
NIAGARA FRONTIER TRANSPORTATION AUTHORITY

Monthly Board Meeting

April 22, 2021

Transcript of Video Recording

of Proceedings held at NIAGARA FRONTIER TRANSPORTATION

AUTHORITY, 181 Ellicott Street, Buffalo, New York,

stenographically transcribed by VALERIE A. ROSATI, Notary

Public.

1 MEMBERS IN THE BOARDROOM:

2 Sister Denise Roche (Chair)
3 Commissioner Adam Perry
4 Commissioner Michael Hughes
5 Kimberley Minkel (Executive Director)
6 David State (General Counsel)
7 John Cox (Chief Financial Officer)
8 William Vanecek (Director, Aviation)
9 Tom George (Director, Public Transit)
10 Helen Tederous (Director, Public Affairs)
11 Lara Seniw (Assistant to Executive Director)
12 Karen Novo (Director, Human Resources)
13 Matthew Van Vessem (Manager, Labor Relations)

14 MEMBERS ON THE PHONE:

15 Commissioner LaVonne Ansari
16 Commissioner Joan Aul
17 Commissioner Rev. Mark Blue
18 Commissioner Margo Downey
19 Commissioner Wesley Hicks
20 Commissioner Jennifer Persico
21 Commissioner Stephen Tucker
22 Vicky-Marie Brunette (Deputy General Counsel)
23 Steven Duquette (Chief Information Officer)
 John Schaefer (Director, Engineering)

18 CHAIR SISTER ROCHE: We'll start with a roll call so
19 we know who is here. And I'm going to ask David
20 State to take us through that.

21 MR. STATE: Thank you, Sister.

22 So a roll call just to make sure we have a
23 quorum and that we have a record of who is

1 present.

2 Commissioner Ansari?

3 COMMISSIONER ANSARI: Present.

4 MR. STATE: Commissioner Aul?

5 COMMISSIONER AUL: Present.

6 MR. STATE: Commissioner Baynes?

7 Commissioner Baynes, did I hear you?

8 Commissioner Blue?

9 COMMISSIONER BLUE: Present.

10 MR. STATE: Commissioner Downey?

11 Commissioner Hicks?

12 COMMISSIONER HICKS: Here.

13 MR. STATE: Commissioner Hughes?

14 COMMISSIONER HUGHES: Here.

15 MR. STATE: Commissioner Perry?

16 COMMISSIONER PERRY: Here.

17 MR. STATE: Commissioner Persico?

18 COMMISSIONER PERSICO: Here.

19 MR. STATE: Commissioner Tucker?

20 COMMISSIONER TUCKER: Here.

21 MR. STATE: Sister Denise?

22 CHAIR SISTER ROCHE: Here.

23 MR. STATE: And Commissioner Wilcox?

1 We have a quorum.

2 CHAIR SISTER ROCHE: Thank you very much, David.

3 This is the annual board meeting of the
4 Niagara Frontier Transit Authority, and it takes
5 place April 22nd, 2021. It is also Earth Day
6 today, and I just want to say a word because we
7 deal with transportation. And I commend our
8 executive director, Kim Minkel, and all of the
9 NFTA staff because when they bring us an issue,
10 they always keep in mind the fact that we have an
11 obligation to not only the citizens in Western
12 New York, but to the citizens of the world, to
13 use our resources capably and to work towards
14 sustainability.

15 And you do a wonderful job bringing us ideas
16 that we have never heard of before that help the
17 environment, so thank you very, very much.

18 MS. MINKEL: Thank you, Sister.

19 CHAIR SISTER ROCHE: And now we will move forward
20 with our meeting, and I would like to ask for
21 approval of the minutes.

22 COMMISSIONER PERRY: So moved.

23 COMMISSIONER HUGHES: Second.

1 CHAIR SISTER ROCHE: All in favor?

2 COMMISSIONER PERRY: Aye.

3 COMMISSIONER HUGHES: Aye.

4 CHAIR SISTER ROCHE: Any opposed? Any abstentions?

5 Thank you very much. And now we go to the
6 executive director's report.

7 MS. MINKEL: Thank you, Sister.

8 A couple things for the board. Next week
9 I'll be sending you an e-mail for your annual
10 board self-evaluations. These are anonymous, so
11 after you complete the evaluations, you can
12 either e-mail or send it in the mail directly to
13 Lara. She will compile the information, and then
14 the board at the May meeting and executive
15 session can review the results of your
16 self-evaluations.

17 The second thing I wanted to mention to the
18 board is that the police exam that we've
19 postponed for many, many months now, almost a
20 year now, will be on three dates, June 17th, 18th
21 and 19th. We're going to hold it at our
22 properties at two sites, our 485 Cayuga Road site
23 and our fire hall site on 120 Amherst Villa. We

1 will hold it on the three dates at the two
2 locations so that we can do it in smaller
3 settings so that we can get all the people who've
4 signed up for the testing completed.

5 We are also planning -- yeah. I'm sorry.

6 COMMISSIONER PERRY: Can people still sign up to take
7 the test?

8 MS. MINKEL: Yes. They can contact HR if they
9 would -- would that be fine?

10 MS. NOVO: Yes, they can call us directly.

11 COMMISSIONER PERRY: Have we engaged -- since we've
12 got almost two months, and I don't know when
13 applications close, are we doing any kind of
14 outreach or promotion, especially in areas where
15 we might find candidates for underrepresented
16 groups?

17 MS. MINKEL: So we did that earlier. We have
18 thirteen hundred people signed up to take the
19 exam.

20 COMMISSIONER PERRY: Great.

21 MS. MINKEL: And, certainly, anyone who wants to sign
22 up and take the exam between now and a set date,
23 they can reach out to Karen Novo to do so. Of

1 the thirteen hundred who signed up originally,
2 very few have declined or asked for their money
3 back --

4 COMMISSIONER PERRY: Good.

5 MS. MINKEL: -- so I think we will have a pretty
6 diverse pool, because at that time, Commissioner,
7 we did do tremendous outreach.

8 COMMISSIONER PERRY: And all commissioners can
9 promote this to their own constituencies or
10 groups at will?

11 MS. MINKEL: Absolutely.

12 COMMISSIONER PERRY: Okay.

13 MS. MINKEL: And I would encourage that.

14 COMMISSIONER PERRY: Thanks.

15 COMMISSIONER HUGHES: Are you going to take the exam?

16 COMMISSIONER DOWNEY: Excuse me. Commissioner Downey
17 is on the line now.

18 MS. MINKEL: Okay. Thank you, Commissioner.

19 COMMISSIONER PERRY: I am not going to take this
20 exam, but I have taken many such exams over the
21 past --

22 COMMISSIONER HUGHES: (Inaudible.)

23 COMMISSIONER PERRY: Thank you, Commissioner, yes.

1 Over the past twenty-four years, I've been
2 defending various municipalities and police
3 officers and police departments, and I have taken
4 many such practice tests. I have also
5 successfully passed the candidate physical
6 agility test designed by the International
7 Firefighters Association when I was over the age
8 of fifty, and also various police agility tests.

9 MS. MINKEL: Well, wonderful.

10 COMMISSIONER PERRY: He asked.

11 MS. MINKEL: So anyone who wants to take the written
12 test or the physical test can do so.

13 I also wanted to mention we're planning an
14 event at the Buffalo airport. Earlier today Bill
15 Vanecek talked about the update as to where we
16 are with our terminal enhancement project. We
17 have two important milestones that are coming up,
18 both the west side expansion and the east side
19 expansion. We are going to do one combined event
20 based on the timing of when both of those will be
21 complete. We're looking at doing actually a
22 two-day event, one a peek behind the scenes
23 before we do the formal event the very following

1 day. And it looks like it will be near the
2 middle to end of June. I'll let the board know
3 as we work with the contractor to get a firm
4 date, so more information to follow.

5 I also wanted to mention to the board we're
6 excited to announce our plans to improve the area
7 around the Freedom Wall at our Cold Spring bus
8 facility. A week from today at two p.m. we're
9 going to hold a news conference with Senator Tim
10 Kennedy who is helping to provide us with the
11 funding for this project, where we're going to
12 improve the streetscape around, improve the
13 lighting and create a wonderful area for
14 reflection and meditation. We're working with
15 the Michigan Street African-American Heritage
16 Corridor Commission and the Eastside Garden Walk
17 to be sure that the community has input on the
18 design and features. So that will be next week
19 at two p.m. I'll be sending out an e-mail later
20 today with more information on that, and that
21 should be a wonderful event.

