



# MANY ROLES, ONE MISSION

BUILDING A BETTER REGION

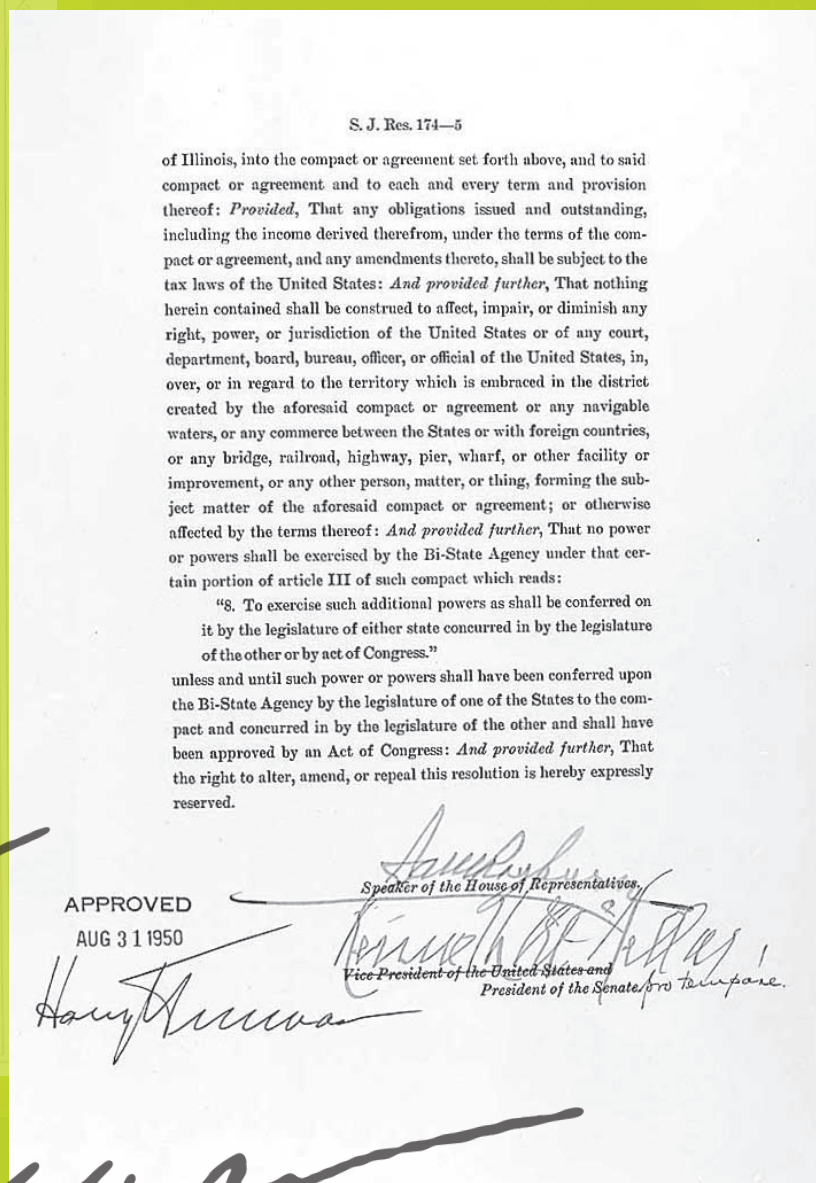
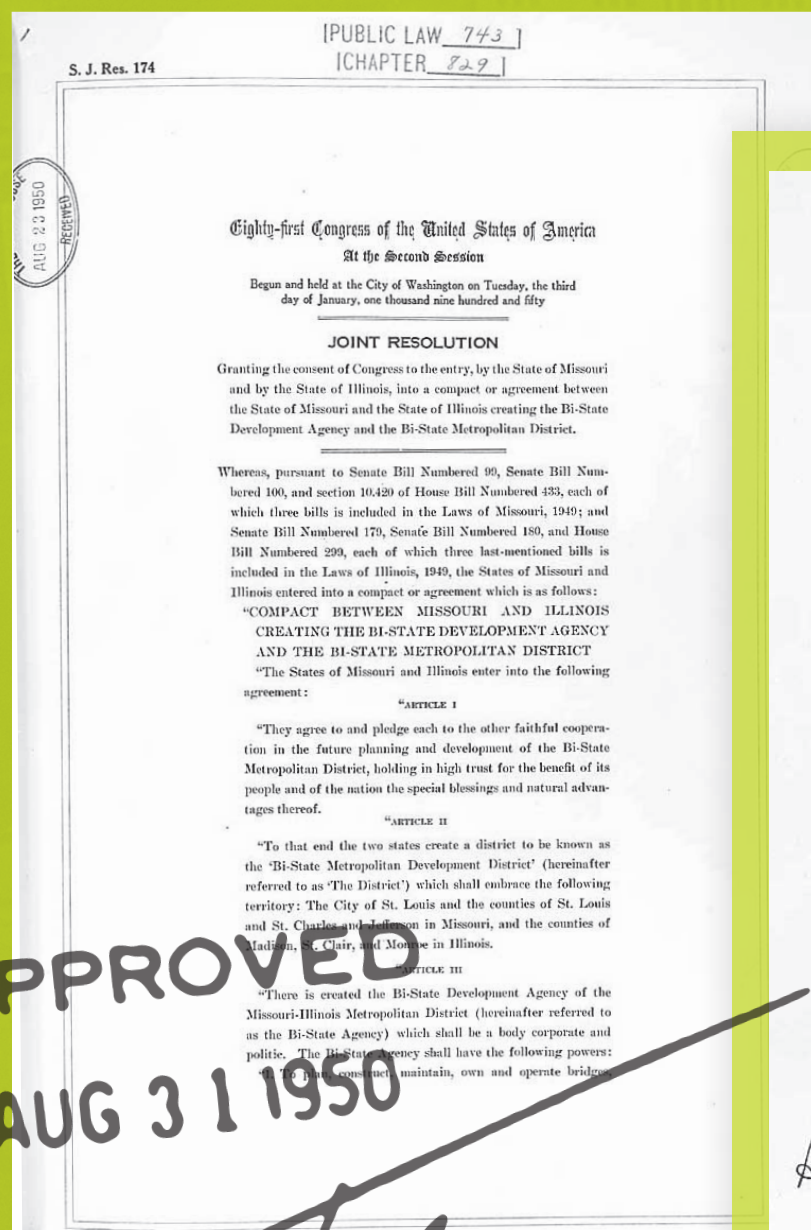
BI-STATE DEVELOPMENT  
BI-STATE DEVELOPMENT AGENCY  
2015 REPORT TO THE COMMUNITY



