services	2,435,508	2,898,168	2,698,225	(199,943)	
Fuel, materials and supplies	178,418	530,786	526,418	(4,368)	
Casualty and liability costs	43,359	47,550	45,021	(2,529)	
Utilities	121,344	127,714	130,233	2,519	
Leases, other and admin. charges	2,151,140	2,043,162	1,982,131	(61,030)	
<b>Total operating expenses</b>	<b>7,752,775</b>	<b>8,855,574</b>	<b>8,623,145</b>	<b>(232,430)</b>	<b>-2.62%</b>
Non-Operating Expense:					
Interest expense	167,083	161,180	154,581	(6,599)	
Contributions to outside entities	672,040	421,400	210,000	(211,400)	
<b>Total expenses</b>	<b>8,591,899</b>	<b>9,438,154</b>	<b>8,987,726</b>	<b>(450,429)</b>	<b>-4.77%</b>
<b>Net income (Deficit) before depreciation and transfers</b>	<b>2,707,987</b>	<b>1,715,225</b>	<b>1,775,361</b>	<b>60,138</b>	<b>3.51%</b>
<b>Net income (Deficit)</b>	<b>\$ 2,707,987</b>	<b>\$ 1,715,225</b>	<b>\$ 1,775,361</b>	<b>\$ 60,138</b>	<b>3.51%</b>

Numbers may not sum due to rounding.

## Riverboats at the Gateway Arch Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
<b>Operating Revenue:</b>					
Cruise	\$ 2,517,692	\$ 3,010,298	\$ 3,034,298	\$ 24,000	
Food	175,599	759,829	877,525	117,696	
Beverage	279,914	297,961	297,961	-	
Retail	119,498	133,762	133,762	-	
Other	269,616	372,770	376,370	3,600	
<b>Total operating revenues</b>	<b>3,362,319</b>	<b>4,574,621</b>	<b>4,719,917</b>	<b>145,296</b>	<b>3.2%</b>
<b>Non-Operating Revenue:</b>					
Interest revenue	19,199	25,008	50,000	24,992	
<b>Total Revenues</b>	<b>3,381,518</b>	<b>4,599,629</b>	<b>4,769,917</b>	<b>170,288</b>	<b>3.7%</b>
<b>Operating Expense:</b>					
Wages and benefits	1,634,440	1,953,589	2,054,499	100,910	
Services	769,538	600,525	678,045	77,520	
Fuel, materials and supplies	573,800	753,592	818,315	64,723	
Casualty and liability costs	268,098	333,291	348,872	15,581	
Utilities	90,310	108,192	105,888	(2,304)	
Leases, other and admin. charges	216,022	369,114	598,738	229,624	
<b>Total operating expenses</b>	<b>3,552,208</b>	<b>4,118,303</b>	<b>4,604,357</b>	<b>486,054</b>	<b>11.8%</b>
<b>Non-Operating Expense:</b>					
Gain (loss) on disposition of assets	84,480	-	-	-	
Other non-operating expense	(29,100)	-	-	-	
<b>Total expenses</b>	<b>3,607,588</b>	<b>4,118,303</b>	<b>4,604,357</b>	<b>486,054</b>	<b>11.8%</b>
<b>Net income (Deficit) before depreciation and transfers</b>	<b>(245,269)</b>	<b>456,318</b>	<b>165,560</b>	<b>(290,758)</b>	<b>-63.7%</b>
Depreciation and ammortization	224,785	131,806	338,945	207,139	
Net transfers	(250,000)	-	-	-	
<b>Net income (Deficit)</b>	<b>\$ (220,054)</b>	<b>\$ 324,512</b>	<b>\$ (173,385)</b>	<b>\$ (497,897)</b>	<b>-153.4%</b>

Numbers may not sum due to rounding.

## St. Louis Downtown Airport Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
<b>Operating Revenue:</b>					
Other operating revenue	\$ 471,849	\$ 182,200	\$ 220,800	\$ 38,600	
Aircraft parking	138,921	153,770	163,527	9,757	
Leased acreage	1,139,506	736,320	962,626	226,306	
Hangar rental	209,048	868,120	665,591	(202,529)	
Aviation sale flowage fee	267,329	137,600	137,500	(100)	
Airport concessions	113,374	116,200	116,259	59	
<b>Total operating revenues</b>	<b>2,340,026</b>	<b>2,194,210</b>	<b>2,266,303</b>	<b>72,093</b>	<b>3.3%</b>
<b>Non-Operating Revenues</b>					
Total grants & assistance	-	250,000	170,000	(80,000)	
Interest revenue	127,066	80,500	100,000	19,500	
<b>Total revenues</b>	<b>2,467,092</b>	<b>2,524,710</b>	<b>2,536,303</b>	<b>11,593</b>	<b>0.5%</b>
<b>Operating Expenses:</b>					
Wages and benefits	1,278,474	1,149,302	1,153,015	3,713	
Services	188,716	163,100	265,700	102,600	
Fuel, materials and supplies	48,290	106,300	111,900	5,600	
Casualty and liability costs	185,077	195,931	162,935	(32,996)	
Utilities	296,762	367,500	367,500	-	
Leases, other and admin. charges	165,023	202,731	203,316	585	
<b>Total operating expenses</b>	<b>2,162,343</b>	<b>2,184,864</b>	<b>2,264,366</b>	<b>79,502</b>	<b>3.6%</b>
<b>Non-Operating Expense</b>					
Interest expense	3,794				
<b>Total expenses</b>	<b>2,166,137</b>	<b>2,184,864</b>	<b>2,264,366</b>	<b>79,502</b>	<b>3.6%</b>
<b>Net income (Deficit) before depreciation and transfers</b>	<b>300,955</b>	<b>339,846</b>	<b>271,937</b>	<b>(67,909)</b>	<b>-20.0%</b>
Depreciation and ammortization	1,246,768	1,206,384	1,280,635	74,251	
<b>Net income (Deficit)</b>	<b>\$ (945,813)</b>	<b>\$ (866,538)</b>	<b>\$ (1,008,698)</b>	<b>\$ (142,160)</b>	<b>-16.4%</b>

## St. Louis Regional Freightway Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
<b>Operating Revenue:</b>					
Other operating revenue	\$ 3,398	\$ -	\$ -	\$ -	
Regional freight fees	300,000	400,000	400,000	-	
<b>Total operating revenues</b>	<b>303,398</b>	<b>400,000</b>	<b>400,000</b>	-	<b>0.0%</b>
<b>Non-operating Revenues</b>					
<b>Total revenues</b>	<b>303,398</b>	<b>400,000</b>	<b>400,000</b>	-	<b>0.0%</b>
<b>Operating Expenses:</b>					
Wages and benefits	205,898	187,477	192,532	5,055	
Services	214,889	352,000	365,000	13,000	
Fuel, materials and supplies	926	4,100	4,100	-	
Leases, other and admin. charges	26,247	42,000	42,000	-	
<b>Total operating expenses</b>	<b>447,960</b>	<b>585,577</b>	<b>603,632</b>	<b>18,055</b>	<b>3.1%</b>
Total expenses	447,960	585,577	603,632	18,055	3.1%
<b>Net income (Deficit) before depreciation and transfers</b>	<b>(144,562)</b>	<b>(185,577)</b>	<b>(203,632)</b>	<b>(18,055)</b>	<b>-9.7%</b>
Net transfers	(201,821)	-	-	-	
<b>Net income (Deficit)</b>	<b>\$ 57,259</b>	<b>\$ (185,577)</b>	<b>\$ (203,632)</b>	<b>\$ (18,055)</b>	<b>-9.7%</b>

Number may not sum due to rounding.

## Executive Services Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
<b>Operating Revenue:</b>					
Admin Fees - Transit	\$ 4,041,475	\$ 2,753,420	\$ 3,193,478	\$ 440,058	
Admin Fees - Arch	1,083,066	961,378	765,385	(195,993)	
Admin Fees - Airport	123,355	126,231	119,125	(7,106)	
Admin Fees - Riverboats	-	-	221,082	221,082	
Admin Fee - National Park Svc	344,419	354,084	355,545	1,461	
Other operating revenue	218	-	-	-	
<b>Total operating revenues</b>	<b>5,592,532</b>	<b>4,195,113</b>	<b>4,654,616</b>	<b>459,503</b>	<b>11.0%</b>
<b>Non-Operating Revenue:</b>					
Interest revenue	439,945	4,468,618	1,550,872	(2,917,747)	
<b>Total revenues</b>	<b>6,032,477</b>	<b>8,663,731</b>	<b>6,205,488</b>	<b>(2,458,244)</b>	<b>-28.4%</b>
<b>Operating Expense:</b>					
Wages and benefits	2,807,592	2,980,881	3,097,496	116,615	
Services	1,141,149	1,769,940	1,852,740	82,800	
Fuel, materials and supplies	20,075	11,740	4,100	(7,640)	
Casualty and liability costs	80,699	73,496	84,576	11,080	
Utilities	3,385	3,500	4,012	512	
Leases, other and admin. charges	433,183	561,580	514,287	(47,293)	
<b>Total operating expenses</b>	<b>4,486,083</b>	<b>5,401,137</b>	<b>5,557,211</b>	<b>156,074</b>	<b>2.9%</b>
<b>Non-Operating Expense:</b>					
Total expenses	4,486,083	5,401,137	5,557,211	156,074	2.9%
<b>Net income (Deficit) before depreciation and transfers</b>	<b>1,546,394</b>	<b>3,262,594</b>	<b>648,277</b>	<b>(2,614,318)</b>	<b>-80.1%</b>
Net transfers	201,821	-	-	-	
<b>Net income (Deficit)</b>	<b>\$ 1,344,573</b>	<b>\$ 3,262,594</b>	<b>\$ 648,277</b>	<b>\$ (2,614,318)</b>	<b>-80.1%</b>

Number may not sum due to rounding.

## Executive Services - Operating Expense by Functional Area

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Executive Office</b>				
Wages & benefits without OPEB	\$ 572,723	\$ 610,412	\$ 37,689	
Other post-employment benefits	-	-	-	
Services	55,500	180,050	124,550	
Parts and supplies	3,500	500	(3,000)	
Casualty and liability costs	-	-	-	
Utilities	500	350	(150)	
Leases and other expense	190,150	175,050	(15,100)	
<b>Operating expense</b>	<b>822,373</b>	<b>966,362</b>	<b>143,989</b>	<b>17.5%</b>
<b>Internal Audit</b>				
Wages & benefits without OPEB	1,029,782	1,071,968	42,186	
Other post-employment benefits	-	-	-	
Services	450,000	441,934	(8,066)	
Parts and supplies	1,200	1,200	-	
Casualty and liability costs	-	-	-	
Utilities	2,000	2,662	662	
Leases and other expense	116,750	109,042	(7,708)	
<b>Operating expense</b>	<b>1,599,732</b>	<b>1,626,805</b>	<b>27,073</b>	<b>1.7%</b>
<b>General Counsel</b>				
Wages & benefits without OPEB	527,821	541,948	14,126	
Other post-employment benefits	-	-	-	
Services	859,960	860,460	500	
Parts and supplies	6,040	2,400	(3,640)	
Casualty and liability costs	-	-	-	
Utilities	-	-	-	
Leases and other expense	49,680	25,195	(24,485)	
<b>Operating expense</b>	<b>1,443,501</b>	<b>1,430,003</b>	<b>(13,499)</b>	<b>(0.9%)</b>
<b>Economic Development</b>				
Wages & benefits without OPEB	232,114	238,508	6,395	
Other post-employment benefits	-	-	-	
Services	54,480	12,230	(42,250)	
Parts and supplies	1,000	-	(1,000)	
Casualty and liability costs	-	-	-	
Utilities	1,000	1,000	-	
Leases and other expense	5,000	5,000	-	
<b>Operating expense</b>	<b>293,594</b>	<b>256,738</b>	<b>(36,855)</b>	<b>(12.6%)</b>
<b>Tourism Innovation Administration</b>				
Wages & benefits without OPEB	618,441	634,660	16,219	
Other post-employment benefits	-	-	-	
Services	-	-	-	
Parts and supplies	-	-	-	
Casualty and liability costs	-	-	-	
Utilities	-	-	-	
Leases and other expense	-	-	-	
<b>Operating expense</b>	<b>618,441</b>	<b>634,660</b>	<b>16,219</b>	<b>2.6%</b>
<b>Financial Expenses</b>				
Wages & benefits without OPEB	-	-	-	
Other post-employment benefits	-	-	-	
Services	350,000	350,000	-	
Parts and supplies	-	-	-	
Casualty and liability costs	73,496	84,576	11,080	
Utilities	-	-	-	
Leases and other expense	200,000	200,000	-	
<b>Operating expense</b>	<b>\$ 623,496</b>	<b>\$ 634,576</b>	<b>\$ 11,080</b>	<b>1.8%</b>

Numbers may not sum due to rounding.

## Health Self Insurance ISF Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
Operating Revenue:					
Employee health	\$ 7,798,852	\$ 8,150,641	\$ 8,313,654	\$ 163,013	
Employer health	32,685,783	35,566,395	40,616,823	5,050,428	
<b>Total operating revenues</b>	<b>40,484,635</b>	<b>43,717,036</b>	<b>48,930,477</b>	<b>5,213,441</b>	<b>11.9%</b>
Non-Operating Revenue:					
Interest revenue	31,936	46,000	25,000	(21,000)	
<b>Total revenues</b>	<b>40,516,571</b>	<b>43,763,036</b>	<b>48,955,477</b>	<b>5,192,441</b>	<b>11.9%</b>
Operating Expense:					
Wages and benefits	791,958	908,901	938,032	29,131	
Services	236,250	355,540	334,640	(20,900)	
Fuel, materials and supplies	735	28,100	36,500	8,400	
Utilities	3,543	4,680	4,920	240	
Leases, other and admin. charges	42,367	77,320	54,820	(22,500)	
Health and welfare self-insurance	41,881,087	42,546,026	47,574,565	5,028,539	
<b>Total operating expenses</b>	<b>42,955,939</b>	<b>43,920,567</b>	<b>48,943,477</b>	<b>5,022,910</b>	<b>11.4%</b>
Non-Operating Expense:					
Contributions to outside entities	10,000	12,000	12,000	-	
<b>Total expenses</b>	<b>42,965,939</b>	<b>43,932,567</b>	<b>48,955,477</b>	<b>5,022,910</b>	<b>11.4%</b>
<b>Net income (Deficit) before depreciation and transfers</b>	<b>(2,449,368)</b>	<b>(169,531)</b>	<b>-</b>	<b>169,531</b>	<b>100.0%</b>
Net transfers	(3,000,000)	-	-	-	
<b>Net income (Deficit)</b>	<b>\$ 550,632</b>	<b>\$ (169,531)</b>	<b>\$ -</b>	<b>\$ 169,531</b>	<b>100.0%</b>

Numbers may not sum due to rounding.

## Casualty Self Insurance ISF Statement of Revenue and Expense

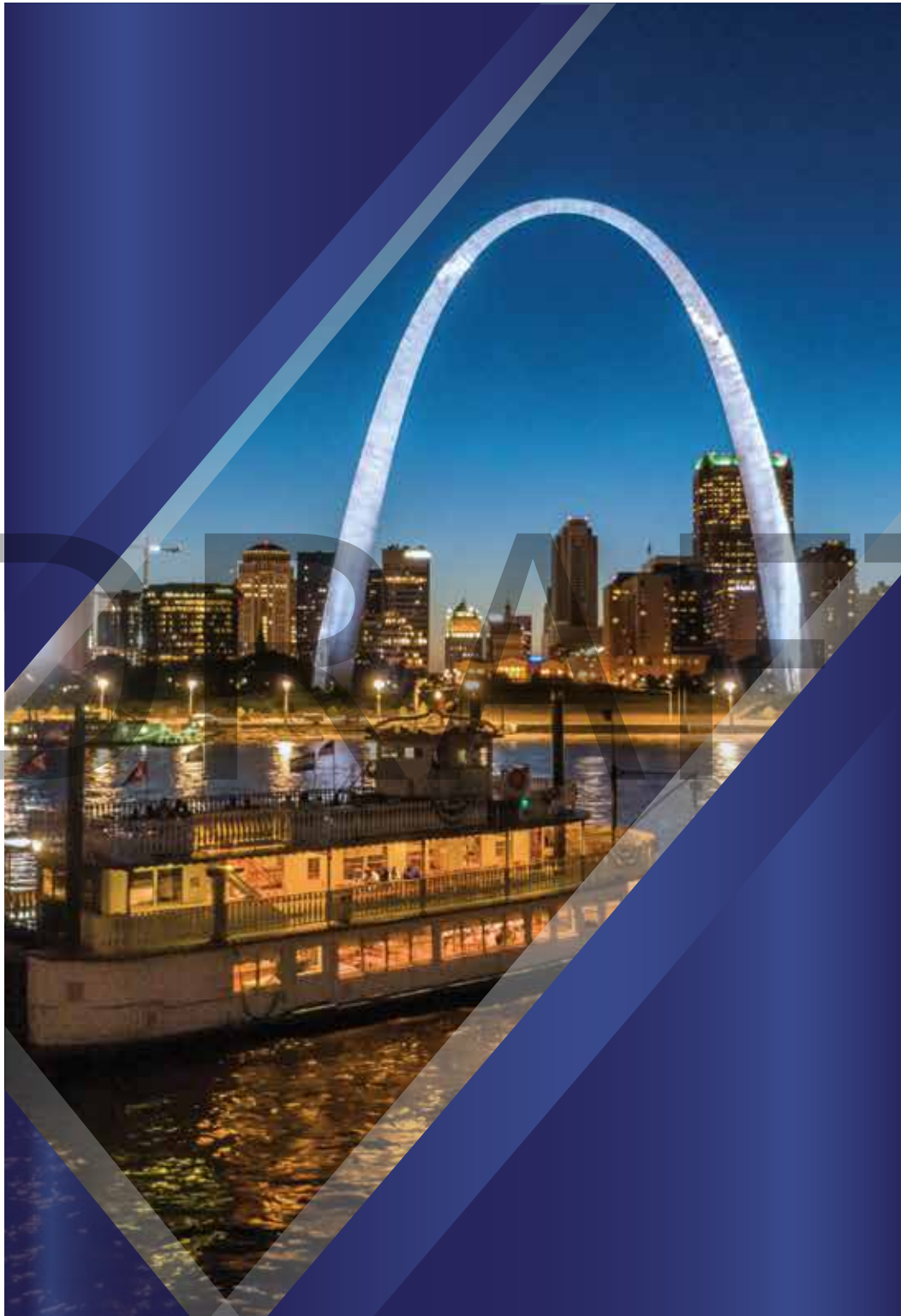
	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
Operating Revenue:					
ISF-Casualty insurance revenue	\$ 9,409,609	\$ 10,967,814	\$ 12,231,414	\$ 1,263,600	
Total operating revenues	9,409,609	10,967,814	12,231,414	1,263,600	11.5%
Non-Operating Revenue:					
Interest revenue	95,779	421,500	80,000	(341,500)	
Total revenues	9,505,388	11,389,314	12,311,414	922,100	8.1%
Operating Expense:					
Wages and benefits	103,263	143,814	103,414	(40,400)	
Services	1,681,678	424,000	504,000	80,000	
Casualty and liability costs	4,371,110	5,400,000	5,400,000	-	
Casualty self-insurance	9,054,549	5,421,500	6,304,000	882,500	
<b>Total operating expenses</b>	<b>15,210,600</b>	<b>11,389,314</b>	<b>12,311,414</b>	<b>922,100</b>	<b>8.1%</b>
Non-Operating Expense:					
Total expenses	15,210,600	11,389,314	12,311,414	922,100	8.1%
<b>Net income (Deficit) before depreciation and transfers</b>	<b>(5,705,212)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Net transfers	(4,845,892)	-	(6,007,414)	(6,007,414)	
<b>Net income (Deficit)</b>	<b>\$ (859,320)</b>	<b>\$ -</b>	<b>\$ 6,007,414</b>	<b>\$ 6,007,414</b>	<b>-</b>

Numbers may not sum due to rounding.

