AGENDA
EAST-WEST GATEWAY COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS MEETING
WEDNESDAY, SEPTEMBER 24, 2014 – 10:00 AM

1. CALL TO ORDER

2. APPROVAL OF MINUTES OF JULY 30, 2014

3. DISCUSSION ITEMS

A. Where We Stand Update: Racial Segregation and Disparity

B. Great Streets Initiative: West Florissant Avenue Corridor Planning and Development Effort

4. ACTION ITEMS

A. Strategic Action Plan for Saint Louis' Regional Freight Partnership

B. Modification of the FY 2014-2017 and FY 2015-2018 Transportation Improvement Programs, the Metropolitan Transportation Plan – RTP 2040, and the related Air Quality Conformity Determination (TIP) – Requested by Metro

C. MPO Board Representation

D. Regional Security Expenditures

5. OTHER BUSINESS

6. ADJOURNMENT

EAST-WEST GATEWAY
Council of Governments

Creating Solutions Across Jurisdictional Boundaries

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Memo to: Board of Directors

From: Staff

Subject: Project Notifications

Date: September 8, 2014

Attached is the Project Notification list for September 2014. The compiled list is a result of the weekly list of projects from the Missouri State Clearinghouse for comments. The listing contains a summary table which includes grant applications, announcements, and public notices. If you have any questions regarding this attachment, please contact Gary Pondrom in the Community Planning department.

Gateway Tower
One Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

314-421-4220
618-274-2750
Fax 314-231-6120

webmaster@ewgateway.org
www.ewgateway.org

Project Reviews for East-West Gateway Council of Governments
September 2014

JURISDICTION	APPLICANT	PROJECT DESCRIPTION	FEDERAL AGENCY	FEDERAL GRANT/LOAN	FUNDING: STATE LOCAL/OTHER	TOTAL
City of St. Louis & St. Louis County	St. Louis Community College #1501024	Funding for the Improvement of Postsecondary Education - To provide funding for Pathways to Graduation	ED	$685,214		$685,214
City of St. Louis	Board of Education of the City of St. Louis #1501025	Gaining Early Awareness and Readiness for Undergraduate Programs - To provide funding for St. Louis GEAR-UP Program	ED	$639,975	Applicant: $590,355 Other: $52,200	$1,282,530
City of St. Louis	Saint Louis University #1501031	Centers for International Business Education - To provide funding for Saint Louis University Center for International Business Education (SLU-CIBE)	ED	$1,178,133	Applicant: $1,390,095	$2,568,228
City of St. Louis	City of St. Louis #1501032	Airport Improvement Program - To provide funding for the design of the reconstruction of taxiway foxtrot from K to J; Design of reconstruction of taxiway Juliet from F to Runway 30R	DOT	$566,743	Applicant: $189,915	$756,658
City of St. Louis	City of St. Louis #1501033	Airport Improvement Program - To provide funding for the reconstruction of taxiway Echo from Sierra to Papa; removal of taxiway Echo from Runway 6-24 to Sierra; and reconstruction of the North Apron (Lima Pad)	DOT	$7,540,367	Applicant: $2,513,455	$10,053,822
St. Louis County	Parents as Teachers National Center #1501038	Fund for the Improvement of Education - To provide funding for the Getting Families READ-Y Program	ED	$3,346,462		$3,346,462
City of St. Louis & St. Louis County	Washington University #1501054	Grants to Provide Outpatient Early Intervention Services with Respect to HIV Disease - To provide funding for the Ryan White Part C Outpatient EIS Services	HHS	$1,253,472		$1,253,472
City of St. Louis	City of St. Louis #1502001	Airport Improvement Program - To provide funding for the Update of the airport's existing Pavement Condition Index (PCI) / Pavement Management Plan	DOT	$184,533	Applicant: $61,511	$246,044
City of St. Louis & St. Louis County	St. Louis Economic Development Partnership #1502002	Community Economic Adjustment Assistance for Advance Planning and Economic Diversification - To provide funding for St. Louis Region (DD)	DOD	$1,790,726	Applicant: $201,938	$1,992,664
St. Louis County	The Curators of the University of Missouri on behalf of UMSL #1502006	Competitive Abstinence Education - To provide funding for the Abstinence Education for Faith-Based Organizations Project	HHS	$700,000		$700,000

City of St. Louis	Myrtle Hilliard Davis Comprehensive Health Centers, Inc. #1502028	Affordable Care Act (ACA) Grants for New and Expanded Services under the Health Center Program - To provide funding for New Access Point	HHS	$650,000	Income: $749,665	$1,399,665
City of St. Louis	City of St. Louis #1502030	Airport Improvement Program - To provide funding for Automatic Dependent Surveillance Broadcast (ADS-B) squitter units for airport ground vehicles	DOT	$105,000	Applicant: $35,000	$140,000
City of St. Louis	Myrtle Hilliard Davis Comprehensive Health Centers, Inc. #1502046	Consolidated Health Centers (Community Health Centers, Migrant Health Centers, Health Care for the Homeless, and Public Housing Primary Care) - To provide funding for the above programs	HHS	$2,946,285	State : $4,448,376 Other: $915,770 Income: $21,104,486	$29,414,917

MINUTES

EAST-WEST GATEWAY COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS
JULY 30, 2014

The regular meeting of the Board of Directors was held in the Council offices on Wednesday, July 30, 2014 at 10:00 a.m.

Members in Attendance
Francis Slay, *Chair*; Mayor, City of St. Louis
Mark Kern, *Vice-Chair*; Chairman, St. Clair County Board
Charlie Dooley, *2nd Vice-Chair*; County Executive, St. Louis County
Alan Dunstan, Chairman, Madison County Board
Barbara Geisman, Regional Citizen, City of St. Louis, MO
John Griesheimer, Presiding Commissioner, Franklin County
Greg Horn, MoDOT
Ted Hoskins, Mayor, City of Berkeley
Curtis Jones, IDOT
Richard Kellett, Regional Citizen, St. Louis County
John A. Laker, Regional Citizen, St. Clair County
Mike Livengood, Franklin County
John Miller, Mayor, City of Collinsville; President, SW IL Council of Mayors
John Nations, Metro
James Pulley, Regional Citizen, St. Clair County
Thomas Schneider, Mayor, City of Florissant; President, St. Louis County Municipal League
Dave Stoecklin, Regional Citizen, Madison County, IL
Ken Waller, County Executive, Jefferson County
Delbert Wittenauer, Chairman, Monroe County Board

Members Absent
Mark Eckert, Mayor, City of Belleville; Vice President, SW IL Council of Mayors
Steve Ehlmann, County Executive, St. Charles County
John Hamm, III, Mayor, City of Madison; President, Southwestern Illinois Planning Commission
Edie Koch, Illinois Department of Commerce and Economic Opportunity
Jack Minner, Board Member, Madison County
Roy Mosley, Board Member, St. Clair County
Alvin Parks, Jr., Mayor, City of East St. Louis
Lewis Reed, President, Board of Aldermen, City of St. Louis
Brian May, Office of Missouri Governor Jay Nixon
John White, Councilman, St. Charles County

Others in Attendance
John Anthony, St. Louis County
Debbie Beezley, SLU Heartland Center

Others in Attendance, ***cont'd***
Chief Greg Brown, Eureka Fire Department
Bruce Carmitchel, IDOT
Gary Christmann, St. Louis City EMA
Tim Curran, St. Louis County
Gary Elmestad, St. Charles County
Joe Gray, IDOT
Kevin Jemison, IDOT
Steve Johnson, St. Louis Regional Chamber
Curtis Jones, IDOT
Michael Powers, Office of the President of St. Louis Board of Aldermen
Bill Roche, St. Louis County
Eddie Roth, Office of the Mayor, City of St. Louis
Jim Terry, Jefferson County Highway W/MM Task Force
Captain David Todd, St. Charles County Police Dept.
Ken Leiser, St. Louis Post Dispatch
Chief Brent Saunders, O'Fallon, IL Fire Dept.
Stephanie Leon Streeter, St. Louis County
Betsy Tracy, FHWA, IL Div.
Barb Whitaker, St. Clair County Health Dept.
EWGCOG Staff:

Ed Hillhouse, Royce Bauer, Jerry Blair, Dale Chambers, Wayne Flesch, Ross Friedman, Leah Hummert, Medora Kealy, Ky Kee, Jason Lange, Sang Gu Lee, MaryGrace Lewandowski, Christopher Michael, Rachael Pawlak, Sonya Pointer, John Posey, Mary Rocchio, Shay Schindler, Lubna Shoaib, Himmer Soberanis, John Whitaker, DJ Wilson

CALL TO ORDER

The meeting was called to order by Mr. Slay, Chair.

APPROVAL OF MINUTES OF JUNE 25, 2014 MEETING

Motion was made by Mr. Dunstan, seconded by Mr. Miller, to approve the minutes of the June 25, 2014 meeting. Mr. Griesheimer requested correction to the minutes to reflect the correct spelling of Blaine Luetkemeyer's first name under "Other Business." Motion to approve the minutes as amended was made by Mr. Keller, seconded by Mr. Griesheimer. Motion carried, all voting aye.

DISCUSSION ITEMS

St. Louis Area Regional Response System
STARRS staff and committee members gave a presentation that summarized the organizational structure of STARRS; the funding resources used to build the cache of emergency resources available throughout the region for mitigating or responding to major incidents, both natural and manmade; and the overall mission of various committees to ready the entire region for response to disasters.

ACTION ITEMS

Modification of the FY 2014-2017 Transportation Improvement Program (TIP), the Metropolitan Transportation Plan – *RTP 2040*, and the related Air Quality Conformity Determination – Requested by the Illinois Department of Transportation
Jason Lange, EWGCOG, summarized staff's recommendations to amend the FY 2014-2017 TIP, RTP 2040 and related Air Quality Conformity Determination to modify the following projects:

TIP #	Sponsor	Description
5201-13	IDOT	Madison County – IL 203 from Chain of Rocks Rd to Madison Ave. in Granite City – Resurfacing, bridge repairs and sealing
5676-15	IDOT	Madison County – I-55 at IL-4 – new bridge deck

Motion approving the recommendations was made by Mr. Stoecklin, seconded by Mr. Miller. Motion carried, all voting aye.

