



Nashville MTA Board Meeting

MNPD – West Police Precinct

5500 Charlotte Pike

Nashville, TN 37209

December 16, 2021 | 2:30 p.m.

Board Members:

Gail Carr Williams, Chair
Jessica Dauphin
Mary Griffin

Janet Miller, Vice Chair
Walter Searcy

1. Call to Order
2. Roll Call
3. Approval of the November 18, 2021, MTA Board Minutes
4. Public Comments
5. **Operations & Finance Committee – Walter Searcy, Chair**
 - Monthly Financial Report Compared to Budget – Ed Oliphant, CFO **OF-D-21-035** Pg. 6
 - Monthly Operating Statistics – Andy Burke, COO **OF-D-21-036** Pg. 9
 - ITB Light & Heavy Duty Batteries – Carl Rokos, Director of Maintenance **M-A-21-037** Pg. 14
 - Upcoming Procurement Projects List **Pg. 15**
6. **New Initiatives & Community Engagement Committee – Janet Miller, Chair**
 - North Nashville Transit Center Community Engagement and Design Overview – Rita Roberts-Turner, CAO and Trey Walker, CDO **NICE-D-21-014** Pg. 17
 - Monthly Fare Capping Approval – Hannah Schaefer, Transit Planner **M-A-21-038** Pg. 18
 - WeGo Link Program Review – Dan Freudberg, Deputy COO for Systems and Felix Castrodad, Director of Planning & Grants **NICE-D-21-015** Pg. 20
 - Better Bus Service Expansion, Improvement Update and Direction for Next Phase Expansion – Felix Castrodad, Director of Planning & Grants and Justin Cole, Senior Transit Planner **NICE-D-21-016** Pg. 21
 - FY2022-23 Operating Budget Discussion Workshop – Ed Oliphant, CFO and Steve Bland, CEO **NICE-D-21-017** Pg. 22
7. **CEO’s Report – Stephen G. Bland, CEO**
8. **Chair’s Report – Gail Carr Williams, Chair**
9. **Other Business**
10. **Adjournment**

NASHVILLE METROPOLITAN TRANSIT AUTHORITY
Board of Directors Meeting

November 18, 2021

- I. **Call to Order:** The regular meeting of the Nashville Metropolitan Transit Authority (Nashville MTA) Board of Directors was held at the Metropolitan Nashville Police Department located at 5500 Charlotte Pike, Nashville, TN 37209 on Thursday, November 18, 2021.
- II. **Roll Call of Persons Present:** Gail Carr Williams, Chair; Janet Miller, Vice-Chair; Walter Searcy, Member; Jessica Dauphin, Member; Margaret Behm, Board Secretary; Chief Administrative Officer Rita Roberts-Turner; Chief Financial Officer Ed Oliphant; Chief Operating Officer Andy Burke; Chief Development Officer Trey Walker; Deputy Chief Operating Officer-Operations Systems Dan Freudberg; Director of Marketing & Communications Renuka Christoph; Director of Procurement & Business Diversity Amber Gooding; Director of Planning & Grants Felix Castrodad; and Sr. Executive Assistant & Board Liaison Monica Howse.

A quorum was established, and Chair Gail Carr Williams called the meeting to order at 2:33 p.m.

- III. **Approval of Minutes:** Vice-Chair Janet Miller made a motion to approve the October 28, 2021 minutes; the motion was seconded by Jessica Dauphin, and unanimously approved by the board.
- IV. **Public Comments:** Chair Gail Carr Williams opened the floor for public comments. The public was reminded that comments were limited to three minutes. The following members of the public had these comments:

John Bull

Mr. John Bull's public comments were as follows:

- Mr. Bull said that he continues to practice social distancing and wears a double mask while in public.
- Mr. Bull said that he's noticed increased ridership on #55 and #52.
- Mr. Bull said that he was impressed with the transportation plan for the cold weather response particularly the provisions that have been made for transporting dogs to and from the animal shelter.
- Mr. Bull said the bipartisan infrastructure bill, with a myriad of federal funding opportunities, combined with hearing the gospel legend Bobby Jones over the intercom, makes for a Happy Thanksgiving.

Darius Knight

Mr. Darius Knight's comments were as follows:

- Mr. Knight said that he has reported bus maintenance issues with the 700 series buses over the past three weeks, with the most recent being an exhaust smell coming from bus 717. He said this may cause breathing issues for customers and needs to be fixed.
- Mr. Knight said that we are still in a pandemic and he wants to make sure that both old and new buses are receiving the proper Covid-19 cleaning.
- Mr. Knight said that he has reached out to staff several times regarding safety issues at Central, and he hopes that these matters are resolved to prevent future accidents.
- Mr. Knight said Supervisor Rosetta Truss is to be commended and recognized for her hard work. Oftentimes she is running up and down the stairs getting buses in and out of Central and directing traffic on 4th Avenue, especially when there are downtown events.

- V. **Operations & Finance Committee Report:** Walter Searcy introduced the following items for discussion and action:
 - a. **FY2021 Annual Audit Report (M-A-21-034):** CFO Ed Oliphant introduced Crosslin Accountant Erica Saeger to present the FY2021 Annual Audit report. Ms. Saeger provided the

Board with a summary of the audit outcomes and audited financial statements, highlighting that her firm was offering a clean audit opinion.

Staff requested the Board accept the Comprehensive Annual Audit Report for the fiscal year ended June 30, 2021.

The committee made a recommendation to approve the FY2021 Annual Audit Report and it was unanimously approved by the board.

- b. **Monthly Financial Report Compared to Budget (OF-D-21-031)**: CFO Ed Oliphant reported and reflected on the statement of operations for September 2021 compared to the budget and a balance sheet as of September 30, 2021. There was no further discussion at this time.
- c. **Annual Risk Assessment (OF-D-21-032)**: Chief Financial Officer Ed Oliphant and CEO Steve Bland led a discussion on the risk assessment at the meeting.

A list of each of the focus areas was previously identified in the financial area plus a description and discussion of some new areas for discussion. This list for finance still has a major focus and we continue to find ways to mitigate financial risk, but to ensure that we addressed all areas, we had to have open and productive discussions on all aspects of the company as we continue to try to improve the company by identifying and mitigating any risks and improve the customer/rider experience for those who utilize and depend on our services.