## Workers Comp Self Insurance ISF Statement of Revenue and Expense

	Actual 2025	Budget 2026	Budget 2027	\$ Change	% Change
Operating Revenue:					
ISF-Workers comp revenue	\$ 7,517,317	\$ 9,503,673	\$ 9,002,319	\$ (501,354)	
<b>Total operating revenues</b>	<b>7,517,317</b>	<b>9,503,673</b>	<b>9,002,319</b>	<b>(501,354)</b>	<b>-5.3%</b>
Non-Operating Revenue:					
Interest revenue	174,753	587,800	150,000	(437,800)	
<b>Total revenues</b>	<b>7,692,070</b>	<b>10,091,473</b>	<b>9,152,319</b>	<b>(939,154)</b>	<b>-9.3%</b>
Operating Expense:					
Wages and benefits	118,467	148,673	108,419	(40,254)	
Services	1,136,109	377,000	358,900	(18,100)	
Casualty and liability costs	290,456	275,000	360,000	85,000	
Leases, other and admin. charges	363,292	300,000	325,000	25,000	
Workers comp self-insurance	7,408,869	8,990,800	8,000,000	(990,800)	
<b>Total operating expenses</b>	<b>9,317,193</b>	<b>10,091,473</b>	<b>9,152,319</b>	<b>(939,154)</b>	<b>-9.3%</b>
Non-Operating Expense:					
Total expenses	9,317,193	10,091,473	9,152,319	(939,154)	-9.3%
<b>Net income (Deficit) before depreciation and transfers</b>	<b>(1,625,123)</b>	-	-	-	<b>0.0%</b>
Net transfers	(1,072,899)	-	(827,319)	(827,319)	
<b>Net income (Deficit)</b>	<b>\$ (552,224)</b>	<b>\$ -</b>	<b>\$ 827,319</b>	<b>\$ 827,319</b>	<b>-</b>

Numbers may not sum due to rounding.



# OPERATING BUDGET: THE ANALYSIS

THE ANALYSIS

# Metro Transit

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## STRATEGIC FOCUS

Metro Transit is dedicated to providing safe, secure, and customer-focused mobility solutions that foster a more connected and thriving region. By prioritizing input from our customers, regional leaders, and community stakeholders, we strive to deliver equitable and efficient transit services. Through strategic planning, team engagement, and robust communications, Metro Transit aims to stabilize and grow ridership while enhancing public trust and strengthening connections with customers and partners.

*Our strategic focus for FY 2027 centers on:*

### Customer First

- We are working to deliver a seamless and reliable customer experience. Through targeted investments in new technology, including a new state-of-the-art fare system and on-system digital information screens, we aim to meet the evolving needs of our customers and communities while prioritizing safety, efficiency, and accessibility.

### Fiscal Responsibility

- Our focus is to achieve long-term financial stability, and we are working to enhance operational efficiency across all levels. Streamlining processes, adopting new technologies, and managing resources and their deployment will help us ensure our services are scalable and adaptable to changing circumstances and regional needs.

### Relevance: Community and Partnerships

- We continue to foster strong connections with our community and industry partners to remain impactful and to enhance our ability to serve the St. Louis region. These authentic relationships with our stakeholders help establish the trust and understanding needed to ensure our services align with the needs and values of our community.

### Safety and Security

- Prioritizing the well-being of our customers and team members is a top priority. We continue to focus on investments in advanced technologies, updated and effective infrastructure, upgraded tools and comprehensive team training to create a safer experience for everyone. By continuously advancing and educating our team members, we are creating a stronger foundation for a safe transit environment.

### Assumptions

The FY 2027 budget projects a \$1,523,144 deficit position before depreciation and net transfers.

**Service miles and hours** are budgeted to increase with the FY 2027 budget. System revenue hours are also budgeted to increase with the FY 2027 budget.

**Passenger boardings** on MetroBus, MetroLink, and Call-A-Ride for FY 2027 show a combined system operating 8.9% more boardings than the last FY 2026 budget. Expected ridership will result from multiple factors including higher fuel costs, perceptions of security, pandemic issues and changes in workforce transit patterns including telecommuting.

## Operating Revenue

**Passenger revenue** is budgeted at \$23.2 million for FY 2027. This is an increase of \$3.6 million or 18.4% from the FY 2026 budget. Metro's focus on the customer experience through improved safety and security measures and new customer amenities coming online during the 2026 calendar year 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 2027 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. FY 2027 is expected to have around \$1.0 million of paratransit revenue.

**Other operating revenue** includes advertising inside revenue vehicles, on bus shelters, and at MetroLink stations; provided maintenance service and vending machine concessions; rental income and miscellaneous other revenue. Other operating revenues are expected to decrease \$52,370 from the previous fiscal year, primarily from the decision to eliminate external advertisements on revenue vehicles.

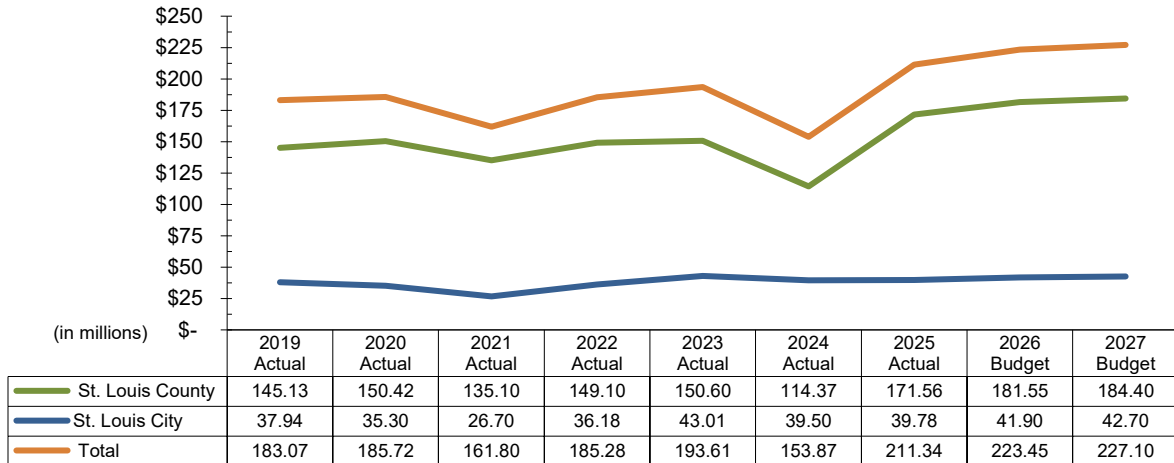
## Grants, Sales Tax, and Contractual Revenue

**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. There has been little to stagnant growth in sales tax receipts for FY 2025 and FY 2026 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 2027 budget has been reduced from the previous year to a conservative estimate at \$3,500,000.

**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 2027 budget remains consistent with FY 2026 budget.

**Non-capital federal grant revenue** funding is expected to be \$5.0 million for FY 2027. 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 2027 is \$5.2 million.

**Capital lease revenue** recognizes the revenue associated with capital leases. The revenue and expense offset. For FY 2027 there is no capital lease revenue or expense.

## Expenses

**Wages & benefits** are expected to be 1.0% less than the FY 2026 budget. Through tight controls and restructuring we were able to drive efficiencies throughout the organization.

**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.

**Services** are expected to increase 1.5%. 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.

**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 2027 budget is anticipated to increase 6.8% 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.

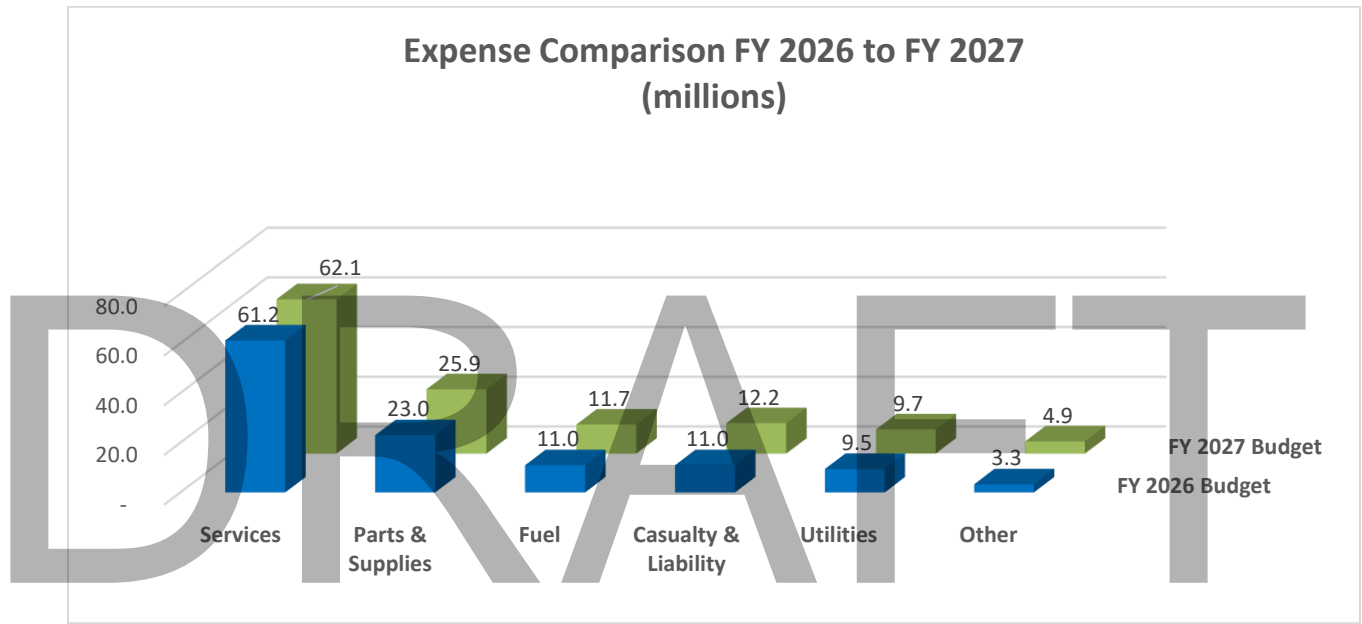
**Parts and supplies** expense is expected to increase 12.4%. Life cycle fleet maintenance is the basis in determining revenue equipment parts needs each year. Enhanced inventory management which includes addressing supply chain issues and a continued emphasis on quality parts will drive cost efficiencies 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 \$1,263,600 compared to the previous budget.

**Utilities**, including electric propulsion, are budgeted at 3.1% 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 FY 2027 budget is in line with the cost needed to support expected activity.

**Other expenses** consist of taxes, leases, advertising, travel, and staff development. FY 2027 reflects an increase compared to the prior year budget.

**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 2027 these amounts are both \$0.

**Interest on debt** results primarily from interest paid on bonds issued to finance the Cross County expansion. Interest expense is budgeted at \$11.1 million in FY 2027.

**Sheltered workshop** expense is budgeted at \$2.0 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 2027, depreciation is expected to be \$24.7 million higher than FY 2026 at \$87,109,614.

## 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.

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## Tourism Innovation

# Gateway Arch

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### STRATEGIC FOCUS

Our team is dedicated to supporting increased park attendance and elevating the overall guest experience at Gateway Arch National Park (GANP). Through the introduction of additional ticketed options, an improved website experience, and leveraging the newly renovated Old Courthouse and its state-of-the-art exhibit galleries, we aim to extend the duration of each visit, create deeper, more meaningful engagement opportunities to enhance the park's identity as a premier destination. The strategies we are implementing will help ensure a more welcoming and inclusive environment for all visitors.

In partnership with the National Park Service (NPS) and the fellow Gateway Arch National Park (GANP) partners, we are dedicated to delivering a consistently exceptional and memorable experience to all visitors.

#### *Our strategic focus for FY 2027 centers on:*

##### **Customer First**

- From seamless pre-visit planning and clear, intuitive wayfinding to meaningful post-visit interactions, we are transforming the Gateway Arch tram and ticketing operations to prioritize an exceptional visitor experience.

##### **Fiscal Responsibility**

- We continue to implement cost-effective solutions and develop strategies to maximize revenue streams. These practices support the long-term financial viability of the Gateway Arch experience.

##### **Safety and Security**

- We continue to identify and implement best practices and implement innovative solutions that maximize visitor and team member safety while maintaining compliance with all applicable regulations and guidelines.

##### **Team Member Focus**

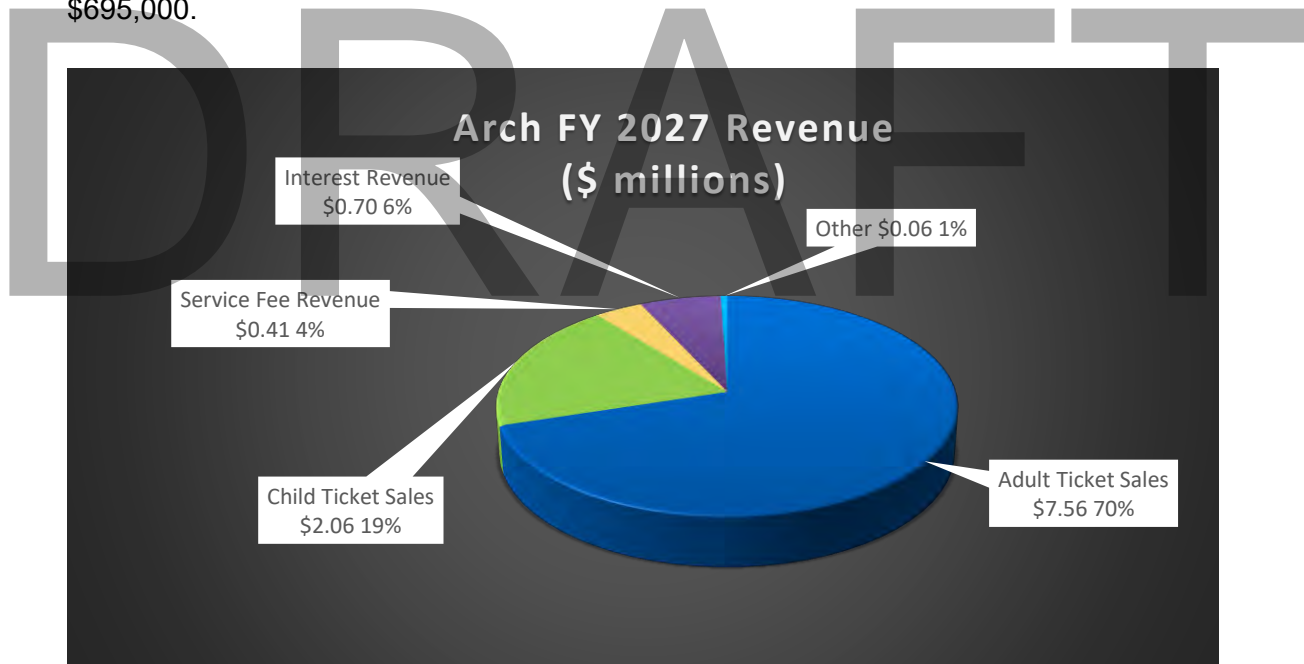
- Motivating our team members is accomplished through guest-focused training programs, and meaningful challenges that encourage both personal and professional development. By fostering a strong sense of purpose and belonging, we aim to inspire them a positive team culture.

## REVENUE

**Arch Ticket Sales** are projected based on 629,500 tram riders expected in FY 2027. The projected revenue for ticket sales is \$9,618,825; 4.6% lower than in FY 2026. In Summer 2025, staffing at the National Park Service led to a reduced operating schedule. The FY 2027 budget was developed with a similar reduced summer schedule. Our variable pricing structure, common in the hospitality and tourism industry, provides visitors with the opportunity to purchase discounted tickets during lighter visitation days and seasons. 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 after-hour events held at the Gateway Arch and convenience fees charged to online and individual phone ticket purchases. Management fees for overseeing the ticket sales and marketing for the Virtual Reality Theater are also included.

**Interest Revenue from Investments** increased modestly from the prior year due to a much more favorable interest rate environment. FY 2027 interest revenue is projected at \$695,000.



## EXPENSE

**Wages and Benefits** budgeted in FY 2027 are increasing by a total of \$32,922 from the FY 2026 budget. This wage and benefit level are a result of maximizing efficiencies in some areas of operation (such as ticketing center staffing).

**Services** are decreasing by 6.9% from the FY 2026 budget. In FY 2027, the largest expenditure in this category is the committed cost of O&M of \$1.2M 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	\$1,200
Mechanics employed by National Park Service	1,045
Credit card fees, banking service charges	293
Maintenance services	85
Website Development	23
Other	52
	<u>\$2,698</u>

**Fuel, Materials, and Supplies** are budgeted at \$526,418, which is .8% lower than the prior year budget. Amounts are due to parts and materials needed for the Arch trams.