# WHO WE ARE

The Bi-State Development Agency (BSDA) was established in 1949 through an interstate agreement between Missouri and Illinois. It was ratified by Congress and signed into law by President Harry S. Truman on August 31, 1950. That law gives BSDA broad powers to cross local, county and state boundaries to enhance the development of the region.

“The States of Missouri and Illinois enter into the following agreement... pledge each to the other faithful cooperation in the future planning and development of the Bi-State Metropolitan District... for the benefit of its people and of the nation...”







## BI-STATE DEVELOPMENT AGENCY

# MANY ROLES, ONE MISSION

As a leader in public transit, general aviation, freight planning and support of regional tourism, the Bi-State Development Agency continues to live up to its 65-year-old charter to serve the interests of economic development and growth for the entire St. Louis region.

For more than six decades, Bi-State Development Agency has been a regional problem-solver and catalyst for positive change in Illinois and Missouri. What's more, we are an important and accomplished strategic partner that can get things done when working with business, educational and cultural institutions, and a host of local, regional and federal organizations. Our rich and varied history includes interstate highway planning, operating a power plant and reducing pollution in the Mississippi River. And that was only the beginning.

On the following pages you will see snapshots from a year of significant accomplishments and our plans for the future. For example: our collaboration with the City of St. Louis, Washington University, Cortex, Citizens For Modern Transit, BJC HealthCare and others, resulted in securing federal funding for a new MetroLink station in the Cortex District, a key innovation and job-generating district for St. Louis. Our work continues on the historic Eads Bridge, a 140-year-old engineering masterpiece, which will continue its important role of connecting our region for future generations.

That's just part of the story. In 2010, we identified Ferguson, Missouri, as a community in which to make a solid strategic investment to serve the transit-riding public and provide jobs and opportunity. Construction will begin there in 2015 on the new North County Transit Center, a key transit hub to serve one of the fastest-growing areas for public transit. It's an investment that will pay enormous dividends to Ferguson, North St. Louis County and the entire St. Louis region.

This year we renewed a long-standing partnership with the National Park Service. The original agreement between Bi-State Development Agency and the Jefferson National Expansion Memorial made it possible for trams to take visitors to the top of the Gateway Arch, and we continue to operate the tram system today. Now, working with CityArchRiver, Great Rivers Greenway, city, county, state and federal representatives and others, we are partnering to ensure visitors have an even more rewarding experience when the park enhancements are complete.