Modification of the FY 2014-2017 Transportation Improvement Program (TIP), the Metropolitan Transportation Plan – *RTP 2040*, and the related Air Quality Conformity Determination – Requested by the Missouri Department of Transportation
Mr. Lange, EWGCOG, summarized staff's recommendation to amend the FY 2014-2017 TIP, RTP 2040 and related Air Quality Conformity Determination to modify the following project:

TIP #	Sponsor	Description
6525-14	MoDOT	St. Louis County – I-44 at Maritz – bridge repair and painting

Motion approving the recommendation was made by Mr. Kellett, seconded by Mr. Griesheimer. Motion carried, all voting aye.

Approval of the Final Air Quality Conformity Determination and Documentation for the FY 2015-2018 Transportation Improvement Program and related amendments to the Metropolitan Transportation Plan - *RTP 2040*
Mr. Lange, EWGCOG, summarized staff's recommendation to approve the Final Air Quality Conformity Determination and Documentation for the FY 2015-2018 Transportation Improvement Program and related amendments to the Metropolitan Transportation Plan - *RTP 2040*.

Motion approving the recommendation was made by Ms. Geisman, seconded by Mr. Pulley. Motion carried, all voting aye.

Approval of the FY 2015-2018 Transportation Improvement Program
Mr. Lange, EWGCOG, summarized staff's recommendation to approve the FY 2015-2018 Transportation Improvement Program.

Motion approving the recommendation was made by Mr. Waller, seconded by Mr. Stoecklin. Motion carried, all voting aye.

Resolution to Concur with / Accept Grant Recipient Designations for the 5310 Program
Ed Hillhouse EWGCOG, summarized staff's recommendation to adopt a resolution that designates EWGCOG, Metro, IDOT, and MoDOT as the co-designated recipients for Section 5310 funding for the St. Louis urbanized area, and that allows EWGCOG to be one of four designated recipients of Section 5310 funding for the St. Louis urbanized area.

Motion approving the recommendations was made by Mr. Laker, seconded by Mr. Miller. Motion carried, all voting aye.

Metropolitan Planning Area Boundary
John Posey, EWGCOG, summarized staff's recommendation to approve the region's metropolitan planning area that includes: (a) five Missouri counties: Franklin, Jefferson, St. Charles, St. Louis and St. Louis City; (b) three Illinois counties: Madison, Monroe, St. Clair; and (c) three Census blocks totaling 33 acres in Jersey County, Illinois, which were added as a result of the 2010 Census.

Motion approving the recommendation was made by Mr. Wittenauer, seconded by Mr. Pulley. Motion carried, all voting aye.

Amendment to the FY 2015 Unified Planning Work Program to add Comprehensive Complete Streets Plans in the Metro East
Mr. Hillhouse, EWGCOG, summarized staff's recommendation to amend the FY 2015 Unified Planning Work Program to include work element 2.15: Comprehensive Complete Streets Plans in the Metro East.

Motion approving the recommendation was made by Mr. Laker, seconded by Mr. Miller. Motion carried, all voting aye.

Auditors' Report on Financial Statements for Calendar Year 2013
Ed Hillhouse, EWGCOG, summarized staff's recommendation to accept Kerber, Eck & Braeckel's audit report for the year ended December 31, 2013.

Motion approving the recommendation was made by Mr. Wittenauer, seconded by Mr. Dunstan. Motion carried, all voting aye.

Authorization to Enter into a Contract with LEAMgroup, Inc. for Land-Use Modeling
John Posey, EWGCOG, summarized staff's recommendation to enter into contract with LEAMgroup, Inc., in an amount not to exceed $30,000, for land- use modeling.

Motion approving the recommendation was made by Mr. Dunstan, seconded by Ms. Geisman. Motion carried, all voting aye.

Regional Security Expenditures
Nick Gragnani, STARRS, summarized staff's recommendations of the following expenditures, totaling $282,736. The expenditures will be funded from the U.S. Department of Homeland Security's Urban Area Security Initiative ("UASI") and Port Security grant programs.

Action	Description	Amount
Purchase	REIS Environmental – 42 Kappler Frontline 500 Level-A suits	$72,291
Purchase	Lion Apparel, Inc. – Lion Multi-Threat Gore Protective Ensemble suits	$37,800
Purchase	American Technologies Network – six Night Vision Monoculars	$16,398
Purchase	Veterans Corps of America – Western Shelter Gatekeeper All Hazards Emergency Shelter System with HVAC and lighting	$27,747
Purchase	Motorola Solutions, Incorporated – seven portable hand held radios and eight mobile radios	$70,000
Purchase	Spectrolab/Boeing – search light system	$58,500

Motion approving the recommendation was made by Mr. Waller, seconded by Mr. Griesheimer. Motion carried, all voting aye.

OTHER BUSINESS

Mr. Hillhouse advised that there is no regularly scheduled meeting of the Executive Advisory Committee or Board of Directors in August.

He advised that the freight study will be one of the topics for discussion and possible action at the September Executive Advisory Committee and Board of Directors meetings.

He also advised that a four-part speaker series regarding the future of transportation in the region, in coordination with the Missouri History Museum, will be held at the museum in the upcoming months. He noted that a brochure providing pertinent information had been distributed to members, and that Alan Dunstan would be the presenter at the July 31, 2014 workshop: Part 2 / Transportation Shoptalk: Fueling the Future Economy

ADJOURNMENT

Motion was made by Mr. Griesheimer seconded by Mr. Miller, to adjourn the meeting. Motion carried, all voting aye.

Respectfully submitted,

Ed Hillhouse
Secretary, Board of Directors

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Memo to: Board of Directors

From: Staff

Subject: Where We Stand: Racial Segregation and Disparity

Date: September 17, 2014

East-West Gateway has published six editions of *Where We Stand* over the last 20 years. The document provides comparative metrics that show the performance of the St. Louis region on more than 100 indicators. We also periodically publish shorter reports known as *Where We Stand Updates* that analyze specific issues in greater depth.

The Board will be provided a recently completed *Where We Stand Update* on racial disparity. This Update builds on information included in the sixth edition of *Where We Stand*, providing new data on segregation and racial disparity in the St. Louis region. The rankings give objective, verifiable, reliable data that can be used to better understand the St. Louis region's advantages and challenges.

The report finds that African-American individuals and families fare worse than their white counterparts across a range of social, economic and health indicators. While this is true nationwide, the gap between whites and blacks is generally more pronounced in St. Louis than in most peer regions.

Staff will present some of the key findings from the *Where We Stand Update* on Racial Disparity.

Gateway Tower
One Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

314-421-4220
618-274-2750
Fax 314-231-6120

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To: Board of Directors

From: Staff

Subject: Strategic Action Plan for Saint Louis' Regional Freight Partnership

Date: September 17, 2014

At their March 25, 2014 meeting the Board of Directors established a Freight Working Group to help develop an initial feasibility assessment and strategic action plan as Phase I of an approach to study a Regional Freight District and Authority. The Freight Working Group consists of Illinois and Missouri representatives, a representative from Metro, modal representation (rail, trucking, and port), and representatives of the business community. The purpose of the Freight Working Group is to mobilize champions, organize and unify stakeholders, and deliver an initial feasibility assessment and strategic action plan around the formation of a regional freight district and authority.

Phased Approach to Studying a Freight District and Authority

Phase I: Team Building (2-4 mo.)	• Mobilize champions • Organize and Unify Stakeholders • Deliver initial feasibility assessment and strategic action plan
Phase II: Design and Develop (6-18 mo.)	• Initial planning and funding discussions • Define pilot project portfolio • Establish policy and governance
Phase III: Implement and Institutionalize	• Commence Initial Operations • Monitor performance/impact of projects

During the initial stages of work the Freight Working Group held a workshop that engaged over 70 public and private sector representatives from across the region, and achieved consensus on the value and vision of a freight partnership as a driver of job growth and economic stimulus in the greater St. Louis region. The results of the workshop were presented to the Board as a report outlining the visions, priorities, and measures of success for the initiative.

Having completed the feasibility assessment the Freight Working Group continued to develop a Strategic Action Plan for a Saint Louis Regional Freight Partnership. An action plan has been completed that guides the initial establishment and governance of the organization - - including the hiring of staff that will mature the concepts presented in this plan, the optimization of a regional freight investment portfolio, and marketing efforts.

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618-274-2750
Fax 314-231-6120

webmaster@ewgateway.org
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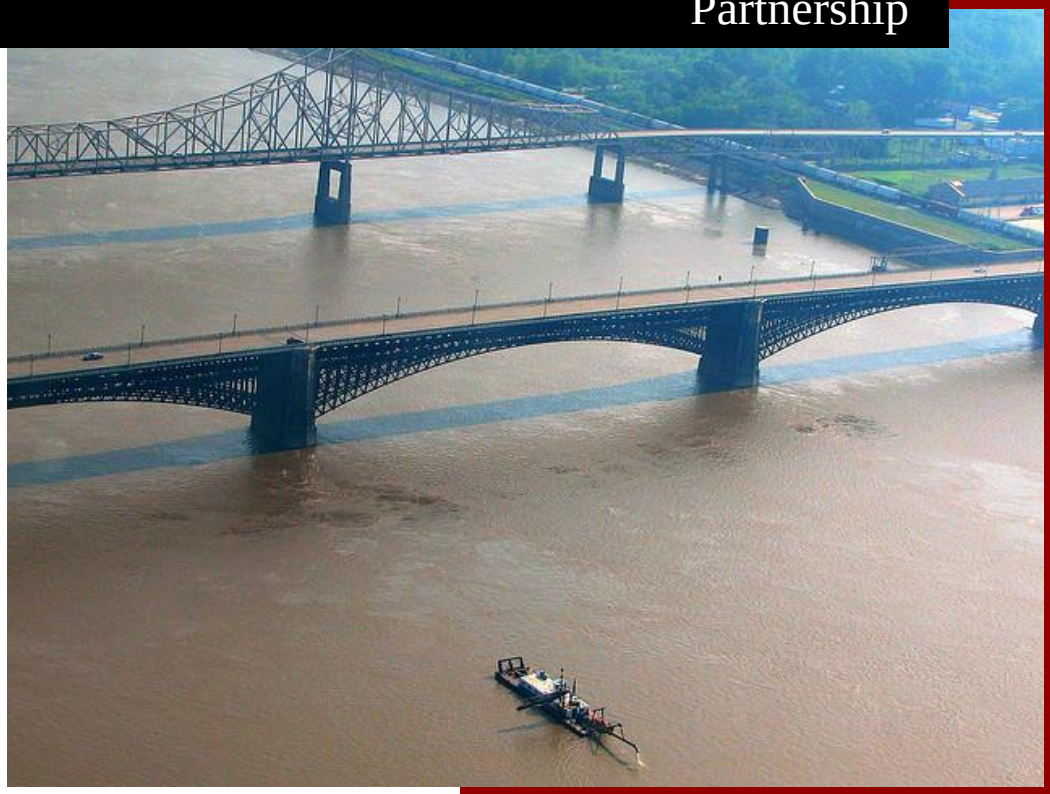
America's Gateway

DRAFT Strategic Action Plan for Saint Louis' Regional Freight Partnership



September 2014

Aegis Strategies, LLC

Executive Summary

Saint Louis area leaders recognize that the region's freight transportation infrastructure must be optimized in order to capitalize on an anticipated 60% increase in national freight volume by the year 2040. In response to recommendations made in the 2013 Saint Louis Regional Freight Study, the East-West Gateway Council of Governments sponsored a Freight Working Group to establish this regional strategic action plan. This plan represents the working group's recommendations for moving forward with the establishment of a regional freight district and associated authority—*America's Gateway*. A broad consensus of freight experts suggests that the actions outlined herein will boost Saint Louis' competitive position among its peers in becoming not only a premier multimodal freight center in the Midwest region through job and economic growth, but a freight center with global reach ready to compete in international markets.