**Casualty and Liability** costs are budgeted 5.3% lower than the FY 2026 budget due to lower premiums.

**Utilities** are primarily electricity costs that are \$128,133 of the overall \$130,233 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):

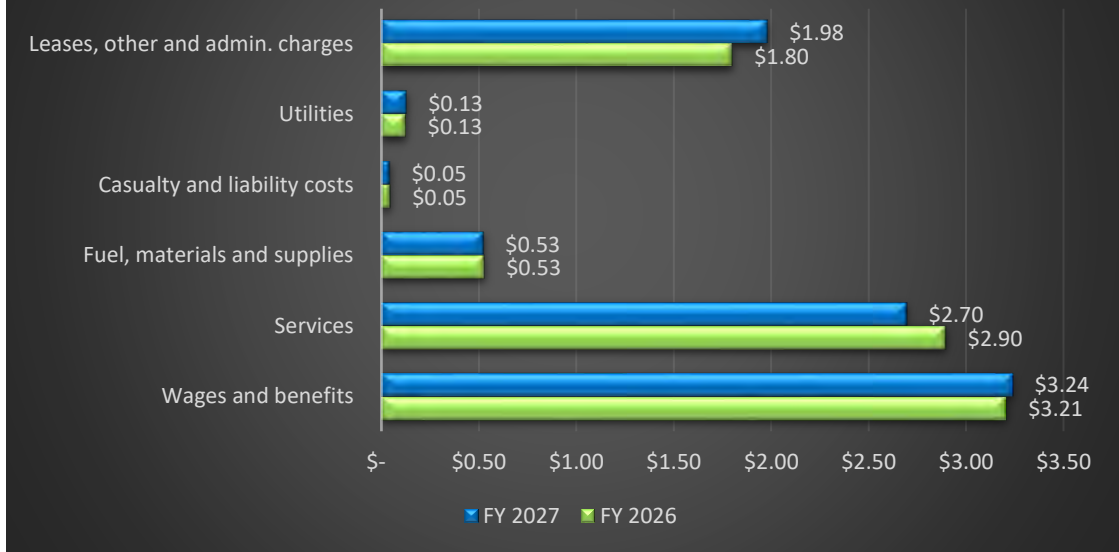
Management Fee to Agency	\$817
Advertising and Promotion	1,052
Dues, Training, Travel and Other	<u>120</u>
Total	<u>\$1,982</u>

Other expense is budgeted in FY 2027 to be 3.0% lower, primarily due to a decrease in management fees earned on decreased revenue from ticket sales.

**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 expanded Gateway Arch Visitor Center, including additional security operations by the National Park Service.

## Expense Comparison FY 2026 vs FY 2027 (\$ millions)



**Net income** for FY 2027 is budgeted at \$1,775,361.

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## Tourism Innovation

# Riverboats at the Gateway Arch

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### STRATEGIC FOCUS

BSD Riverfront Attractions serve as a premier destination on the St. Louis riverfront, offering unique experiences such as the Riverboats at the Gateway Arch and one of the few public-use inland waterways heliports in the United States. Hosting over 1,000 scheduled cruises annually, the St. Louis Riverfront Cruise stands as a primary revenue generator. Complementing this are the Skyline Dinner Cruise, seasonal specialty cruises, the Paddlewheel Café and dock bar, the Gift Shop, private events, and scenic helicopter tours, all combining to create a comprehensive and engaging riverfront destination for both locals and tourists. By leveraging cross-promotion with Gateway Arch visitors, our Riverfront Attractions aim to enhance overall visit duration and boost per capita visitor spending. Our goal remains to deliver exceptional experiences, reflected in consistently achieving or exceeding an 85% Customer Satisfaction (CSAT) rating for Overall Experience.

*Our strategic focus for FY 2027 centers on:*

#### Promotions and Guest Experience

- Expanding cross-promotional marketing initiatives that leverage 'combo pricing' options that combine the St. Louis Riverfront Cruise with iconic Arch experiences, such as the tram to the top of the Gateway Arch.
- Strengthening partnerships with local tourism organizations, including Explore St. Louis, Missouri History Museum, and the St. Louis Regional Freightway to execute targeted marketing and communication strategies to attract both local and regional visitors.
- Optimizing the guest experience across all touchpoints by working closely with internal teams and external partners to identify and resolve common guest challenges. We are focused on creating a seamless guest journey from planning to departure, including user-friendly parking options, enhanced navigational signage, and improved security protocols to ensure a safe and enjoyable visit.

#### Team Development

- We are fostering a high-performance culture of accountability and inclusion by building an environment where every team member feels respected, empowered, valued, heard, and accountable for driving success.

#### Fiscal Responsibility

- Our approach to increasing revenue focuses on expanding ticket sales, food and beverage sales, and retail opportunities, while managing costs and identifying expense-saving measures. This will be achieved by leveraging operational efficiency, fostering key partnerships, and utilizing earned media to amplify

exposure and attract more visitors. Additionally, we continue to utilize preventative maintenance programs to preserve our assets, extend their lifespan, contributing to long-term cost-effectiveness.

### **Safety and Security**

- Collaboration with our BSD Public Safety team, the City of St. Louis Police Department, and other law enforcement partners promote the highest standards of safety and security for staff, guests, and vendors. These coordinated efforts help to ensure a proactive approach to addressing potential risks and maintaining a safe environment for all.
- Together with United States Coast Guard requirements and Passenger Vessel Association recommendations, along with the direct support of the BSD Public Safety team, regularly provide comprehensive safety training for team members. Emphasizing their roles and responsibilities in adhering to safety protocols and regulatory compliance, ensured our team is well-prepared, informed and dedicated to maintaining a secure operation.

### **REVENUE**

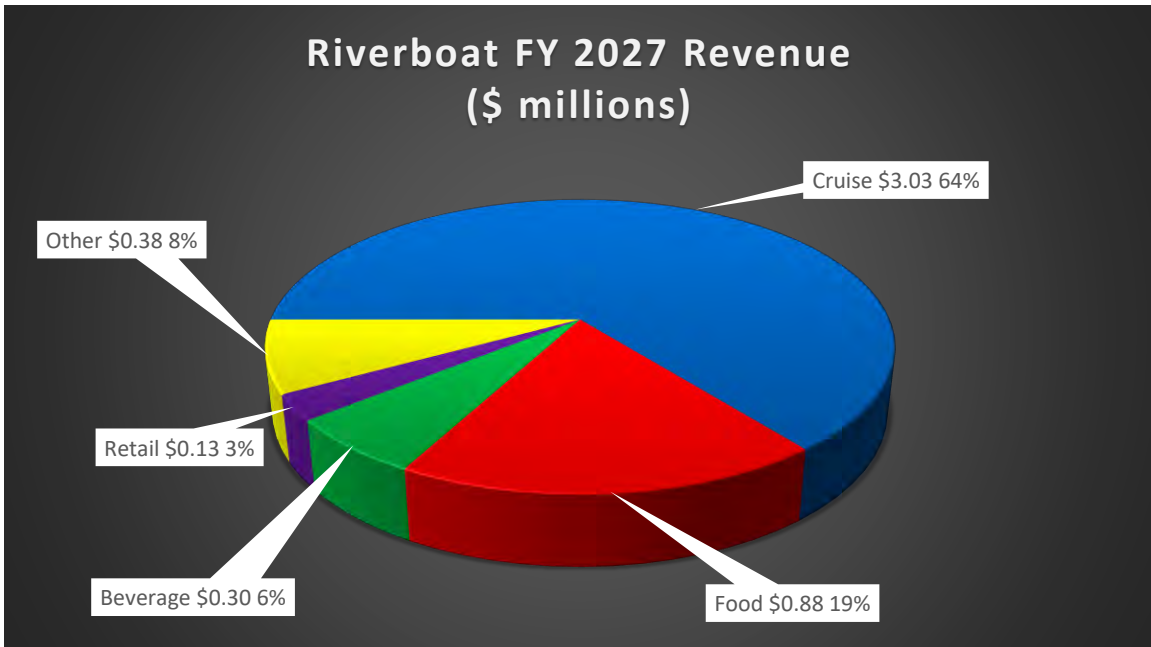
**Cruise revenue** is based on the FY 2027 budget of 144,378 passengers. Cruise revenue is projected at \$3,034,298 which is 0.8% higher than the FY 2026 budget. In conjunction with the Gateway Arch, the riverboats offer combo ticket options, combo tickets options include variable pricing, that include a tram ride, documentary movie, cruise and VR movie, all starting at \$50 for an adult Ultimate Explorer combo ticket or a tram ride and cruise combo starting at \$39 for an adult Captain's View combo ticket. Outside of the combo ticket options an adult riverfront \$26, a senior ticket \$24, and a child ticket \$16. A base dinner cruise ticket is \$64.

**Food revenue** includes food sold on dinner cruises, onboard concessions and at the Paddlewheel Café. Food revenue is budgeted to increase 15.5% from the FY 2026 projection.

**Beverage revenue** is generated from beverage sales on the various types of cruises and from the Paddlewheel Café. Beverage revenue is to remain flat in FY 2027.

**Retail revenue** is generated from gift shop sales. These revenues are remaining the same compared to the FY 2026 budget.

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



### Expense

**Wages and Benefits** increased 5.2% from the FY 2026 budget.

**Services** are budgeted to increase 12.9% from the prior year budget. This increase is primarily due to a decrease in maintenance service.

**Fuel, Materials, and Supplies** are budgeted 8.6% higher than the previous budget. The FY 2027 budget for materials and supplies is due to the additional demand based on an increase in the anticipated number of cruises and patrons.

**Casualty and Liability** costs are 4.7% more than budgeted costs in FY 2026 due to increases in premiums.

**Utilities** are comprised of \$54,000 for electricity, \$3,696 for telephone, \$9,192 for natural gas, \$15,996 for waste removal, and \$23,004 for water and sewer. Utilities are significantly impacted by the severity of weather, level of service, and days of operation.

**Other Expense** is 62.2% 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 \$282,044 or 15.9% more than FY 2026 in an effort to maintain the current level of revenue streams.

## Expense Comparison FY 2026 vs FY 2027 (\$ millions)



### Net Income

Net income (Deficit) before depreciation is \$165,560.

# St. Louis Downtown Airport

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## STRATEGIC FOCUS

The Airport team continues to promote airport services, real estate, and strategic location to increase revenue and amplify the airport's economic impact on the St. Louis region. Efforts are specifically targeted at attracting aeronautical businesses, corporate partners, and the flying public, fostering a diverse and thriving hub for aviation-related activities. By focusing on improving airport provided services St. Louis Downtown Airport's has become a trusted entity within the aviation sector. This involves a steadfast focus on maintaining a safe, organized, and efficient infrastructure while reinforcing a professional image for current users and potential developers. These strategies not only stimulate regional economic development but also ensure the airport remains a pivotal player in advancing the region's aviation and business sectors.

*Our strategic focus for FY 2027 centers on:*

### Operational Efficiency

- We continue to streamline and design new processes to optimize time management. This enables our team to focus their efforts on value-adding tasks that directly contribute to the airport's growth and success.
- We continued to invest in new specialized equipment allowing us to expand airport provided services.

### Fiscal Responsibility

- We are optimizing funding opportunities through strong partnerships with the FAA, state, and local agencies. We are dedicated to ensuring the consistent leasing and occupancy of airport properties, while actively pursuing opportunities to develop new facilities and expand our range of services. We aim to minimize reliance on inefficient short-term maintenance strategies and enhance the long-term economic stability of the airport.

### Safety

- We are committed to exceeding federal safety standards. Our culture of continuous improvement and vigilance includes conducting regular audits of our internal safety programs and training initiatives, ensuring they meet or surpass regulatory requirements.

### Promotion and Engagement

- We continue to enjoy a culture of staff ownership and pride, where every team member actively champions and enhances airport services through a "user-first" service philosophy.
- We are strengthening partnerships with tenants and working cohesively on innovative marketing campaigns to maximize visibility. This approach aims to attract a diverse range of aircraft, businesses, and developers to our airport, driving growth and solidifying our reputation as a premier aviation hub.

## REVENUE

**Other Operating** Revenue for FY 2027 is budgeted at \$220,800. That is an increase of \$38,600 or 21.1% from the prior year.

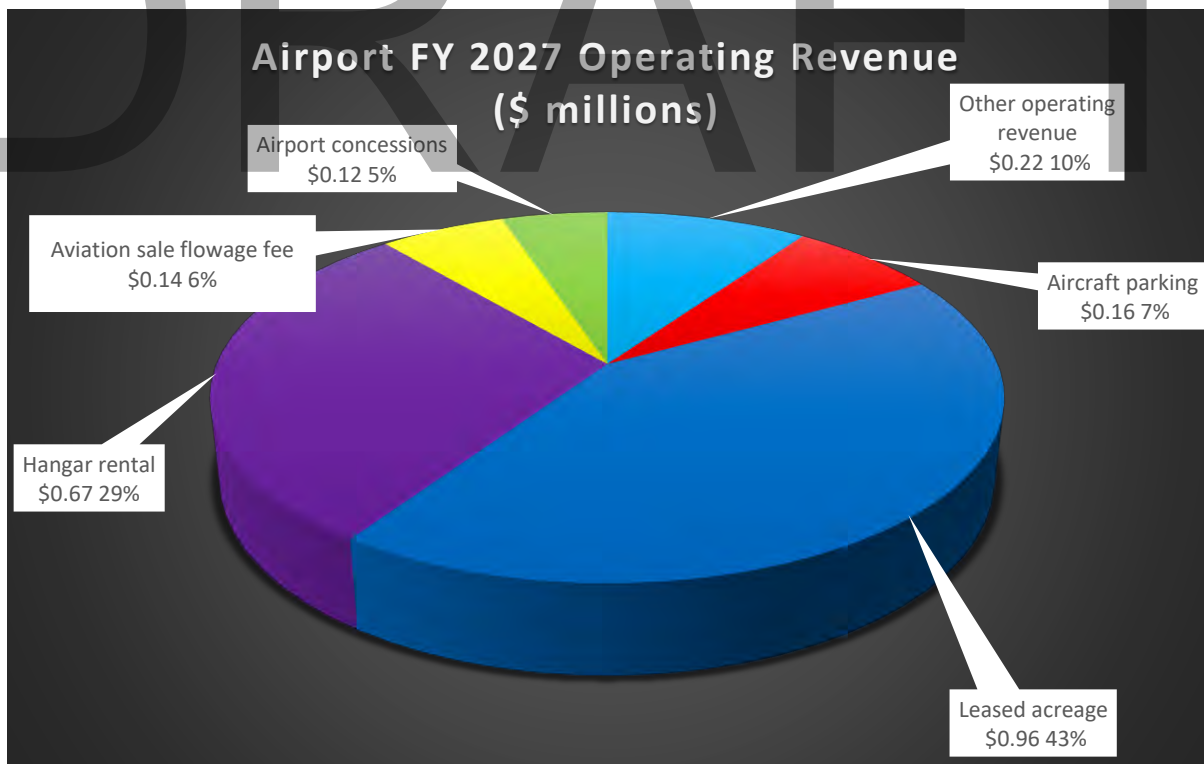
**Aircraft parking** revenue for FY 2027 is budgeted at \$163,527, which is an increase of \$9,757 or 6.3% from FY 2026 budget.

**Leased acreage** revenue is airport land leased for private investment. Revenue is expected to be \$962,626, which is an increase of \$226,306 or 12.3% from the FY 2026 budget.

**Hangar rentals** are leased property for airframes and tenants. The projected revenue for FY 2027 is \$665,591, which is a decrease of \$202,529 or 23.3% from prior year.

**Aviation fuel sale-flowage fee** revenue is budgeted in FY 2027 at \$137,500. This is nearly identical to the expected revenues of FY 2026.

**Concession fees** include crop income and rentals for the concourse. The FY 2027 budget is \$116,259. This is nearly identical to the expected revenues of FY 2026.



## Expense

**Wages and benefits** are up \$3,713 or 0.3% from the FY 2026 budget.

**Services** include the following (in thousands):

Legal and consulting fees	\$ 60
Contract maintenance	150
Other	<u>56</u>
	<u>\$ 266</u>

**Services** are budgeted in FY 2027 to be 62.9% higher than FY 2026. The FY 2027 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 system repair and maintenance, emergency systems repair and maintenance, firefighting truck inspection and maintenance, large equipment repair and maintenance and HVAC controls system support.

**Fuel, Material, and Supplies** are budgeted in FY 2027 to be 5.3% higher than FY 2026. These costs are for parts and supplies to maintain of all airport and airfield facilities and equipment.

**Casualty and Liability** costs are budgeted to decrease 16.8% below FY 2026 budgeted expenses due to decreases in premium rates resulting from an accommodating insurance market.

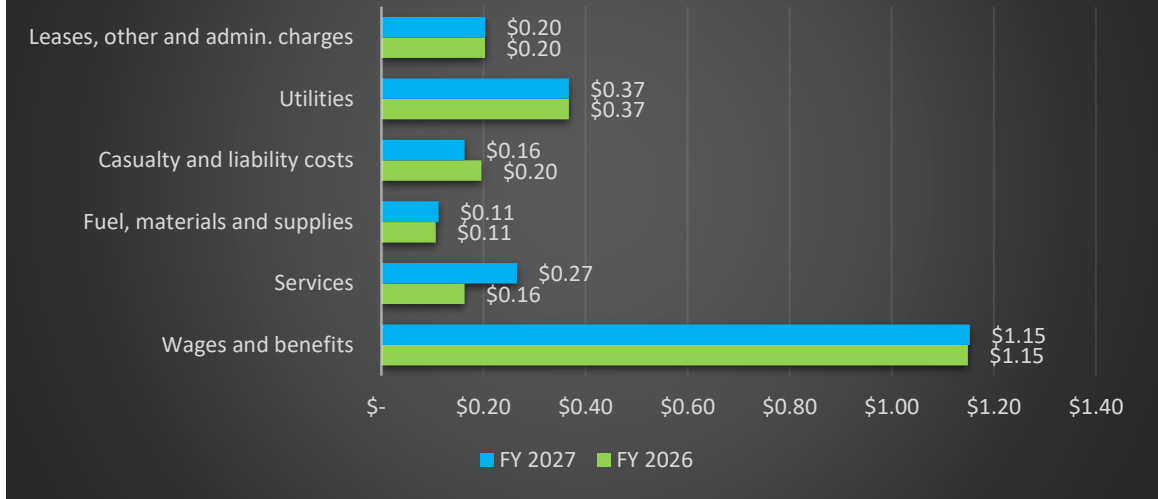
**Utilities** include electricity, gas, telephone, waste removal, and water budgeted in FY 2027 is identical to the FY 2026 budget.