22 And then, finally, Tom didn't go through all
23 his metrics, but I review them every month.

1 There's one that I wanted to call the board's
2 attention to because I just think it's
3 outstanding. And I wanted to recognize our Metro
4 employees on their attendance. They had an
5 attendance rate of ninety-two point five percent,
6 which was the same attendance rate as the
7 previous year. This is during the pandemic. I
8 think that's phenomenal, that it really talks to
9 our level of commitment from our employees, their
10 level of engagement. They are absolutely
11 dedicated. They were here day in and day out
12 during the very early days of the pandemic
13 interacting with the public when it was pretty
14 scary, I think, for everyone. So I noticed that,
15 I think it stands out, in spite of the fact that
16 we had a pandemic, we had incredible attendance.
17 So I just wanted to recognize all of our
18 employees who did an outstanding job.

19 And that concludes my report.

20 CHAIR SISTER ROCHE: Thank you very much, Kim.

21 Appreciate that.

22 We will move now to the audit, governance
23 and finance committee report, and I am going to

1 immediately turn it over to John Cox to tell us
2 how we're doing.

3 MR. COX: Yes. Thank you, Sister.

4 Good afternoon, commissioners. If you can
5 refer to page six in your packet. So here we
6 are, we're at the end of our fiscal year. It
7 just ended on March 31st, so at this point we
8 don't have final numbers, and we're just -- I'm
9 just going to provide some financial highlights.
10 And of course I'd like to point out at this point
11 these numbers are unaudited.

12 Metro passenger fares for the month of March
13 were approximately one point seven million or
14 fifty-six percent below budget. On a
15 year-to-date basis, we were approximately
16 twenty-three point eight million or sixty-seven
17 point one percent below budget.

18 BNIA concessions and commissions. We had an
19 unfavorable variance of approximately one point
20 eight million or sixty-six point three percent;
21 and on a year-to-date basis, we were
22 approximately nineteen point five million or
23 sixty-five point nine percent negative variance

1 to budget.

2 Erie County sales tax. For the month of
3 March, we were two -- approximately two hundred
4 and seventy thousand dollars negative variance to
5 budget; and on a year-to-date basis, we were
6 approximately one point five million negative
7 variance to budget or six point six percent. I
8 think there you'll see during the year, luckily
9 there was federal COVID relief which actually
10 helped provide some additional federal
11 unemployment assistance to individuals and I
12 think that helped partially mitigate some of the
13 loss that we initially anticipated that we would
14 see on the sales tax. And as Chris mentioned
15 earlier today, on mortgage tax we have seen a
16 favorable variance of approximately seven hundred
17 and twelve thousand dollars in the month of
18 March; and on a year-to-date basis, approximately
19 three point two million or twenty-seven point
20 five percent positive variance to budget. So
21 that was the one outlier out there during this
22 very challenging fiscal year.

23 Now, on the expense side, we did see lower

1 expenses across the board. That was to due to of
2 course cost reductions that we were able to
3 obtain through delayed purchases and cost
4 controls. Of course any exceptions being
5 anything that was operationally critical or
6 safety sensitive. Those expenditures still
7 occurred. And we also did see, due to the
8 slowdown in the economy, continued favorable
9 pricing in the commodities we purchase such as
10 fuels and electric.

11 Now, at this point we're going to be working
12 with the auditors. We'll be producing our annual
13 financial statements and we will be bringing
14 those back for your consideration at the June
15 meeting. And we're required to actually submit
16 those to the ABO office and to the state, to the
17 comptroller, due within ninety days of the end of
18 our fiscal year which will be the end of June.

19 And that concludes the consolidated
20 financial highlights, unless there are any
21 questions.

22 CHAIR SISTER ROCHE: Thank you very much, John.

23 Any questions of John?

1 Okay. Thank you. And the first two
2 resolutions, as you see, are about the officers,
3 and I'm going to take those separately. The
4 first is the election of officers for the Niagara
5 Frontier Transportation Authority. And I am
6 going to recommend for approval vice chair,
7 Commissioner Michael Hughes; secretary,
8 Commissioner LaVonne Ansari; and treasurer,
9 Commissioner Joan Aul.

10 Are there any other comments, suggestions?

11 Hearing none, may I have a motion to accept
12 this slate of officers?

13 COMMISSIONER PERRY: Oh, yeah. So moved.

14 CHAIR SISTER ROCHE: Thank you. And is there a
15 second?

16 COMMISSIONER TUCKER: Second. This is Commissioner
17 Tucker.

18 CHAIR SISTER ROCHE: Thank you very much,
19 Commissioner Tucker.

20 All in favor of accepting this slate of
21 officers, say aye.

22 We'll do this by individual vote.

23 MR. STATE: Roll call vote, commissioners.

1 Commissioner Ansari?

2 COMMISSIONER ANSARI: Aye.

3 MR. STATE: Commissioner Aul?

4 COMMISSIONER AUL: Aye.

5 MR. STATE: Commissioner Blue?

6 COMMISSIONER BLUE: Yes.

7 MR. STATE: Commissioner Hicks?

8 COMMISSIONER HICKS: Approved. Yes.

9 MR. STATE: Commissioner Hughes?

10 COMMISSIONER HUGHES: Yes.

11 MR. STATE: Commissioner Perry?

12 COMMISSIONER PERRY: Yes.

13 MR. STATE: Commissioner Persico?

14 COMMISSIONER PERSICO: Yes.

15 MR. STATE: Commissioner Tucker?

16 COMMISSIONER TUCKER: Yes.

17 MR. STATE: And Sister Denise?

18 CHAIR SISTER ROCHE: Yes.

19 Thank you. Now, the election of officers
20 for Niagara Frontier Transit Metro System Inc.
21 I'm going to recommend vice chair, Commissioner
22 Michael Hughes; secretary, Commissioner LaVonne
23 Ansari; and treasurer, Commissioner Joan Aul.

1 Are there any additions or comments?

2 Hearing none, I ask for a motion.

3 COMMISSIONER PERRY: So moved.

4 CHAIR SISTER ROCHE: And a second?

5 COMMISSIONER BLUE: Reverend Blue, second.

6 CHAIR SISTER ROCHE: Thank you.

7 Any discussion?

8 I will ask for a roll call vote.

9 MR. STATE: A roll call vote on the item.

10 Commissioner Ansari?

11 COMMISSIONER ANSARI: Aye.

12 MR. STATE: Commissioner Aul?

13 COMMISSIONER AUL: Aye.

14 MR. STATE: Commissioner Blue?

15 COMMISSIONER BLUE: Yes.

16 MR. STATE: Commissioner Hicks?

17 COMMISSIONER HICKS: Aye.

18 MR. STATE: Commissioner Hughes.

19 COMMISSIONER HUGHES: Yes.

20 MR. STATE: Commissioner Perry?

21 COMMISSIONER PERRY: Yes.

22 MR. STATE: Commissioner Persico?

23 COMMISSIONER PERSICO: Yes.

1 MR. STATE: Commissioner Tucker?

2 COMMISSIONER TUCKER: Yes.

3 MR. STATE: And Sister Denise?

4 CHAIR SISTER ROCHE: Yes.

5 Thank you all. Thank you, David.

6 We have a number of other resolutions, and
7 I'm going to turn them over to Kim.

8 MS. MINKEL: Thank you, Sister.

9 So there's sixteen more resolutions. Many
10 of these are policies and procedures that have
11 not changed, so I can go through them fairly
12 quickly.

13 The first one on page ten, corporate
14 resolution number three is the adoption of our
15 mission statement which has not changed since
16 2010. As a best practice it's recommended that
17 the board review this annually. In short, our
18 mission statement is divided and supports four
19 different areas, the first being aviation. That
20 serves as a catalyst for economic growth by
21 maintaining cost competitive -- cost effective,
22 customer oriented, efficient airports to attract
23 and retain comprehensive and competitive air

1 transportation services.

2 And earlier today we talked about
3 independent measures that talk about the
4 performance of our airports, recognizing that
5 J.D. Power has awarded us number one in all of
6 North America for customer service for midsize
7 airports, and numerous awards from the
8 Balchen/Post for snow removal.

9 On surface, our mission is to enhance the
10 quality of life of residents and visitors by
11 providing the highest level of safe, clean,
12 affordable, responsive and reliable
13 transportation.

14 There's been independent surveys of greater
15 than ninety percent customer satisfaction of our
16 surface transportation. Again, an independent
17 metric, something that we're very proud of.

18 Property. The goal is to manage and develop
19 NFTA-owned real property to optimize the
20 generation of self-supporting discretionary
21 revenue to support our transportation business
22 while fostering economic growth.

23 And we're doing this through the development

1 of our properties, DL and W in particular, and
2 other transit oriented development as an example
3 of that.