America's Gateway will close gaps in freight planning capabilities, providing the Saint Louis region with an entity that can plan effectively for freight-related infrastructure improvements, act decisively on behalf of the entire region, and speak with one voice to both internal and external stakeholders. A concept of operations is presented in which a public-private partnership with the following functions will be established within the Bi-State Development Agency:

- Proactive needs analysis
- Planning, programming, and coordinating freight-related infrastructure improvements
- Marketing the region's freight assets and opportunities
- Regional freight-related advocacy
- Operational oversight over projects

An executive advisory board representing regional stakeholders will be responsible to bring action items to the Bi-State board, and will also serve as the Regional Freight Advisory Committee. An "Alliance" program is outlined to gain participation and insight from private stakeholders with an interest in regional freight-related economic development.

Finally, an action plan is presented that will guide the initial establishment of the organization, the optimization of a regional freight investment portfolio, and the marketing efforts. Ultimately, the working group recommends that the initial organizational steps should be taken immediately, including the hiring of staff that will mature the concepts presented in this plan.

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Background: Freight in Saint Louis

Saint Louis faces both significant economic challenges and opportunities. Recovery from significant, long-lasting declines in key industries, like automotive and defense manufacturing, has been sluggish and has been further complicated by slow population growth, financial constraints, and below average recovery in regional housing and real estate markets. Although Saint Louis has been experiencing modest increase in jobs, employment levels remain far below those of a decade ago, and growth rates, including GDP, still lag behind other Midwestern peer cities like Kansas City, Memphis, and Indianapolis.

Despite these economic challenges, Saint Louis retains opportunities to surpass its peers. Key investments in healthcare, education, and biotechnology have already shown promising signs of strong future growth. The revitalization of downtown and surrounding areas, including the Washington Avenue corridor, the T-Rex technology incubator, the Cortex innovation community, the completion of Ballpark Village, and the pending completion of the CityArchRiver 2015 project are exciting indicators for the future.

The freight industry presents another primary avenue for continued improvement, as it fundamentally facilitates growth. As freight costs decrease and efficiencies increase, companies invest in capital improvements, driving growth. National freight volumes are projected to rise by 60% over the next 25 years and the American Midwest, already serving a crucial role as the "world's breadbasket" and providing ports as key entry points for the global supply chain, must capitalize on the opportunity. Additionally, an expanded Panama Canal will elevate the Mississippi River's connection to global markets, which may further augment Saint Louis' export growth rate. The low cost of living, central location, strategic position along the Mississippi River, low highway congestion, considerable space for land development, and a reasonable business tax environment all make Saint Louis attractive as a manufacturing and distribution center.

Because several of these opportunities depend on the capacity and capabilities of Saint Louis' freight system, the region launched a freight initiative to determine how to improve the freight system to promote growth. This initiative made significant progress when the East West Gateway Council of Governments commissioned the 2013 Saint Louis Regional Freight Study to ascertain existing capabilities, gaps, and potential for growth. The results of this study informed and inspired the content of this strategic plan for a regional freight partnership that will enable Saint Louis to maximize its opportunities to grow.

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Progress: Regional Freight Initiative

> *…it is clear that there is a missing piece in the regional structure for economic development and transportation planning to effectively manage anticipated increases in freight volume, and more importantly, to benefit from them.*
>
> -Saint Louis Regional Freight Study, 2013

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To fully understand and leverage the implications of the Saint Louis Regional Freight Study, the East-West Gateway organized the Freight Working Group, a focused team of regional leaders and experts. Not only was the working group committed to understanding the results of the study, but they were also committed to taking action. First, the Freight Working Group set out to build consensus across the region on a vision for Saint Louis freight and a mission to guide efforts towards that vision. Having gained regional input and support for the mission, the working group identified capabilities that the region needs to develop to overcome the obstacles to its mission.

Overcoming these long-standing obstacles means a new opportunity for future growth in Saint Louis. With unprecedented regional support and focus, this plan lays out tangible and attainable actions that Saint Louis can take to improve its ability to develop freight industry growth from a regional perspective and to act as a unified entity. To ensure that these actions align with the region's hope for the future, the plan must begin with the vision and mission:

VISION

Driven by a unified public-private multimodal partnership, Greater Saint Louis will renew its 'Gateway' status, becoming a premier multimodal freight center in the Midwest region through job and economic growth, especially in manufacturing.

MISSION

The partnership will drive regional economic growth by coordinating public and private efforts; optimizing the regional multimodal investment portfolio; and marketing Greater Saint Louis' multimodal opportunities.

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Gaps & Required Capabilities

Having devised a vision for regional freight development and a mission to guide the effort, the Freight Working Group analyzed the capability gaps and opportunities for Saint Louis. That is, for the region to achieve its mission there must be a clear understanding of why the region has not been able to do so, what the region needs to be able to do, and how it must acquire these capabilities. This section summarizes the working group's analysis.

GAPS

Within the greater Saint Louis region, numerous public and private entities exist which share missions related to economic development, including: the Bi-State Development Agency, Civic Progress, East-West Gateway Council of Governments, Leadership Council Southwestern Illinois, Regional Business Council, Regional Chamber, Saint Louis Development Corporation, Saint Louis Economic Development Partnership, Saint Louis Port Authority, America's Central Port, and the World Trade Center – Saint Louis. Despite the outstanding contributions of each of these organizations, the Freight Working Group confirms the 2013 Regional Freight Study's conclusion that there remains "a missing piece in the regional structure for economic development and transportation planning to effectively manage anticipated increases in freight volume, and more importantly, to benefit from them."

When asked to identify the single most important missing element in order to achieve the vision outlined above, key regional stakeholders variously responded:

- The ability to **plan effectively** at a regional level. Current freight-related economic development plans tend to sub-optimize around individual counties and/or municipalities. This leads to duplicated investment, diluted competitive advantage, and missed growth opportunities. In particular, internal zero-sum competition comes at the cost of the region's capacity for strategic advantage vis-à-vis Saint Louis' peer regions, thus limiting the opportunity for regional growth *and* local growth.

- The ability to **speak with one voice** to companies seeking to relocate or expand in the Saint Louis region, to the region's citizens, the future freight workforce, and policymakers throughout the country. Currently, companies seeking to relocate to Saint Louis must navigate a dizzying maze of city, county, state (sometimes two states), and private organizations in order to make an informed decision. Accordingly, companies don't often decide *against* Saint Louis based on actual merit or lack thereof, but they end up discounting Saint Louis when they cannot easily gain the requisite information for making an informed decision.

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- The ability to **act decisively** and not be bogged down by bureaucratic processes or lack of authority. The region's heretofore slow-moving decision-making on important and critical regional efforts is partially responsible for the region's sluggish recovery from its decades-long decline in manufacturing and the recent global recession. Progress does not happen by itself; without a sustained effort to make consistent quality decisions for freight development, significant progress is unlikely.

- The ability to overcome intra-regional politics and **act regionally** on freight-related initiatives. Compounding the effects of the aforementioned gaps, fractured decision-making further obstructs the region's opportunity for growth. As one outsider from a peer region observed: *internal competition hinders Saint Louis from competing effectively with its peer regions*. More than just failing to plan regionally, failing to act regionally prevents the execution of any possible strategy to develop regional competitive advantage.

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CAPABILITIES

General Capabilities

When considering what is necessary to close these gaps, it is critical to understand three key elements regarding the concept under development:

1) In a word, what Saint Louis is missing and desperately needs is ***regionalism*** – the broad understanding and commitment that when it comes to freight development...

...what is good for the part is good for the whole.

Saint Louis must think as a region. From its citizens, to its businesses, to its public officials, all stakeholders must be able to understand and embrace the importance of speaking and acting on behalf of the region rather than just their respective localities. Developing this cohesive sense of regional identity may take the longest time to achieve, but it may be the definitive factor for maximizing on real growth potential.

2) The capability gaps described above are not the result of a lack of effort; they are a result of the *lack of* ***coordinated effort*** on behalf of the Saint Louis region. Therefore, Saint Louis must have the ability to employ a coordinated effort to develop regional freight capabilities. Regional development cannot occur on the back of only one entity, but it must occur with the shared support and hard work of all authorities, businesses, and citizens interested in the growth of Saint Louis. Planning must be shared. Decisions must be shared. Responsibility must be shared. And the work must be shared.

3) The required coordination should not be focused on freight *per se*; it should be ***focused on economic development*** in the area of freight with the specific goal of supporting distribution, logistics, and light/heavy manufacturing industry in the Saint Louis region. These efforts must take place in the context of a larger strategy for growth. Considering the fundamental connection of freight to all other industries, freight development must be well-integrated into all other economic development efforts.

Keeping these three elements at the fore will help focus the region on the broader partnerships necessary to bring this concept to fruition. Simply improving our freight infrastructure will be insufficient. Rather, thinking as a region and coordinating the efforts of economic development agencies with an interest in the Saint Louis region will be necessary to achieve the vision for freight development.