In 1965, we purchased and reopened Parks Airport in Cahokia/Sauget, Illinois. Today, it is known as the St. Louis Downtown Airport and is the third busiest airport in Illinois, delivering a \$584 million economic impact to the region. In the coming year, we will establish the first major expansion of Bi-State Development Agency's operations in 50 years: a regional freight hub. That new business puts Bi-State Development Agency at the center of coordinating with industry and government to enhance the movement of \$6 billion in goods through the region by rail, road, river and runway.

And, there's more. One of our long-standing enterprises continues to impress. We are no longer surprised when a transit official from Indianapolis or Russia asks to visit Metro in St. Louis to learn how our tremendously talented transit team delivers industry-leading efficiency and reliability. We remain extremely proud of our pacesetter status in public transit, as we continue to bring award-winning service to the citizens of this region.

Thank you for the confidence you've placed in us these past 65 years. Our hard working staff and Board members remain committed to leading innovation and delivering enduring economic development to the region for another 60 years and beyond.

**David A. Dietzel**  
Chairman, Board  
of Commissioners

**John M. Nations**  
President and CEO



**BI-STATE DEVELOPMENT  
AGENCY IS CONTINUING TO  
FULFILL ITS 65-YEAR-OLD  
CHARTER TO SERVE  
THE INTERESTS OF  
ECONOMIC DEVELOPMENT  
AND GROWTH FOR THE  
ENTIRE REGION.**



BI-STATE DEVELOPMENT AGENCY IS

# ECONOMIC DEVELOPMENT

**\$2.2  
BILLION**  
IN COMMERCIAL  
DEVELOPMENT PROJECTS  
WITHIN HALF-MILE  
RADIUS OF METROLINK  
STATIONS



“The new MetroLink station will enhance the vibrancy of the Cortex development with new employment, retail activities and access to the global medical research park for international visitors and doctors who will be able to board the light rail system from the airport.”

**MOKHTEE AHMAD**  
REGION VII ADMINISTRATOR,  
FEDERAL TRANSPORTATION  
ADMINISTRATION



## \$10.3 MILLION FOR NEW METROLINK STATION

Bi-State Development Agency (BSDA) was awarded a \$10.3 million federal grant in October to build a new MetroLink station in the Central Corridor of St. Louis. Nearly 800 applications were submitted for the federal TIGER grant funding, but only 72 transit projects received the U.S. Department of Transportation grants in 2014. The new station in the Cortex Innovation District is the result of collaboration by Cortex, BSDA,

Washington University, Citizens For Modern Transit, Great Rivers Greenway, the City of St. Louis and BJC Healthcare. The funding will also be used to expand the busiest MetroLink station on the system, the nearby Central West End station, as well as create a bike trail connector to the Great Rivers Greenway network. The Cortex project is expected to create 170 construction jobs. The new station will open in 2017, with up to 2,000 daily boardings projected in 20 years.

“

The Eads Bridge is an important part of the continued development and growth of both Missouri and Illinois. Working with the team of professionals at Metro on this historic restoration project has been a truly rewarding experience.”

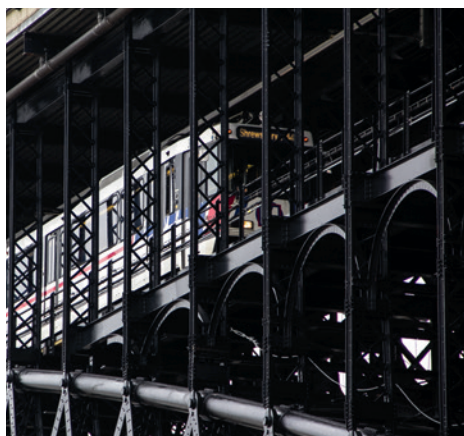
**DAVE BURDEN**  
SUPERINTENDENT,  
ST. LOUIS BRIDGE COMPANY

”



## BI-STATE DEVELOPMENT RESEARCH INSTITUTE

Gauging the economic impact of any infrastructure improvement is a key goal of the newly launched Bi-State Development Research Institute. The institute will seek grants as a nonprofit to support research to develop data about the return on investment for local infrastructure improvements. This, in turn, will provide economic development leaders more tools to make better decisions.



## EADS BRIDGE REHABILITATION PROJECT

The historic Eads Bridge is undergoing the first major rehabilitation of its superstructure since it was completed 140 years ago. As co-owner of the national landmark, Bi-State Development Agency is overseeing the monumental project, which is now 50 percent completed. Work has included installing 1.2 million pounds of new steel, stripping the bridge to bare metal and adding a protective coating to the structural steel. This \$40 million renovation will extend the life of the bridge another 50 years. The Eads Bridge is the oldest bridge still in use over the Mississippi River.