4 And then, finally, our support services.
5 Proactively provide high quality, coordinated,
6 innovative, technological, cost-effective support
7 service solutions for our internal and external
8 stakeholders.

9 We talked earlier today about our fare
10 collection project. That's an example of that.
11 And Token Transit. We'll be talking down the
12 road about smart parking at the airport going
13 forward and a number of MIS initiatives.

14 So that's the mission of the Authority.

15 The corporate resolution on page eleven,
16 corporate resolution number four. Authorization
17 for approval of our whistleblower policy. It has
18 not changed since the board approved it last
19 year.

20 Corporate resolution number five on page
21 fourteen is an approval of harassment in the
22 workplace policy. This has not changed since the
23 board last approved it in 2020. We are required

1 to do annual training. I sent an e-mail to the
2 board letting them know that we are doing the
3 annual training. I also sent a copy of that
4 training material as a best practice. While the
5 board does not require annual training, any board
6 member who wanted to review that training could
7 do so. And our harassment policy looks at both
8 physical harassment, visual and verbal harassment
9 as well as sexual harassment.

10 Corporate resolution number six, which is on
11 page eighteen, is our investment guidelines.
12 These have not changed. They have been attached
13 for your review. The board had last approved
14 these in April of 2020.

15 Corporate resolution number seven, which is
16 on page twenty-four, is our master liability
17 management policy. Again, this remains unchanged
18 from when the board last approved this in April
19 of 2020 and is included for your review.

20 Corporate resolution number eight is on page
21 thirty-eight. And this is the guidelines for
22 disposition and transfer of capital and
23 non-capital assets. Again, there's no

1 recommended changes at this time from when the
2 board last approved it.

3 Corporate resolution number nine on page
4 forty-three is the guidelines for the acquisition
5 and disposition of real property. Again, these
6 are attached and have not changed since the board
7 last approved them last year.

8 On page forty-seven, corporate resolution
9 number ten is the approval of our travel policy
10 and guidelines for NFTA and Metro. These have
11 not changed since the board last approved these
12 in April of 2020.

13 Corporate resolution number eleven, which is
14 on page fifty-nine, this does have some changes.
15 This was last revised in 2015. The changes are
16 three minor changes as -- in compliance with the
17 Federal Transit Administration and the Federal
18 Aviation Administration. Specifically, those
19 changes are we are increasing the minimum rate of
20 random drug testing from twenty-five percent to
21 fifty percent as required by FTA requirements.
22 We are also updating the cutoff levels for the
23 initial screening as required by the DOT

1 regulations. And then, finally, FAA is requiring
2 that the employees notify us in writing. The
3 word in writing was not in our policy before, so
4 that's the only change. They had always been
5 required to notify us, but FAA wanted it to
6 specify in writing. So those are the changes in
7 the policy which was attached for your review.

8 Corporate resolution number twelve. Now
9 we're outside of the policies. And staff is
10 recommending that the board approve our term
11 consultant, AddOns, for updating our security
12 within the Ellipse system at a cost of a hundred
13 and twenty-five thousand dollars, plus travel
14 expenses not to exceed fifteen thousand. So this
15 is to upgrade the security within our Ellipse
16 system going forward.

17 Corporate resolution number thirteen on page
18 ninety-nine. Staff is recommending that the
19 board authorize a one-year agreement for the
20 support and maintenance of our Lawson system at a
21 total amount of a hundred and three thousand
22 three hundred and seventy-nine dollars and
23 thirty-five cents. This is just the annual

1 maintenance agreement that we have for our Lawson
2 system.

3 Corporate resolution number fourteen on page
4 one hundred. Staff is recommending an
5 authorization for agreement with Windstream
6 Services. This is for our local and
7 long-distance phone services. This is a
8 three-year agreement. The cost over the three
9 years is seventy-nine thousand two hundred
10 dollars. We will be moving from a primary rate
11 interface to using a session Internet protocol.
12 So what that means is it's going to be a dynamic
13 system. If there's a fail, it will automatically
14 fail over so that we have redundancy and
15 fail-safe in our phone system. It also means
16 that we can update information directly with our
17 Web -- using a Web browser so that we don't have
18 to call and wait for additions or changes made
19 that way going forward. The important thing to
20 note as part of this agreement is we expect to
21 save seventy-six thousand dollars over the three
22 years by switching to this new dynamic system.

23 Corporate resolution number fifteen on page

1 one o one. Staff is recommending a collective
2 bargaining agreement with our Teamsters 264.
3 This would be a three-year agreement. These are
4 our Metrolink/ADA controllers. It's a small
5 group, there's only seven of them, but they do
6 tremendous work for us and we certainly
7 appreciate everything that they do. As part of
8 this agreement, their salary would increase two
9 percent for year one, two percent for year two
10 and two and a quarter percent for year three. In
11 addition, their health care contribution, which
12 is currently at ten percent, would remain at ten
13 percent for year one, but would increase at
14 eleven percent for year two and twelve percent in
15 year three.

16 Corporate resolution number sixteen is for
17 the purchase of road salt. Staff is asking that
18 the board allow us to work with Erie County and
19 New York State OGS Procurement Services ahead of
20 next season. We need to get in by the end of
21 April and May in order to be included. Since
22 they do both purchases, we save money that way.
23 Normally, I wouldn't be talking about salt when

1 summer is about to hit, but since we have snow on
2 the ground, it seems appropriate. The OGS
3 procurement guidelines -- or, procurement goals
4 are five percent for MBE; WBE, five percent;
5 SDVOB at zero percent; and slightly higher for
6 Erie County where they have goals of ten percent
7 for MBE, two percent for WBE and zero for SDVOB.

8 Corporate resolution seventeen is a lease
9 agreement with Kevin McMahon doing business as
10 Fencing Center of Buffalo. This is at our 485
11 Cayuga Road facility. He is looking -- he's been
12 a tenant of ours since 2018. He's looking for a
13 new five-year lease using light industrial space
14 of a little over forty-four hundred square feet.
15 He's also going to be providing improvements at
16 his own expense, installing a new vinyl
17 composition flooring and a new wash sink. The
18 five years would start August 1st and end July
19 31st of 2026. The initial rent rate will be
20 eight twenty-five per square foot or a little
21 over thirty-six thousand six hundred for the
22 first year, and it would have a three-percent
23 annual escalator.

1 And the final corporate resolution is an
2 authorization for a lease agreement with GEO DATA
3 Intelligence Corp. They're a Start-Up NY
4 participant. They're a software company that
5 designs and develops software and mobile
6 applications for K through twelve education.
7 They're looking to lease just under seven hundred
8 and fifty square feet of C plus office space at
9 247 Cayuga. The initial rent rate will be
10 thirteen dollars and seventy-five cents a square
11 foot, subject to a three-percent annual
12 escalator. It's a one-year lease with the option
13 of two additional one-year periods.

14 And those conclude the resolutions and my
15 voice.

16 CHAIR SISTER ROCHE: Thank you very much.

17 I'm going to suggest we take these all as a
18 group, unless one of the commissioners wants to
19 take one separately.

20 COMMISSIONER HUGHES: I'll make a motion to approve
21 them as a batch.

22 CHAIR SISTER ROCHE: Thank you very much.

23 Second?

1 COMMISSIONER BLUE: Second the motion, Reverend Blue.

2 CHAIR SISTER ROCHE: Thank you. So I turn it over to
3 you.

4 MR. STATE: Voting on corporate items three through
5 eighteen.

6 Commissioner Ansari?

7 COMMISSIONER ANSARI: Yes.

8 MR. STATE: Commissioner Aul?

9 COMMISSIONER AUL: Yes.

10 MR. STATE: Commissioner Blue?

11 COMMISSIONER BLUE: Yes.

12 MR. STATE: Commissioner Hicks?

13 COMMISSIONER HICKS: Yes.

14 MR. STATE: Commissioner Hughes?

15 COMMISSIONER HUGHES: Yes.

16 MR. STATE: Commissioner Perry?

17 COMMISSIONER PERRY: Aye.

18 MR. STATE: Commissioner Persico?

19 COMMISSIONER PERSICO: Yes.

20 MR. STATE: Commissioner Tucker?

21 COMMISSIONER TUCKER: Yes.

22 MR. STATE: And Sister Denise?

23 CHAIR SISTER ROCHE: Yes.

1 MR. STATE: Item passes.

2 CHAIR SISTER ROCHE: Thank you very much.

3 We're going to turn now to the aviation
4 business group report, and I'll turn it over to
5 Commissioner Perry.

6 COMMISSIONER PERRY: Thank you, Sister.

7 Continuing to follow our pandemic protocol
8 for said meetings, I'm going to kick it right
9 over to Mr. Vanecek for the AIP update.