**Other expense** includes the following (in thousands):

Management fees to the Agency	\$ 126
Travel, training, meetings, and dues	30
Other (including advertising)	<u>47</u>
	<u>\$ 203</u>

## Expense Comparison FY 2026 vs FY 2027

(\$ millions)



### Income

**Net income before depreciation** is projected to be \$271,937 for FY 2027.

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# St. Louis Regional Freightway

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## STRATEGIC FOCUS

The St. Louis Regional Freightway continues to strengthen the bi-state region's role as a national and global freight hub through infrastructure investments. We are building on the success of helping the region prioritize investments in key infrastructure projects that support increased efficiency and connectivity in freight and logistics.

Our initiatives include advancing efforts of the newly created Aerospace and Aviation Taskforce as well as fostering innovation and expanding opportunities in related industries. Collaboration remains at the heart of our strategy, as we strengthen partnerships with local manufacturing and logistics sectors and engage regional stakeholders. These efforts include promoting our ever-expanding pipeline of industrial real estate sites to attract businesses and facilitate long-term economic growth.

*Our strategic focus for FY 2027 centers on:*

### Advocacy

- Our close collaboration with leaders from the transportation, manufacturing, and logistics industries and regional leadership strengthens the region's economic resilience and connectivity. Through the development and coordination of regional projects, advocacy strategies, and funding approaches we continue to achieve these shared goals.

### Infrastructure Funding and Multimodal Capabilities

- We are committed to helping the region make investment decisions in infrastructure that are guided by data-driven decision-making, focusing on projects that deliver tangible benefits to regional economic development.

### Promoting Industrial Real Estate

- We leverage strategic marketing and promotional opportunities to highlight the region's strategic advantages and its prime industrial real estate sites to attract new investments, facilitate business expansion, and enhance our regional competitiveness.

### Relevance

- We continue to bring a local "voice" to national and global industry advances by highlighting our region's unique assets, challenges, and opportunities. Our objective is to ensure our local perspective is represented and aligns with broader industry trends and innovations.

## **REVENUE**

In FY 2027, contributions for service provided are expected to generate \$400,000 in operating revenue.

## **EXPENSE**

Total FY 2027 operating expense is expected to be \$603,632, resulting in a net loss of \$203,632. The majority of operating expense is for consulting services, compensation, and benefits.

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# Executive Services

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## 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 68.6% 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 \$765,385 reflecting a 20.4% decrease over FY26.

**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 \$119,125.

**The National Park Service fees** are calculated at 20% of the Arch entrance fees and movie admissions. The National Park Service administration fee is \$355,545.

**Interest Revenue from Investments** is lower from the prior year budget by \$2,917,747. FY 2027 interest revenue is \$1.6 million.

## Expense

**Wages and benefits** are \$116,615 higher due to merit increases and expansion of benefits.

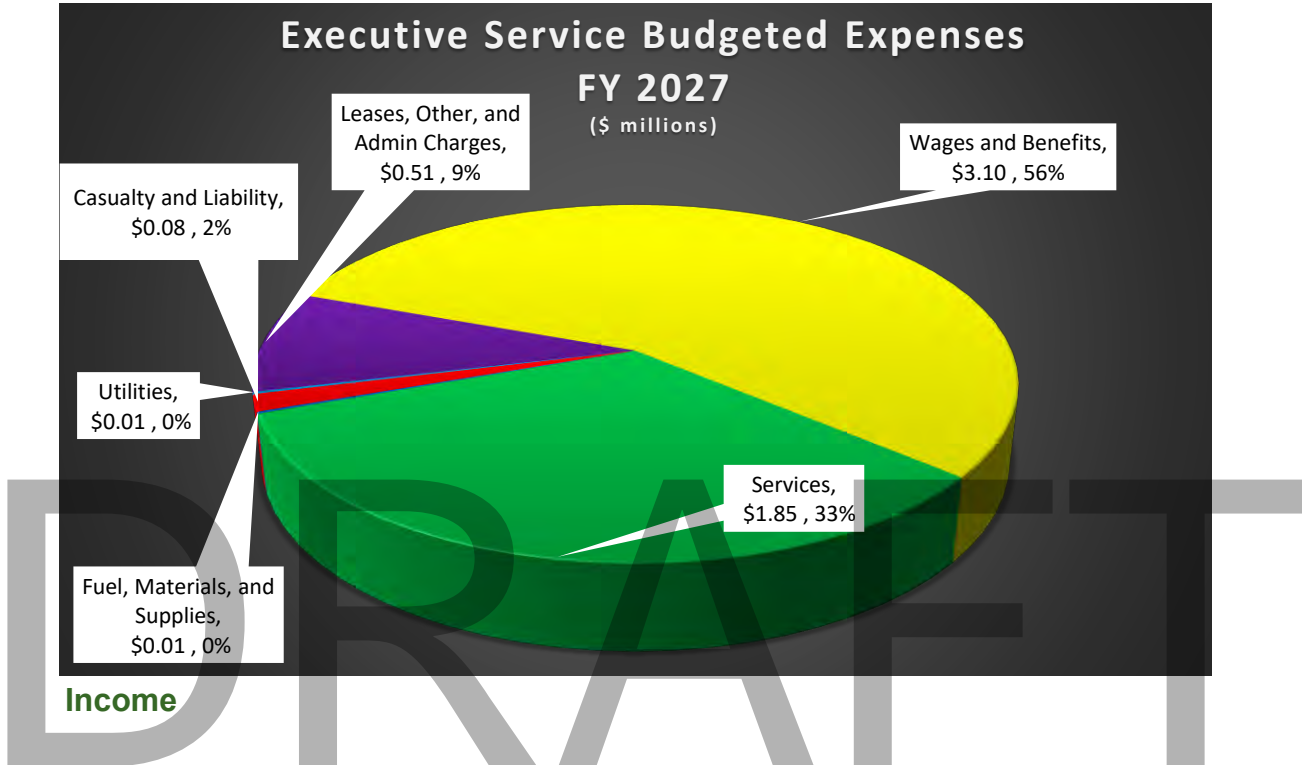
**Services** consist of fees for outside consultants, auditors, lawyers, and lobbyists and also services for establishing strategic partnerships and investment in Washington DC, Missouri and Illinois. In FY 2027, Executive Services will spend \$82,800 more than in the prior year.

**Fuel, Materials, and Supplies** include office supplies and equipment, training materials, and data processing supplies. The FY 2027 budget for office and data processing supplies decreased minimally.

**Utilities** consist of mobile devices and tablet usage. These expenditures increased by \$512.

**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 lower in FY 2027.

### Executive Service Budgeted Expenses



**Income**  
Net income is projected at \$648,277.

# Health Self-Insurance Fund

## Strategic Focus

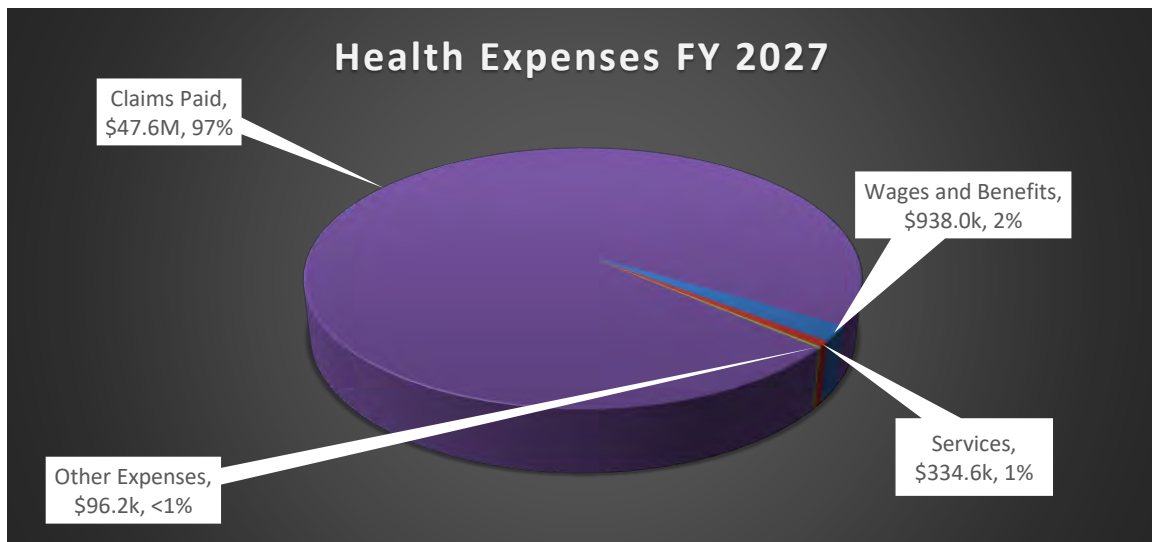
Providing management with greater visibility and enhanced financial reporting for our \$48.9 million self-funded health plan. Guidance and management is provided for benefits and enrollment, monitoring claims, managing third party health related contracts, proposing cost controlling measures, and the in-house wellness program. The wellness program is an active part of BSD's employee health engagement strategy and cost management activities.

## Revenue

Revenue for the Health Self Insurance Fund 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 retiree contributed portion of health-related benefits and represent approximately 17.0% 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 services. 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 FY 2027 are expected to increase by \$5,028,539 or 11.8%. While the portfolio of employee benefit offerings has expanded, internal team expenses have remained at 2% or less with no new additions to staff.



# Casualty Self-Insurance Funds

## Strategic Focus

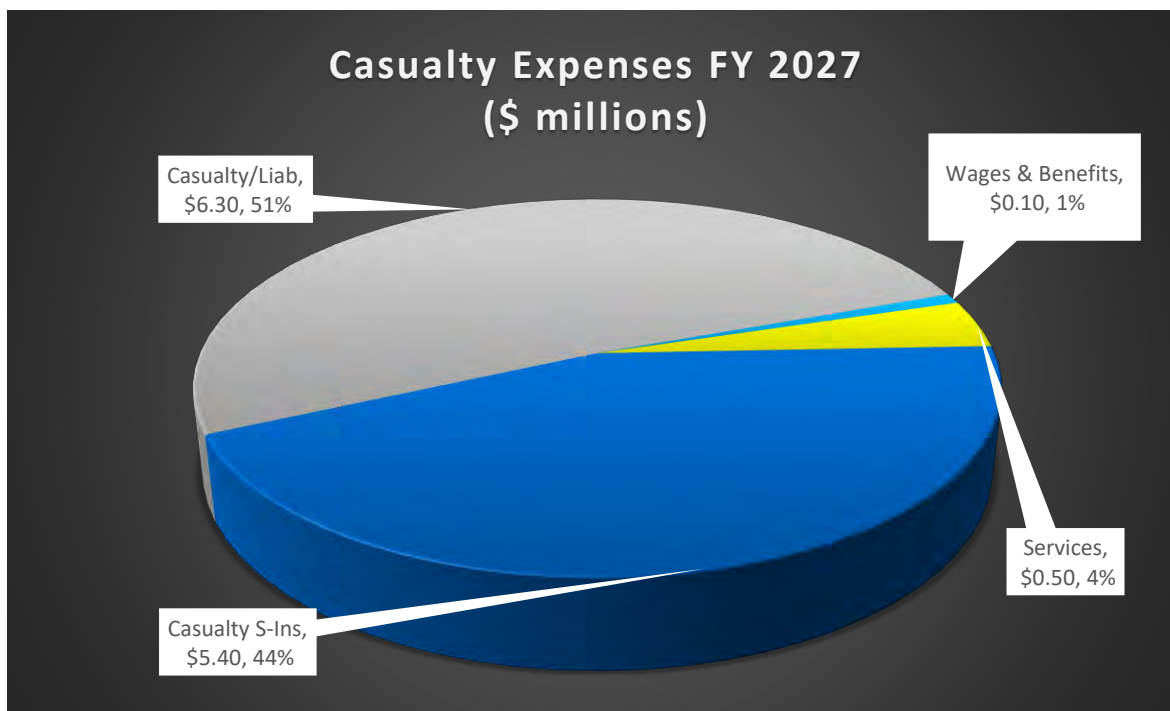
BSD's Casualty Self-Insurance Fund (SIF) focuses on managing premiums, reporting claims, and controlling cost while providing greater visibility and financial reporting for the \$12.2 million in self-funded risk activities.

## Revenue

Revenue for the Casualty 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 2027 by \$882,000 or 16.3%.



# Workers Compensation Self-Insurance Fund

## Strategic Focus

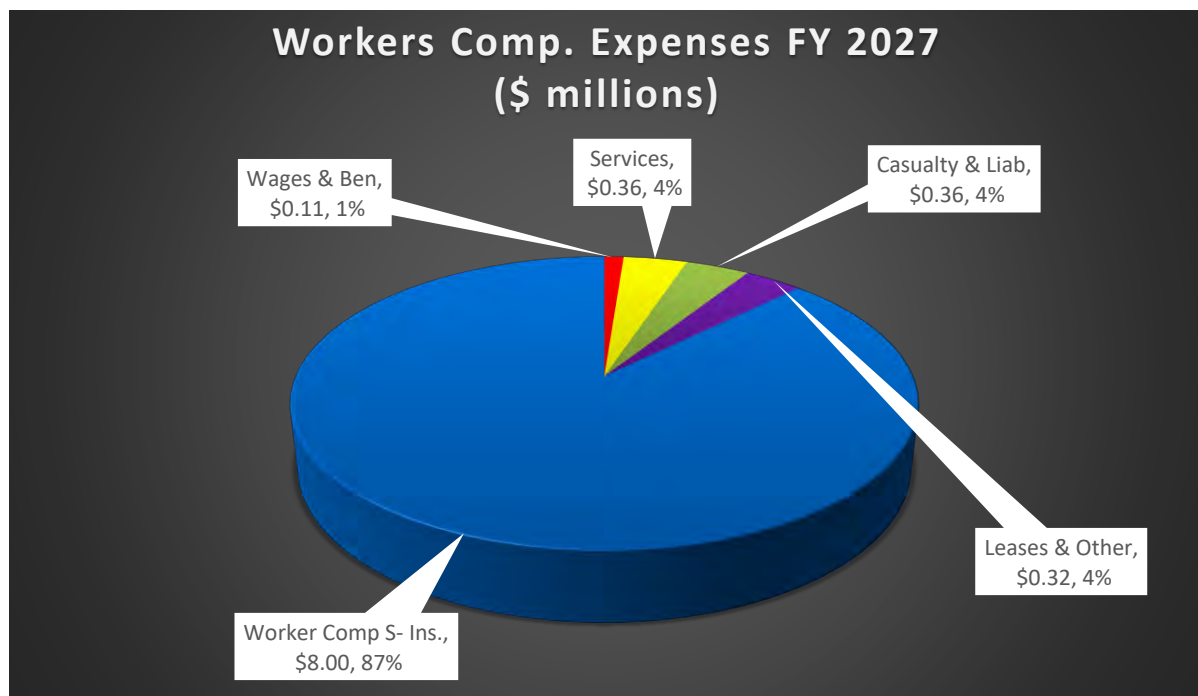
The Workers' Compensation Self-Insurance Fund (SIF) is focused on managing premiums, reporting claims, and controlling cost. The SIF provides greater visibility and financial reporting for BSD's \$9.0 million in self-funded activities.

## Revenue

Revenue for the Workers Comp 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 FY27 are expected to decrease \$990,800 or 11.0%.





# CAPITAL BUDGET

CAPITAL BUDGET

## Metro Transit

# Capital Revenue Assumptions FY 2027 – FY 2029

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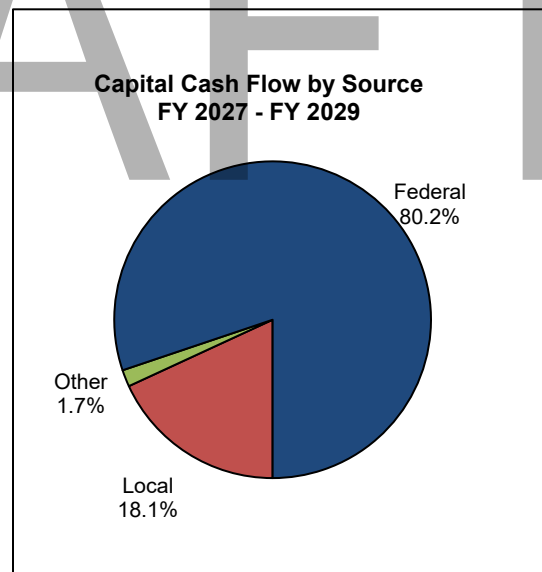
## Federal Funding

### “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 FY 2022 of 33% or \$19M from the FAST Act – FY 2021.

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 2027 – FY 2029 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 2027 – FY 2029 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 2027 – FY 2029 capital budget totals \$934.9 Million. 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 2027 – FY 2029 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 2027 - FY2029.

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.

## Metro Transit

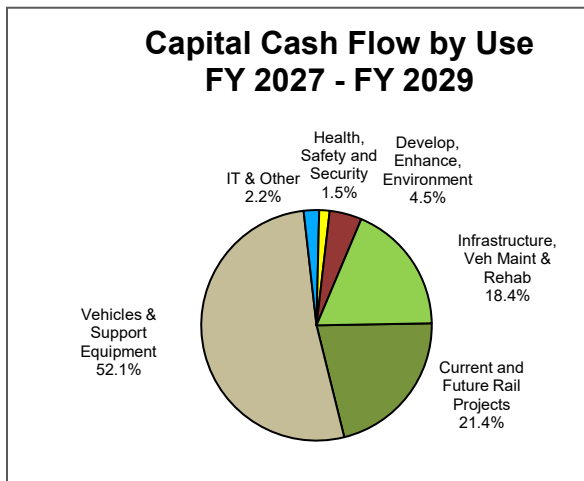
# Capital Expenditure Assumptions FY 2027 – FY 2029

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### Capital Expenditures

The capital expenditure program for FY 2027 – FY 2029 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 2027 is \$721.4 million. Total capital expenditures planned for the three-year capital program is \$934.9 million. The FY 2027 – FY 2029 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 2027 – FY 2029 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 2027 - FY 2029 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 \$200.1 million for MetroLink infrastructure projects, \$42.3 million for new development and environmental enhancements, \$13.7 million for safety and security enhancements, and \$20.2 million for information technology improvements. Vehicles and supporting equipment needs assume \$486.9 million; infrastructure and vehicle maintenance needs assume \$171.7 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 2027 – FY 2029 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 2027 – FY 2029 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 2027 – FY 2029 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 2027 - FY 2029.