“

I am committed to fostering an environment where St. Louis County businesses can flourish. Public transit's role in connecting citizens with jobs, schools and other important destinations is an important part of keeping St. Louis County strong.

**STEVE STENGER**, ST. LOUIS COUNTY EXECUTIVE

”

## EAST LOOP COMMUNITY IMPROVEMENT DISTRICT

Bi-State Development Agency is working with Washington University and other partners to develop a community improvement district along Delmar, west of DeBaliviere toward University City. As property owners in the area, along with Washington University, all the partners are striving to create a cohesive district that will improve public safety and boost development in the neighborhood.

**1963** > Transit operations begin, consolidated from 15 private firms.

**1964** > Agency purchases shuttered Parks Metropolitan Airport in Cahokia/Sauget, Illinois.

**1965** > Airport reopened as Bi-State Parks Airport.



BI-STATE DEVELOPMENT AGENCY IS

# REGIONAL FREIGHT PARTNERSHIP



When others were wondering aloud about whether we should form a new regional entity to lead the effort to build a multi-modal freight center to open the Midwest's markets to the world, I argued successfully that Bi-State Development Agency was the best possible choice. That's because BSDA has strengths built upon the solid foundation of decades of collaborative work.

**FRANCIS SLAY**  
MAYOR, CITY OF ST. LOUIS

## REGIONAL FREIGHT DISTRICT TO LAUNCH

Since the Bi-State Development Agency (BSDA) was established in 1949, the region has turned to it to provide solutions to regional issues: among them, a sewage study that led to the creation of the Metropolitan Sewer District, followed by stabilizing the region's fragmented public transit system. Most recently, regional leaders have asked BSDA to establish and lead a new freight district for the bi-state area. The Agency's newest venture will focus on coordinating and expanding the freight network in and out of St. Louis — by road, rail, river and runway. BSDA is proud to lead this new regional effort with partners such as the East-West Gateway Council of Governments, St. Louis Development Corporation, City of St. Louis, St. Clair, St. Charles and Madison counties, Illinois Department of Transportation, Missouri Department of Transportation, St. Louis Regional Chamber, Leadership Council of Southwestern Illinois, and Terminal Railroad.



ST. LOUIS IS THE  
**18<sup>TH</sup>**  
LARGEST PORT DISTRICT  
IN THE NATION

## ITS VISION AND MISSION

After an executive director is selected, the partnership will begin to identify opportunities to create a freight district environment in the bi-state region. The goal will be to produce results that will strengthen the St. Louis region by increasing job growth and improving the local economy. The cooperative effort will determine how the region manages the movement of freight, how to coordinate the work of a variety of jurisdictions and how to market the Greater St. Louis region's freight capacity to the nation.

THE FREIGHT  
PARTNERSHIP  
WILL  
SUPPORT

**230,000  
JOBS**



The new multi-modal freight district is an important new initiative for the region, and East-West Gateway is looking forward to working closely with the Bi-State Development Agency on this exciting project.

**ED HILLHOUSE**  
EXEC. DIRECTOR, EAST-WEST GATEWAY COUNCIL OF GOVERNMENTS



**1967** > Gateway Arch tram opens to the public.

**1975** > Bi-State Development Agency serves as regional coordinator for the Port of Metropolitan St. Louis.

**1977** > One of the first transit companies in the nation to operate buses equipped with wheelchair lifts.



BI-STATE DEVELOPMENT AGENCY IS

# METRO TRANSIT



## 100 MILLION MILE MARK

The MetroLink fleet reached a remarkable milestone in October, surpassing more than 100 million miles traveled. Its journey began 21 years ago when MetroLink opened with 14 miles of track and 16 stations. The now 46-mile light rail system recorded more than 17.4 million boardings last year, and \$2.2 billion has been invested into communities within a half-mile of its 37 MetroLink stations.

## OPERATIONAL EXCELLENCE

When a MetroBus runs without a breakdown four times longer than the industry average, federal officials and transit agencies can't help but take notice. Metro is known nationally and around the world for its efficiency and reliability, headed by a rigorous maintenance program that monitors all vehicle systems, forecasts their lifespan and replaces them well before they fail. The numbers: Capital costs are down 25 percent. Per-mile MetroBus operating costs have dropped from 85 to 65 cents in 12 years. Most importantly, customer satisfaction is up, with complaints down 56 percent for Metro Call-A-Ride, 51 percent for MetroBus and 7 percent for MetroLink.