10 MR. VANECEK: All right. Thank you, Commissioner.

11 So a quick update on the projects affecting
12 the airports. The first one is the terminal
13 enhancement project. We are currently -- we have
14 completed baggage carousel number two which is in
15 place and operating. We are rapidly approaching
16 the completion of both the east exit concourse as
17 well as the west exiting concourse which should
18 be done by end of June. And all that will remain
19 after that will be the completion of our new --
20 two new carousels, three and four, which should
21 be completed by the end of the year, give or
22 take.

23 With respect to our subsurface wetlands,

1 they have -- our contractor has started doing the
2 work there. They have been excavating soil and
3 ground and pavement to start developing the
4 underground storage facility for that project,
5 and that is ongoing.

6 The Buell Avenue parking lot. We have not
7 yet broken ground there, but we are rapidly
8 approaching the starting point of the
9 construction. We expect to have a notice to
10 proceed for construction any day, as soon as we
11 get the contractor onboard.

12 Runway 5-23 rehab. It's the pavement
13 management study. We will be requiring a
14 rehabilitation. That will -- the construction
15 for -- the design should be -- well, it was
16 delivered in January of 2021. Notice to proceed
17 for construction is anticipated for September,
18 2022.

19 Niagara Falls taxiway rehabilitation. In
20 January the board approved the construction
21 contract, and we are expecting the notice to
22 proceed for construction to be October of 2021.
23 And the west end security fence will be -- at

1 Niagara Falls will be approximately eight
2 hundred, eight hundred and eighty -- eight
3 thousand eight hundred linear feet. And the
4 construction for that should be issued in June of
5 this summer.

6 Any questions on the AIP?

7 If not, just -- maybe just a couple of quick
8 highlights. I wanted to point out that our
9 enplanement numbers for Buffalo for this -- for
10 March came in at seventy-five thousand three
11 twenty-nine. That was only twelve point --
12 approximately about thirteen percent lower than
13 the year before. The first two months of the
14 year we were up in the seventies down from the
15 year before, so we're starting to see some
16 traction with respect to increased travel at the
17 airport.

18 Relative to Niagara Falls, they are still
19 struggling given the fact that Spirit Airlines is
20 not operating at the airport, so they were --
21 but, despite that, they were still only down
22 fifty-seven percent compared to eighty-four and
23 ninety-one percent in January and February.

1 And we did have a discussion on some of the
2 adds, puts and gets for the airlines, mostly good
3 news at Buffalo with some of our key business
4 markets getting significant increases amongst
5 those. I won't go into the details on that.

6 And then we did have a discussion item on --
7 just showing the development of the terminal
8 enhancement project at the airport.

9 And with that, I'll conclude the
10 conversation.

11 CHAIR SISTER ROCHE: Thank you very much.

12 MR. VANECEK: Thank you.

13 CHAIR SISTER ROCHE: And we'll turn it over to Kim
14 Minkel for the resolutions.

15 MS. MINKEL: Thank you, Sister.

16 There are two resolutions in aviation. The
17 first starts on page one ten. Staff is
18 recommending the board award a construction
19 contract to Union Concrete for a total bid amount
20 of four hundred and eighty-five thousand five
21 hundred and seventy-five dollars. This is a
22 two-year contract. This is to address foreign
23 object debris in taxiway C pavement deteriorations

1 at the Niagara Falls airport. This will be
2 accomplished over two seasons. Each season there
3 would be approximately ten thousand three hundred
4 square feet of pavement work that would be done.

5 Union Concrete was the low bid. The MBE,
6 WBE and SDVOB goals were two percent, four
7 percent and three percent. Union Concrete comes
8 up short. They did apply for a waiver to Empire
9 State Development who is granting the waiver due
10 to the fact that there is insufficient providers
11 of these construction-type services. Similarly,
12 NFTA has approved a waiver of the SDVOB
13 requirements because there's limited certified
14 providers of these services.

15 The second aviation resolution on page one
16 twelve is staff is recommending an award to
17 Bognar Construction also at Niagara Falls
18 International Airport for a lump sum total bid
19 amount of three hundred and thirty-three thousand
20 five hundred and twenty dollars and thirty-five
21 cents. This is to install perimeter fencing
22 around the recently purchased Hutchinson
23 property. This is property that we did a lot of

1 tree topping and tree removal in the area of our
2 runway protection zone. So this is to install
3 eighty-eight hundred linear feet to secure the
4 airport.

5 Bognar was the lowest bid. The MBE, WBE and
6 SDVOB goals were zero percent, five percent and
7 zero percent, and they will be meeting those
8 participation goals.

9 And those are the two resolutions.

10 CHAIR SISTER ROCHE: Thank you very much.

11 I suggest we take these two resolutions
12 together. May I ask for a motion?

13 COMMISSIONER HICKS: So moved.

14 CHAIR SISTER ROCHE: Thank you. And a second?

15 COMMISSIONER AUL: Joan Aul, second.

16 COMMISSIONER TUCKER: Second, Commissioner Tucker.

17 CHAIR SISTER ROCHE: Thank you. Are there any
18 comments or conversation, questions about this?

19 Hearing none, we're going to turn it to the
20 vote. And, David State, I give it to you.

21 MR. STATE: Motion to approve on the two items.

22 Commissioner Ansari?

23 COMMISSIONER ANSARI: Yes.

1 MR. STATE: Commissioner Aul?

2 COMMISSIONER AUL: Yes.

3 MR. STATE: Commissioner Blue?

4 COMMISSIONER BLUE: Yes.

5 MR. STATE: Commissioner Hicks?

6 COMMISSIONER HICKS: Yes.

7 MR. STATE: Commissioner Hughes?

8 COMMISSIONER HUGHES: Yes.

9 MR. STATE: Commissioner Perry?

10 COMMISSIONER PERRY: Aye.

11 MR. STATE: Commissioner Persico?

12 COMMISSIONER PERSICO: Yes.

13 MR. STATE: Commissioner Tucker?

14 COMMISSIONER TUCKER: Yes.

15 MR. STATE: And Sister Denise?

16 CHAIR SISTER ROCHE: Yes.

17 Thank you all. And we turn now to surface
18 transportation business group report and
19 Commissioner Hughes.

20 COMMISSIONER HUGHES: Thank you, Sister. Similar to
21 the aviation committee, we have an abbreviated
22 report, and for that we'll turn it over to Tom
23 George.

1 MR. GEORGE: Thank you, commissioners. At today's
2 surface transportation committee meeting, we
3 started with a discussion of our fare collection
4 system, our initiatives report, indicating that
5 we are installing fare boxes on the buses at this
6 point in time and should have that completed in
7 the next four to six weeks, which those will
8 continue to operate as they currently do today,
9 using today's media and today's fares and that's
10 the first major step in our transition.

11 We also talked a little bit about ridership
12 year to date, reflective of where we have been
13 over the year of pandemic. So the fiscal year
14 essentially from April 1st of 2020 through March
15 31st of 2021, we were down fifty percent on the
16 bus side and sixty-four percent on the rail side
17 ridership during those periods, one year compared
18 to the other.

19 We also had a review of both the citizens
20 advisory committee and the accessibility advisory
21 committee notes and minutes. And then we
22 followed that with two discussion items. One was
23 an overview of the DL and W project construction

1 which included the construction that we have
2 ongoing today including the rail yard and
3 preparation for the new station. You know, we
4 highlighted new pedestrian crossing that is up
5 for your consideration as a board action for a
6 change order to the existing contract. And then
7 we talked as well about what's going to be
8 featured in the design and the construction of
9 the station itself which is anticipated to go to
10 bid in July of this year with a completion at the
11 end of 2023.

12 We then moved into a discussion on the
13 service modifications that we're reviewing,
14 broken into four different categories, those
15 being Niagara Falls and Niagara County, Erie
16 County, the Bailey Avenue limited express service
17 as well as our express service itself. We talked
18 at length about the process that we'll be using,
19 the public outreach component, the timing and the
20 board involvement in that moving forward.

21 And that's a summary of our meeting for
22 today, if there's any questions.

23 CHAIR SISTER ROCHE: Thank you, Tom.

1 Any questions?

2 Thank you. I'm going to turn it over to Kim
3 Minkel now for the resolutions, and there are
4 six.

5 MS. MINKEL: Great. Thank you, Sister.

6 And the first one starts on page one
7 sixteen. Staff is recommending that the board
8 approve an agreement with Penn Power. This is
9 for up to seven hundred replacement bus batteries
10 at a cost not to exceed a hundred and
11 twenty-eight thousand nine hundred and thirty
12 dollars. This will take us through the end of
13 next year.