- d. **Monthly Operating Statistics (OF-D-21-033)**: Chief Operating Officer Andy Burke reported and reflected on the monthly operating statistics report through September 2021. There was no further discussion at this time.
- e. **Quarterly Performance Report (OF-D-21-034)**: Deputy Chief Operating Officer-Operations Systems Dan Freudberg reported the following:

System-wide, ridership continues to increase on nearly every route. Many of the trends discussed with the previous quarter's data continue to hold, with more robust recoveries in ridership seen on the most frequent transit routes. Trips oriented towards a more traditional commuter schedule (i.e., AM/PM peak period trips) have been slower to recover, with midday and weekend service demand showing stronger gains.

During this period, we could also see some effects of students returning to in-person classes and using WeGo services under the StrIDe program. Though StrIDe ridership is still less than half of pre-pandemic levels, this still equates to well over 2,000 rides on a typical school day. A few hundred of these daily school rides are on the #55 Murfreesboro Pike, which has notably taken over the number one spot in our network for overall ridership. It replaces the #56 Gallatin Pike, which had previously held this position for essentially the entire modern history of the Nashville MTA/WeGo.

On-time performance system-wide continues its anticipated decline as congestion returns to the region but remains at or above pre-pandemic levels on most routes and at most times of the day. Unfortunately, the routes with the highest ridership levels also tend to be those most impacted by the returning congestion, as these routes operate almost exclusively on major 'Pikes' that run roughly parallel to major highways and have highly directional peak-period traffic. Schedule adjustments that took effect with the October service change package will mitigate (but not reverse) these declines.

- f. **MTA Legal Services Contract Value Increase (M-A-21-035)**: Chief Administrative Officer Rita Roberts-Turner reported the following:

Following a competitive procurement process, the Nashville Metropolitan Transit Authority Board of Directors through its Chief Executive Officer entered into a five (5) year contract with Dodson Parker Behm & Capparella (Dodson Parker Behm) for general counsel and Board Secretary services and a five (5) year contract with Bradley Arant Boult Cummings LLP (Bradley) for general legal services on September 1, 2018.

Staff requested the Board to approve the contract amendments as outlined and presented at the board meeting, to increase the total not to exceed contract value to \$475,000 for Dodson

Parker Behm and to increase the total not to exceed contract value to \$350,000 for Bradley for the remainder of both contracts. Significant issues associated with the proposed increases included research related to COVID as well as legal work associated with development of the North Nashville Transit Center. Available funding will continue to be incorporated into annual operating and capital budgets.

The committee made a recommendation to approve the MTA Legal Services Contract Value Increase and it was unanimously approved by the board.

VI. New Initiative & Community Engagement Committee Report: Vice-Chair Janet Miller introduced the following items for discussion and action:

a. nMotion Status Report (NICE-D-21-013): Director of Planning & Grants Felix Castrodad presented the following project update at the Board Meeting:

The nMotion plan identified several opportunities and outlined a series of strategies to enhance the transit system by improving service, attracting and retaining riders, and meeting the growing needs of the Middle Tennessee region through the year 2040.

Since the nMotion plan adoption, the agency has been strategically working on incremental improvements to advance the plan strategies within the existing resources. As we continue to plan and adapt for service post-pandemic, the resiliency built into the nMotion plan improvements will play a critical role in enhancing WeGo's relevance for the future.

VII. 2022 MTA Committee & Board Meeting Schedule (M-A-21-036): Chief Administrative Officer Rita Roberts-Turner presented the proposed schedule for the 2022 committee and board meetings, with highlights to mid-year and holiday schedules, noted below:

- **November 17** – Thanksgiving falls on the fourth Thursday, so the November meeting will be on the third Thursday.
- **December 15** – In recent years, the Nashville MTA Board has met earlier in December to free up the week before Christmas for travel and family plans for Nashville MTA Board members and staff.

The committee made a recommendation to approve the 2022 Committee & Board Meeting Schedule and it was unanimously approved by the board.

VIII. CEO's Report: CEO Bland provided the following report:

1. With respect to COVID status, we've seen a slight uptick in employee cases lately reflecting the overall trend in cases throughout Nashville. As of this morning, we had 3 employees off for COVID-related leave, and one-off awaiting test results. Tragically, one of our maintenance employees passed away last week from complications arising from COVID. Appreciation was extended to Senior Safety Manager Nick Oldham and the Metro Nashville Health Department for holding an on-site vaccine booster event at the Nestor facility.
2. Also, with respect to COVID, we remain subject to the TSA requirement of customer and employee masking while on WeGo properties and vehicles but are also faced with legislation passed by the General Assembly and signed into law by Governor Lee last week prohibiting most local government entities from enforcing mask mandates. There is a provision in the law for entities that would risk losing Federal aid to file for an exception with the Office of State Comptroller, and CAO Rita Roberts-Turner and Board Secretary Margaret Behm are working on that filing.
3. Earlier this month, the Federal Infrastructure Bill was signed into law by President Biden. We are anticipating approximately a 30% increase in the formula funding that MTA receives, although the final numbers are somewhat dependent on the 2020 census. This will allow us to advance several projects in the Metro Nashville Transportation Plan more quickly but will also require increased local match as the basic structure of the major programs did not change from previous legislation. The legislation also provides a number of opportunities for competitive grant programs of various types.