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Organizational Attributes

The Freight Working Group determined that these general capabilities could best be acquired in Saint Louis through the dedicated efforts of an organization focused on regional coordination and freight development. This organization would centralize and institutionalize these efforts. Without such leadership, any well-meaning effort towards regional freight development would likely wane over time. Though many existing economic development and modal operators share elements of the mission of freight development, none of them—as currently constituted—possess all of the required key organizational attributes identified by the working group:

1. A **geographical scope** that encompasses the region under consideration:

    a. Monroe County
    b. Saint Clair County
    c. Madison County
    d. Saint Louis City
    e. Saint Louis County
    f. Saint Charles County
    g. Franklin County
    h. Jefferson County

2. The **requisite authority** to exercise the desired capabilities. In addition to the authority necessary to pursue the aforementioned general capabilities, see *Appendix* for a more detailed discussion of the specific capabilities that the organization must have authority to accomplish.

3. A **mission** approximating that of the mission statement for freight development in Saint Louis:

    The partnership will drive regional economic growth by coordinating public and private efforts; optimizing the regional multimodal investment portfolio; and marketing Greater Saint Louis' multimodal opportunities.

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ORGANIZATIONAL MODEL

In response to the identified general capabilities and organization attributes, the Freight Working Group asked:

"*How should the entity be organized to achieve the desired capabilities?*"

To address this question, the working group analyzed various organizational models that could most effectively close the gaps, gain the capabilities, and position the region to effectively drive the future growth of freight in the Saint Louis region. The primary models that the working group considered were:

1. A loose confederation chiefly responsible for coordinating **marketing** efforts in the domain under consideration.
2. A highly **centralized** organization, with authority over subordinate organizations under its jurisdiction.
3. A **partnership**-driven organization, organized primarily to coordinate activity between existing entities with interests in the domain.

Examples of each of these models are explored, below. See *Appendix* for a detailed comparison of the organizational models.

Marketing Model

Example: KC SmartPort

Overview: KC SmartPort is a non-profit economic development organization that works to attract freight-based companies, such as manufacturing, distribution, and warehouses, to the 18 county, bi-state Kansas City region.

Key Characteristics:

- Board is made up of private entities each with a stake in the organization
- Gives Kansas City a brand name for its freight capabilities
- Coordinates needs of prospective and existing businesses, e.g. makes companies aware of assets, Foreign Trade Zones, sites, educational resources
- Traces its origins to a regional trade study commissioned by Kansas City's metropolitan planning organization, chamber of commerce, and regional economic development partnership

Outcomes:

- Private board ensures that Kansas City business interests are well-represented
- Strong brand name enables prospective companies more easily aware of Kansas City's freight capabilities
- Serves as a central place for information about Kansas City's freight opportunities

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Challenges:

- By itself, it lacks the ability to develop a cohesive regional strategic plan, making stakeholders and the region susceptible to asset duplication and competitive dilution
- Lack the authority or ability to influence investment in key regional assets

Centralized Model

Example: Port Authority of New York & New Jersey

Overview: The Port Authority of NY & NJ builds, operates, and maintains critical transportation and trade assets. Its network of aviation, rail, surface transportation and seaport facilities annually moves millions of people and transports vital cargo throughout the New York/New Jersey region. The Port Authority also owns and manages the 16-acre World Trade Center site, home to the iconic One World Trade Center.

Key Characteristics:

- Has vested interest in real estate, road transportation, and transport terminals
- Has a broad, regional jurisdiction
- Has a broad mandate to take on any transport-related project, as long as it promotes economic development and public good

Outcomes:

- Able to mitigate bi-state 'turf wars' through its broad jurisdiction
- "Because of its [broad] mandate, it has greater room for maneuvering than most port authorities in the allocation of its development priorities" (from Port governance and the PANYNJ, 77)
- Broad mandate and regional focus allows it to integrate other regional development initiatives
- With its broad ownership of different interests, it has more opportunities for revenue generation and capital investment
- Regional scope allows for coordination of specialized and improved capabilities between its different terminals

Challenges:

- Was created under economic and political circumstances that may be difficult to replicate

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Partnership Model

Example: Pacific Gateway Alliance

Overview: Pacific Gateway Alliance is a public-private partnership that develops a cohesive strategic investment plan to improve port, road, rail, and airport infrastructure to best adapt for increasingly global trade, especially from Asia-Pacific.

Key Characteristics:

- Includes input from governmental, modal, and private transportation actors
- Develops a cohesive strategic action plan to improve trade in the region
- Builds off a regional economic development plan

Outcomes:

- The inclusion of key stakeholders ensures buy-in and commitment from the entities that will implement the strategies and make the investments
- Its cohesive regional plan promotes the optimization of regional assets, and minimizes asset duplication

Challenges:

- With focus only on freight transportation, the alliance might miss other related development opportunities
- Lacks a dedicated agent to focus on and champion the region's interests

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A Model for Saint Louis

The Freight Working Group considered all of these models and decided that Saint Louis needed something unique—a hybrid of the existing models—described below:

Overview: An approach tailored to the specific circumstances and needs of Saint Louis, integrating the ability to coordinate regional partners, market the region, advocate for regional issues, and have authority over select freight assets.

Key Characteristics:

- Facilitates implementation of the planning and programming priorities
- Authority to invest in and develop key freight assets in the region
- Coordinates with other organizations with broader economic development interests
- Has broad jurisdiction across the region
- Serves as a forum for regional stakeholders to recommend regional needs and opportunities
- Allows regional stakeholders to collaborate on solutions to relevant regional issues

Outcomes:

- Broad board composition and a cohesive strategic plan will enable regional coordination, optimizing efforts and avoiding local asset duplication
- Broad jurisdiction will allow regional focus
- Authority over assets will allow for quick action and better control over capital improvement

Challenges:

- Will require buy-in and cooperation from a large number of stakeholders
- May be difficult to assert authority over relevant freight assets, diminishing the ability to fully act regionally
- Must become self-sustaining from a funding perspective and show a return on the regional investment

The model chosen for Saint Louis is a modification of the partnership model, with: 1) a heavy focus on marketing and advocacy; and 2) the long-term goal of establishing centralization if and where it makes sense for the region and achieves buy-in from regional stakeholders. The following section will provide a detailed concept of operations for this model.

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America's Gateway: Concept of Operations

Saint Louis' Gateway Arch has symbolized the region's status as the 'Gateway to the West' since 1965. Although this nickname remains important to Saint Louis' history, the opportunities of globalization in recent years have turned Saint Louis' sights beyond the American West to the entire globe. Saint Louis wants to be America's gateway to the rest of the world. Therefore, for this organization, the Freight Working Group chose the name: America's Gateway.

Before creating an entirely new organization, the Freight Working Group examined existing organizations to see if any could be leveraged to best accommodate the desired organizational model. In particular, the working group posited the question *"Is there an existing entity that possesses the geographic **scope** and the requisite **authority**, to which we could add the desired **mission** and imbed the new organization?"*

Based on the analysis of the Freight Working Group, the agency that best met these criteria is the *Bi-State Development Agency*.

The Bi-State Development Agency

Geographical Scope

For this organization to act on behalf of the region, it should represent the entire Saint Louis region. One of the first questions that must be answered is, "what is the region under consideration?" For purposes of this plan, the region is considered to be the same region covered by the East-West Gateway Council of Governments, i.e., Franklin, Jefferson, Saint Charles, and Saint Louis counties, plus Saint Louis City on the Missouri side of the river; and Madison, Monroe, and Saint Clair counties on the Illinois side of the river. Bi-State Development Agency's ("Bi-State") 1949 compact includes each of these counties except Franklin, but considering that Bi-State fulfills all other desired attributes, an intergovernmental agreement can be made to include Franklin in this effort.

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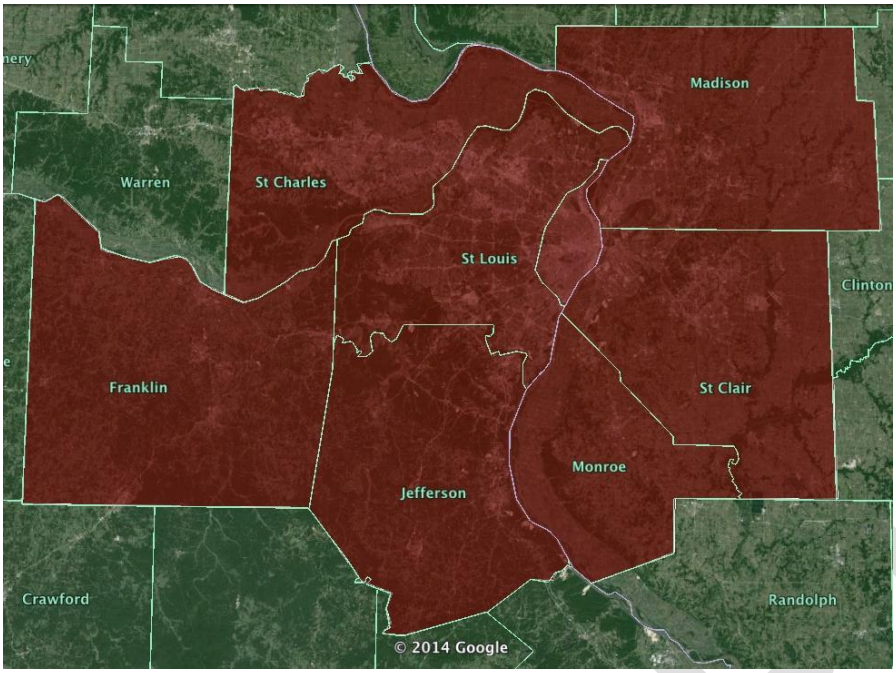

Authority

Bi-State was established through an interstate compact between Missouri and Illinois, ratified by the U.S. Congress and signed by President Harry S. Truman. The agency was created to serve the region on both sides of the Mississippi, and to maintain a regional outlook not tied to any one municipality, county or state. As such, it was given broad powers that enabled it to cross local, county and state boundaries to enhance the development of the region. Among other powers, Bi-State's existing authorities relevant to this plan include:

1. To plan, construct, maintain, own and operate bridges, tunnels, airports and terminal facilities and to plan and establish policies for sewage and drainage facilities;
2. To make plans for submission to the communities involved for coordination of streets, highways, parkways, parking areas, terminals, water supply and sewage and disposal works, recreational and conservation facilities and projects, land use patter and other matters in which joint or coordinated action of the communities with the areas will be generally beneficial;
3. To charge and collect fees for use of the facilities owned and operated by it;
4. 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 ay agency or officer thereof;
5. To disburse funds for its lawful activities, and fix salaries and wages of its officers and employees;
6. 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, wharfs, 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 and parking facilities;

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7. To borrow money for any of the authorized purposes of the bi-state development agency and to issue the negotiable notes, bonds or other instruments in writing of the bi-state development agency in evidence of the sum or sums to be borrowed;
8. To issue negotiable refunding notes, bonds or other instruments in writing for the purpose of refunding, extending or unifying the whole or any part of its valid indebtedness from time to time outstanding, whether evidenced by notes, bonds or other instruments in writing.