14 We did go out with a bid. We received six
15 responsive proposals. Penn Power was the lowest
16 cost. The MBE, WBE, SDVOB goals were zero point
17 nine percent MBE, and zero and zero for WBE and
18 SDVOB, respectively. Penn Power has requested a
19 waiver from Empire State Development which was
20 granted because there are no New York State
21 certified providers of these batteries.

22 The second surface resolution is an
23 authorization for agreement with Prevost for our

1 Nova Bus K program kits within Metro. The total
2 cost of this procurement is approximately four
3 hundred and eighty thousand dollars. This is an
4 initiative that goes back with our bus
5 maintenance group back in 2018, where this K
6 program, it's a preventative maintenance plan
7 that has scheduled replacement for bus parts
8 based on mileage and hours in service with the
9 idea that we would increase service miles without
10 interruption, which has been successful.

11 Additionally, procurements of this type we
12 do see procurement savings. So, for example,
13 this procurement will result in material cost
14 savings of over nine percent. Nine percent is
15 eighty thousand dollars over the cost of the
16 year. To date, in addition to this, we've seen
17 procurement savings anywhere between eighty to a
18 hundred and twenty thousand because of this type
19 of procurement with using preventative
20 maintenance and buying things as a kit.

21 Prevost is a sole source based on the fact
22 these are Nova buses, so Empire State Development
23 has excluded the procurement from MWBE

1 requirements because there are no New York State
2 certified providers of this product.

3 Surface resolution number three on page one
4 nineteen is a change order with Mark Cerrone for
5 our DL and W station. The change order is an
6 increase of one million seven hundred and
7 forty-seven thousand four hundred and sixty-three
8 dollars and eighty-seven cents. Tom had
9 presented this earlier today. This is to include
10 the ADA accessibility pathway crossing across
11 South Park and to fill in over thirty-six hundred
12 square feet of the rail ties and stone ballast to
13 create a much improved area down in front of the
14 DL and W station.

15 Surface resolution number four, which is on
16 page one twenty-four. Staff is recommending a
17 college/university pass agreement with the
18 University at Buffalo Medical School that will
19 take us through the school year ending in 2023.
20 The year-one cost will be sixty-four dollars
21 for -- per pass. Year two, sixty-six dollars for
22 a student pass. To give you an idea, this year
23 the average fee was sixty-one dollars. So this

1 is an increase to that agreement, and the
2 revenue generated by this agreement is estimated
3 to be about two hundred and sixty thousand for
4 the contract term.

5 The fifth surface resolution on page one
6 twenty-five is an agreement with the City of
7 Niagara Falls. This is for seasonal trolley
8 service. We've been providing this service since
9 2005. It's paid for through receipts from the
10 bed tax in Niagara Falls area hotels. The
11 service this year would be slightly reduced from
12 what was approved last year, based on the
13 pandemic, it would start a little bit later. The
14 City of Niagara Falls has agreed to pay us five
15 hundred and fifty-two thousand nine hundred and
16 eighty-five dollars for this service. To give
17 you an idea, last year it was to be six hundred
18 and thirteen thousand, but what we realized
19 because of the pandemic was four hundred and
20 eighty-one thousand. So it's slightly less than
21 what was approved last year, but it is more than
22 what we actually realized last year because of
23 the pandemic.

1 And the final surface resolution on page one
2 twenty-seven is an authorization for agreement
3 with IBI Group. This is for NITTEC. As the
4 administrative host agency for NITTEC, their
5 procurements go through our procurement and
6 brought to our board for approval. The agreement
7 with IBI would be a lump sum amount of a hundred
8 and seventy-five thousand dollars to maintain and
9 support their advanced traffic management system.
10 Since this is proprietary software, it is
11 considered a single-source condition as part of
12 this procurement. And NITTEC provides the
13 funding for this procurement.

14 And those are the resolutions.

15 CHAIR SISTER ROCHE: Thank you very much, Kim.

16 And we will take these as a group unless
17 someone would choose to have one separately.

18 If not, may I have a motion, please, to take
19 these resolutions as a group?

20 COMMISSIONER PERRY: So moved.

21 COMMISSIONER HUGHES: Second.

22 CHAIR SISTER ROCHE: Thank you. And I turn it over
23 to you, David.

1 MR. STATE: Motion to approve items one through six
2 for the surface group.

3 Commissioner Ansari?

4 COMMISSIONER ANSARI: Yes.

5 MR. STATE: Commissioner Aul?

6 COMMISSIONER AUL: Yes.

7 MR. STATE: Commissioner Blue?

8 COMMISSIONER BLUE: Yes.

9 MR. STATE: Commissioner Hicks?

10 COMMISSIONER HICKS: Yes.

11 MR. STATE: Commissioner Hughes?

12 COMMISSIONER HUGHES: Yes.

13 MR. STATE: Commissioner Perry?

14 COMMISSIONER PERRY: Aye.

15 MR. STATE: Commissioner Persico?

16 COMMISSIONER PERSICO: Yes.

17 MR. STATE: Commissioner Tucker?

18 COMMISSIONER TUCKER: Yes.

19 MR. STATE: And Sister Denise?

20 CHAIR SISTER ROCHE: Yes.

21 And thank you, David.

22 Our next item is the general counsel's
23 report. And there is one?

1 MR. STATE: Yes. Thank you, Sister.

2 Just two quick items to report on. Your
3 ethics financial disclosure statement is due. So
4 you should have received an e-mail about around
5 April 15th from Ethel, E-T-H-E-L. If you did not
6 receive that e-mail, let us know. Karen and I
7 will wring some heads in Albany. Sometimes
8 they've had trouble with their e-mail systems.
9 But, look for that e-mail from Ethel. Your
10 financial disclosure statement this year is due
11 May 17th, so you have plenty of time to do this.
12 If you have any questions about filling it out,
13 the format, substantive questions, please let me
14 know. We can take you through the guide and
15 figure it out. So first and foremost, that's on
16 the financial disclose statement.

17 Commissioner Perry?

18 COMMISSIONER PERRY: So if I feel I need an
19 extension, can I call Ethel? Is she in Albany?
20 Does she work in the Albany office? Can I call
21 her or do I have to e-mail her?

22 MR. STATE: There is an extension process --

23 COMMISSIONER PERRY: Okay.

1 MR. STATE: -- which is on their website. It's easy.
2 We've done it before. I've done it myself. I
3 don't think it's through Ethel, but it's the
4 same --

5 COMMISSIONER PERRY: She will not grant me an
6 extension?

7 MR. STATE: Correct.

8 COMMISSIONER PERRY: Even if I e-mail her or go to
9 see her in Albany?

10 MR. STATE: Correct.

11 CHAIR SISTER ROCHE: Good luck.

12 COMMISSIONER PERRY: Just checking.

13 MR. STATE: And then, secondly, we did put into
14 suit -- as commissioners may recall, we had a
15 large water main break near Delavan station back
16 in January, sort of the start of the pandemic.
17 January 22nd of 2020. We submitted a claim, the
18 claim was not responded to, so when that happens,
19 you file a lawsuit. So we've done that. So this
20 will now be in the litigation track and hopefully
21 we'll get a resolution.

22 I should tell you, Vicky commented to us
23 that she -- you know, she's used to defending

1 cases. Right? Now she jumps to the other side
2 of the table and has put together this lawsuit as
3 a plaintiff, which was a stretch for her. But,
4 as always, she's come through. She jokes and now
5 has a saying, hurt in a flood, Vicky is out for
6 blood. I'm joking for those who can't see me.
7 But, I'm not about her preparing the case and
8 doing her always admirable and diligent job. So
9 we will see how this plays out. It's in the
10 process of being served. It's been filed and
11 we'll take it from there.

12 Yes, sir?

13 COMMISSIONER PERRY: Just as a matter of legal
14 ethics. So commissioners were not consulted on
15 whether to bring this suit in advance; is that
16 correct?

17 MR. STATE: That's correct.

18 COMMISSIONER PERRY: Nor were commissioners asked to
19 give their individual permission or to vote on
20 permission as to whether to commence this
21 litigation; is that right?

22 MR. STATE: Correct.

23 COMMISSIONER PERRY: And this is purely an executive

1 decision by the senior executive staff, the
2 executive director, in consultation with their
3 lawyers. And so when we read these things in the
4 paper and people say, why are you suing the city,
5 and, we're taxpayers, and all that kind of stuff,
6 the answer is these are not decisions that
7 commissioners make; is that right?