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 2027 - FY 2029 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 \$235.9 million in Federal State of Good Repair and Fixed Guideway funds projects are planned over FY 2027 - FY 2029 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 \$934.9 million 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	\$ 66,717,680
Vehicle Equipment	\$ 22,044,394
MetroLink Station Projects	\$ 33,449,808
MetroLink Structures Projects	\$ 130,011,435
IT and Software Projects	\$ 20,578,556
Bus Stop and Parking Lot Projects	\$ 19,104,739
Rail Facilities Projects	\$ 13,143,816
Bus Facilities Projects	\$ 44,815,081
Transit Facilities Projects	\$ 2,948,882
Buses, Vans, and other Non-Rev Vehicles Purchases	\$ 219,632,534
Preventive Maintenance and Other Administrative	\$ 60,000,000
Secure Platform and Fare Collection	\$ 28,861,645
LRV Purchases	\$ 247,760,498
Support Equipment	\$ 25,785,311
	<b>\$ 934,851,379</b>

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

## Non-Routine Capital Grant Administration Agreements

The New Freedom program was introduced in SAFETEA-LU as a formula program. Under MAP-21 the program was eliminated and the activities are now incorporated as eligible activities in a new formula program known as the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities. The IIJA continues the funding authorization for the Enhanced Mobility of Seniors and Individuals with Disabilities over the five year authorization and is planned during the FY 2027 – FY 2029 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 2027 – FY 2029 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:

<b>FAST Act Funded Projects</b>	
<b>Section 5310 New Freedom Type Projects</b>	
<b>Sub-Recipient</b>	<b>Amount</b>
East-West Gateway	\$ 59,144
Metro Transit Capital Projects	\$ 95,072
ITN Gateway	\$ 95,773
Independence Center	\$ 204,577
ITN St Charles	\$ 177,918
Southside Senior Citizens Center	\$ 173,641
Disability Resource Association	\$ 466,695
Illinois Center for Autism	\$ 203,957
OATS Transit, Inc.	\$ 150,000
Paraquad	\$ 188,652
Mercy Hospital South	\$ 158,987
St Louis Society for the Blind and Visually Impaired	\$ 250,665
Touchette Regional Hospital	\$ 144,454
<b>Total Sub-Recipient Grant Administration Agreements</b>	<b>\$ 2,369,535</b>

## Metro Transit

# Impact of Capital Improvements on Operating Budget

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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 2027 – FY 2029 capital program period and that directly affect the FY 2027 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 2027 – FY 2029 capital budget plans for \$128,000,000 in structural repairs along the alignment, with the key focus on tunnels (Union Station Tunnel - \$56M) 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 2027 – FY 2029 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 was awarded a discretionary grant in the amount \$196M for the purchase of new LRVs and the LRV contract was awarded. 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. 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 2027 – FY 2029

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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 2027 – FY 2029 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 compliant 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 2027 - FY 2029

Sources of Funds	FY 2027	FY 2028	FY 2029	TOTAL
Federal Formula Funds - New	\$ 40,575,888	\$ 41,269,288	\$ 41,660,808	\$ 123,505,984
Federal Formula Funds - Carryover	113,680,770	-	-	113,680,770
Fixed Guideway Funds - Carryover	1,822,265	-	-	1,822,265
State of Good Repair - New	25,368,716	26,256,332	26,294,960	77,920,008
State of Good Repair - Carryover	110,796,290	-	-	110,796,290
Bus and Bus Facility - New	3,032,659	3,064,502	3,096,679	9,193,840
Bus and Bus Facility - Carryover	16,412,229	-	-	16,412,229
Approved Federal Discretionary Funds	266,426,210	12,866,920	16,842,704	296,135,834
Missouri Local Match	107,183,272	12,397,962	14,255,656	133,836,890
St. Clair County Transit District Funds	28,028,889	3,749,329	3,720,134	35,498,351
Other Financing	8,048,920	4,000,000	4,000,000	16,048,920
<b>Grand Total</b>	<b>\$ 721,376,108</b>	<b>\$ 103,604,333</b>	<b>\$ 109,870,941</b>	<b>\$ 934,851,381</b>

# Metro Transit

## Capital Programs and Project FY 2027

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### Current and Future Rail Projects

Track, Catenary, Alignment, Bridge, Tunnel, and Maintenance Projects	\$ 141,045,933
	<b>141,045,933</b>

### Vehicles and Supporting Equipment

Peripheral Equipment	15,746,412
Peripheral Support	3,173,111
Revenue Vehicles	365,730,255
Support Vehicles	19,911,315
	<b>404,561,094</b>

### New Development, Enhancement, Environmental Projects

Enhancement Projects	3,730,022
Transit Development-Facility, Centers, Stations, Parking Lots, Loops, Other	32,808,475
	<b>36,538,497</b>

### Information Technology Improvements

Hardware and Software Data Systems	17,029,744
	<b>17,029,744</b>

### Infrastructure, Vehicle Maintenance and Rehab Programs

Existing Facilities - Maintenance and Rehab	59,877,360
Maintenance Equipment - Fleet, Warehouse, Facilities, Storeroom	9,609,320
Preventative Maintenance	20,000,000
Vehicle Maintenance, Rehab, Overhaul Programs	20,344,394
	<b>109,831,075</b>

### Health, Safety, and Security

Health, Safety and Security Projects	12,369,764
	<b>12,369,764</b>

### Grand Total

<b>\$ 721,376,108</b>
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# Metro Transit

## Capital Programs and Projects FY 2027 - FY 2029

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### Current and Future Rail Projects

Track, Catenary, Alignment, Bridge, Tunnel, and Maintenance Projects	\$ 200,095,403
	<b>200,095,403</b>

### Vehicles and Supporting Equipment

Peripheral Equipment	16,346,412
Peripheral Support	3,173,111
Revenue Vehicles	440,781,717
Support Vehicles	26,611,315
	<b>486,912,555</b>

### New Development, Enhancement, Environmental Projects

Enhancement Projects	3,730,022
Transit Development-Facility, Centers, Stations, Parking Lots, Loops, Other	38,527,825
	<b>42,257,847</b>

### Information Technology Improvements

Hardware and Software Data Systems	20,224,744
	<b>20,224,744</b>

### Infrastructure, Vehicle Maintenance and Rehab Programs

Existing Facilities - Maintenance and Rehab	80,679,567
Maintenance Equipment - Fleet, Warehouse, Facilities, Storeroom	10,693,105
Preventative Maintenance	60,000,000
Vehicle Maintenance, Rehab, Overhaul Programs	20,344,394
	<b>171,717,067</b>

### Health, Safety, and Security

Health, Safety and Security Projects	13,643,764
	<b>13,643,764</b>

### Grand Total

<b>\$ 934,851,381</b>
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<b>Uses of Funds</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>TOTAL</b>
Track, Catenary, Alignment, Bridge, Tunnel, and Maintenance Projects	\$ 141,045,933	\$ 35,445,720	\$ 23,603,750	\$ 200,095,403
Peripheral Equipment	15,746,412	600,000	-	16,346,412
Peripheral Support	3,173,111	-	-	3,173,111
Revenue Vehicles	365,730,255	29,625,231	45,426,231	440,781,717
Support Vehicles	19,911,315	3,350,000	3,350,000	26,611,315
Enhancement Projects	3,730,022	-	-	3,730,022
Transit Development-Facility, Centers, Stations, Parking Lots, Loops, Other	32,808,475	5,131,950	587,400	38,527,825
Hardware and Software Data Systems	17,029,744	1,895,000	1,300,000	20,224,744
Existing Facilities - Maintenance and Rehab	59,877,360	7,379,272	13,422,935	80,679,567
Preventative Maintenance	20,000,000	20,000,000	20,000,000	60,000,000
Maintenance Equipment - Fleet, Warehouse, Facilities, Storeroom	9,609,320	177,160	906,625	10,693,105
Vehicle Maintenance, Rehab, Overhaul Programs	20,344,394	-	-	20,344,394
Health Safety and Security Projects	12,369,764	-	1,274,000	13,643,764
<b>Grand Total</b>	<b>\$ 721,376,108</b>	<b>\$ 103,604,333</b>	<b>\$ 109,870,941</b>	<b>\$ 934,851,381</b>

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# St. Louis Downtown Airport FY 2027 - 2029 Capital Projects Summary

<b>Sources of Funds:</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>Total</b>
Federal Grants	\$ 12,770,000	\$ -	\$ 3,825,000	\$ 16,595,000
State and Local	3,975,000	900,000	212,500	5,087,500
Airport & Other Funds	1,875,000	100,000	212,500	2,187,500
<b>Total Sources of Funds</b>	<b>18,620,000</b>	<b>1,000,000</b>	<b>4,250,000</b>	<b>23,870,000</b>

<b>Uses of Funds:</b>	<b>Projects by Year</b>			<b>Total</b>
	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	
<b>Construction:</b>				
Reconstruct Taxiway B, Phase 4: East	12,000,000	-	-	12,000,000
Rehabilitate Hangar Taxilane Pavements	-	1,000,000	-	1,000,000
Replace Taxiway Lighting A, A1, A2, A3, A4, C2	-	-	3,000,000	3,000,000
				-
<b>Equipment and Facilities Replacements:</b>				
Terminal: Reconstruction	5,100,000	-	-	5,100,000
T-Hangar Replacement	1,220,000	-	-	1,220,000
Acquire Snow Removal Equipment	300,000	-	-	300,000
Acquire Aircraft Rescue Firefighting Truck	-	-	1,250,000	1,250,000
<b>Total Use of Funds</b>	<b>\$ 18,620,000</b>	<b>\$ 1,000,000</b>	<b>\$ 4,250,000</b>	<b>\$ 23,870,000</b>

## Riverboats At The Gateway Arch FY 2027 - 2029 Capital Projects Summary

<b>Sources of Funds:</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>Total</b>
Riverboat Revenue	\$ 250,000	\$ 200,000	\$ 450,000	\$ 900,000
<b>Total Sources of Funds</b>	<b>250,000</b>	<b>200,000</b>	<b>450,000</b>	<b>900,000</b>

### Uses of Funds:

Tom Sawyer Drydock (USCG)	-	-	450,000	450,000
Facility Improvements	-	200,000	-	200,000
North Ramp Replacement	250,000	-	-	250,000
<b>Total Uses of Funds</b>	<b>\$ 250,000</b>	<b>\$ 200,000</b>	<b>\$ 450,000</b>	<b>\$ 900,000</b>

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# OPERATING BUDGET: IMPROVEMENT PLAN

## Metro Transit

# Transit Improvement Plan Assumptions

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The three-year Transit Improvement Plan reflects known factors to estimate the financial position for BSD through FY 2029. Ridership continues to improve and with the completion of the Secure Platform project and the next generation fare collection project in FY27 revenue and safety will continue to improve also. A strategic plan focused on safety and security, customer service, fiscal responsibility, and an improved company culture will strengthen the future of the organization for years to come.

### Operating Revenue

**Passenger revenue** for FY 2027 – FY 2029 is projected to continually increase over the next three years.

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

**Other operating revenue** consists of some advertising on shelters and 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 2027 and be strictly managed to grow modestly towards FY 2029 at an average growth rate of 1.5%.

### 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. Sales

tax revenues are not growing at the rate of inflation. Projected annual growth in sales taxes between FY 2027- FY 2029 is budgeted to increase 1.5% for St. Louis City and County.

**State of Missouri revenue** for FY 2027 – FY 2029 is expected to decrease and the East-West Gateway Council of Governments reimbursement will remain level over this period.

**St. Clair County revenue** for FY 2027 budget year will increase by 1.5%. St. Clair County Transit District contracts for and pays 100% of the fully allocated cost of service provided to them by BSD. Resources received by St. Clair Transit District to fund public transportation in their District include a 1981 ¼ cent sales tax, a 1993 ½ cent sales tax and Downstate Illinois Department of Transportation Funding. BSD is committed to control expenses and projects. St. Clair County is currently working to expand the MetroLink to MidAmerica St. Louis Airport.

**Federal vehicle maintenance (Federal Formula Funds)** is budgeted at \$16 million for the period FY 2027 – FY 2029.

**Other non-capital projects** represent 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.

### **Non-Operating Revenue (Expense)**

**Investment income** is dependent on the series of rate increases by the Federal Reserve.

**Interest expenses** include annual principal payments on bond debt and reduce the amount of interest expense related to bond debt annually.

### **Deficit before Depreciation**

**Net deficits** projected for FY 2027 are non-cash and represent annual unfunded GASB 45 and 68 reporting requirements related to items as OPEB obligations, pension, and amortization of discounts/premiums on debt. FY 2028 – FY 2029 may differ from these projections due to adverse economic conditions and unexpected expenditures.

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**

(thousands)

	FY 2027 Budget		FY 2028		FY 2029	
	Budget 2027	Projection	Change	Projection	Change	
<b>Operating Revenue</b>						
Passenger Revenue	\$ 23,187	\$ 25,505	10.0%	\$ 28,056	10.0%	
TMA Revenue	-	-	0.0%	-	0.0%	
Paratransit Contract	953	962	1.0%	972	1.0%	
Other Transit Operating (Revenue)	3,191	3,223	1.0%	3,255	1.0%	
<b>Total Operating Revenue</b>	<b>27,330</b>	<b>29,690</b>	<b>8.6%</b>	<b>32,283</b>	<b>8.7%</b>	
<b>Non-operating Revenue</b>						
Total Grants & Assistance	318,018	319,617	0.5%	323,612	1.2%	
Investment Income	5,200	4,680	-10.0%	4,212	(10.0%)	
Other misc. non-operating revenue	989	999	1.0%	1,009	1.0%	
<b>Total Non-operating revenue</b>	<b>324,208</b>	<b>325,296</b>	<b>0.3%</b>	<b>328,833</b>	<b>1.1%</b>	
<b>Total Revenue</b>	<b>351,538</b>	<b>354,987</b>	<b>1.0%</b>	<b>361,115</b>	<b>1.7%</b>	
<b>Operating Expense</b>						
Wages And Benefits	208,879	213,057	2.0%	217,318	2.0%	
Services	62,119	62,616	0.8%	63,116	0.8%	
Fuel & Lubrications	37,602	37,752	0.4%	37,865	0.3%	
Other Expense	30,359	30,662	1.0%	30,969	1.0%	
<b>Total Operating Expense</b>	<b>338,958</b>	<b>344,087</b>	<b>1.5%</b>	<b>349,268</b>	<b>1.5%</b>	
<b>Non-operating Expense</b>						
Interest on debt	11,114	11,447	3.0%	11,676	2.0%	
Sheltered workshop	2,000	2,000	0.0%	2,000	0.0%	
Other Non-Operating Expense	989	999	1.0%	1,009	1.0%	
<b>Total Non-operating expense</b>	<b>14,103</b>	<b>14,446</b>	<b>2.4%</b>	<b>14,685</b>	<b>1.7%</b>	
<b>Total Expense</b>	<b>353,061</b>	<b>358,533</b>	<b>1.5%</b>	<b>363,954</b>	<b>1.5%</b>	
<b>Net income (deficit) before depreciation</b>	<b>(1,523)</b>	<b>(13)</b>	<b>-99.1%</b>	<b>(14)</b>	<b>3.0%</b>	
<b>Depreciation And Amortization</b>	<b>84,836</b>	<b>84,836</b>	<b>0.0%</b>	<b>84,836</b>	<b>(0.0%)</b>	
<b>Net Transfers</b>	<b>6,835</b>	<b>6,835</b>	<b>0.0%</b>	<b>6,835</b>	<b>0.0%</b>	
<b>Net income (deficit)</b>	<b>\$ (86,359)</b>	<b>\$ (84,849)</b>	<b>-1.7%</b>	<b>\$ (84,850)</b>	<b>0.0%</b>	

Totals may not sum due to rounding.

**Metro Transit**  
**Transit Improvement Plan**  
**Three-Year Grants, Sales Tax and Contractual Revenue Detail**

(thousands)

	FY 2027 Budget	FY 2028		FY 2029	
	Budget 2027	Projection	Change	Projection	Change
<b>Local &amp; State:</b>					
<b>Missouri:</b>					
City of St. Louis 1/2 cent sales tax	23,694	24,050	1.5%	24,410	1.5%
City of St. Louis 1/4 cent sales tax	10,392	10,548	1.5%	10,706	1.5%
City of St. Louis Prop M2 sales tax	8,570	8,698	1.5%	8,829	1.5%
<b>Total City of St. Louis</b>	<b>42,656</b>	<b>43,296</b>	<b>1.5%</b>	<b>43,945</b>	<b>1.5%</b>
St. Louis County 1/2 cent sales tax	46,492	47,190	1.5%	47,897	1.5%
St. Louis County 1/4 cent sales tax	39,446	40,037	1.5%	40,638	1.5%
St. Louis County Prop A 1/2 cent sales tax	98,495	99,973	1.5%	101,472	1.5%
<b>Total St. Louis County</b>	<b>184,433</b>	<b>187,200</b>	<b>1.5%</b>	<b>190,008</b>	<b>1.5%</b>
State of Missouri	3,500	3,553	1.5%	3,606	1.5%
Other local match - MO	1,220	1,238	1.5%	1,257	1.5%
Planning & demonstration reimbursement - EWGCOG	0	0	0.0%	0	0.0%
<b>Total Missouri local &amp; state</b>	<b>231,809</b>	<b>235,286</b>	<b>1.5%</b>	<b>238,815</b>	<b>1.5%</b>
<b>Illinois:</b>					
St. Clair County	65,212	66,190	1.5%	67,183	1.5%
Local Match (IL) Non-Cap Projects	10	10	1.5%	10	1.5%
<b>Total Illinois local &amp; state</b>	<b>65,222</b>	<b>66,200</b>	<b>1.5%</b>	<b>67,193</b>	<b>1.5%</b>
<b>Total local &amp; state</b>	<b>297,030</b>	<b>301,486</b>	<b>1.5%</b>	<b>306,008</b>	<b>1.5%</b>
<b>Federal:</b>					
Vehicle maintenance	16,000	16,000	0.0%	16,000	0.0%
Non-capital projects	4,988	4,000	(19.8%)	3,500	(12.5%)
<b>Total Federal</b>	<b>20,988</b>	<b>20,000</b>	<b>(4.7%)</b>	<b>19,500</b>	<b>(2.5%)</b>
<b>Total Grants, sales tax, and contractual revenue</b>	<b>318,018</b>	<b>321,486</b>	<b>1.1%</b>	<b>325,508</b>	<b>1.3%</b>

Totals may not sum due to rounding.