More than 8,300 Southwestern Illinois College students, faculty and staff use MetroLink, MetroBus and Madison County Transit services each semester. This is a green alternative to automobiles, and for many students without reliable transportation, it is the only way they can attend college.

**GEORGIA COSTELLO**  
PRESIDENT, SOUTHWESTERN ILLINOIS COLLEGE



## JAZZ AT WALTER CIRCLE

One of the region's most innovative transit-oriented development projects is adjacent to the Emerson Park MetroLink Station: Jazz at Walter Circle. The \$22 million senior apartment complex offers more than 100,000 square feet of floor space, 74 residential units, an on-site grocery store and additional space for cafes, doctors and other amenities. Construction began in May 2011, and the mixed-use building began accepting residents in September 2013. Residential units are now fully leased.

## CIVIC CENTER TRANSIT CENTER

Metro is planning to expand one of its busiest transit centers, serving MetroLink, MetroBus and Metro Call-A-Ride. At 14th and Spruce in downtown St. Louis, the federally funded renovation will include 18 MetroBus bays, room for Metro's 60-foot articulated buses, a climate-controlled waiting area, restrooms, concessions and a public safety sub-station.



A large percentage of St. Louis Community College students rely on MetroBus transportation to get back and forth to their classes at Florissant Valley and to their jobs. The added services provided with the new North County Transit Center will improve transportation accessibility and encourage more people in the North County area to take advantage of mass transit.

**RENEE THOMAS WOODS**  
ASSISTANT PROFESSOR OF COMMUNICATIONS,  
ST. LOUIS COMMUNITY COLLEGE AT FLORISSANT VALLEY



1986 > Public art around transit begins.

1987 > Agency introduces Call-A-Ride service for customers with disabilities.

1993 > MetroLink light rail system opens with 16 stations.





## NORTH COUNTY TRANSIT CENTER



Bi-State Development Agency (BSDA) is investing in one of the region's fastest-growing public transit markets. Design work has begun on the North County Transit Center, located on a 3-acre site on Pershall Drive near I-270 in Ferguson. The project's first phase includes 10 MetroBus bays, two Metro Call-A-Ride bays, free parking, restrooms, digital signage and a climate-controlled waiting area. BSDA competed for and was awarded federal funding for the multi-million dollar project, which is scheduled to open this fall. MetroBus routes serving the new center will offer direct service to downtown St. Louis, the North Hanley MetroLink Station, Riverview Transit Center, St. Louis Community College at Florissant Valley and other important destinations. A second phase planned for the project, which includes a dedicated vehicle dispatch center and full-service maintenance facility, will begin after securing federal funding.

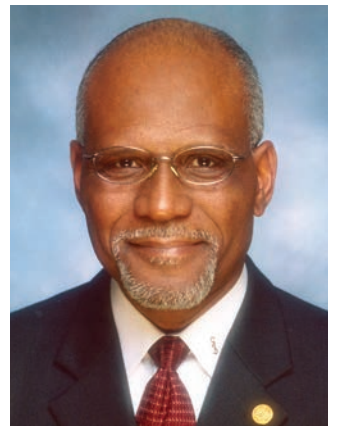
### IMPROVING THE EXPERIENCE

Metro is creating a better transit experience with new technology. The Gateway Smart Card, a fare system innovation in testing for a 2015 rollout, will replace paper tickets and let riders receive discounts and manage their Gateway account online. Digital arrival-time monitors have been installed at many transit centers, with more on the way. Mobile and desktop apps in development will help customers plan trips and monitor MetroLink and MetroBus locations in real-time.



### BUS RAPID TRANSIT

As part of *Moving Transit Forward*, Metro's 30-year strategic plan, the St. Louis Rapid Transit Connector Study was conducted to examine the costs and benefits of bus rapid transit service and to identify corridors for its implementation. Bus rapid transit is a cost-effective option being explored to provide fast and frequent all-day express service between neighborhoods and job centers in the City of St. Louis and St. Louis County. The plan's next phase will require additional study of this service and potential routes.



There are no great metropolitan areas without reliable public transportation. Thanks to Metro, St. Louis can compete with other world-class cities for new businesses and economic growth.

**CHARLIE DOOLEY**  
ST. LOUIS COUNTY  
EXECUTIVE  
2003-2014



COST PER-MILE  
TO OPERATE A  
METROBUS HAS  
DROPPED

**24%**  
SINCE 2002



We are really pleased that Bi-State Development Agency made a significant investment in North County with its new transit center opening in 2015 in Ferguson. The new facility will further connect North County workers to the region and the region to North County.