8 MR. STATE: Absolutely correct.

9 COMMISSIONER PERRY: Okay.

10 MR. STATE: And we will provide status updates as
11 that plays out.

12 And if there's any questions, that's the
13 conclusion of the report.

14 CHAIR SISTER ROCHE: Thank you very much.

15 There is no need today for an executive
16 session, and so unless there is another issue to
17 bring before the board of commissioners, we will
18 adjourn for today. Thank you very much for being
19 with us and for coming back for all of the
20 committee meetings.

21

22

* * * * *

23

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23

STATE OF NEW YORK)
SS:
COUNTY OF NIAGARA)

I, Valerie A. Rosati, a Notary Public in and for the State of New York, County of Niagara, DO HEREBY CERTIFY that the above transcript of a video recording was taken down by me in a verbatim manner by means of Machine Shorthand, and that the transcript was then reduced into writing under my direction.

I further CERTIFY that the above-described transcript constitutes a true and accurate and complete transcript of the video recording.

VALERIE A. ROSATI,
Notary Public.

1	<p>action [1] - 36:5 ADA [1] - 39:10 Adam [1] - 2:2 addition [2] - 24:11, 38:16 additional [2] - 12:10, 26:13 additionally [1] - 38:11 additions [2] - 16:1, 23:18 AddOns [1] - 22:11 address [1] - 31:22 adds [1] - 31:2 adjourn [1] - 46:18 Administration [2] - 21:17, 21:18 administrative [1] - 41:4 admirable [1] - 45:8 adoption [1] - 17:14 advance [1] - 45:15 advanced [1] - 41:9 advisory [2] - 35:20 Affairs [1] - 2:6 affecting [1] - 28:11 affordable [1] - 18:12 African [1] - 9:15 African-American [1] - 9:15 afternoon [1] - 11:4 age [1] - 8:7 agency [1] - 41:4 agility [2] - 8:6, 8:8 agreed [1] - 40:14 agreement [18] - 22:19, 23:1, 23:5, 23:8, 23:20, 24:2, 24:3, 24:8, 25:9, 26:2, 37:8, 37:23, 39:17, 40:1, 40:2, 40:6, 41:2, 41:6 ahead [1] - 24:19 AIP [2] - 28:9, 30:6 air [1] - 17:23 Airlines [1] - 30:19 airlines [1] - 31:2 airport [7] - 8:14, 19:12, 30:17, 30:20, 31:8, 32:1, 33:4 Airport [1] - 32:18 airports [4] - 17:22, 18:4, 18:7, 28:12 Albany [4] - 43:7, 43:19, 43:20, 44:9 allow [1] - 24:18 almost [2] - 5:19, 6:12</p>	<p>America [1] - 18:6 American [1] - 9:15 Amherst [1] - 5:23 amount [4] - 22:21, 31:19, 32:19, 41:7 announce [1] - 9:6 annual [9] - 4:3, 5:9, 13:12, 20:1, 20:3, 20:5, 22:23, 25:23, 26:11 annually [1] - 17:17 anonymous [1] - 5:10 Ansari [9] - 2:10, 3:2, 14:8, 15:1, 15:23, 16:10, 27:6, 33:22, 42:3 ANSARI [6] - 3:3, 15:2, 16:11, 27:7, 33:23, 42:4 answer [1] - 46:6 anticipated [3] - 12:13, 29:17, 36:9 applications [2] - 6:13, 26:6 apply [1] - 32:8 appreciate [2] - 10:21, 24:7 approaching [2] - 28:15, 29:8 appropriate [1] - 25:2 approval [6] - 4:21, 14:6, 19:17, 19:21, 21:9, 41:6 approve [5] - 22:10, 26:20, 33:21, 37:8, 42:1 approved [12] - 15:8, 19:18, 19:23, 20:13, 20:18, 21:2, 21:7, 21:11, 29:20, 32:12, 40:12, 40:21 April [8] - 1:9, 4:5, 20:14, 20:18, 21:12, 24:21, 35:14, 43:5 area [5] - 9:6, 9:13, 33:1, 39:13, 40:10 areas [2] - 6:14, 17:19 assets [1] - 20:23 assistance [1] - 12:11 Assistant [1] - 2:6 Association [1] - 8:7 attached [3] - 20:12, 21:6, 22:7 attendance [4] - 10:4, 10:5, 10:6, 10:16</p>	<p>attention [1] - 10:2 attract [1] - 17:22 audit [1] - 10:22 auditors [1] - 13:12 August [1] - 25:18 Aul [10] - 2:10, 3:4, 14:9, 15:3, 15:23, 16:12, 27:8, 33:15, 34:1, 42:5 AUL [7] - 3:5, 15:4, 16:13, 27:9, 33:15, 34:2, 42:6 AUTHORITY [2] - 1:7, 1:16 Authority [3] - 4:4, 14:5, 19:14 authorization [5] - 19:16, 23:5, 26:2, 37:23, 41:2 authorize [1] - 22:19 automatically [1] - 23:13 Avenue [2] - 29:6, 36:16 average [1] - 39:23 Aviation [2] - 2:5, 21:18 aviation [5] - 17:19, 28:3, 31:16, 32:15, 34:21 award [2] - 31:18, 32:16 awarded [1] - 18:5 awards [1] - 18:7 aye [1] - 5:2, 5:3, 14:21, 15:2, 15:4, 16:11, 16:13, 16:17, 27:17, 34:10, 42:14</p>	<p>between [2] - 6:22, 38:17 bid [6] - 31:19, 32:5, 32:18, 33:5, 36:10, 37:14 Bill [1] - 8:14 bit [2] - 35:11, 40:13 blood [1] - 45:6 Blue [9] - 2:11, 3:8, 15:5, 16:5, 16:14, 27:1, 27:10, 34:3, 42:7 BLUE [8] - 3:9, 15:6, 16:5, 16:15, 27:1, 27:11, 34:4, 42:8 BNIA [1] - 11:18 board [29] - 4:3, 5:8, 5:10, 5:14, 5:18, 9:2, 9:5, 13:1, 17:17, 19:18, 19:23, 20:2, 20:5, 20:13, 20:18, 21:2, 21:6, 21:11, 22:10, 22:19, 24:18, 29:20, 31:18, 36:5, 36:20, 37:7, 41:6, 46:17 Board [1] - 1:8 board's [1] - 10:1 BOARDROOM [1] - 2:1 Bognar [2] - 32:17, 33:5 boxes [1] - 35:5 break [1] - 44:15 bring [3] - 4:9, 45:15, 46:17 bringing [2] - 4:15, 13:13 broken [2] - 29:7, 36:14 brought [1] - 41:6 browser [1] - 23:17 Brunette [1] - 2:13 budget [6] - 11:14, 11:17, 12:1, 12:5, 12:7, 12:20 Buell [1] - 29:6 Buffalo [6] - 1:16, 8:14, 25:10, 30:9, 31:3, 39:18 Bus [1] - 38:1 bus [5] - 9:7, 35:16, 37:9, 38:4, 38:7 buses [2] - 35:5, 38:22 business [5] - 18:21, 25:9, 28:4, 31:3, 34:18 buying [1] - 38:20</p>
2	<p>2005 [1] - 40:9 2010 [1] - 17:16 2015 [1] - 21:15 2018 [2] - 25:12, 38:5 2020 [6] - 19:23, 20:14, 20:19, 21:12, 35:14, 44:17 2021 [5] - 1:9, 4:5, 29:16, 29:22, 35:15 2022 [1] - 29:18 2023 [2] - 36:11, 39:19 2026 [1] - 25:19 22 [1] - 1:9 22nd [2] - 4:5, 44:17 247 [1] - 26:9 264 [1] - 24:2</p>			
3	<p>31st [3] - 11:7, 25:19, 35:15</p>			
4	<p>485 [2] - 5:22, 25:10</p>			
5	<p>5-23 [1] - 29:12</p>			
A	<p>abbreviated [1] - 34:21 able [1] - 13:2 ABO [1] - 13:16 above-described [1] - 47:12 absolutely [3] - 7:11, 10:10, 46:8 abstentions [1] - 5:4 accept [1] - 14:11 accepting [1] - 14:20 accessibility [2] - 35:20, 39:10 accomplished [1] - 32:2 accurate [1] - 47:13 acquisition [1] - 21:4</p>			
		B		
		<p>baggage [1] - 28:14 Bailey [1] - 36:16 Balchen/Post [1] - 18:8 ballast [1] - 39:12 bargaining [1] - 24:2 based [4] - 8:20, 38:8, 38:21, 40:12 basis [4] - 11:15, 11:21, 12:5, 12:18 batch [1] - 26:21 batteries [2] - 37:9, 37:21 Baynes [2] - 3:6, 3:7 bed [1] - 40:10 behind [1] - 8:22 below [2] - 11:14, 11:17 best [2] - 17:16, 20:4</p>		