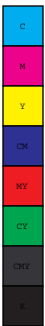
# BI-STATE DEVELOPMENT

One Metropolitan Square  
211 North Broadway, Suite 700  
St. Louis, MO 63102-2759

314.982.1400

[Finance@BiStateDev.org](mailto:Finance@BiStateDev.org)

DRAFT



EXECUTIVE SUMMARY

# OPERATING & CAPITAL BUDGET

FY 2027



*metro*

GATEWAY  
ARCH

ST. LOUIS  
DOWNTOWN AIRPORT

RIVERBOATS  
AT THE GATEWAY ARCH

ST. LOUIS REGIONAL  
FREIGHTWAY

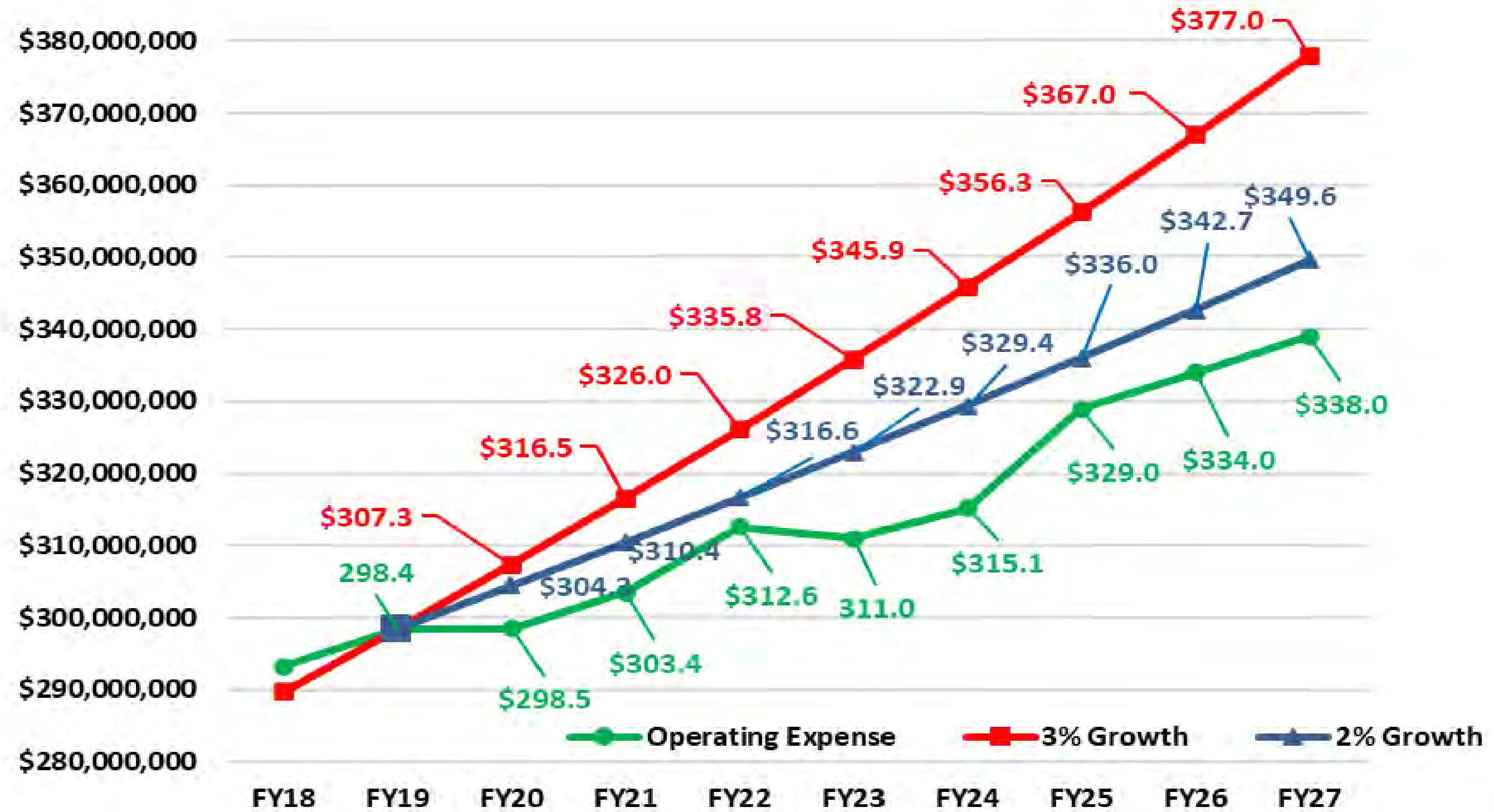
BI-STATE  
DEVELOPMENT

OPERATING  
METRO TRANSIT



## Fiscal Responsibility

8-Year Average Annual Growth Rate 1.62%

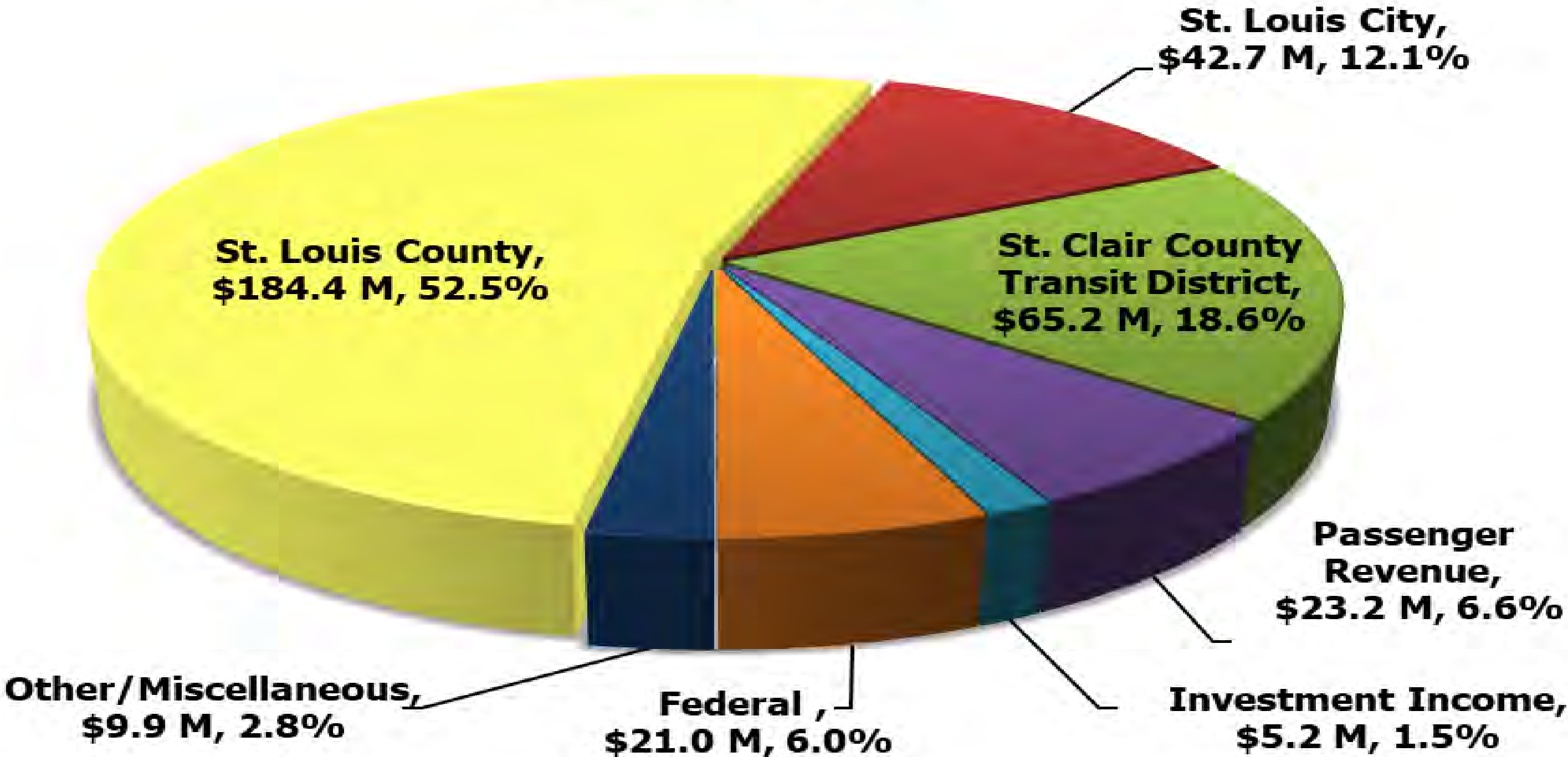


## Metro Transit System - Statement of Revenue and Expense

	Budget 2026	Budget 2027	\$ Change	% Change
Revenue:				
Passenger revenue	\$ 19,588,862	\$ 23,186,537	\$ 3,597,675	18.4%
Grant, sales tax and contractual	314,385,281	318,018,469	3,633,188	1.2%
Interest income	5,274,500	5,200,000	(74,500)	-1.4%
Other	4,943,628	5,132,828	189,200	3.8%
	<u>344,192,271</u>	<u>351,537,834</u>	<u>7,345,563</u>	<u>2.1%</u>
Expense:				
Wages and benefits	210,933,684	208,878,937	(2,054,747)	-1.0%
Services	61,193,198	62,118,595	925,397	1.5%
Fuel and lubrications	10,963,351	11,705,048	741,697	6.8%
Parts and supplies	23,040,398	25,896,697	2,856,299	12.4%
Casualty insurance	10,967,814	12,231,414	1,263,600	11.5%
Utilities	9,450,371	9,741,450	291,079	3.1%
Other operating expenses	7,400,708	8,385,899	985,191	13.3%
<b>Total operating expenses</b>	<b>333,949,524</b>	<b>338,958,039</b>	<b>5,008,515</b>	<b>1.5%</b>
Interest expense	11,903,600	11,113,812	(789,786)	-6.6%
Other non-operating expense	3,150,499	2,989,126	(161,371)	-5.1%
<b>Net income (deficit) before depreciation and transfers</b>	<b>(4,811,352)</b>	<b>(1,523,143)</b>	<b>3,288,205</b>	<b>-68.3%</b>
Depreciation	62,393,296	87,109,614	24,716,319	39.6%
Net transfers	-	6,834,733	6,834,731	0.0%
<b>Net income (deficit)</b>	<b>\$ (67,204,648)</b>	<b>\$ (95,467,490)</b>	<b>\$ (28,262,845)</b>	<b>-42.1%</b>

Numbers may not sum due to rounding.

# Total Revenues



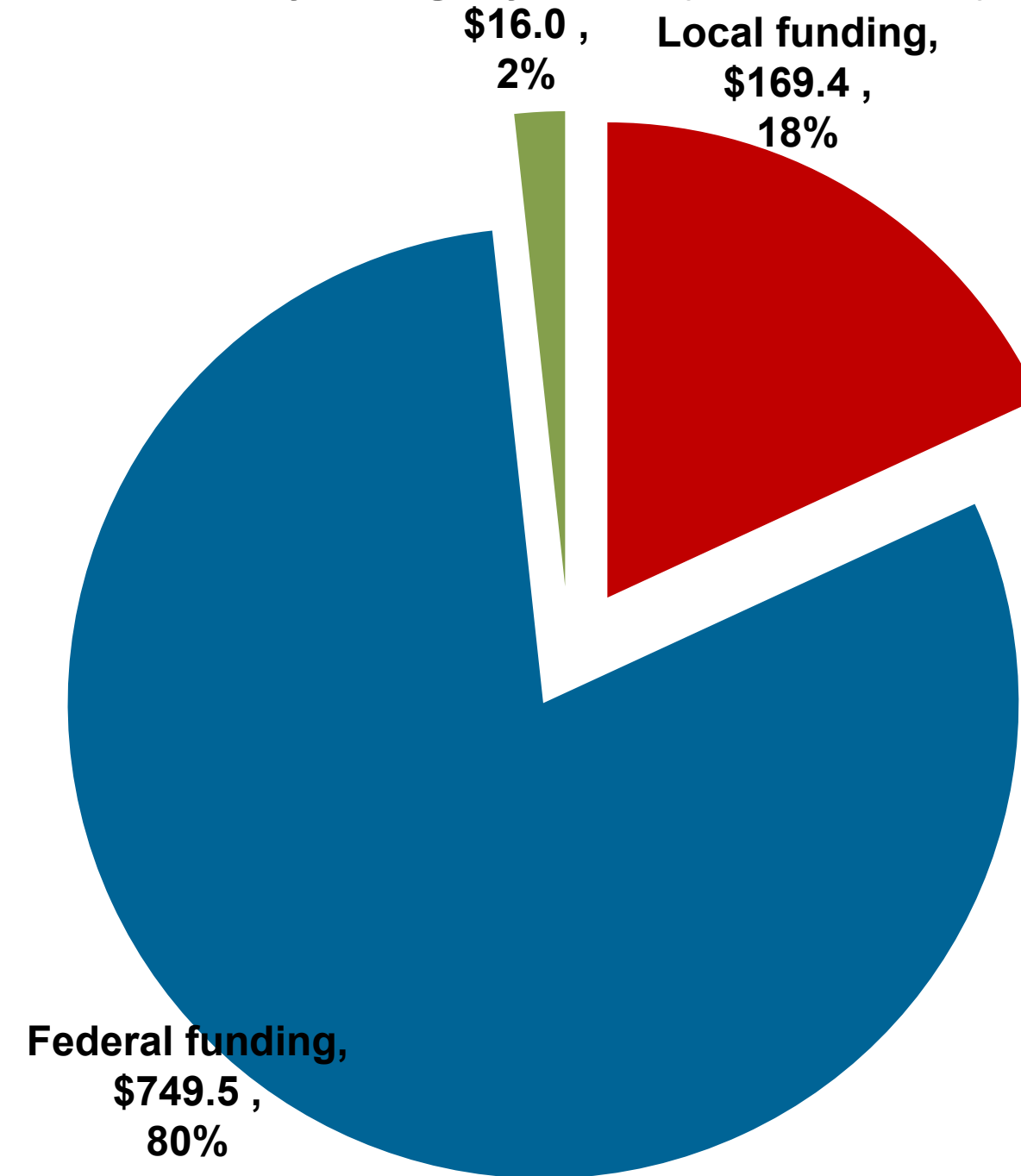
CAPITAL BUDGET:  
**TRANSIT CAPITAL  
PROJECTS**



# SOURCES OF CAPITAL FUNDS

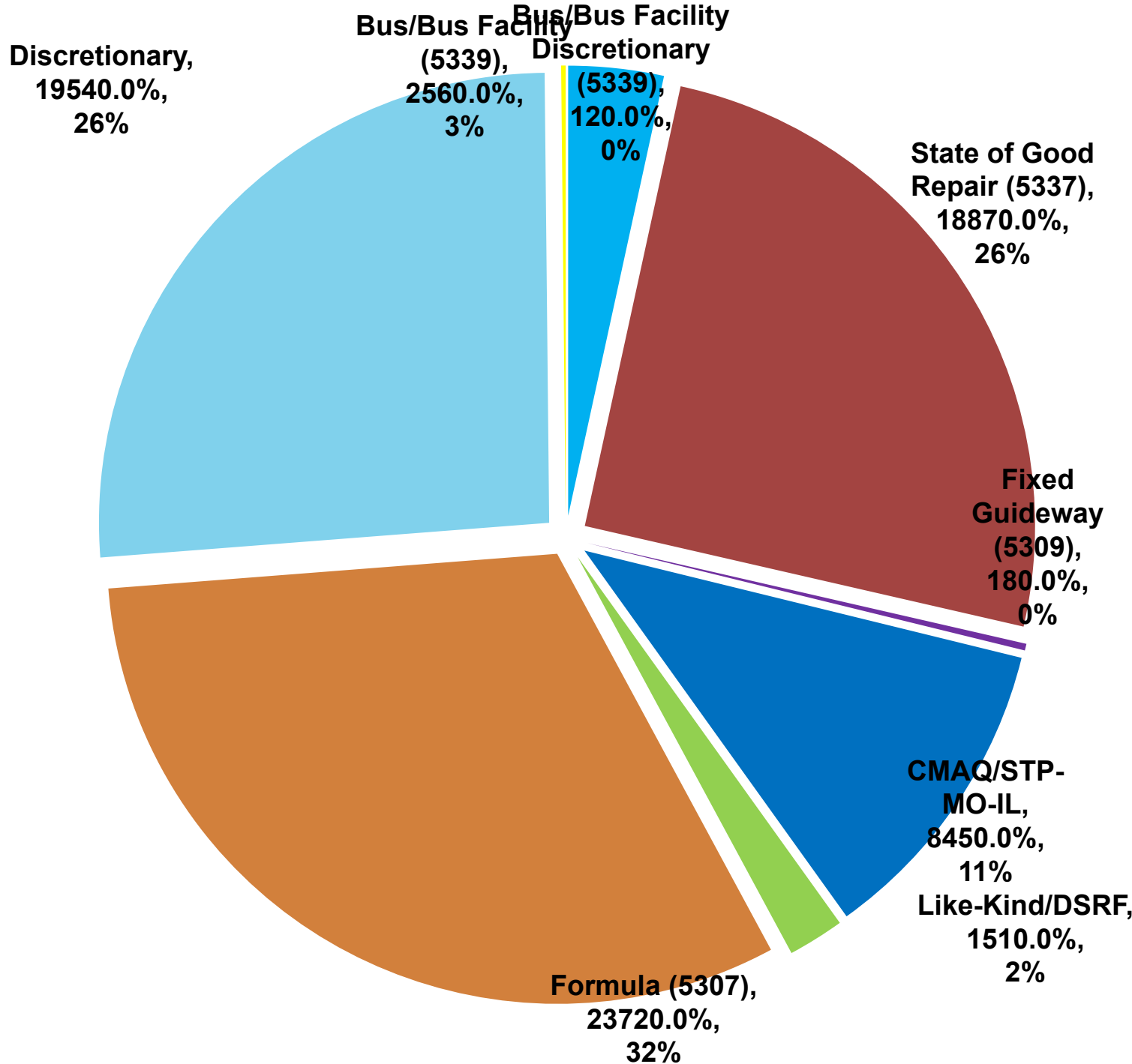
## Resources \$934.9 MILLION

FY 2027 – FY 2029  
Resources by Category Chart (\$ in Millions)