4. With respect to the North Nashville Transit Center, we anticipate demolition of existing structures on that site to commence by the end of this month, as we only have one remaining permit to pull. Demolition will not have an impact on surrounding neighbors in terms of lane closures or other disruptions. We concluded 3 meetings of our North Nashville Transit Center Advisory Committee 2 weeks ago. This group provided valuable input to our design team with respect to cultural programming and design aspects to make sure that the Center properly represents the culture and history of the neighborhood. We anticipate spending time at your December meeting to review the design concepts and overall project status.
5. Also, on the topic of “coming attractions,” CFO Ed Oliphant and Comptroller Shelly McElhaney have kicked off the budget planning process for the FY2022-23 Operating Budget. As in past years, we will have our initial budget planning workshop with you via the NICE Committee in December.
6. Following the award (last month) of a consulting contract for the Downtown Neighborhood Traffic Project on behalf of NDOT, all contracting documents are in place and a kickoff meeting will be held with the Consultants and various stakeholders later this month.
7. Last month, the Mayor submitted a proposed capital spending plan totaling \$568.855 million to the Metro Council for their consideration over the next several months. The Mayor’s Plan included \$26.76 million for public transit. Following Council review, specific Council Members submitted several questions and filed some amendments that will be considered as the plan works its way through the legislative process. Council is expected to act on a final plan in December.
8. Last week, several of the staff attended the Annual Conference and Expo of the American Public Transportation Association in Orlando. This was a terrific learning and networking opportunity for several of our staff, particularly with the presence of hundreds of product vendors displaying the latest in transit products and technology. CEO Bland particularly thanked Board Member Jessica Dauphin for taking time away from her family to attend and to engage with other Transit Board Members.
9. Mayor Cooper has announced the hiring of a new Director of Transportation for the City of Nashville. Ms. Diana Alarcon will bring over 30 years of experience, including City DOT Director roles in Ft. Lauderdale, Florida, and Tucson, Arizona. We look forward to working with her and continuing to work with Faye DiMassimo who will return to her full-time role as Mayor Cooper’s Senior Advisor for Transportation and Infrastructure.
10. On November 4, 2021, the American Council of Engineering Companies of Tennessee awarded the Grand Award for Engineering Excellence to the Nolensville Transit Stop Improvement Project in the small transportation projects category. This is a tremendous honor for our staff and design team and can now join the project award of the year it won from Walk Bike Nashville in our trophy case!
11. On the RTA side:
 - a. As is typically the case, ridership on the WeGo Star Titans Express Train is following in lockstep with the success of the team. With 5 home games under their belt and ours, we have been averaging about 600 trips per home game.
 - b. The supply chain issues that are making worldwide news remain in effect for two specific RTA projects. The rehabilitation of our last locomotive has been delayed due to some parts availability shortages, and the delivery of 10 new commuter buses has similarly been delayed. While we are hopeful both projects will be complete by the end of the first quarter of 2022, this is still a very fluid situation.
 - c. We are partnering with the City of Murfreesboro on a park-and-ride lot adjacent to their soon-to-be-built transit facility. At this time, Hannah Schaeffer of our staff is working with Federal Transit Administrative staff on the necessary environmental reviews that must precede our projects.

IX. Chair’s Report: Chair Gail Carr Williams reported the following:

Chair Williams expressed her appreciation to CFO Oliphant for a great audit report and all of its highlights. She also echoed CFO Oliphant's remark's when he said, "*We kept our employees whole during the pandemic.*" She said that she was proud that the board was able to support those efforts.

Chair Williams expressed condolences to the Ohler family and the WeGo family in the loss of Maintenance Employee Robert "RJ" Ohler on Sunday, November 7, 2021. Mr. Ohler worked for WeGo Public Transit for a total of 15 years.

Chair Williams gave Director of Marketing & Communications Renuka Christoph kudos for capturing the voice of the gospel legend Bobby Jones. She said, "*We are honored to have voice of the iconic Dr. Jones to keep our riders safe and comfortable, "We are grateful for his partnership and his continued gifts to Nashville."*

Chair Williams also expressed appreciation to the following: Board Member Jessica Dauphin for attending and representing WeGo at the APTA Conference; to Board Member Mary Griffin for working and helping to recruit drivers; to Board Member Walter Searcy and Vice-Chair Janet Miller for anchoring us in the committees that they chair. Board involvement is a way to show our support for WeGo. She went on to say that the board is working on a Strategic Planning Session and Board Secretary Margaret Behm would be reaching out to all board members to see what each of their expectations are to make certain that everything is considered.

Lastly, Chair Williams acknowledged and expressed her appreciation to Board Secretary Margaret Behm who On October 7th, during the National Association of Women Judge's Annual Conference in Nashville, was presented with the Florence K. Murray Award. The annual award was presented to a non-judge who, by example or otherwise, has influenced women to pursue legal careers, opened doors for women attorneys, or advanced opportunities for women within the legal profession and women in general.

In closing, Chair Gail Williams wished everyone a Happy Thanksgiving and encouraged everyone to enjoy their families and be safe.

X. Other Business:

XI. Adjournment: With no further business, the meeting was adjourned at 3:31 p.m.

Attested:

Gail Carr Williams
Chair

Margaret L. Behm
Secretary

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Committee Discussion Item

Committee Action Item

Board Discussion Item

Item Number:	OF-D-21-035	Meeting Date:	12/16/2021
Item Title:	Monthly Financial Report Compared to Budget		

BACKGROUND:

Attached is a statement of operations for the month of October 2021 compared to the budget and a balance sheet as of October 31, 2020.

Actual Fare revenues continue to outperform budgeted amounts in October as ridership slowly returns. You will also notice that Contract Revenues are now over \$200,000 per month as RTA service to and from Rutherford County was returned to its full complement of bus services as of October 4, 2021. RTA has been running at reduced levels of service due to the pandemic impact on commuter ridership.

There are no other anomalies to highlight this month.

CURRENT STATUS:

Chief Financial Officer Ed Oliphant will review the statements at the committee meeting.

APPROVED:



Chief Financial Officer

December 10, 2021

Date

Metropolitan Transit Authority
Statement of Operations Compared to Budget
For the Period Ending October 31, 2021