**REBECCA ZOLL**  
PRESIDENT/CEO, NORTH COUNTY INC.



**1997** > American Transit Association names Bi-State Development Agency best large transit system in North America.

**1999** > Airport renamed as St. Louis Downtown Airport.

**2001** > Bi-State Development Agency purchases Tom Sawyer and Becky Thatcher riverboats.



BI-STATE DEVELOPMENT AGENCY IS

# GATEWAY ARCH RIVERFRONT ATTRACTIONS



## TRANSFORMING THE VISITOR EXPERIENCE

The Gateway Arch is undergoing its biggest transformation since it was built 50 years ago. During construction on the Arch grounds and St. Louis riverfront, Bi-State Development Agency (BSDA) will preserve the experience for tourists for the duration of the CityArchRiver project, using the Old Courthouse as a temporary visitors' center. BSDA will manage tourist volume and avoid long lines during the renovation by offering timed tickets for admission to the Arch. With partners including the National Park Service, CityArchRiver, Great Rivers Greenway and St. Louis Convention & Visitors Commission, BSDA is providing visitors with information about how to get to the Arch, where to park during construction and how to make the most of their visit to the riverfront.

**885,165**
**TRAM RIDERS  
IN FISCAL  
YEAR 2014**

The Gateway Arch, as we know it, would not be here without Bi-State Development Agency. BSDA is an indispensable collaborator in the CityArchRiver initiative reimagining and renewing the riverfront, the Arch grounds and downtown. BSDA is helping to shape the new visitor experience, building on its long service as a partner to the National Park Service.

**WALTER METCALFE**  
CHAIRMAN, CITYARCHRIVER



## BSDA AND NATIONAL PARK SERVICE RENEW PARTNERSHIP

Since the Gateway Arch opened in 1967, Bi-State Development Agency (BSDA) has financed and operated the tram system, Revenue Collections and Ticketing Center, and sales and marketing for the landmark under a 50-year agreement with the National Park Service. Renewing that agreement in 2014 allowed BSDA to move forward with capital projects at the Arch. For example, BSDA recently issued \$7.5 million in bonds to replace the tram system motor generator sets and a portion of the Visitors' Center/museum roof.

## GATEWAY ARCH RIVERBOATS CELEBRATE 50 YEARS

In 2014, Bi-State Development Agency (BSDA) marked the 50th anniversary of the Gateway Arch Riverboats. In 1964, the Becky Thatcher and Tom Sawyer riverboats were brought to the St. Louis riverfront to accommodate visitors who wanted a closer look at the construction of the Gateway Arch. In 2001, BSDA was able to preserve a piece of St. Louis history by purchasing the riverboats and has continued to operate them, along with bike rentals and helicopter sightseeing tours on the riverfront. These enterprises operate without public funding.



**2001** ➤ St. Clair County MetroLink Extension opens.

**2006** ➤ MetroLink opens the 8-mile Cross County MetroLink Extension.

**2010** ➤ St. Louis County voters approve half-cent sales tax for Metro transit.



BI-STATE DEVELOPMENT AGENCY IS

# ST. LOUIS DOWNTOWN AIRPORT



**3,700**  
REGIONAL  
JOBS

## AIRPORT TAXIWAY PROJECT

Preliminary work on a taxiway relocation project, important to the growth of the St. Louis Downtown Airport, is underway. Relocating Taxiway Bravo 190 feet north of its existing location will help meet customer demand to fly larger aircraft into the airport. St. Louis Downtown Airport conducted an airspace analysis for the Federal Aviation Administration and is now working to secure funding for the \$12 million project. The three-phase project is expected to take six years to complete once construction begins.

## ECONOMIC IMPACT

St. Louis Downtown Airport, located just three miles from the Gateway Arch and downtown St. Louis, is the second busiest airport in the region and the third busiest in Illinois. A single month of activity at the airport can see 8,500 takeoffs and landings, ranging from Boeing 737 charter flights to personal ultralight airplanes.

Professional sports teams, political and business leaders, entertainers, and hundreds of general aviation pilots fly in and out of the airport, which generates more than 3,700 jobs for the region and provides a regional economic impact of \$584 million. The St. Louis Downtown Airport is home to 26 businesses, including Jet Aviation — an international aircraft maintenance and services company — which operates on 60 acres of airport property. The airport also operates the St. Louis Downtown Heliport near the Gateway Arch, contributing an additional \$1.2 million in economic impact.