Although Bi-State is best known for its transit system, it existed for 14 years before it operated a public transit vehicle. In fact, during its first years of operation, Bi-State:

- Commissioned a comprehensive plan for development of the Missouri-Illinois Metropolitan District, outlining the major needs of the area and recommending solutions.
- Sponsored a study of the pollution in the Mississippi River in the Saint Louis area. This led to a successful program where local industries voluntarily agreed to treat wastes in order to reduce pollution.
- Completed a study of the sewer problems of Saint Louis County, which led to the establishment of the Metropolitan Sewer District.
- Sponsored an area-wide survey of highways and expressways in Missouri and Illinois - one of the first instances of coordinated interstate highway planning.
- Constructed and operated a public river terminal on the Mississippi River.

Mission

Bi-State's regional scope, broad authorities, and capacity for economic development make it well-suited to pursue the mission conceived for America's Gateway. Furthermore, the Bi-State board is poised and willing to expand beyond its current transit focus to fully embrace the agency's original broader development purpose. For these reasons, the Freight Working Group concluded that Bi-State is the appropriate locus for the regional freight partnership.

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Functions

The Freight Working Group determined what functions this new organization must enact. In particular, the working group determined that America's Gateway must perform five key functions:

1. **Proactive Needs Analysis.**

   Saint Louis could invest in numerous initiatives and projects to improve freight movement, thereby boosting regional economic development; however, limited resources are available for freight development and not all efforts impact regional growth to the same extent. Therefore, Saint Louis has to actively understand not only which investments are possible but also the value of each to the region. A key function of America's Gateway will be to determine the **most valuable use of available resources** to boost growth in Saint Louis from a freight perspective.

   To do so, America's Gateway will first have to **gather** information about the needs, opportunities, and issues related to regional freight movement and then organize this information to **compare and prioritize** their relative importance to regional growth. With a prioritized set of needs, the organization will be well-suited to devise strategies to address these needs and drive regional growth. Examples of the analysis needed would include answering questions regarding potential land use and infrastructure improvements such as:

   Land Use: To what purpose is the former Chrysler land in Fenton best suited? What infrastructure investments could/should be made to attract high-impact businesses to this site?

   Rail: With the expansion of the Panama Canal, is it feasible for Saint Louis to become an intermodal hub for container traffic from China –> New Orleans via water –> Saint Louis via rail –> distribution via truck? If so, what investments should be made to capitalize on this potential?

   Water: With the expansion of the Panama Canal, is it feasible for container traffic to traverse the Mississippi from New Orleans –> Saint Louis for intermodal distribution? If so, what investments should be made to capitalize on this potential?

   Air: What investments, policy changes, or other improvements can be made to realize MidAmerica Airport's international freight transportation potential? Can refrigerated cargo currently entering Miami be attracted to MidAmerica?

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Truck: Does the data support the anecdotal evidence that Saint Louis has an outbound trucking shortfall, leading manufacturers to shift capacity to other plants? If so, what should be done to improve this situation?

Pipeline: How can Saint Louis best contribute to the growing domestic natural gas extraction industry?

Regional distribution: Is the region postured to capitalize on expected demand for same-day delivery of goods via either the Amazon or Google models? If not, what investments should be made to move the region up the priority list for implementation?

2. **Planning, programming, and coordination.**

Along with gaining a comprehensive understanding and analysis of regional needs, America's Gateway must **gather and analyze the range of opportunities** for regional freight development. After analyzing opportunities with respect to their relative impact on regional growth, America's Gateway will **pursue priority opportunities with a focused plan**. Equipped with a comprehensive strategy to pursue key opportunities, the organization will **program projects and initiatives** that most effectively align with its strategy.

America's Gateway must optimize projects that highly impact growth, given resource constraints. To improve project effectiveness, America's Gateway must **coordinate with partner organizations** to deliver better projects, and it must **coordinate a broad range of funding sources** to increase the available resources.

To most effectively gather information on needs and opportunities, develop a comprehensive regional freight development plan, and coordinate better projects, America's Gateway must **engage a broad set of regional partners**. Robust partner support will ensure that issues are considered from a more regional perspective, more good ideas are integrated into a plan, and more resources are available to drive the success of America's Gateway projects.

Finally, America's gateway must **identify funding sources, build the necessary partnerships, overcome challenges, and make capital investments in freight-related infrastructure**. Ultimately, this is the primary purpose of the partnership.

3. **Marketing.**

A key goal of America's Gateway planning process will be to devise a **regional marketing plan** in which the organization acts as the "**Voice of Saint Louis**" for the freight industry.

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By optimizing available resources in the same way described above, the organization will determine the most effective marketing initiatives for promoting regional growth. In particular, American's Gateway must optimize resources to deliver messages to the following target audiences, and any other audiences prioritized in the planning process:

Businesses & Investors. Unless other priorities are identified in the planning process, American's Gateway will want to attract national and global businesses and investors in the areas of distribution, logistics, and light/heavy manufacturing. These industries generally benefit the most from freight development and will be important catalysts of regional growth.

Local Citizenry. Consistent with the demands of public safety, America's Gateway will seek to demonstrate to the public the benefits of freight movement in the St. Louis region, with the goal of improving public awareness of the close tie between freight movement and regional economic development.

Workforce. Businesses will be less likely to locate to an area that does not have a qualified workforce. America's Gateway must devise a marketing program that communicates the benefits and opportunities of careers in the freight and logistics.

4. **Advocacy.**

The organization will **advocate for regional freight interests** on the local, state, and national levels to promote optimal conditions for economic growth.

Saint Louis' growth potential can be significantly affected by decisions ranging from local land use distinctions, national highway designations, all the way to global environmental policy. Without a consolidated voice representing the region, affected groups and businesses may be unable to influence decisions. America's Gateway advocacy on the region's behalf increases the likelihood of **positive impact from decisions outside its direct control**. America's Gateway will plan and prioritize its advocacy efforts based on potential regional growth impact, balanced by resource constraints.

5. **Operations.**

In addition to marketing and advocacy, America's Gateway must **optimize the delivery of physical assets** that tangibly improve Saint Louis' freight capabilities. Beyond just *planning* the most effective projects, the organization must *implement* projects in the most effective ways possible as well. As mentioned above, coordination with partner organizations will be critical to expanding available resources and capabilities. Beyond simply coordinating the implementation of a project, America's Gateway **must monitor performance** in construction and in operation of the project to ensure

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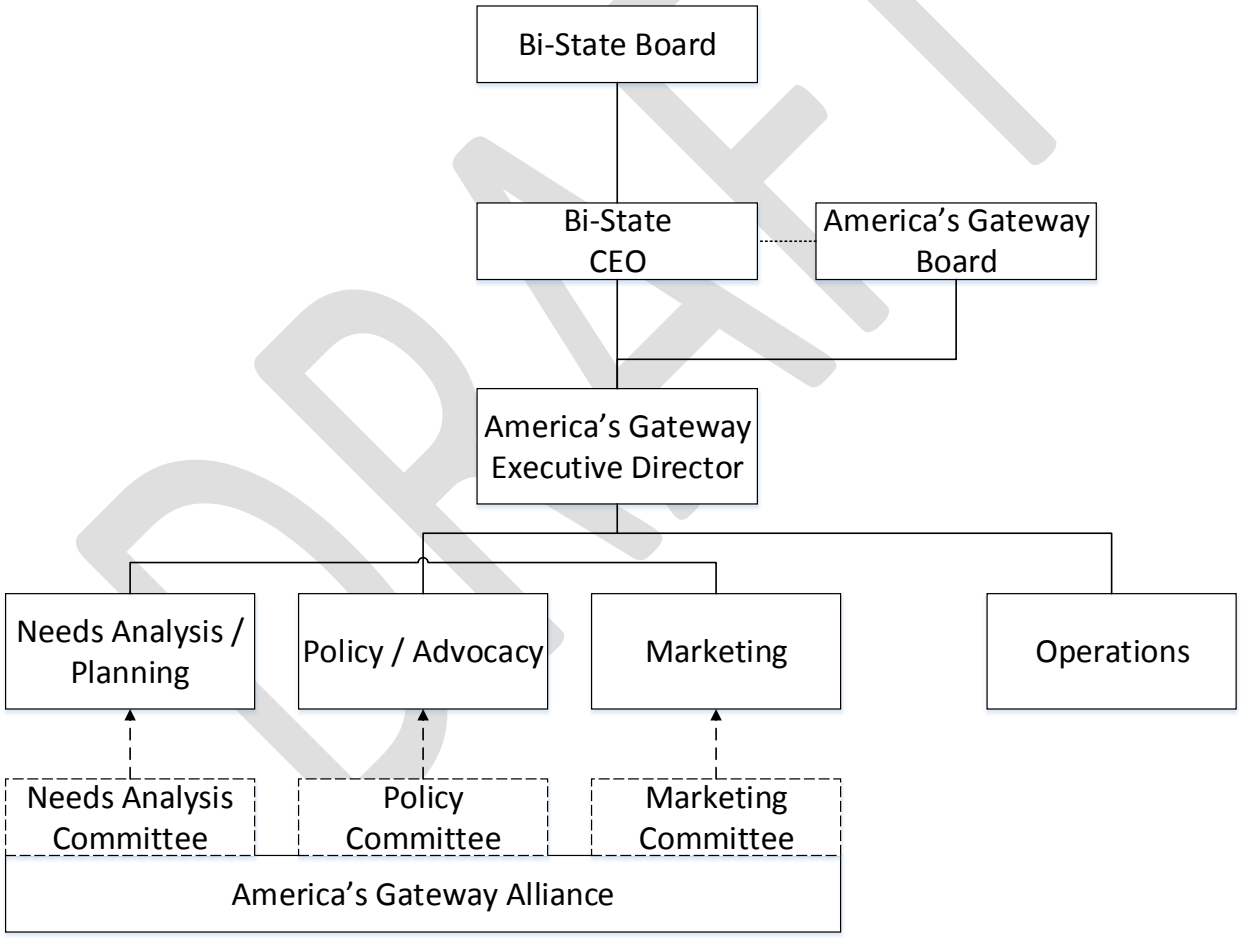
efficient use of resources. Moreover, through effective monitoring, the organization will be better positioned to **evaluate the quantitative impact** of projects on regional growth. With such project evaluations, America's Gateway will improve its future planning and programming.