C				
<p>C</p> <p>candidate [1] - 8:5 candidates [1] - 6:15 capably [1] - 4:13 capital [2] - 20:22, 20:23 care [1] - 24:11 carousel [1] - 28:14 carousels [1] - 28:20 case [1] - 45:7 cases [1] - 45:1 catalyst [1] - 17:20 categories [1] - 36:14 Cayuga [3] - 5:22, 25:11, 26:9 Center [1] - 25:10 cents [4] - 22:23, 26:10, 32:21, 39:8 Cerrone [1] - 39:4 certainly [2] - 6:21, 24:6 certified [3] - 32:13, 37:21, 39:2 CERTIFY [2] - 47:7, 47:12 CHAIR [31] - 2:18, 3:22, 4:2, 4:19, 5:1, 5:4, 10:20, 13:22, 14:14, 14:18, 15:18, 16:4, 16:6, 17:4, 26:16, 26:22, 27:2, 27:23, 28:2, 31:11, 31:13, 33:10, 33:14, 33:17, 34:16, 36:23, 41:15, 41:22, 42:20, 44:11, 46:14 chair [2] - 14:6, 15:21 Chair [1] - 2:2 challenging [1] - 12:22 change [4] - 22:4, 36:6, 39:4, 39:5 changed [7] - 17:11, 17:15, 19:18, 19:22, 20:12, 21:6, 21:11 changes [7] - 21:1, 21:14, 21:15, 21:16, 21:19, 22:6, 23:18 checking [1] - 44:12 Chief [2] - 2:4, 2:14 choose [1] - 41:17 Chris [1] - 12:14 citizens [3] - 4:11, 4:12, 35:19 City [2] - 40:6, 40:14 city [1] - 46:4 claim [2] - 44:17,</p>	<p>44:18 clean [1] - 18:11 close [1] - 6:13 Cold [1] - 9:7 collection [2] - 19:10, 35:3 collective [1] - 24:1 college/university [1] - 39:17 combined [1] - 8:19 coming [2] - 8:17, 46:19 commence [1] - 45:20 commend [1] - 4:7 commented [1] - 44:22 comments [3] - 14:10, 16:1, 33:18 Commission [1] - 9:16 Commissioner [78] - 2:2, 2:3, 2:10, 2:10, 2:11, 2:11, 2:12, 2:12, 2:13, 3:2, 3:4, 3:6, 3:7, 3:8, 3:10, 3:11, 3:13, 3:15, 3:17, 3:19, 3:23, 7:6, 7:16, 7:18, 7:23, 14:7, 14:8, 14:9, 14:16, 14:19, 15:1, 15:3, 15:5, 15:7, 15:9, 15:11, 15:13, 15:15, 15:21, 15:22, 15:23, 16:10, 16:12, 16:14, 16:16, 16:18, 16:20, 16:22, 17:1, 27:6, 27:8, 27:10, 27:12, 27:14, 27:16, 27:18, 27:20, 28:5, 28:10, 33:16, 33:22, 34:1, 34:3, 34:5, 34:7, 34:9, 34:11, 34:13, 34:19, 42:3, 42:5, 42:7, 42:9, 42:11, 42:13, 42:15, 42:17, 43:17 COMMISSIONER [87] - 3:3, 3:5, 3:9, 3:12, 3:14, 3:16, 3:18, 3:20, 4:22, 4:23, 5:2, 5:3, 6:6, 6:11, 6:20, 7:4, 7:8, 7:12, 7:14, 7:15, 7:16, 7:19, 7:22, 7:23, 8:10, 14:13, 14:16, 15:2, 15:4, 15:6, 15:8, 15:10, 15:12, 15:14, 15:16, 16:3, 16:5, 16:11, 16:13, 16:15, 16:17, 16:19, 16:21, 16:23, 17:2, 26:20, 27:1,</p>	<p>27:7, 27:9, 27:11, 27:13, 27:15, 27:17, 27:19, 27:21, 28:6, 33:13, 33:15, 33:16, 33:23, 34:2, 34:4, 34:6, 34:8, 34:10, 34:12, 34:14, 34:20, 41:20, 41:21, 42:4, 42:6, 42:8, 42:10, 42:12, 42:14, 42:16, 42:18, 43:18, 43:23, 44:5, 44:8, 44:12, 45:13, 45:18, 45:23, 46:9 commissioners [10] - 7:8, 11:4, 14:23, 26:18, 35:1, 44:14, 45:14, 45:18, 46:7, 46:17 commissions [1] - 11:18 commitment [1] - 10:9 committee [6] - 10:23, 34:21, 35:2, 35:20, 35:21, 46:20 commodities [1] - 13:9 community [1] - 9:17 company [1] - 26:4 compared [2] - 30:22, 35:17 competitive [2] - 17:21, 17:23 compile [1] - 5:13 complete [3] - 5:11, 8:21, 47:14 completed [4] - 6:4, 28:14, 28:21, 35:6 completion [3] - 28:16, 28:19, 36:10 compliance [1] - 21:16 component [1] - 36:19 composition [1] - 25:17 comprehensive [1] - 17:23 comptroller [1] - 13:17 concessions [1] - 11:18 conclude [2] - 26:14, 31:9 concludes [2] - 10:19, 13:19 conclusion [1] - 46:13 concourse [2] -</p>	<p>28:16, 28:17 Concrete [3] - 31:19, 32:5, 32:7 condition [1] - 41:11 conference [1] - 9:9 consideration [2] - 13:14, 36:5 considered [1] - 41:11 consolidated [1] - 13:19 constituencies [1] - 7:9 constitutes [1] - 47:13 Construction [1] - 32:17 construction [12] - 29:9, 29:10, 29:14, 29:17, 29:20, 29:22, 30:4, 31:18, 32:11, 35:23, 36:1, 36:8 construction-type [1] - 32:11 consultant [1] - 22:11 consultation [1] - 46:2 consulted [1] - 45:14 contact [1] - 6:8 continue [1] - 35:8 continued [1] - 13:8 continuing [1] - 28:7 contract [5] - 29:21, 31:19, 31:22, 36:6, 40:4 contractor [3] - 9:3, 29:1, 29:11 contribution [1] - 24:11 controllers [1] - 24:4 controls [1] - 13:4 conversation [2] - 31:10, 33:18 coordinated [1] - 19:5 copy [1] - 20:3 Corp [1] - 26:3 corporate [18] - 17:13, 19:15, 19:16, 19:20, 20:10, 20:15, 20:20, 21:3, 21:8, 21:13, 22:8, 22:17, 23:3, 23:23, 24:16, 25:8, 26:1, 27:4 correct [6] - 44:7, 44:10, 45:16, 45:17, 45:22, 46:8 Corridor [1] - 9:16 cost [13] - 13:2, 13:3,</p>	<p>17:21, 19:6, 22:12, 23:8, 37:10, 37:16, 38:2, 38:13, 38:15, 39:20 cost-effective [1] - 19:6 Counsel [2] - 2:4, 2:13 counsel's [1] - 42:22 COUNTY [1] - 47:3 County [6] - 12:2, 24:18, 25:6, 36:15, 36:16, 47:6 couple [2] - 5:8, 30:7 course [3] - 11:10, 13:2, 13:4 COVID [1] - 12:9 COX [1] - 11:3 Cox [2] - 2:4, 11:1 create [2] - 9:13, 39:13 critical [1] - 13:5 crossing [2] - 36:4, 39:10 customer [3] - 17:22, 18:6, 18:15 cutoff [1] - 21:22</p> <p style="text-align: center;">D</p> <p>DATA [1] - 26:2 date [8] - 6:22, 9:4, 11:15, 11:21, 12:5, 12:18, 35:12, 38:16 dates [2] - 5:20, 6:1 David [7] - 2:4, 2:19, 4:2, 17:5, 33:20, 41:23, 42:21 days [2] - 10:12, 13:17 deal [1] - 4:7 debris [1] - 31:23 decision [1] - 46:1 decisions [1] - 46:6 declined [1] - 7:2 dedicated [1] - 10:11 defending [2] - 8:2, 44:23 Delavan [1] - 44:15 delayed [1] - 13:3 delivered [1] - 29:16 Denise [7] - 2:2, 3:21, 15:17, 17:3, 27:22, 34:15, 42:19 departments [1] - 8:3 Deputy [1] - 2:13 described [1] - 47:12 design [3] - 9:18, 29:15, 36:8</p>