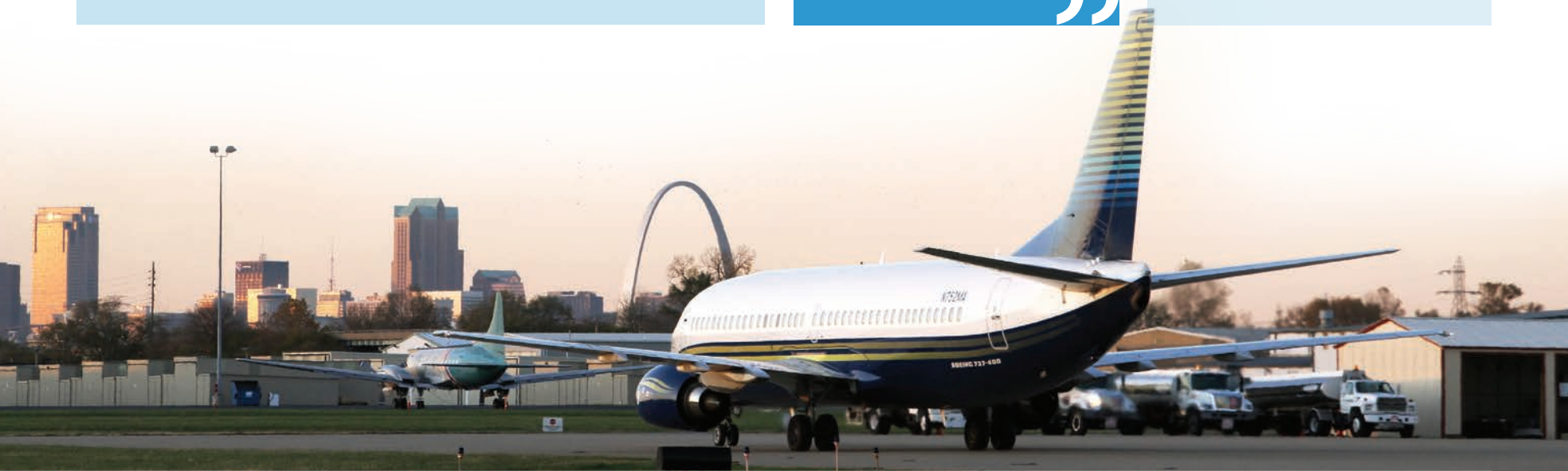
Regionalism is a critical goal to ensure economic vibrancy in the Greater St. Louis area. Our regional partnership through Bi-State Development Agency provides an important conduit toward a unified and multi-jurisdictional transportation strategy.

**MARK KERN**  
BOARD CHAIRMAN,  
ST. CLAIR COUNTY



## CAMARADERIE ON THE CONCOURSE

St. Louis Downtown Airport brings hundreds of aviators together for special events each year, including appearances by the Tuskegee Airmen, rides in vintage airplanes, and educational tours and exhibits. Such events also raise the airport's profile, and more are planned for 2015. The airport has been selected to host one of the National Business Aviation Association's Regional Forums in September, which will draw an estimated 1,000 aircraft, and a National Intercollegiate Flight Association pilot-training competition is scheduled for October.



2011 &gt;

St. Louis Downtown Airport opens Fire Station & Emergency Management Facility.

2012 &gt;

Bi-State Development Agency begins restoration of Eads Bridge.

2012 &gt;

Metro Call-A-Ride celebrates 25 years of operation.





The Bi-State Development Agency received a Certificate of Achievement for Excellence in Financial Reporting (CAFR) award from the Government Finance Officers Association of the United States and Canada (GFOA). This is the 19th consecutive year the Agency has received this award.