UNAUDITED

	Actual Month	Month Budget	Month End Variance	F / U	Prior Year Y-T-D	Actual Y-T-D	Budget Y-T-D	Y-T-D Variance	F / U	Annual Budget
Revenue from Operations:										
Passenger Fares	\$434,432	\$339,780	\$94,652	F	\$1,085,811	\$1,827,389	\$1,377,140	\$450,249	F	\$4,049,030
Access Ride	78,178	47,590	30,588	F	169,975	242,384	169,760	72,624	F	513,250
Contract Revenues	207,357	244,085	(36,728)	U	540,220	725,973	962,060	(236,087)	U	3,081,550
Advertising	75,290	45,030	30,260	F	205,583	253,190	181,900	71,290	F	502,070
Other Non-Trans Revenue	22,742	109,415	(86,673)	U	113,633	195,889	434,760	(238,871)	U	1,336,065
Total Operating Revenue	817,999	785,900	32,099	F	2,115,222	3,244,825	3,125,620	119,205	F	9,481,965
Federal/State/Local Income:										
Local Assistance	7,500,000	6,000,000	1,500,000	F	21,787,850	26,000,000	25,000,000	1,000,000	F	51,835,900
State Assistance	0	0	0	F	0	0	0	0	F	5,098,610
Federal Assistance - CARES Act	54,609	0	54,609	F	13,317,559	144,718	0	144,718	F	3,618,135
Total Assistance Income	7,554,609	6,000,000	1,554,609	F	35,105,409	26,144,718	25,000,000	1,144,718	F	60,552,645
Capital Revenue:										
American Rescue Operating Reimbursement	0	0	0	F	0	0	0	0	F	23,303,190
Capital Operating Reimbursement	0	0	0	F	0	0	0	0	F	0
Capital ADA Reimbursement	0	0	0	F	0	0	0	0	F	0
Total Capital Income	0	0	0	F	0	0	0	0	F	23,303,190
Total Revenue	\$8,372,608	\$6,785,900	\$1,586,708	F	\$37,220,631	\$29,389,543	\$28,125,620	\$1,263,923	F	\$93,337,800
Expenses from Operations:										
Labor and Fringes	\$5,479,646	\$6,178,013	\$698,367	F	\$20,823,500	\$22,949,192	\$23,177,567	\$228,375	F	\$68,869,115
Services	895,847	919,875	24,028	F	2,940,199	3,036,063	3,601,550	565,487	F	11,129,395
Fuel	213,712	262,795	49,083	F	1,126,962	891,059	1,063,670	172,611	F	3,178,400
Parts, Materials and Supplies	324,072	482,780	158,708	F	1,911,738	1,607,659	1,951,250	343,591	F	5,832,870
Utilities	100,011	116,680	16,669	F	360,632	395,789	471,735	75,946	F	1,410,220
Casualty and Liability	179,153	195,230	16,077	F	733,847	726,946	787,710	60,764	F	2,318,600
Other	5,547	42,540	36,993	F	141,702	127,560	256,065	128,505	F	599,200
Total Operating Expenses	7,197,988	8,197,913	999,925	F	28,038,580	29,734,268	31,309,547	1,575,279	F	93,337,800
Surplus / (Deficit) before GASB 33	\$1,174,620	(\$1,412,013)	\$2,586,633	F	\$9,182,051	(\$344,725)	(\$3,183,927)	\$2,839,202	F	\$0
Capital Grant Revenue	247,892		247,892	F	4,866,116	1,089,356		1,089,356	F	
Capital Grant Revenue -CARES Act	0		0	F	41,397	0		0	F	
Rental income - MCC Amortization	49,167		49,167	F	196,668	196,668		196,668	F	
Gain/(Loss) on Sale of Property	0		0	F	(132,542)	0		0	F	
Depreciation	(1,948,931)		(1,948,931)	U	(7,286,805)	(8,201,023)		(8,201,023)	U	0
Surplus / (Deficit)	(\$477,252)	(\$1,412,013)	\$934,761	F	\$6,866,885	(\$7,259,724)	(\$3,183,927)	(\$4,075,797)	U	\$0

Metropolitan Transit Authority

Comparative Balance Sheets

	Month Ended October 31, 2021	Month Ended June 30, 2021
	(unaudited)	(Audited)
CURRENT ASSETS		
Cash and cash equivalents	\$3,648,579	\$5,291,154
Receivables from federal, state and local government	94,469	4,232,776
Accounts receivable	1,155,881	746,944
Materials and supplies	3,262,315	2,982,464
Prepaid expense and other	1,965,492	1,420,871
Pension & OPEB Deferred Outflow	29,001,549	29,001,549
Total Current Assets	39,128,285	43,675,758
PROPERTY AND EQUIPMENT		
Land	14,733,025	14,733,025
Building, shelter and benches	110,679,227	110,514,846
Revenue equipment and parts	193,227,506	193,189,375
Office furniture and equipment	6,207,592	6,145,705
Other	10,068,777	8,729,214
	334,916,127	333,312,165
Less: Accumulated Depreciation	(174,466,757)	(166,287,998)
Total Property and equipment, net	160,449,370	167,024,167
OTHER ASSETS		
Cash and investments for self-insurance and other	350,000	350,000
TOTAL ASSETS	\$199,927,655	\$211,049,925
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$1,883,756	\$1,929,138
Accrued expenses	7,532,465	7,718,662
Deferred revenue	116,298	57,547
Note Payable	0	3,000,000
Total Current Liabilities	9,532,519	12,705,347
NON-CURRENT LIABILITIES		
Deferred Revenue	6,590,781	6,787,449
Net Pension Liability	16,130,285	16,130,285
Pension & OPEB Deferred Inflows	3,132,430	3,132,430
Net other postemployment benefits obligations	103,168,732	103,168,732
NET ASSETS		
Invested in capital assets	153,858,589	157,236,718
Reserve for capital purchases	0	0
Unrestricted	(85,225,957)	(81,038,246)
Current Year Surplus / (deficit)	(7,259,724)	(7,072,790)
Total Net Assets	61,372,908	69,125,682
TOTAL LIABILITIES AND NET ASSETS	\$199,927,655	\$211,049,925

	Current	> 30 days	> 60 Days	> 90 days	Total
Accounts Receivable	\$814,417	\$249,750	\$59,529	\$32,185	\$1,155,881
	70.5%	21.6%	5.2%	2.8%	100.0%
Accounts Payable	\$1,285,366	\$478,155	\$132,671	(\$12,436)	\$1,883,756
	68.2%	25.4%	7.0%	-0.7%	100.0%

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Committee Discussion Item

Committee Action Item

Board Discussion Item

Item Number:	OF-D-21-036	Meeting Date:	12/16/2021
Item Title:	Monthly Operating Statistics		

BACKGROUND:

Attached are the monthly operating statistics through October 2021. This represents our first month operating at full-service levels since the start of the pandemic. With the significant increase in revenue service hours, overall productivity in terms of passengers per hour dipped slightly compared to September. However, productivity is still up strongly year-over-year due to continued increases in overall ridership levels. In addition, cost efficiency has improved system-wide, with lower costs per revenue hour resulting from largely fixed costs such as administration being spread over a greater number of service hours.

One area where we are not trending as well year-over-year is overall accidents as well as miles between accidents. However, it is worth noting that overall accident rates were anomalously low for much of the pandemic, which may have been due to lower general traffic levels. Given that many accidents involve collisions with other vehicles, an increase in overall accident rates is to be expected now that many drivers have returned to their pre-pandemic travel patterns.