# FEDERAL SOURCES OF CAPITAL FUNDS RESOURCES \$749.5 MILLION

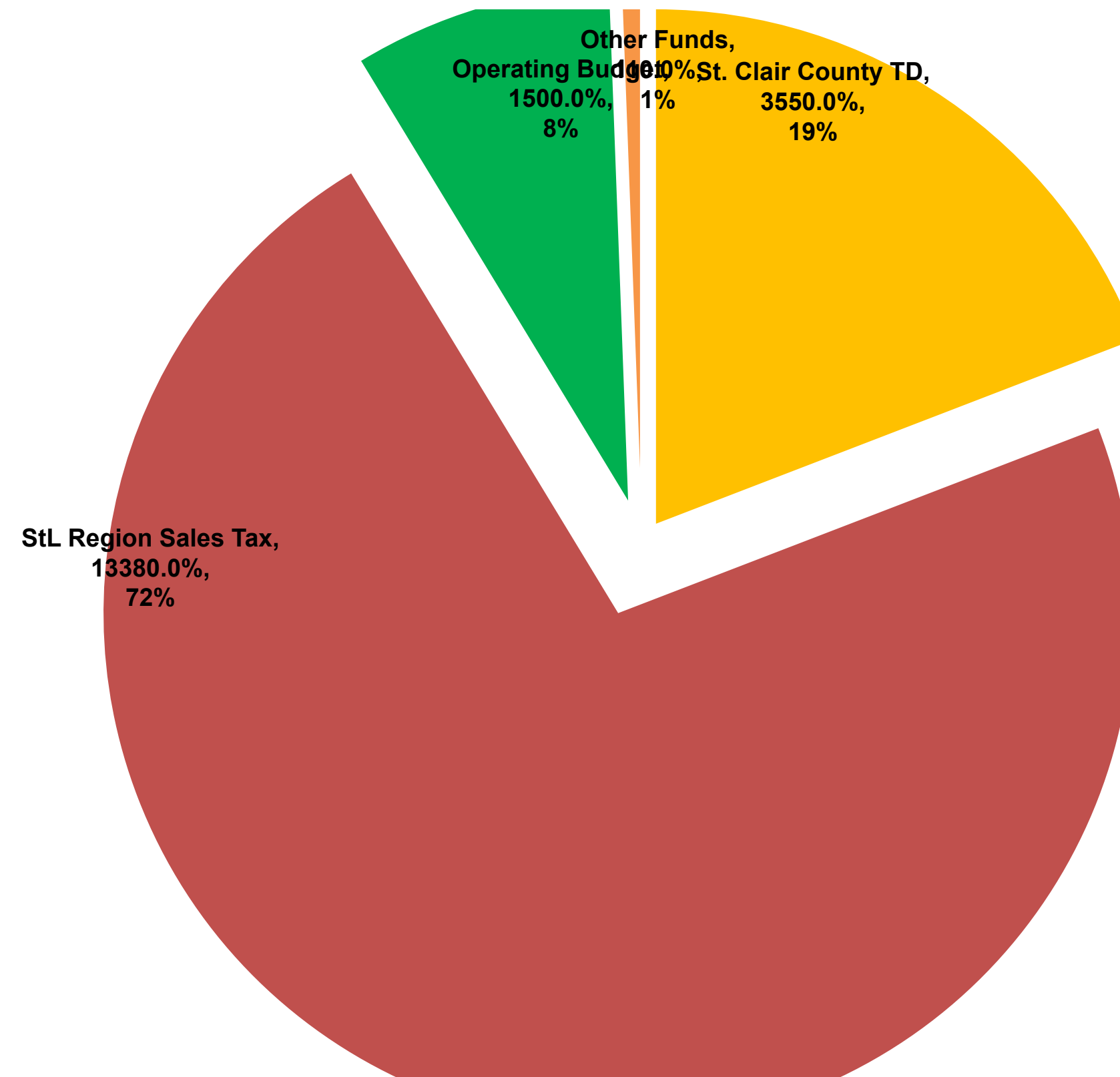
FY 2027 – FY 2029  
Resources by Category Chart (\$ in Millions)



# LOCAL SOURCES OF CAPITAL FUNDS RESOURCES \$185.4 MILLION

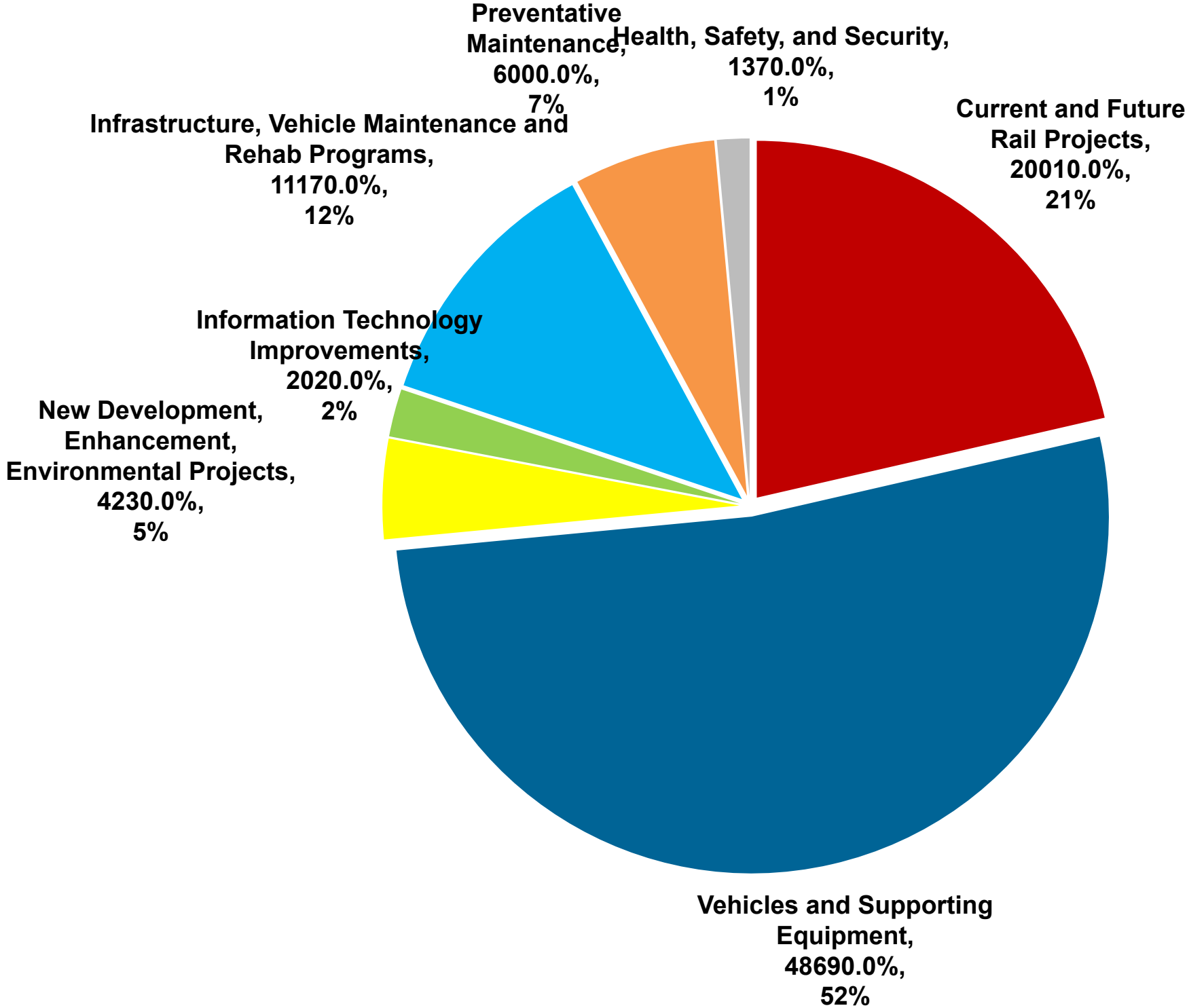
FY 2027 – FY 2029

Resources by Category Chart (\$ in Millions)



# CAPITAL CASH FLOW BY USE EXPENSES \$934.9 MILLION

FY 2027 – FY 2029  
Expenses by Category Chart (\$ in Millions)



# FY2027-FY2029 MAJOR CAPITAL PROJECT EXPENDITURES

<b>Item</b>	<b>Amount</b>
Miscellaneous MetroLink Alignment Projects	\$ 66,714,680
Vehicle Equipment	\$ 22,044,394
MetroLink Station Projects	\$ 33,449,808
MetroLink Structures Projects	\$ 130,011,435
IT and Software Projects	\$ 20,578,556
Bus Stop and Parking Lot Projects	\$ 19,104,739
Rail Facilities Projects	\$ 13,143,816
Bus Facilities Projects	\$ 44,815,081
Transit Facilities Projects	\$ 2,948,882
Buses, Vans, and other Non-Rev Vehicles Purchases	\$ 219,632,534
Preventive Maintenance and Other Administrative	\$ 60,000,000
Secure Platform and Fare Collection	\$ 28,861,645
LRV Purchases	\$ 247,760,498
Support Equipment	<u>\$ 25,785,311</u>
<b>Total</b>	<b>\$ 934,851,379</b>

OPERATING & CAPITAL  
BUDGET  
**TOURISM  
INNOVATION**



## Gateway Arch

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Revenue:</b>				
Arch ticket sales	\$ 10,080,284	\$ 9,618,825	\$ (461,459)	
Sales discounts	(15,120)	(14,428)	692	
Service/fee revenue	416,762	407,549	(9,213)	
Other	671,453	751,141	79,688	
	<b>11,153,379</b>	<b>10,763,087</b>	<b>(390,292)</b>	<b>-3.5%</b>
<b>Expense:</b>				
Wages and benefits	3,208,194	3,241,116	32,922	
Services	2,898,168	2,698,225	(199,943)	
Parts and supplies	530,786	526,418	(4,368)	
Casualty insurance	47,550	45,021	(2,529)	
Utilities	127,714	130,233	2,519	
Other	2,043,162	1,982,132	(61,030)	
Interest expense	161,180	154,581	(6,599)	
Contributions to outside entities	421,400	210,000	(211,400)	
	<b>9,438,154</b>	<b>8,987,726</b>	<b>(450,428)</b>	<b>-4.8%</b>
<b>Net income before depreciation and transfers</b>	<b>1,715,225</b>	<b>1,775,361</b>	<b>60,136</b>	
Depreciation	-	-	-	
<b>Net income (deficit)</b>	<b>\$ 1,715,225</b>	<b>\$ 1,775,361</b>	<b>\$ 60,136</b>	<b>3.5%</b>

Numbers may not sum due to rounding.

## Riverfront Attractions

	Budget 2026	Budget 2027	\$ Change	% Change
Revenue:				
Cruise	\$ 3,010,298	\$ 3,034,298	\$ 24,000	
Food and beverage	1,057,790	1,175,486	117,696	
Other	531,541	560,132	(21,409)	
	<b>4,599,629</b>	<b>4,769,916</b>	<b>170,287</b>	<b>3.7%</b>
Expense:				
Wages and benefits	1,953,589	2,054,499	100,910	
Services	600,525	678,045	77,520	
Parts and supplies	753,592	818,315	64,723	
Casualty insurance	333,291	348,872	15,581	
Utilities	108,192	105,888	(2,304)	
Other	369,114	598,738	229,624	
	<b>4,118,303</b>	<b>4,604,357</b>	<b>486,054</b>	<b>11.8%</b>
<b>Net income before depreciation and transfers</b>	<b>456,318</b>	<b>165,559</b>	<b>(290,759)</b>	
Depreciation	131,806	338,945	207,140	
<b>Net income (deficit)</b>	<b>\$ 324,512</b>	<b>\$ (173,385)</b>	<b>\$ (497,897)</b>	<b>-153.4%</b>

Numbers may not sum due to rounding.

# RIVERBOATS AT THE GATEWAY ARCH CAPITAL BUDGET

<b>Sources of Funds:</b>	<u><b>FY2027</b></u>	<u><b>FY2028</b></u>	<u><b>FY2029</b></u>	<u><b>Total</b></u>
Riverboat Revenue	\$ 250,000.00	\$ 200,000.00	\$ 450,000.00	\$ 900,000.00
<b>Total Sources of Funds</b>	<b><u>\$ 250,000.00</u></b>	<b><u>\$ 200,000.00</u></b>	<b><u>\$ 450,000.00</u></b>	<b><u>\$ 900,000.00</u></b>

<b>Uses of Funds:</b>				
Tom Sawyer Drydock (USCG)	\$ -	\$ -	\$ 450,000.00	\$ 450,000.00
Facility Improvements	\$ -	\$ 200,000.00	\$ -	\$ 200,000.00
North Ramp Replacement	\$ 250,000.00	\$ -	\$ -	\$ 250,000.00
<b>Total Uses of Funds</b>	<b><u>\$ 250,000.00</u></b>	<b><u>\$ 200,000.00</u></b>	<b><u>\$ 450,000.00</u></b>	<b><u>\$ 900,000.00</u></b>

OPERATING & CAPITAL  
BUDGET  
**ST LOUIS  
DOWNTOWN  
AIRPORT**



## St. Louis Downtown Airport

	Budget 2026	Budget 2027	\$ Change	% Change
Revenue:				
Aircraft parking	\$ 153,770	\$ 163,527	\$ 9,757	
Leased acreage	736,320	962,626	226,306	
Hangar rental	868,120	665,591	(202,529)	
Aviation sale flowage fee	137,600	137,500	(100)	
Airport concessions	116,200	116,259	59	
Other	512,700	490,800	(21,900)	
	<b>2,524,710</b>	<b>2,536,303</b>	<b>11,593</b>	<b>0.5%</b>
Expense:				
Wages and benefits	1,149,302	1,153,015	3,713	
Services	163,100	265,700	102,600	
Parts and supplies	106,300	111,900	5,600	
Casualty insurance	195,931	162,935	(32,996)	
Utilities	367,500	367,500	-	
Other	202,731	203,316	585	
	<b>2,184,864</b>	<b>2,264,366</b>	<b>79,502</b>	<b>3.6%</b>
<b>Net income before depreciation and transfers</b>	<b>339,846</b>	<b>271,937</b>	<b>(67,909)</b>	
Depreciation	1,206,384	1,280,635	74,251	
<b>Net income (deficit)</b>	<b>\$ (866,538)</b>	<b>\$ (1,008,698)</b>	<b>\$ (142,160)</b>	<b>-16.4%</b>

Numbers may not sum due to rounding.

# ST. LOUIS DOWNTOWN AIRPORT CAPITAL BUDGET

**Sources of Funds:**

	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>Total</u>
Federal Grants	\$ 12,770,000	\$ -	\$ 3,825,000	\$ 16,595,000
State and Local	\$ 3,975,000	\$ 900,000	\$ 212,500	\$ 5,087,500
Airport & Other Funds	\$ 1,875,000	\$ 100,000	\$ 212,500	\$ 2,187,500
<b>Total Sources of Funds</b>	<b>\$ 18,620,000</b>	<b>\$ 1,000,000</b>	<b>\$ 4,250,000</b>	<b>\$ 23,870,000</b>

**Uses of Funds:**

**Construction:**

- Reconstruct Taxiway B, Phase 4: East
- Rehabilitate Hangar Taxilane Pavements
- Replace Taxiway Lighting A, A1, A2, A3, A4, C2

**Equipment and Facilities Replacements:**

- Terminal: Reconstruction
- T-Hangar Replacement
- Acquire Snow Removal Equipment
- Acquire Aircraft Rescue Firefighting Truck

OPERATING  
BUDGET:  
**ST. LOUIS  
REGIONAL  
FREIGHTWAY**



## St. Louis Regional Freightway

	Budget 2026	Budget 2027	\$ Change	% Change
Revenue:				
Regional freight fees	\$ 400,000	\$ 400,000	\$ -	
	400,000	400,000	-	0.0%
Expense:				
Wages and benefits	187,477	192,532	5,055	
Services	352,000	365,000	13,000	
Parts and supplies	4,100	4,100	-	
Other	42,000	42,000	-	
	585,577	603,632	18,055	3.1%
<b>Net income (deficit)</b>	<b>\$ (185,577)</b>	<b>\$ (203,632)</b>	<b>\$ (18,055)</b>	<b>-9.7%</b>

Numbers may not sum due to rounding.

OPERATING  
EXECUTIVE  
SERVICES  
& INTERNAL  
SERVICE FUNDS



## Executive Services

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Revenue:</b>				
Metro Transit	\$ 2,753,420	\$ 3,193,478	\$ 440,058	
Gateway Arch	961,378	765,385	(195,993)	
St. Louis Downtown Airport	126,231	119,125	(7,106)	
Riverboats		221,082	221,082	
National Park Service	354,084	355,545	1,461	
Interest income	4,468,618	1,550,873	(2,917,745)	
	<b>8,663,731</b>	<b>6,205,488</b>	<b>(2,458,243)</b>	<b>-28.4%</b>
<b>Expense:</b>				
Wages and benefits	2,980,881	3,097,496	116,615	
Services	1,769,940	1,852,740	82,800	
Materials and supplies	11,740	4,100	(7,640)	
Casualty insurance	73,496	84,576	(11,080)	
Utilities	3,500	4,012	512	
Other	561,580	514,287	(47,293)	
	<b>5,401,137</b>	<b>5,557,211</b>	<b>156,074</b>	<b>2.9%</b>
<b>Net income (deficit)</b>	<b>\$ 3,262,594</b>	<b>\$ 648,277</b>	<b>\$ (2,614,318)</b>	<b>-80.1%</b>

Numbers may not sum due to rounding.

## Health Self Insurance Fund

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Revenue:</b>				
Participant contributions	\$ 8,150,641	\$ 8,313,654	\$ 163,013	
Employer contributions	35,566,395	40,616,823	5,050,428	
Interest income	46,000	25,000	(21,000)	
	<b>43,763,036</b>	<b>48,955,477</b>	<b>5,192,441</b>	<b>11.9%</b>
<b>Expense:</b>				
Wages and benefits	908,901	938,032	29,131	
Services	355,540	334,640	(20,900)	
Materials and supplies	28,100	36,500	8,400	
Utilities	4,680	4,920	240	
Other	89,320	66,820	(22,500)	
Claims paid	42,546,026	47,574,565	5,028,539	
	<b>43,932,567</b>	<b>48,955,477</b>	<b>5,022,910</b>	<b>11.4%</b>
<b>Net income (deficit)</b>	<b>\$ (169,531)</b>	<b>\$ -</b>	<b>\$ 169,531</b>	<b>100%</b>

Numbers may not sum due to rounding.