Organization

With a clear understanding of the desired model and functions, the Freight Working Group designed an organizational structure for America's Gateway to operationalize and optimize the functions into concrete structures, programs, and processes.

America's Gateway organizational chart:



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Executive Director

Led by an **Executive Director**, America's Gateway will possess the leadership and centralized authority to give freight in Saint Louis the needed focus. The Executive Director will direct America's Gateway staff toward effectively managing its key functional activities, communicating progress to the Board, and initially serving as the external-facing representative of America's Gateway and freight interests in Saint Louis.

Executive Director

Key responsibilities

- Lead the organization towards fulfillment of its mission
- Oversee organizational activities, processes, committees, projects, and programs

Staff

The America's Gateway staff will be directly responsible for performing key operational functions: Needs Analysis/Planning, Marketing, and Advocacy. Staff will be charged with following the directives of the Executive Director to best carry out the programming. **Needs analysis / Planning** staff will facilitate the gathering, analysis, prioritization, and planning of freight needs in coordination with regional partners. The staff is also responsible for integrating a range of funding sources into its planning, for example:

- FHWA MAP-21 sources,
- Other modal funding sources (such as FRA and FAA),
- Maritime grants
- State economic development programs
- Tax credits
- Other federal funds such as American Recovery and Reinvestment Act (ARRA) funds
- Local incentives
- Transportation Development Districts (MO)
- Business Improvement Districts (IL)
- Private

Marketing staff will analyze opportunities, design initiatives, and implement marketing activities. **Policy / Advocacy staff** will stay abreast of external conditions and develop strategies to positively influence these conditions. **Operations** support staff provide support to everyday operations, including executing projects.

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Needs Analysis/ Planning

Key responsibilities

- Manage the needs analysis and planning processes
- Perform needs analysis functional support in coordination with the Needs Analysis Committee
- Perform planning functional support
- Coordinate project funding
- Invest in infrastructure development
- Publish America's Gateway strategic business plan

Marketing

Key responsibilities

- Manage the marketing program
- Coordinate with the Marketing Committee to develop marketing plans
- Perform marketing functional support

Policy / Advocacy

Key responsibilities

- Manage the advocacy program
- Coordinate with the Advocacy Committee to develop advocacy plans
- Perform advocacy functional support

Operations

Key responsibilities

- Provide day-to-day organizational support
- Manage cost, schedule, and performance of ongoing projects

Board

Guiding the staff and Executive Director is **America's Gateway Board**. Comprised of as many as 20-30 key regional freight leaders from the public and private sector, the Board will **advise** and **recommend** solutions for needs analyses, strategic planning, and overall direction for approval by the Bi-State Board. Any action

items for the Bi-State Board must originate with America's Gateway Board. Beyond overseeing organizational activities, the Board becomes the **bridge** between the organization and a wider set of regional partners. The connections of the Board with the region will be critical to maximizing input and support for each key function of the organization. The Bi-State CEO will sit as a non-voting member of the Board and will represent their interests to the Bi-State Board, when applicable.

The Board must be comprised of technical experts broadly representing the diverse set of interests in regional freight. The Board must also have technical representation from each county within the organization's scope to ensure proper constituent accountability. To achieve regional representation, the working group recommends that appointees from the following categories and related entities be made to the Board:

Modal Representatives

Road:	Mid-West Truckers Association
Rail:	TRRA
River:	Inland River, Ports and Terminals Association
Air:	MidAmerica Airport
	Lambert International Airport
Pipeline:	Pipeline Contractors Association (or similar)

Regional Public and Private Leadership

Leadership Council Southwest Illinois
Saint Louis Regional Chamber
East-West Gateway Council of Governments
Saint Louis Economic Development Partnership

Governmental Representatives

Illinois Department of Transportation
Missouri Department of Transportation
Madison County
Saint Clair County
Monroe County
Saint Louis City
Saint Louis County
Saint Charles County
Franklin County
Jefferson County

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Corporate Representatives

Corporate Leadership:	Regional Business Council
Manufacturing:	Illinois Manufacturing Association
	Missouri Association of Manufacturers
Transportation:	Transportation Club of Saint Louis
Land Use:	Society of Industrial and Office Realtors (SIOR)

Board

Key responsibilities

- Advise
- Develop **a long-term strategic business plan** for regional freight activity
- Develop sub-plans for functional operations
- Integrate a range of **funding sources** into its project investment plans

The working group recommends that the Board be dually tasked as the Saint Louis Regional Freight Advisory Committee. This committee will represent Saint Louis' interests as a liaison to state and national level freight advisory committees. During the incipient phase of the organization, the working group recommends that the Freight Working Group serve as an interim board, with the primary purpose of advising the Bi-State CEO in hiring initial staff and establishing the legal framework.

America's Gateway Alliance

A foundational element of the organizational structure is the **America's Gateway Alliance Program**. The Alliance is designed to be broader than the Board in order to provide the widest possible forum for input into the organization. It is comprised primarily of private sector actors and serves as 1) an information-sharing forum; and 2) an advisory council to provide input into the key functions of the organization. Alliance representatives have the capability to **communicate needs and issues** to find assistance, **suggest opportunities** to boost the region and their businesses, and **coordinate** on the operational functions. Comprised of regional actors representing an even wider set of partners than the Board, a non-exhaustive list of possible Alliance members may be:

a. Leadership Council Southwestern Illinois
b. Regional Business Council
c. Saint Louis Regional Chamber
d. Civic Progress Saint Louis
e. Transportation Club of Saint Louis
f. Saint Louis Economic Development Partnership
g. World Trade Center – Saint Louis

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h. Real estate developers

i. Shipper representatives:

   i. Manufacturers

   ii. Distributors

   iii. Third-Party Logistics Providers

j. Carrier representatives:

   iv. Highway e.g. trucking companies

   v. River e.g. terminal operators, barge companies

   vi. Rail e.g. TRRA, Class I rail companies

   vii. Air e.g. MidAmerica, Lambert

k. Pipeline representatives

Matching the functions of America's Gateway, potential key Alliance committees would be:

Needs Analysis Committee

Marketing Committee

Policy Committee

America's Gateway Alliance

Key responsibilities

- Provide a voice to stakeholders in the regional planning process
- Share information and facilitate conversation about regional issues, needs, and opportunities.
- Allow regional stakeholders to collaborate on solutions to relevant regional issues

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America's Gateway: Action Plan

In order to achieve the vision and mission outlined in this plan, Saint Louis must take the actions described in this section.

Goal 1: Establish the organizing entity to coordinate regional freight efforts

Objective 1.A: Develop a freight management company at Bi-State: America's Gateway

- 1.A.i: With advice from the interim Board, Bi-State drafts job description and hires an Executive Director to champion regional freight efforts
- 1.A.ii: Bi-State establishes Inter-governmental agreement with Franklin County
- 1.A.iii: Bi-State develops business plan for America's Gateway
- 1.A.iv: Bi-state drafts legal framework for America's Gateway
- 1.A.v: Director to build out America's Gateway company to manage freight projects
- 1.A.vi: America's Gateway board is established
- 1.A.vii: Director to organize America's Gateway to manage freight projects
- 1.A.viii: Director to champion implementation of top identified freight projects

Objective 1.B: Establish a Regional Freight Advisory Committee

- 1.B.i: America's Gateway board established as the Regional Freight Advisory Committee (RFAC)

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Goal 2: Optimize the portfolio of regional freight investments

Objective 2.A: Inventory regional assets

2.A.i: Establish goals for industrial sites identified in Regional Freight Study

2.A.ii: Publish appropriate inventory information on Gateway web site

2.A.iii: Link to information published separately

2.A.iv: Develop geographical information system to analyze/manage geospatial data

Objective 2.B: Develop requirements for regional freight infrastructure

2.B.i: Establish relationships with industry partners

2.B.ii: Establish input forums

2.B.iii: Coordinate with existing organizations to synchronize regional plans

Objective 2.C: Analyze, prioritize, select, and implement regional freight projects

2.C.i: Establish measures of merit against which to prioritize potential projects

2.C.ii: Identify "shovel-ready" projects to establish momentum

2.C.iii: Develop and update prioritized list of projects to implement

Objective 2.D: Evaluate effectiveness of projects

2.D.i: Establish procedures for determining ROI of implemented projects

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Goal 3: Market regional freight opportunities

Objective 3.A: Develop a regional freight marketing plan

3.A.i: Publish a citizen-engagement marketing action plan

3.A.ii: Publish a national business/investor-focused marketing action plan

3.A.iii: Coordinate freight-related workforce development goals with appropriate local partners

3.A.iv: With concurrence from Regional Chamber and Leadership Council, assume responsibility for sustaining and improving Saint Louis' Gateway website

Objective 3.B: Develop public relations strategies

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Appendix

The working group's analysis of organizational models:

		Model									
		Current Model		**Centralized Model:** Port Authority of New York & New Jersey		**Marketing Model:** KC SmartPort		**Partnership Model:** Pacific Gateway		**Proposed Model:** America's Gateway	
General Function	**Specific Function**	**Degree of Capability**	**Reason**	**Degree of Capability**	**Reason**	**Degree of Capability**	**Reason**	**Degree of Capability**	**Reason**	**Degree of Capability**	**Reason**
Proactive Needs Analysis	Coordinate land use needs for freight development projects and initiatives	Low	Limited central coordination	High	Central control over land usage	Low	Limited land coordination mechanism	Medium	Partner planning	Medium	Partner planning
Proactive Needs Analysis	Understand the needs and issues of regional freight stakeholders	Low	Political disconnection, limited central coordination	High	Central coordination, effective performance evaluation mechanism	High	Association of stakeholders allows for some coordination, limited evidence of coordinated planning	High	Partner planning	High	Partner planning
Proactive Needs Analysis	Analyze regional needs, issues, and opportunities for freight development	Low	Limited coordination, limited resources	High	Central coordination	Low	Little evidence of analytical mechanisms	Medium	Partner planning includes project and initiative analysis	Medium	Partner planning includes project and initiative analysis
Proactive Needs Analysis	Navigate legal and political obstacles to projects initiatives	Low	Political disconnection	High	Centralized governance facilitates political clout	Medium	Association of stakeholders allows for some coordination, limited evidence of coordinated planning	Medium	Association of stakeholders allows for some coordination, limited evidence of coordinated planning	Medium	Association of stakeholders allows for some coordination, limited evidence of coordinated planning
Proactive Needs Analysis	Understand regional opportunities for freight development	Low	Limited coordination	High	Central coordination	Medium	Association of stakeholders allows for coordination of information gathering	Medium	Association of stakeholders allows for coordination of information gathering	Medium	Association of stakeholders allows for coordination of information gathering
Planning, Programming, & Coordination	Coordinate local-level freight development projects and initiatives	Low	Political disconnection	High	Central control over all projects and initiatives	Medium	Association of stakeholders allows for some coordination, limited evidence of coordinated planning	Medium	Partner planning	Medium	Partner planning
Planning, Programming, & Coordination	Coordinate private and public sector freight development projects and initiatives	Low	Political disconnection, limited central coordination	High	Central coordination, Central governance	Medium	Association of stakeholders allows for some coordination, limited evidence of coordinated planning	High	Partner planning	High	Partner planning
Planning, Programming, & Coordination	Champion regional freight projects and initiatives	Low	Limited central coordination	High	Central coordination, Central governance	Low	Initiatives focused primarily on marketing	Medium	Partner planning, broad scope of projects and initiatives	Medium	Partner planning, broad scope of projects and initiatives
Planning, Programming, & Coordination	Pool resources from stakeholders to support projects and initiatives	Low	Limited central governance, limited central coordination	High	Central governance, central coordination	Medium	Investor model allow for resource pooling	Medium	Partner planning allows for resource coordination	Medium	Partner planning allows for resource coordination
Planning, Programming, & Coordination	Optimize investment in projects and initiatives given resource limitations	Low	Limited coordination, limited investment prioritization mechanism	High	Central governance, central coordination	Low	Association of stakeholders allows for some coordination, limited evidence of investment prioritization mechanism	Medium	Partner planning allows for resource coordination	Medium	Partner planning allows for resource coordination
Planning, Programming, & Coordination	Minimize freight asset duplication	Low	Limited coordination, limited investment prioritization mechanism	High	Central governance, central coordination	Low	Association of stakeholders allows for some coordination, limited evidence of investment prioritization mechanism	Medium	Partner planning allows for resource coordination	Medium	Partner planning allows for resource coordination
Planning, Programming, & Coordination	Measure the effect of programs and initiatives on regional growth	Low	Limited evidence of performance measurement mechanism	High	Specific initiatives focusing on performance	Low	Limited evidence of performance measurement mechanism	Medium	Partner planning allows for performance measurement	Medium	Partner planning allows for performance measurement
Planning, Programming, & Coordination	Integrate analysis into freight development projects and initiatives	Low	Limited coordination, limited resources	High	Central coordination	Low	Little evidence of initiative coordination other than marketing	Medium	Partner planning allows for integrated analyses	Medium	Partner planning allows for integrated analyses
Planning, Programming, & Coordination	Integrate freight development strategy into regional economic development strategy	Low	Limited coordination	High	Central coordination and central governance allows for larger-scale coordination	Low	Little evidence of initiative coordination other than marketing	Medium	Partner planning allows for some larger-scale coordination	Medium	Partner planning allows for some larger-scale coordination
Planning, Programming, & Coordination	Create a freight development strategic plan with regional consensus	Low	Limited coordination	High	Central coordination, central governance	Low	Little evidence of central planning other than marketing	Medium	Partner planning across projects and initiatives	Medium	Partner planning across projects and initiatives
Planning, Programming, & Coordination	Create a freight advocacy plan with regional consensus	Low	Limited coordination	High	Central coordination, central governance	Low	Little evidence of planning other than marketing	Medium	Partner planning across projects and initiatives	Medium	Partner planning across projects and initiatives
Planning, Programming, & Coordination	Centrally collect regional freight data	Low	Limited coordination, dispersed governance, limited resources	High	**Central coordination, central governance, high degree of resources**	Medium	Central information available	Medium	Central information available	Medium	Central information available
Planning, Programming, & Coordination	Leverage a broad range of funding sources	Low	Limited coordination of funding	High	Central coordination, central governance, high degree of resources	Medium	Investment model allows for initiative funding	Medium	Partner planning of resources	Medium	Partner planning of resources
Planning, Programming, & Coordination	Have the authority to raise funding	Low	Limited evidence of funding authority	High	Central governance, wide range of funding sources	Low	Funding based on membership	Medium	Partner planning of resources	Medium	Partner planning of resources
Planning, Programming, & Coordination / Marketing	Create a freight marketing plan with regional consensus	Low	Limited coordination	High	Central coordination, central governance	High	Targeted organizational focus on marketing	Medium	Partner planning across projects and initiatives	High	Partner planning across projects and initiatives, focus on marketing
Marketing	Market the region	Low	Little evidence of central effort to market	High	Central representation, central effort to market	High	Central effort to market	Medium	Some evidence of marketing focus, balanced with other efforts	High	Focus on marketing, but also balance with other efforts
Advocacy	Lobby and advocate for regional freight interests	Low	Little evidence of central representation	High	Central representation	Low	Little evidence of central representation	Medium	Partnership planning allows for coordination of representation	Medium	Partnership planning allows for coordination of representation
Advocacy	Represent regional freight stakeholders	Low	Little evidence of central representation	High	Central representation	Medium	Little evidence of central representation other than for marketing initiatives	Medium	Partnership planning allows for coordination of representation	Medium	Partnership planning allows for coordination of representation
Operations	Have authority over regional freight assets	Low	Limited central governance	High	Central governance	Low	Limited evidence of coordinated planning	Medium	Partner planning, but not central governance	Medium	Partner planning, but not central governance

The Freight Working Group is forwarding the finalized Strategic Action Plan (attached) to the East-West Gateway Board, and recommends that the initial organizational steps should be taken immediately.

Staff Recommendation: Staff recommends that the Board endorse the Strategic Action Plan for Saint Louis' Freight Partnership developed as part of Phase I and authorize the Executive Director to commence the Phase II effort.

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To: Board of Directors

From: Staff

Subject: Modification of the FY 2014-2017/FY 2015-2018 Transportation Improvement Program (TIP) – Requested by Metro

Date: September 9, 2014

Metro is requesting to revise the FY 2014-2017 and FY 2015-2018 Transportation Improvement Programs, *RTP 2040*, and related Air Quality Conformity Determination to add one new project and modify two projects. The FY 2015-2018 TIP was approved by the Board of Directors on July 30, 2014, but has not yet been approved by Federal Highway Administration and Federal Transit Administration. This approval is expected to occur by October 1, 2014.

New Project

Metro is requesting to add a project for emergency repair and rehabilitation of a retaining wall at its Ewing Avenue MetroLink facility in the City of St. Louis at a total cost of $7,751,300. A 170 feet section of the retaining has failed entirely and is impacting the MetroLink facility and Scott Avenue. The entire wall is 955 feet long and varies in height between 5 feet and 25 feet. This project will be funded by delaying and reducing the cost of two projects. These projects are detailed in the modified projects section.

New Projects					
TIP#/ Sponsor/ Sponsor #	**Title-Limits**	**Description of Work**	**County**	**Federal Cost**	**Total Cost**
6528-15/ Metro/ PM15U00C,B	Retaining Wall Rehabiliation – Along Scott Avenue at Ewing Avenue MetroLink facility	Rehabilitate and repair retaining wall	St. Louis City	$6,201,040	$7,751,300
			TOTAL	**$6,201,040**	**$7,751,300**

Modified Projects

Metro is requesting to modify two projects as programmed in the FY 2015-2018 TIP.

Gateway Tower
One Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

314-421-4220
618-274-2750
Fax 314-231-6120

webmaster@ewgateway.org
www.ewgateway.org

The modified projects are summarized below:

Modified Projects				
TIP#/ Sponsor/ Sponsor#	**Route/Limits**	**Description of Work**	**Current Cost/ Revised Cost**	**Reason for Change**
5686-13/ Metro/ PM1500	Bus/Paratransit Maintenance Program	Preventive maintenance	$60,000,000/ $56,250,000	Cost decreased by $3,750,000
5922C-14/ Metro/ TF1310,d	North County Transit Center, Phase 2	Construction of bus garage	$5,800,605/ $5,800,605	$4,001,300 moved from FY 2015 to FY 2017

Staff Recommendation: Staff recommends that the FY 2014-2017 and FY 2015-2018 TIPs, *RTP 2040*, and related Air Quality Conformity Determination be revised to add one new project and modify two projects as summarized above and detailed in the attachment. The new project will be amended to the FY 2014-2017 TIP and the FY 2015-2018 TIP once the TIP receives federal approval. The new project is exempt with respect to air quality.

September 9, 2014

Amendment # **0914-027**
TIP # **6528-15**
Sponsor # **PM1500C,B**

PROJECT SPONSOR: **Metro**

ACTION REQUESTED: Revise FY 2015 of the FY 2014-2017 TIP/FY 2015-2018 TIP to add a project

TITLE: **Retaining Wall Rehabilitation**

LIMITS: At Ewing Avenue MetroLink Facility along Spruce St

DESCRIPTION: Structural rehabilitation of retaining wall

COUNTY: St. Louis City

FUNDING SOURCE: Section 5307 (S5307)

	Federal	Match	Total
PE	$0	$0	$0
ROW	$0	$0	$0
Implementation	$6,201,040	$1,550,260	$7,751,300
Total	$6,201,040	$1,550,260	$7,751,300

AIR QUALITY CONFORMITY: Exempt – Projects that improve or correct a hazardous location or feature (§ 93.126)

STAFF RECOMMENDATION: Approval

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James M. Wild

To: Board of Directors

From: Staff

Subject: MPO Board Representation

Date: September 10, 2014

Recent Policy Guidance issued by the U.S. Department of Transportation for Moving Ahead for Progress in the 21st Century Act (MAP-21) requires representation of major modes of public transportation on the Boards of MPOs that serve Transportation Management Areas (TMAs). The guidance requires that representation equates to a voting position on the MPO board.