CURRENT STATUS:

Chief Operating Officer Andy Burke will be available for specific questions regarding the Monthly Operating Statistics at the committee meeting.

APPROVED:



Chief Operating Officer

December 10, 2021

Date

Operations Dashboard Report

	October 2021	October 2020	Pct. Change	Average Monthly Goals
Ridership				
Total Passengers				
Bus	510,809	370,188	38.0%	
Access (WeGo)	18,695	14,843	26.0%	
Access (Overflow/Taxi)	4,030	4,073	-1.1%	
Access-on-Demand *	2,654	3,140	-15.5%	
Access Total	25,379	22,056	15.1%	
Total	536,188	392,244	36.7%	785,000
Passengers per Revenue Hour				
Bus	13.11	11.41	14.9%	18
Access	1.66	1.53	8.5%	2.1
Total Scheduled Revenue Hours	50,234	42,147	19.2%	
Total Cost Per Scheduled Revenue Hour of Service	\$135.68	\$157.42	-13.8%	
Safety				
Miles Between Total Accidents	36,103	76,005	-52.5%	36,000
Miles Between Preventable Accidents	324,927	N/A	N/A	300,000
Preventable Accidents	2	0	N/A	
Non-Preventable Accidents	16	7	128.6%	
Total Accidents	18	7	157.1%	
Service Quality				
Bus Trip Completion Percentage	99.86%	99.93%	-0.07%	99.50%
Access Trip Denials	0	0	0.0%	0
Miles Between Road Calls	7,064	3,828	84.5%	3,800
On-Time Performance				
Bus	87.8%	89.5%	-1.6%	85.0%
Access (WeGo)	91.5%	94.0%	-2.5%	89.0%
Access (Overflow/Taxi)	98.0%	97.4%	0.6%	89.0%
Access Total	92.9%	94.7%	-1.8%	89.0%
Customer Care				
Passengers Carried Per Complaint				
Bus	4,329	3,702	16.9%	6,000
Access	453	450	0.7%	600
Total Calls Received	19,660	15,189	29.4%	
Percent of Calls Answered	94.7%	96.9%	-2.2%	95.0%

* "Access on Demand service began March 2018"

Operations Dashboard Report

	FY2022 October	FY2021 October	Pct. Change	Average Monthly Goals
Ridership				
Total Passengers				
Bus	1,905,115	1,410,564	35.1%	
Access (WeGo)	73,291	55,262	32.6%	
Access (Overflow/Taxi)	16,817	14,943	12.5%	
Access-on-Demand *	10,822	12,283	-11.9%	
Access Total	100,930	82,488	22.4%	
Total	2,006,045	1,493,052	34.4%	3,140,000
Passengers per Revenue Hour				
Bus	12.80	11.09	15.4%	18
Access	1.68	1.50	12.0%	2.1
Total Scheduled Revenue Hours	192,396	164,029	17.3%	
Total Cost Per Scheduled Revenue Hour of Service	\$144.91	\$160.03	-9.4%	
Safety				
Miles Between Total Accidents	37,816	47,860	-21.0%	36,000
Miles Between Preventable Accidents	351,146	411,597	-14.7%	300,000
Preventable Accidents	7	5	40.0%	
Non-Preventable Accidents	58	38	52.6%	
Total Accidents	65	43	51.2%	
Service Quality				
Bus Trip Completion Percentage	99.9%	99.9%	0.0%	99.5%
Access Trip Denials	0	0	0.0%	0
Miles Between Road Calls	6,335	4,012	57.9%	3,800
On-Time Performance				
Bus	88.6%	90.5%	-2.0%	85.0%
Access (WeGo)	92.3%	93.2%	-0.9%	89.0%
Access (Overflow/Taxi)	98.1%	97.5%	0.5%	89.0%
Access Total	93.5%	94.1%	-0.6%	89.0%
Customer Care				
Passengers Carried Per Complaint				
Bus	4,019	3,093	29.9%	6,000
Access	396	500	-20.8%	600
Total Calls Received	76,087	58,183	30.8%	
Percent of Calls Answered	95.1%	96.2%	-1.1%	95.0%

* "Access on Demand service began March 2018"

Operations Dashboard Glossary

Metric	Definitions
Ridership	
Total Passengers	
Bus	Total fixed route passenger boardings on all WeGo operated services
Access (WeGo)	Total paratransit passenger boardings on WeGo vehicles
Access (Overflow/Taxi)	Total paratransit passenger boardings on third-party service providers
Access on Demand	Total paratransit passenger boardings on Access-on-Demand service by third-party providers
Access Total	Total paratransit boardings (WeGo vehicles and third-party service providers, includes Access-on Demand ridership)
Passengers per Revenue Hour	
Bus	Total fixed route passenger boardings divided by total scheduled fixed route revenue vehicle hours.
Access	Total paratransit boardings on WeGo vans divided by total scheduled paratransit revenue vehicle hours.
Total Scheduled Revenue Hours	Total fixed route and paratransit scheduled revenue vehicle hours. Note: Revenue vehicle hours are total vehicle in-service hours excluding vehicle travel from the garage to the first timepoint (or pickup for paratransit) and from the last timepoint (or pickup) to the garage.
Total Cost Per Scheduled Revenue Hour of Service	Total fully allocated cost to deliver service divided by the total scheduled revenue hours.
Safety	
Miles Between Total Accidents	Total number of miles travelled by all WeGo revenue vehicles (fixed route and paratransit) divided by the total number of accidents.
Miles Between Preventable Accidents	Total number of miles travelled by all WeGo revenue vehicles (fixed route and paratransit) divided by the total number of preventable accidents.
Preventable Accidents	A motor vehicle collision, in which the Operator did not do everything reasonable to avoid a collision, committed an error or failed to react to the errors of others.
Non-Preventable Accidents	A motor vehicle collision in which the Operator committed no driving error and reacted reasonably to the errors of others.
Internal Accidents	A motor vehicle collision that occurs on Nestor or Myatt yard.
External Accidents	A motor vehicle collision that occurs outside of Nestor or Myatt yard.