## Casualty Self Insurance Fund

	Budget 2026	Budget 2027	\$ Change	% Change
Revenue:				
Casualty Insurance Revenue	\$ 10,967,814	\$ 12,231,414	\$ 1,263,600	
Interest income	421,500	80,000	(341,500)	
Administrative Fee	-	-	-	
	<b>11,389,314</b>	<b>12,311,414</b>	<b>922,100</b>	<b>8.1%</b>
Expense:				
Wages and benefits	143,814	103,414	(40,400)	
Services	424,000	504,000	80,000	
Casualty insurance	5,400,000	5,400,000	-	
Casualty self-insurance	5,421,500	6,304,000	882,500	
	<b>11,389,314</b>	<b>12,311,414</b>	<b>922,100</b>	<b>8.1%</b>
Net transfers	-	(6,007,414)	(6,007,414)	

Numbers may not sum due to rounding.

## Workers' Compensation Self Insurance Fund

	Budget 2026	Budget 2027	\$ Change	% Change
<b>Revenue:</b>				
Workers' Comp Insurance Revenue	\$ 9,503,673	\$ 9,002,319	\$ (501,354)	
Interest income	587,800	150,000	(437,800)	
	<b>10,091,473</b>	<b>9,152,319</b>	<b>(939,154)</b>	<b>-9.3%</b>
<b>Operating Expense:</b>				
Wages and benefits	148,673	108,419	(40,254)	
Services	377,000	358,900	(18,100)	
Materials and supplies	275,000	360,000	85,000	
Casualty insurance	300,000	325,000	25,000	
Claims paid	8,990,800	8,000,000	(990,800)	
	<b>10,091,473</b>	<b>9,152,319</b>	<b>(939,154)</b>	<b>-9.3%</b>
Net transfers	-	(827,319)	(827,319)	

Numbers 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 FY2027 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 FY2027 Operating and Capital Budget was presented for discussion at the Board's Meeting of the Audit, Finance and Administration Committee on January 29, 2026; and

*Whereas*, this proposed FY2027 Budget was presented to and discussed by the Board at its Committee meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled Board meeting on February 26, 2026; and

*Whereas*, it is feasible, necessary and in the public interest to approve the Bi-State Development Agency's FY2027 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 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 FY2027 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 FY2027 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 26<sup>th</sup> day of February, 2026.

*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 FY2027 budget meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled meeting on February 26, 2026; 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 26<sup>th</sup> day of February, 2026.

*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 FY2027 budget meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled meeting on February 26, 2026; 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 26<sup>th</sup> day of February, 2026.

*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

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Resolution #1472  
Bi-State Development Agency Board of Commissioners  
February 26, 2026  
FY27 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 FY2027 budget meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled meeting on February 26, 2026; 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 26<sup>th</sup> day of February, 2026.

*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 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 FY2027 budget meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled meeting on February 26, 2026; 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 26<sup>th</sup> day of February, 2026.

*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 FY2027 budget meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled meeting on February 26, 2026; 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 26<sup>th</sup> day of February, 2026.

*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 FY2027 budget meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled meeting on February 26, 2026; 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 26<sup>th</sup> day of February, 2026.

*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 FY2027– FY2029; and

*Whereas*, this Resolution was presented to and discussed by the Board at its FY2027 budget meeting on January 29, 2026, and is being considered for final approval at its next regularly scheduled meeting on February 26, 2026; 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 FY27, FY28 and FY29, 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 FY27, FY28 and FY29 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 FY27, FY28 and FY29.

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 26<sup>th</sup> day of February, 2026.

*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 #1477  
Bi-State Development Agency Board of Commissioners  
February 26, 2026  
FY27 Federal Grant Applications Approval  
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**VISION** “Metro is committed to safe, reliable, and efficient service that St. Louis can trust. With better connections, convenient service, and a more comfortable ride, we are building a stronger, more dependable choice for mobility—one that empowers people, connects communities, and moves our region forward...”

Ron Forrest  
Executive Vice President, Chief Operating Officer, Metro Transit

Transit Service Performance		MetroBus Fixed Route + Special Services	FY26 vs. FY25	MetroLink	FY26 vs. FY25	Call-A-Ride	FY26 vs. FY25
System Ridership	YTD	7,050,000	6.5%	3,896,000	4.8%	260,880	32%
	Q2	3,451,500	6.0%	1,816,000	4.1%	131,060	28%
Masabi Electronic Ticket Validations	YTD	1,458,400	* MetroBus boardings recorded by new electronic fare system are not yet separated by bus route, therefore not yet included in Missouri or Illinois totals.				
	Q2	748,100					
Missouri Ridership	YTD	4,711,100	*(-16%)	3,105,900	5.7%	260,880	32%
	Q2	2,268,000	*(-18%)	1,449,500	4.5%	131,060	28%
Illinois Ridership	YTD	880,900	*(-9.6%)	790,100	1.3%		
	Q2	435,400	*(-8.4%)	366,500	3.2%		
Revenue Miles	YTD	6,695,900	1.7%	1,162,000	(-8.1%)	2,489,800	22%
	Q2	3,335,700	1.0%	579,200	(-6%)	1,223,900	15%
Revenue Hours	YTD	495,300	2.7%	52,700	(-5.5%)	131,600	3.6%
	Q2	246,900	1.7%	26,300	(-4.0%)	65,800	(-2.1)%
On-Time Performance	YTD	86.3%	1.4%	94.1%	(-2.0%)	86.9%	(-6.8%)
	Q2	86.8%	1.7%	93.5%	(-1.0%)	86.0%	(-7.6%)

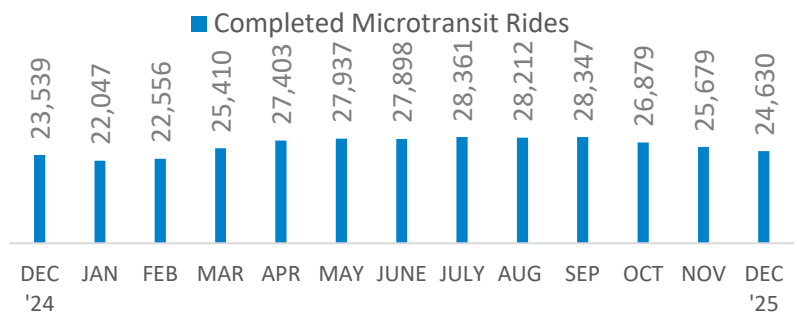
## Call-A-Ride Passenger Trip Requests, December, 2025

Passenger Trip Requests	# of Trips (includes overflow)	Percent of Trip Requests
Scheduled and Made	41,905	77.25%
Cancelled by Passenger	9,146	16.86%
No-Shows + Late Cancels	2,454	4.52%
Missed Trips	540	1.00%
Van Unavailable – ADA Rider Capacity Denial	0	0.0%
Van Unavailable – Same-Day Capacity Denial	83	0.15%
Van Available – Adversarial Denial	85	0.16%
Eligibility, Beyond Hours or Boundaries	36	0.07%
Former ADA Denial	0	0.0%
<b>Total Trip Requests</b>	<b>54,249</b>	<b>100%</b>

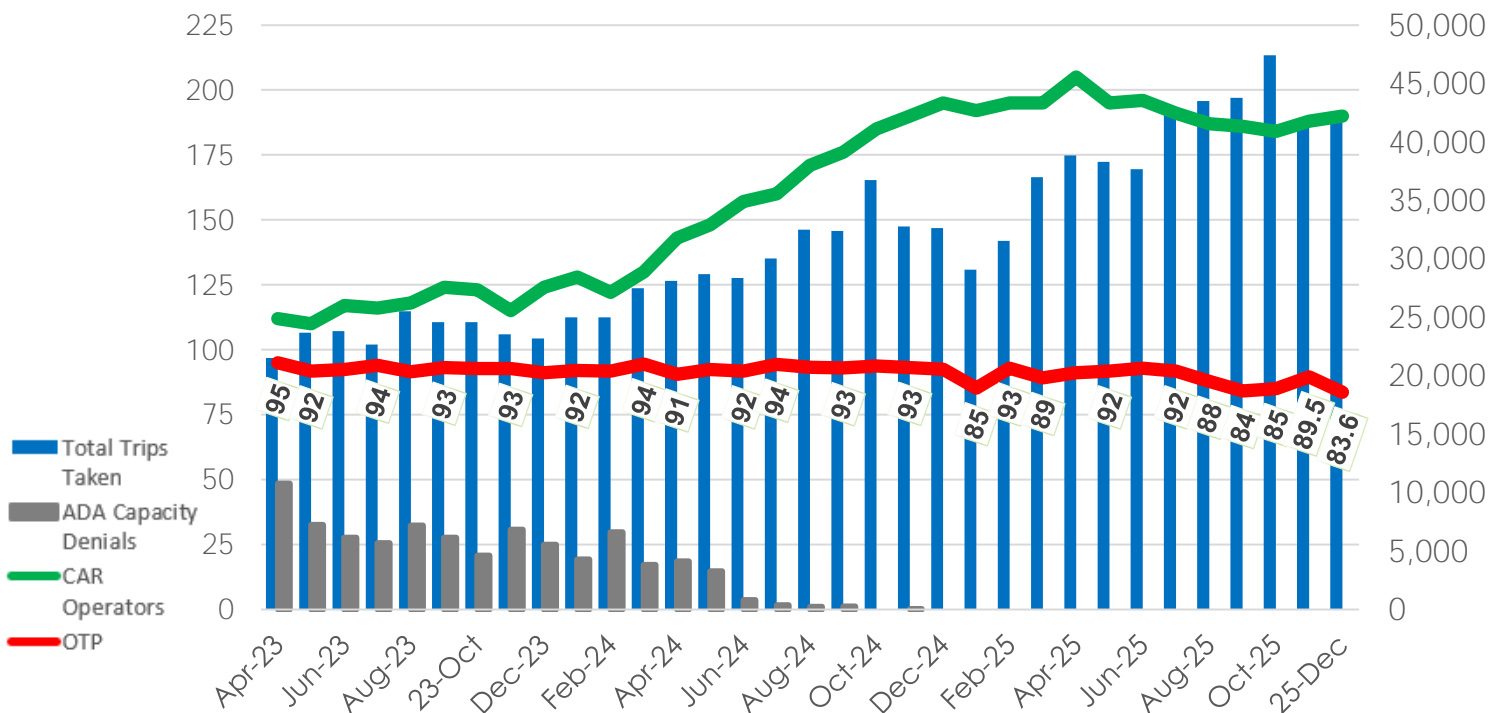
### Paratransit Overflow Trips

	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
Lyft	554	1,885	3,580	2,453	<b>732</b>
Via (paratransit overflow only)	1,272	1,057	2,045	2,350	<b>3,301</b>
<b>TOTAL OVERFLOW TRIPS</b>	<b>1,826</b>	<b>2,942</b>	<b>5,625</b>	<b>4,803</b>	<b>4,033</b>

### Via Metro STL, Last 12 Months



## CAR Operators + Total Passenger Trips Served vs Service Reliability, Apr 2023-Dec 2025



## December FY26: Call-A-Ride and Fixed-Route Ridership See Continued Growth

### Call-A-Ride Demand and Performance

- **Demand Continues to Surge** – Call-A-Ride completed 28% more trips in December 2025 than December 2024, reflecting a continued growth in riders utilizing the service, a trend which is expected to continue.
- **Operator Hiring Continues** – Staffing increased to 190 operators, still short of the 200 operator goal.
- **On-Time Performance (OTP) Falls** – Faced with increased rider demand and limited operator resources, as well as early month winter weather, OTP fell to 83.6%, the lowest recorded level in the last decade plus of Call-A-Ride service. Ongoing operator hiring is expected to help, though rider demand continues to place strains on service delivery.
- **Overflow Usage** – Overflow partners (Via and Lyft) continue to be an important part of Call-A-Ride service delivery, completing a combined 4,033 trips in December.

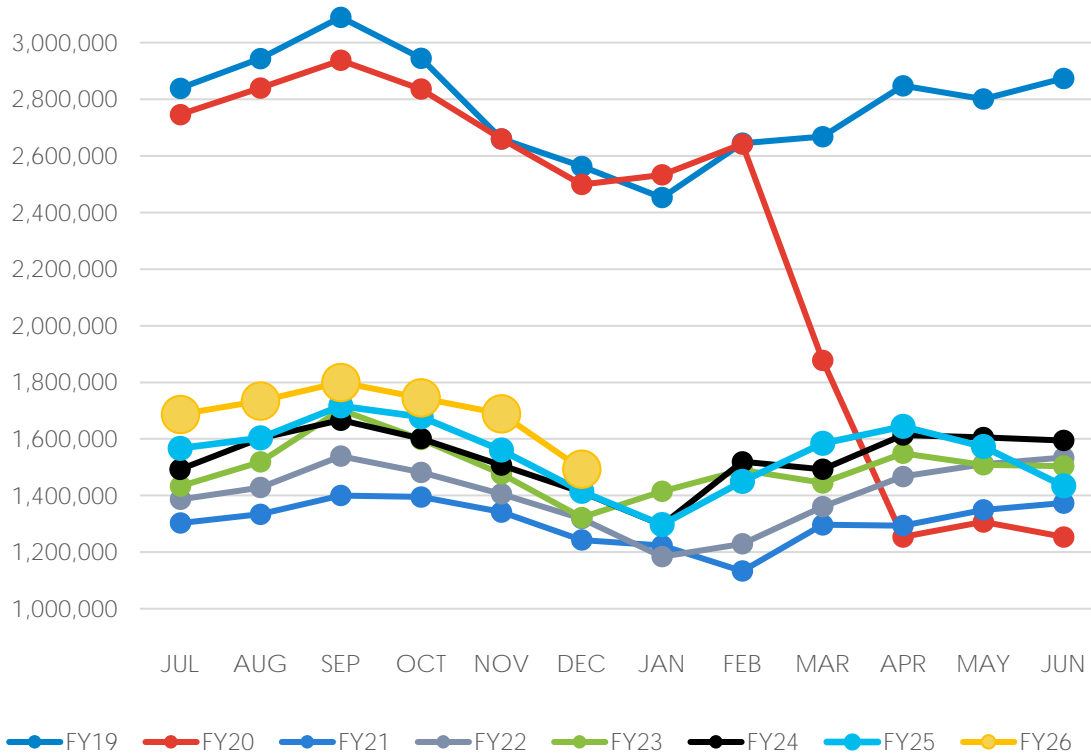
### Fixed-Route Ridership

- **Ridership Shows Strong YoY Growth** – Despite a seasonal drop in ridership compared to November, FY26 YTD ridership continues to exceed levels from FY25, showing a 6.5% increase on MetroBus and a 4.8% increase on MetroLink compared to the same time last year.

### Fixed-Route Service Performance

- **Missed Trips on MetroBus** – Workforce shortages continue to show impacts through missed bus service: Over 2,000 (2%) of scheduled trips were completely missed in December 2025, with an additional 800 or so partially missed. Estimates show this missed service impacted approximately 1,800 boardings per average weekday.
- **MetroLink OTP Stays Course** – OTP is slightly less than FY25, but remains above 94% YTD, reflecting the system’s dedication to punctuality despite service challenges.

## STANDARDIZED FIXED-ROUTE RIDERSHIP



### Fiscal Year Fixed-Route Ridership

#### Actuals

**FY19** = 36,118,700  
Jul-Dec = 18,547,300

**FY20** = 29,859,400  
Jul-Dec = 18,010,500

**FY21** = 16,974,600  
Jul-Dec = 8,693,600

**FY22** = 18,157,500  
Jul-Dec = 9,256,300

**FY23** = 19,368,600  
Jul-Dec = 9,808,000

**FY24** = 19,481,000  
Jul-Dec = 9,688,900

**FY25** = 19,956,700  
Jul-Dec = 10,341,300

**YTD FY26**  
Jul-Dec = **10,946,400**

- Standardized figures smooth the month-to-month variance caused by calendar service day mix  
= [(average weekday \* 20) + (average Saturday \* 4) + (average Sunday \* 4)]
- Fixed-route ridership figures do not include MetroBus Special Service.
- Ridership comparisons reflect conservative estimation methods as measurement systems continue to be upgraded and calibrated.
- All ridership totals have been adjusted to reflect the impacts of cyberattacks, equipment malfunctions, and other technical outages.



### Sign-on and Retention Bonuses

- As of November 9, 2024, Mechanics and Electricians are the only positions with a sign-on bonus.
- Sign-on bonus payouts for Bus Operators were concluded in October of 2025. **0** Bus Operators remain in process.
- Sign-on bonus payouts for Van Operators will conclude in March of 2026. **9** Van Operators remain in process.

### Status of Operations

MetroBus	1,819 of 98,276 scheduled trips were missed in December, with 1,549 (1.9%) due to workforce issues.
MetroLink	There were two (2) annulled trips in December 2025.
Call-A-Ride	Zero (0) denied boardings out of 54,249 trips requested in December.

In December 2025, MetroBus missed 1.9% (or 1,819 trips) of all scheduled trips, as reported by Metro Operations in TroubleLog. The volume of missed trips was highest (2.5%, or 617 trips throughout the month) during the evening (6pm to end of service), when it has been more difficult to get all runs out on time due to absenteeism and staffing shortages. There were several scheduled construction projects that caused disruptions to regular MetroLink service, as well as single tracking that was implemented due to maintenance on a portion of the alignment in Illinois. Lastly, ADA rider capacity denials managed to remain at 0% throughout December despite a steady increase in demand, although on-time performance (OTP) fell short of the department's 93% target, coming in at 83.5%.

### Recruitment Progress

- We did not start a training class for Bus Operators in December. Our next Training class will be on January 12<sup>th</sup> for non-CDL holders.
- We did not start a training class for Van Operators in December. Our next class will be on January 12<sup>th</sup>.

### Recruiting & Training Snapshot

	Applications	Hires	Scheduled for Training	In Training	FY26 Grads
MetroBus Operators	107	0	26	0	53
MetroLink Operators	0	0	0	0	6
Call-A-Ride Operators	151	0	10	0	26
1A Mechanics	14	0	6	0	12
Electro-Mechanics	10	0	1	0	4
Electricians	13	0	2	4	4

### Staffing Levels

	FT MetroBus Operators	PT MetroBus Operators	MetroLink Operators	Call-A-Ride Operators	General Maintenance 1A Mechanics	Vehicle 1A Mechanics	MetroLink ElectroMechanics	Electricians
Budgeted	650	0	102	180	42	188	39	65
Required for Service	651	20	94	180	--	--	--	--
Filled Positions	632	16	93	191	39	156	27	55
Active*	617	16	91	189	39	156	27	55
(Over)/Under Budget	18	(16)	9	(11)	3	32	12	10
% (Over)/Under Budget	2.77%	(----)	8.82%	(6.11%)	7.14%	17.02%	30.77%	15.38%

\* Reduction from Filled Positions reflects employees out for more than 90 days and employees temporarily assigned to reservist roles