# FINANCIAL HIGHLIGHTS

	METRO TRANSIT	ARCH TRAM SYSTEM	ARCH PARKING FACILITY	RIVERFRONT ATTRACTIONS	ST. LOUIS DOWNTOWN AIRPORT	EXECUTIVE SERVICES	TOTAL
For the Year Ended June 30, 2014							
<b>REVENUES</b>							
Passenger and service revenues	\$ 53,035,637	\$ 5,646,858	\$ 1,284,849	\$ 2,295,362	\$ 1,547,066	\$ -	\$ 63,809,772
Other operating revenue	8,021,219	35,594	92,387	135,670	243,434	3,824,056	12,352,360
Non-operating revenue							-
Local	196,390,791	-	-	-	-	-	196,390,791
State	3,494,102	-	-	-	24,965	-	3,519,067
Federal	20,876,636	-	-	-	-	-	20,876,636
Interest	5,672,919	9,753	953	-	192	1,891	5,685,708
Other	125,819	202	79,369	-	8,640	-	214,030
<b>Total Revenues</b>	<b>287,617,123</b>	<b>5,692,407</b>	<b>1,457,558</b>	<b>2,431,032</b>	<b>1,824,297</b>	<b>3,825,947</b>	<b>302,848,364</b>
<b>EXPENSES</b>							
Wages and benefits	168,422,154	1,547,580	409,030	1,248,105	928,465	2,171,208	174,726,542
Services	32,376,875	878,476	612,347	219,575	137,713	817,661	35,042,647
Materials, supplies and fuel	37,681,690	113,618	27,766	573,486	150,109	13,428	38,560,097
Casualty and liability insurance costs	5,014,763	46,937	33,251	135,563	56,653	-	5,287,167
Administrative charges	2,550,000	622,472	128,287	-	89,536	-	3,390,295
Utilities, leases and general expenses	9,650,367	596,185	94,046	220,973	213,971	236,821	11,012,363
Non-operating expenses	31,446,626	420,258	-	-	-	-	31,866,884
Depreciation and amortization	67,489,066	391,669	9,819	252,235	1,633,001	2,433	69,778,223
<b>Total Expenses</b>	<b>354,631,541</b>	<b>4,617,195</b>	<b>1,314,546</b>	<b>2,649,937</b>	<b>3,209,448</b>	<b>3,241,551</b>	<b>369,664,218</b>
<b>INCOME (LOSS) BEFORE NET TRANSFERS</b>							
<b>NET TRANSFERS</b>	<b>(67,014,418)</b>	<b>1,075,212</b>	<b>143,012</b>	<b>(218,905)</b>	<b>(1,385,151)</b>	<b>584,396</b>	<b>(66,815,854)</b>
Net Transfers	46,697	123,223	(169,920)	-	-	-	-
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS</b>							
<b>CAPITAL CONTRIBUTIONS</b>	<b>(66,967,721)</b>	<b>1,198,435</b>	<b>(26,908)</b>	<b>(218,905)</b>	<b>(1,385,151)</b>	<b>584,396</b>	<b>(66,815,854)</b>
Capital contributions	69,586,234	-	-	-	870,731	-	70,456,965
Change in net assets	2,618,513	1,198,435	(26,908)	(218,905)	(514,420)	584,396	3,641,111
Total net assets, beginning of the year	600,486,852	16,382,426	589,123	963,523	26,535,870	2,775,590	647,733,384
<b>Total net assets, end of the year</b>	<b>\$603,105,365</b>	<b>\$17,580,861</b>	<b>\$ 562,215</b>	<b>\$ 744,618</b>	<b>\$26,021,450</b>	<b>\$ 3,359,986</b>	<b>\$651,374,495</b>

For Bi-State Development Agency's audited statements, please visit [www.MetroStLouis.org](http://www.MetroStLouis.org).





# BOARD OF COMMISSIONERS

Bi-State Development Agency's 10-member Board provides overall leadership and policy direction for the Agency, and is comprised of five members from Missouri and five from Illinois. In Missouri, members are selected by the governor from recommendations by the mayor of the City of St. Louis and the St. Louis County executive. In Illinois, the chairmen

of the County Board for both St. Clair and Madison counties appoint their representatives. Members of the Board serve five-year terms without compensation and must be a resident voter of their state, as well as reside within the bi-state metropolitan region.



**DAVID DIETZEL**  
Board Chairman  
Madison County  
Illinois



**CONSTANCE GULLY**  
Vice Chair  
St. Louis County  
Missouri



**MICHAEL BUEHLHORN**  
Treasurer  
St. Clair County  
Illinois



**KEVIN CAHILL**  
Secretary  
St. Louis County  
Missouri



**FONZY COLEMAN**  
St. Clair County  
Illinois



**ALIAH HOLMAN**  
St. Louis City  
Missouri



**TADAS KICIELINSKI**  
Madison County  
Illinois



**VINCENT SCHOEMEHL JR.**  
St. Louis City  
Missouri



**HUGH SCOTT III**  
St. Louis County  
Missouri



**JEFFREY WATSON**  
St. Clair County  
Illinois





BI-STATE DEVELOPMENT AGENCY  
707 N. 1<sup>ST</sup> STREET, ST. LOUIS, MO 63102  
314.982.1400  
[WWW.METROSTLOUIS.ORG](http://WWW.METROSTLOUIS.ORG)