Operations Dashboard Glossary

Metric	Definitions
Service Quality	
Bus Trip Completion Percentage	Percentage of one-way fixed route revenue trips completed versus scheduled.
Access Trip Denials	Total number of paratransit trips that cannot be scheduled within one hour before or after the customer's requested pick-up time.
Miles Between Road Calls	Any mechanical failure, excluding farebox and accidents. Bus and Access metrics will be reported separately.
On-Time Performance	
Bus	Percentage of total scheduled fixed route timepoint departures occurring between 59 seconds early and 5 minutes 59 seconds late.
Access (WeGo & Taxi/Overflow)	Percentage of total trips where vehicle arrives no later than 59 seconds outside of the scheduled pick-up window.
Customer Care	
Passengers Carried Per Complaint	
Bus	Total fixed route passengers divided by total fixed route customer complaints.
Access	Total paratransit (WeGo and third-party service providers) passengers divided by total paratransit customer complaints.
Total Calls Received	
Percent of Calls Answered	Percentage of calls received that were answered. Unanswered calls are calls that are lost for any reason once in the customer call phone queue.

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Board Action Item

Item Number:	M-A-21-037	Meeting Date:	12/16/2021
Item Title:	ITB Light and Heavy-Duty Batteries		

BACKGROUND:

The Nashville Metropolitan Transit Authority operates approximately close to 300 vehicles of all kinds for its operations. These vehicles are used in revenue service and in non-revenue support service.

In the past, parts acquisition and ordering of light and heavy-duty batteries have been accomplished by seeking multiple bids for replacement batteries, and selecting the most reasonably priced, batteries. We sought to obtain competitive pricing from interested bidders and initiated an Invitation to bid from firms interested and qualified to provide these heavy and light-duty batteries while still meeting Federal Transit Agency procurement requirements.

The Invitation to Bid (ITB) was published on WeGo Public Transit's website and the Transit Talent website on July 30, 2021, we also reached out to the vendors that we have listed on file. We received 3 responsive bids.

Due to the type of commodity being sourced and limited subcontracting opportunities, the project has a 2% DBE participation goal. These responsive Bids were received from:

- Jamison Transportation Products
- Expoquip, Inc
- Interstate Batteries of Middle Tennessee

The Procurement and Maintenance Departments conducted a final evaluation on November 15th, 2021. After careful review of the bids, it was determined that one firm, Jamison Transportation Products had the lowest price for all 5 parts for which substitute sample batteries were supplied to be evaluated and tested. In addition, Jamison Transportation Products will exceed the 2% target DBE participation goal while subcontracting with Napa Auto Parts.

Name	DBE Firm / Owner	Quantity of Parts Awarded (Lowest Bids)	Contract Value not to exceed amount for 5 years	DBE Committed Percentage
Jamison Transportation Products- Minority Male	Tony Jamison	5	\$400,000	60%

RECOMMENDATION:

Staff requests the Board to give the Chief Executive Officer the authority to execute the contracts with Jamison Transportation Products to provide Light and Heavy-Duty Spare batteries to the agency. The single contract will not exceed \$400,000 (four – hundred thousand dollars) for the duration of five years which is covered as part of the annual operating expenses.

Funding for this project will be provided as parts that are utilized and assigned through the capitalization of preventive maintenance to Federal Transit Administration Urbanized Area Formula grants with matching state and local funds.

APPROVED:

Board Secretary

December 16, 2021

Date

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

List of upcoming procurement projects

Meeting Date: 12/16/2021

Project Name: Strategic Fuel Sourcing

- Brief Description: Long-term agreement for the fleet supply and delivery
- Anticipated Publish Date: December 2021
- Estimated Project Value: \$3,000,000 - \$4,000,000

Project Name: Real Estate Services

- Brief Description: This project is to engage real estate professional services to assist in the location of properties for the easement, lease, or purchase for future transit centers, park and ride lots, or other facilities.
- Anticipated Publish Date: January 2022
- Estimated Project Value: \$200,000 - \$250,000 annually

Project Name: Financial Auditing Services

- Brief Description: This project seeks a firm to perform audits of MTA's and DTO's general ledger, financial reports, and financial statements.
- Anticipated Publish Date: January 2022
- Estimated Project Value: \$75,000 – \$80,000

Project Name: Compensation Study

- Brief Description: Compensation and Salary study of DTO job classifications and including union and administrative
- Anticipated Publish Date: January 2022
- Estimated Project Value: \$100,000 – \$150,000

Project Name: RFP for Employee Assistance Program Services

- Brief Description: This Davidson Transit Organization solicitation is for professional services to provide the Employee Assistance Program.
- Anticipated Publish Date: January 2022
- Estimated Individual Contract Value: \$30,000 - \$60,000

Project Name: RFQ for Task Order Based Capital Program Support Services

- Brief Description: This qualifications-based solicitation for capital program support services will result in multiple contract awards for firms to provide architectural, engineering, and construction-related engineering and inspection services on a task order basis.
- Anticipated Publish Date: January 2022
- Estimated Individual Contract Value: \$1,000,000 - \$3,000,000

Project Name: RFP Escalator Modernization (Rebuild)

- Brief Description: The project seeks a contractor to provide an escalator modernization rebuild solution.
- Anticipated Publish Date: February 2022
- Estimated Project Value: \$675,000 - \$1,000,000

Project Name: RFP Elevator & Escalator Preventative Maintenance

- Brief Description: The project seeks a contractor to provide maintenance, repair, and related services for full-service elevators, escalators, and chair/platform lifts.
- Anticipated Publish Date: February 2022
- Estimated Project Value: \$200,000 - \$250,000

Project Name: JARC and EMSID Grant Applications

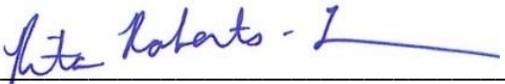
- Brief Description: Seeking matching grant applications from eligible organizations to assist in implementing the Coordinated Public Transit _ Human Services Transportation Plan (CPT-HSTP)
- Anticipated Publish Date: January 2022
- Estimated Project Value: \$2,235,040

CURRENT STATUS:

Pursuant to earlier Board discussion, staff will provide a rolling list of upcoming procurements to the Board on a monthly basis. Staff requests members make them aware of any potentially interested suppliers for planned procurement activity.

Unless there are questions of staff, no discussion is planned at the meeting. This material is provided for information only.