The East-West Gateway Board of Directors currently includes the Missouri Department of Transportation, the Illinois Department of Transportation, and Metro (the largest public transportation provider in the region) as non-voting members of the Board. Additionally, many of the regional elected officials who sit on the EWGCOG Board (who are voting members) represent local transit operators by being part of their governing and/or funding structures.

The East-West Gateway Board of Directors regularly considers the views of public transportation providers and demonstrates their commitment to partnerships with those agencies. Every MPO has different circumstances, and should be permitted to operate based on those circumstances. The addition of major modes of public transportation as voting members of the Board would require the modification of the East-West Gateway Board of Directors by-laws and could alter the longstanding premise that there be an equal number of votes in Illinois and Missouri our Board of Directors.

The policy guidance issued by U.S. DOT does provide for an exemption from the requirement. To qualify for the exemption the MPO must 1) operate pursuant to a State law that was in effect on or before December 18, 1991; 2) such State law has not been amended after December 18, 1991, as regards the structure or organization of the MPO; and 3) the MPO has not been designated or re-designated after December 18, 1991. Legal opinion is that East-West Gateway meets all three requisites to being granted an exemption.

Gateway Tower
One Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

314-421-4220
618-274-2750
Fax 314-231-6120

webmaster@ewgateway.org
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Staff Recommendation: Staff recommends that the Board of Directors authorize the Executive Director to pursue an exemption from the structure requirements of 23 U.S.C. 134(d)(2) and 49 U.S.C. 5303(d)(2) requiring representatives of providers of public transportation be voting members on the MPO Board.

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Memo to: Board of Directors

From: Staff

Subject: Regional Security Expenditures

Date: September 8, 2014

Staff is requesting authorization to expend funds in support of regional security that will improve the region's preparedness and response capabilities. Funding will come from the U.S. Department of Homeland Security's Urban Areas Security Initiative (UASI). Attachment A summarizes these purchases totaling **$52,561**. Also attached is a summary description of all budgeted expenditures from the UASI grants (Attachment B).

EMS Team Leader Training – We are requesting approval to provide regional EMS team leader training for the region's EMS, public health, and allied health care agencies including hospital emergency departments. This two-day training will provide the necessary skills needed to provide an organized response, especially when multiple EMS agencies are involved. The course is designed for 30 students with the objective of training EMS personnel in leadership and management positions to serve in the role of Emergency Medical Services Team Leader. Participants will be taught to prepare for, respond to, and recover from a mass casualty incident while functioning in a supervisory role of trained EMS personnel via Mutual Aid assignments with jurisdictions confronted by a large number of patients requiring mass care or medical evacuation. The total cost to conduct the training will not exceed **$13,561**.

Urban Search and Rescue (USAR) Technical Search Specialist training course – We are requesting approval to fund one USAR Technical Search Specialist training class for the Heavy Rescue teams in the region. This 40-hour course is for a minimum of 25 students and will meet or exceed the knowledge, skills and abilities for the position of Technical Search Specialist for a Type 1 USAR Task Force as designed by the Federal Emergency Management Agency (FEMA). The total cost will not exceed **$39,000**.

All of the purchases described in this memo are being made in accordance with the agency's procurement policy.

Gateway Tower
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St. Louis, MO 63102-2451

314-421-4220
618-274-2750
Fax 314-231-6120

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Staff Recommendation: Staff recommends that the Board approve the expenditure of funds as follows:

- allow the Executive Director to enter into a contract with BCFS Health and Human Services to provide the EMS Team Leader training class in an amount not to exceed **$13,561**; and,

- allow the Executive Director to enter into a contract with Spec.Rescue International to provide one USAR Technical Search Specialist training class in an amount not to exceed **$39,000**;

for a total amount not to exceed **$52,561** from the UASI grant program.

ATTACHMENT A

Expenditures for Equipment and Services
September 4, 2014

Category	Vendor	Description	Jurisdiction/Agency	Quantity	Cost
	Emergency Response Training (UASI)				
1	BCFS Health and Human Services (San Antonio, TX)	EMS Team Leader Training	Regional	1	$13,561
	Spec.Rescue International	USAR Technical Search Specialist Training	Regional	1	$39,000
				TOTAL EXPENDITURES	**$52,561**

Total UASI Expenditures: $52,561

Categories:
1 - Critical Response Team Training

ATTACHMENT B
Cumulative Budgeted Expenditures for Major Projects under Urban Areas Security Initiative through Fiscal Year 2013

		Total Budgeted	Prior amount approved by EWG Board	This request	Remaining to be approved
Critical Response Teams					
A key goal under the UASI Strategy is to strengthen our critical response teams. We have largely accomplished this goal with hazardous materials and heavy rescue equipment and training. These teams are capable of responding to terrorist attacks, industrial accidents or natural disasters like earthquakes and tornadoes. Another element of critical response includes medical supplies for mass casualty incidents. The MCI trailers represent the first stage of meeting this need for the EMS community. Also included is equipment for Incident Management Teams that will consist of emergency responders from all disciplines. These mobile teams are activated to support emergency responders managing an event where the event continues over many hours or days.	Hazmat / HR	$17,908,651	$17,908,651	$0	$0
	Mass Casualty	903,000	829,682	0	73,318
	Incident Management Teams	2,046,000	1,977,711	0	68,289
Law Enforcement Tactical Team Equipment					
There are 7 law enforcement tactical response units in the region which need communications, tactical lights and personal protective equipment. Three of the teams will receive tactical vehicles and Metro Air Support will receive a helicopter and other equipment to support response to a variety of terrorist incidents.	Misc equipment:	7,382,356	7,354,711	0	27,645
	Tactical vehicles:	4,514,819	4,514,819	0	0
Interoperable Communications					
A variety of projects come within the description of Interoperable Communications. Radio caches, satellite phones and video conferencing and the Land Mobile Radio Communications Plan are included, as well as a microwave tower backbone system.	Radios, phones, video conf. etc:	8,321,622	8,321,622	0	0
	Microwave system:	8,988,047	8,988,047	0	0
	Radio Plan:	674,300	674,300	0	$0
The Virtual EOC					
The virtual EOC strengthens regional collaboration on a day to day basis through a web based interactive network that links the region's eight EOC's and numerous other users for planning, preparing for and responding to an incident. In future years we hope to add a robust Geographic Information System capability.		5,322,438	5,278,534	0	43,904

ATTACHMENT B
Cumulative Budgeted Expenditures for Major Projects under Urban Areas Security Initiative through Fiscal Year 2013

	Total Budgeted	Prior amount approved by EWG Board	This request	Remaining to be approved
Emergency Patient Tracking	$2,422,320	$2,422,320	$0	$0
Patient Tracking allows emergency medical services and hospitals to rapidly enter data about a patient into a secure wireless web-based tracking system. The data includes identification, triage condition and transport information and allows the hospitals to balance patient loads and provide information to families.				
Universal ID Project This system provides a uniform identification card for fire, law enforcement and volunteers with credential information embedded in the card.	557,812	557,812	0	0
Expand Public Health Capabilities Local public health agencies are working to prepare the region and protect citizens and first responders in the event of bioterrorism and natural diseases. Work is underway to establish an automated syndromic surveillance system for the early detection of naturally occurring or man made disease outbreaks.	2,678,131	2,522,061	0	156,070
Mass Casualty Equipment, Medical Supplies and Software for Hospitals Hospitals are preparing the region for a response to a medical surge or mass casualty incident (MCI) by staging emergency response trailers that are equipped with medical supplies, cots and bedding at selected hospitals for deployment anywhere in the St. Louis region. In addition, the hospitals will dispense medicine to employees, their families and patients in the event of a large-scale bioterrorist or naturally occurring illness. The hospitals have software that will help with the dispensing of this medicine and the management of an MCI when it occurs.	2,249,599	2,107,999	0	141,600
Disaster Incident Management System for Hospitals and Tactical Response The disaster incident management software system provides a tactical incident management capability for hospitals and response teams that includes federally required forms and plans. For the hospital systems it also includes a regional bed tracking capability.	$1,959,308	$1,959,308	$0	$0

ATTACHMENT B
Cumulative Budgeted Expenditures for Major Projects under Urban Areas Security Initiative through Fiscal Year 2013

	Total Budgeted	Prior amount approved by EWG Board	This request	Remaining to be approved
Terrorism Early Warning Center The TEW is operated by the St. Louis Metropolitan Police Department and the St. Louis County Police Department and serves as a central clearinghouse for information and intelligence to help detect and prevent acts of terrorism.	$ 2,655,982	$2,599,000	$0	$56,982
Citizen Preparedness This program includes Citizen Emergency Response Teams and other similar teams designed to educate the public about disaster preparedness and train them to assist their neighbors. Expenditures include equipment and training to help citizens learn to respond to hazards as part of a team in their neighborhood or workplace, and public information. The program also includes the sheltering project which brings generators and shelters into the region to protect citizens who need shelter.	2,569,062	2,569,062	0	0
Regional Coordination Planning Includes regional emergency coordination planning, mutual aid improvements, public information and enhancements to critical infrastructure protection.	1,024,051	1,024,051	0	0
Exercises Two regional exercises occurred on August 9-10 2006 at Busch Stadium and Olivette. In addition, Community Emergency Response Teams (CERT) exercises were added in FY06.	371,500	371,500	0	0
Training Most disciplines have received and will continue to attend training activities to enhance their skills. Included are heavy rescue, hazmat, incident management teams, law enforcement, public health and hospitals.	3,560,608	3,488,987	52,561	19,060
Totals:	$76,109,606	[1] $75,470,177	$52,561	$586,868

[1] This total represents the sum of UASI funds awarded for equipment and contractual obligations for fiscal years 2003 - 2013. The schedule represents the cumulative amount spent, from both open and closed grants, on major projects since the inception of the Homeland Security Grant Program.