APPROVED:



Chief Administrative Officer

December 16, 2021

Date

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Committee Discussion Item

Committee Action Item

Board Discussion Item

Item Number:	NICE-D-21-014	Meeting Date:	12/16/2021
Item Title:	North Nashville Transit Center – Community Engagement and Cultural Design Elements Overview		

BACKGROUND:

Throughout this year, WeGo staff along with consultant teams Smith Gee Studio and duGard Communications have advanced a public engagement strategy intended to inform and assist with the design advancement of the North Nashville Transit Center. In addition to improving customer connections in a dignified waiting and transfer environment, it is a goal for neighborhood transit centers to be complementary to the surrounding neighborhood. With this objective, the public engagement strategy pursued by the project team has included:

- 19 stakeholder interviews,
- 11 community events, neighborhood meetings, and formal presentations,
- Approximately 400 activity and visual preference survey responses, with about half of responses representing the North Nashville Community, and
- The convening of a Community Advisory Committee.

The advisory committee met three times with the project team with the purpose of generating multiple concepts for installing cultural and historical programming at the transit center. The group applied information from the public engagement strategy and report on the development of recommendations for cultural and historical programming elements. Deliberations of the committee yielded a desire to recognize history and culture through North Nashville's people, places, and events.

CURRENT STATUS:

WeGo staff along with the North Nashville Transit Center's design team including Smith Gee Studios and duGard Communications will provide an overview of public engagement and incorporation of the Community Advisory Committee's recommendations into the design of the transit center. As this input will be incorporated into final construction documents shortly after the first of the year for construction bidding in the early Spring of 2022, the MTA Board is encouraged to provide any additional significant design input as soon as practical.

APPROVED:



Chief Development Officer

December 10, 2021

Date

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Board Action Item

Item Number:	M-A-21-038	Meeting Date:	12/16/2021
Item Title:	Monthly Fare Capping Approval		

BACKGROUND:

WeGo Public Transit's QuickTicket system makes fare payment simpler and expands payment options for riders following the nMotion plan strategy to Make Service Easier to Use. The system includes several elements that have led to necessary revisions to the agency's fare policy. Over the last few years, the board has approved several provisions within this new policy, most recently in February of 2020 with the adoption of the account-based system. These new policies included mitigation strategies associated with the potential adverse effects to low-income and minority populations identified in the equity analysis, as well as addressing the concerns voiced by the public. Among those strategies is the addition of daily fare capping, or best value, providing patrons an alternative to the elimination of magnetic day passes previously available at the farebox. Automatic fare capping also brings reduced fare payment options to those unable to add or convert dollar amounts to a pass, otherwise required through a credit card or smartphone.

Since then, staff has continued to pursue additional strategies to reduce barriers to entry of the new fare payment system and amplify the benefits to riders. One of those strategies includes the expansion of fare capping to monthly passes. Similar to daily fare capping, as fares are paid individually throughout the month, once a single cardholder reaches the accumulated amount of a monthly pass, all future trips for that month would be free using that card. Because the upfront cost of a monthly pass can be out of reach for some individuals, monthly fare capping expands the benefits to more riders, and in a more meaningful way.

During the outreach for the Fall 2021 service changes, staff presented monthly fare capping at all public meetings and received no comments specific to the policy. However, the public has been introduced to this concept in the past where we received overall positive feedback and follow-up requests to implement fare capping.

Extending the fare capping benefit monthly aligns with the overall project goals to:

1. Ensure fare payment structures and options are **equitable** for all customers and
2. Establish a fare system that is **accessible** for all customers including customers without access to bank accounts, credit cards, or smartphones.

TITLE VI REVIEW SUMMARY

Title VI of the Civil Rights Act of 1964 is the Federal law that protects individuals from discrimination on the basis of their race, color, or national origin in programs that receive Federal financial assistance. WeGo Public Transit's Title VI policy is intended to ensure equity and equal access in the provision of public transportation services in Davidson County regardless of race, national origin, or income. Policies and practices that have such an effect must be eliminated unless a recipient can show that they were necessary to achieve a legitimate nondiscriminatory objective.

Before implementing the proposed monthly fare capping, WeGo must determine whether the planned changes will have a disparate impact on the basis of race, color, or national origin, or if low-income populations will bear a disproportionate burden of the changes. Since fare capping is a customer incentive, the equity analysis was conducted to determine if non-minority or non-low-income riders will receive disproportionate benefits to their counterparts. Using survey data from the 2017 origin-destination survey, staff found that minority customers are

24% less likely to use a monthly pass or a 20 ride pass than non-minority customers and 3% more likely to ride frequently. Based on this we can conclude that fare capping would provide a substantial benefit to minority riders by allowing them to receive the value of a monthly pass. The analysis found no disparate impact.

Survey results also showed low-income customers were about as likely to use a monthly pass or 20-ride pass as non-low-income customers. They are also as likely to ride frequently. Because many respondents did not provide either income or household size (19.8%) staff also reviewed the monthly pass usage for those respondents and found that only 12.5% used a monthly pass.

This does show a limitation to this analysis in that it is not known how many of that 19.8% are in low-income households. Another limitation is that the survey only questioned riders on their current riding behavior. Not shown in these numbers is the potential for riders to be able to ride more often than they currently do because the value of a monthly pass is more attainable. Nevertheless, the results here show no disproportionate burden on low-income riders.

POLICY RECOMMENDATIONS:

Overall, the proposed implementation of monthly fare capping will provide significant benefits to minority and low-income populations allowing system users to access bulk discounts that were previously out of reach. WeGo staff recommends that the NICE committee recommends to the MTA Board of Directors the adoption of monthly fare capping to take effect January 1, 2022.

APPROVED:

Board Secretary

December 16, 2021

Date

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Committee Discussion Item

Committee Action Item

Board Discussion Item

Item Number:	NICE-D-21-015	Meeting Date:	12/16/2021
Item Title:	WeGo Link Program Review		

BACKGROUND:

The nMotion Strategic Plan recommended exploring first/last mile “Mobility on Demand” zones to service lower-demand areas to improve access to transit services more cost-effectively. The development of these zones allows for improved connections to fixed-route transit service, especially in areas where access is limited due to the amount of distance to the main road and where the lack of proper pedestrian infrastructure makes walking conditions difficult and unsafe.

This fall WeGo, in partnership with Uber Technologies, Inc., and Mobility Solutions, launched a mobility-on-demand pilot program in the Antioch area branded as WeGo Link. As part of this pilot, riders in the zone can connect to designated transfer locations along Route 55 Murfreesboro Pike. Throughout the 6-month pilot, staff will collect data and feedback from users to help inform future applications of the program in other areas of Davidson County.

As the agency begins preparations for the FY2023 operating budget, conversations about the potential future of the WeGo Link program will be timely including considerations for expanding coverage and span of service to increase access to frequent transit service for riders.

CURRENT STATUS:

Deputy Chief Operating Officer, Dan Freudberg and Director of Planning, Felix Castrodad, will provide an update on the WeGo Link program and discuss a potential approach for expanding the program.

APPROVED:



Chief Development Officer

December 10, 2021

Date

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Committee Discussion Item

Committee Action Item

Board Discussion Item

Item Number:	NICE-D-21-016	Meeting Date:	12/16/2021
Item Title:	Better Bus Service Expansion & Improvement Update and Direction for Next Phase Expansion		

BACKGROUND:

In 2020, as part of the nMotion Strategic Plan, WeGo developed the Better Bus plan to improve existing bus service in Nashville over a 5-year implementation timeline. This plan was adopted by Metro Council as part of the City Transportation Plan.

The plan includes:

- Longer Hours of Service
- More Frequent Service
- New and Improved Connections
- New Transit Centers and Upgraded Stops
- Access Improvements

With full implementation, service would begin to approach peer city per capita service levels. These improvements require an increase of \$29.5 million in the annual operating budget, in addition to capital costs for fleet expansion, transit centers, and bus stop upgrades. In FY2021, WeGo began implementing Better Bus service enhancements by reallocating existing service resources in response to pandemic-related ridership shifts. In FY2022, additional Better Bus improvements are being implemented by leveraging American Rescue Plan (ARP) funding.

CURRENT STATUS:

Considering recent ridership trends, staff have prioritized enhancements for the next phase of Better Bus implementation in FY2023. Justin Cole, Senior Transit Planner will present an overview of the Better Bus improvements implemented to date and those planned for FY2023 and beyond.

APPROVED:



Director of Planning & Grants

December 10, 2021

Date

Nashville Metropolitan Transit Authority

of Nashville & Davidson County, Tennessee

Committee Discussion Item

Committee Action Item

Board Discussion Item

Item Number:	NICE-D-21-017	Meeting Date:	12/16/2021
Item Title:	FY2022-23 Operating Budget Discussion Workshop		

BACKGROUND:

As in past years, staff would like to initiate discussion on the development of the FY2022-23 operating budget and operational plans with the Board in December. We anticipate that the Metro Nashville Finance Department will initiate the budget process for the next fiscal year shortly after the first of the year, and we'd like to prepare for our general direction in advance of that period.

In recent years, we have approached the Metro budget process with the submission of a "baseline budget proposal," and a "Tier 1 budget proposal." The baseline budget proposal reflects the funding level that would be necessary to sustain existing service and fare levels in the next fiscal year, reflecting market conditions such as inflation and other factors that have a significant impact on operating expenses. The tier 1 budget proposal reflects desired service and/or product enhancements reflected in approved Authority and City plans.

Staff recommends taking a similar approach in the upcoming year, with some notable differences:

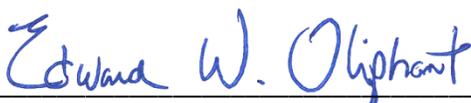
1. Last year, Metro Nashville restored our operating support to its historical level plus inflation following a major reduction in funding during FY2020-21 due to the pandemic. Although the City did not fund our Tier 1 request to implement Better Bus service expansion initiatives (which have been formally incorporated into the City's overall transportation plan) they asked that the MTA Board consider "seed-funding" these improvements with Federal pandemic relief funds and an understanding that MTA would add this expansion into its baseline funding request for FY2022-23. The Board agreed to this request in our FY2021-22 operating budget, with the first phase of Better Bus improvements implemented in October 2021, and the second phase scheduled to begin in April 2022, funded with money made available under the American Rescue Plan Act. We plan to include full year funding of these service initiatives in our baseline budget request to Metro for FY2022-23.
2. In addition to full year operation of recently implemented and planned Better Bus service expansion initiatives, we also anticipate opening the Hillsboro Transit Center prior to the end of FY2021-22. As such, we will be incorporating the additional operating expenses anticipated for this facility into our FY2022-23 baseline operating budget request.
3. Prior to this agenda item in December, the Board is scheduled to receive updates and discuss the status and next steps of the Better Bus service improvement program, including possible expansion of WeGo Link first mile/last mile program zones. From this discussion, staff would plan to develop tier 1 service expansion funding proposals for inclusion in the budget submission.
4. The MTA continues to have access to Federal pandemic relief funds to help sustain operations during FY2022-23, as ridership and operating revenue recover from the pandemic. As these are one-time funds, it is critical that we make sure that these resources are applied to short-term uses, and not made a permanent and structural part of our operating budget calculations. Potentially, we could see a similar situation in FY2022-23 as we did last year, where Metro may honor our baseline funding request to sustain recent and planned service improvements, with a request to have MTA "seed fund" next stage Better Bus improvements with pandemic relief funding.

5. Beyond general inflation, we are observing a number of trends with respect to specific line items in our operating budget worthy of discussion. Some of these are related to the unusual conditions we are seeing around the world as we emerge from the pandemic, some are simply cyclical, and some relate to necessary changes in business practices. Among the trends we are examining:
- a. A projected major increase in fuel prices related to world market conditions.
 - b. Increased expenses associated with employee attraction and retention for Bus Operators and Maintenance personnel, including wage levels and recruitment and training expenses.
 - c. Substantial increases in employee healthcare expenses, largely driven by pandemic related claims expenses.
 - d. Anticipated large increases in parts and repair expenses associated with ongoing disruptions in the supply chain that are driving significant delays in the delivery of new buses and vans, as well as a necessity to “overstock” certain components with substantially longer order times.

CURRENT STATUS:

Chief Executive Officer Steve Bland and Chief Financial Officer Ed Oliphant will present information with respect to historic and ongoing financial and operating trends, key initiatives and underlying assumptions entering the FY2022-23 budget season. The intent is to generate sufficient discussion to provide staff direction in assembling the FY2022-23 operating budget request to Metro Finance and the Mayor’s Office. We would anticipate using this feedback to provide you with an update on our funding request at your January meeting, in advance of the anticipated budget submission deadline in February.

APPROVED:



Chief Financial Officer

December 10, 2021

Date