<p>designed [1] - 8:6 designs [1] - 26:5 despite [1] - 30:21 details [1] - 31:5 deteriorations [1] - 31:23 develop [1] - 18:18 developing [1] - 29:3 development [3] - 18:23, 19:2, 31:7 Development [3] - 32:9, 37:19, 38:22 develops [1] - 26:5 different [2] - 17:19, 36:14 diligent [1] - 45:8 direction [1] - 47:11 directly [3] - 5:12, 6:10, 23:16 Director [7] - 2:3, 2:5, 2:5, 2:6, 2:6, 2:7, 2:14 director [2] - 4:8, 46:2 director's [1] - 5:6 disclose [1] - 43:16 disclosure [2] - 43:3, 43:10 discretionary [1] - 18:20 discussion [6] - 16:7, 31:1, 31:6, 35:3, 35:22, 36:12 disposition [2] - 20:22, 21:5 distance [1] - 23:7 diverse [1] - 7:6 divided [1] - 17:18 DL [4] - 19:1, 35:23, 39:5, 39:14 DO [1] - 47:6 dollars [18] - 12:4, 12:17, 22:13, 22:22, 23:10, 23:21, 26:10, 31:21, 32:20, 37:12, 38:3, 38:15, 39:8, 39:20, 39:21, 39:23, 40:16, 41:8 done [5] - 28:18, 32:4, 44:2, 44:19 DOT [1] - 21:23 down [6] - 19:11, 30:14, 30:21, 35:15, 39:13, 47:8 Downey [3] - 2:11, 3:10, 7:16 DOWNEY [1] - 7:16 drug [1] - 21:20 due [6] - 13:1, 13:7, 13:17, 32:9, 43:3,</p>	<p>43:10 Duquette [1] - 2:14 during [5] - 10:7, 10:12, 12:8, 12:21, 35:17 dynamic [2] - 23:12, 23:22</p> <p style="text-align: center;">E</p> <p>e-mail [10] - 5:9, 5:12, 9:19, 20:1, 43:4, 43:6, 43:8, 43:9, 43:21, 44:8 E-T-H-E-L [1] - 43:5 early [1] - 10:12 Earth [1] - 4:5 east [2] - 8:18, 28:16 Eastside [1] - 9:16 easy [1] - 44:1 economic [2] - 17:20, 18:22 economy [1] - 13:8 education [1] - 26:6 effective [2] - 17:21, 19:6 efficient [1] - 17:22 eight [11] - 11:16, 11:20, 20:20, 20:21, 25:20, 30:1, 30:2, 30:3, 33:3, 37:11 eighteen [2] - 20:11, 27:5 eighty [10] - 30:2, 30:22, 31:20, 33:3, 38:3, 38:15, 38:17, 39:8, 40:16, 40:20 eighty-eight [1] - 33:3 eighty-five [2] - 31:20, 40:16 eighty-four [1] - 30:22 eighty-one [1] - 40:20 eighty-seven [1] - 39:8 either [1] - 5:12 election [2] - 14:4, 15:19 electric [1] - 13:10 eleven [3] - 19:15, 21:13, 24:14 Ellicott [1] - 1:16 Ellipse [2] - 22:12, 22:15 Empire [3] - 32:8, 37:19, 38:22 employees [4] - 10:4, 10:9, 10:18,</p>	<p>22:2 encourage [1] - 7:13 end [11] - 9:2, 11:6, 13:17, 13:18, 24:20, 25:18, 28:18, 28:21, 29:23, 36:11, 37:12 ended [1] - 11:7 ending [1] - 39:19 engaged [1] - 6:11 engagement [1] - 10:10 Engineering [1] - 2:14 enhance [1] - 18:9 enhancement [3] - 8:16, 28:13, 31:8 enplanement [1] - 30:9 environment [1] - 4:17 Erie [4] - 12:2, 24:18, 25:6, 36:15 escalator [2] - 25:23, 26:12 especially [1] - 6:14 essentially [1] - 35:14 estimated [1] - 40:2 Ethel [4] - 43:5, 43:9, 43:19, 44:3 ethics [2] - 43:3, 45:14 evaluations [3] - 5:10, 5:11, 5:16 event [5] - 8:14, 8:19, 8:22, 8:23, 9:21 exam [5] - 5:18, 6:19, 6:22, 7:15, 7:20 example [3] - 19:2, 19:10, 38:12 exams [1] - 7:20 excavating [1] - 29:2 exceed [2] - 22:14, 37:10 exceptions [1] - 13:4 excited [1] - 9:6 excluded [1] - 38:23 excuse [1] - 7:16 executive [7] - 4:8, 5:6, 5:14, 45:23, 46:1, 46:2, 46:15 Executive [2] - 2:3, 2:6 existing [1] - 36:6 exit [1] - 28:16 exiting [1] - 28:17 expansion [2] - 8:18, 8:19 expect [2] - 23:20, 29:9</p>	<p>expecting [1] - 29:21 expenditures [1] - 13:6 expense [2] - 12:23, 25:16 expenses [2] - 13:1, 22:14 express [2] - 36:16, 36:17 extension [3] - 43:19, 43:22, 44:6 external [1] - 19:7</p> <p style="text-align: center;">F</p> <p>FAA [2] - 22:1, 22:5 facility [3] - 9:8, 25:11, 29:4 fact [5] - 4:10, 10:15, 30:19, 32:10, 38:21 fail [3] - 23:13, 23:14, 23:15 fail-safe [1] - 23:15 fairly [1] - 17:11 Falls [9] - 29:19, 30:1, 30:18, 32:1, 32:17, 36:15, 40:7, 40:10, 40:14 fare [3] - 19:9, 35:3, 35:5 fares [2] - 11:12, 35:9 favor [2] - 5:1, 14:20 favorable [2] - 12:16, 13:8 featured [1] - 36:8 features [1] - 9:18 February [1] - 30:23 Federal [2] - 21:17 federal [2] - 12:9, 12:10 fee [1] - 39:23 feet [6] - 25:14, 26:8, 30:3, 32:4, 33:3, 39:12 fence [1] - 29:23 fencing [1] - 32:21 Fencing [1] - 25:10 few [1] - 7:2 fifteen [2] - 22:14, 23:23 fifth [1] - 40:5 fifty [8] - 8:8, 11:14, 21:14, 21:21, 26:8, 30:22, 35:15, 40:15 fifty-nine [1] - 21:14 fifty-seven [1] - 30:22 fifty-six [1] - 11:14 fifty-two [1] - 40:15</p>	<p>figure [1] - 43:15 file [1] - 44:19 filed [1] - 45:10 fill [1] - 39:11 filling [1] - 43:12 final [3] - 11:8, 26:1, 41:1 finally [3] - 9:22, 19:4, 22:1 finance [1] - 10:23 Financial [1] - 2:4 financial [6] - 11:9, 13:13, 13:20, 43:3, 43:10, 43:16 fine [1] - 6:9 fire [1] - 5:23 Firefighters [1] - 8:7 firm [1] - 9:3 first [11] - 14:1, 14:4, 17:13, 17:19, 25:22, 28:12, 30:13, 31:17, 35:10, 37:6, 43:15 fiscal [4] - 11:6, 12:22, 13:18, 35:13 five [26] - 10:5, 11:22, 11:23, 12:6, 12:20, 19:20, 21:20, 22:13, 22:23, 25:4, 25:13, 25:18, 25:20, 26:10, 30:10, 31:20, 31:21, 32:20, 33:6, 40:6, 40:14, 40:16, 41:8 five-year [1] - 25:13 flood [1] - 45:5 flooring [1] - 25:17 follow [2] - 9:4, 28:7 followed [1] - 35:22 following [1] - 8:23 foot [2] - 25:20, 26:11 foreign [1] - 31:22 foremost [1] - 43:15 formal [1] - 8:23 format [1] - 43:13 forty [4] - 21:4, 21:8, 25:14, 39:7 forty-four [1] - 25:14 forty-seven [2] - 21:8, 39:7 forty-three [1] - 21:4 forward [5] - 4:19, 19:13, 22:16, 23:19, 36:20 fostering [1] - 18:22 four [18] - 8:1, 17:18, 19:16, 20:16, 25:14, 28:20, 30:22, 31:20, 32:6, 35:7, 35:16, 36:14, 38:2, 39:7,</p>
---	--	---	--	--

<p>39:15, 39:16, 39:20, 40:19 fourteen [2] - 19:21, 23:3 Freedom [1] - 9:7 front [1] - 39:13 FRONTIER [2] - 1:7, 1:15 Frontier [3] - 4:4, 14:5, 15:20 FTA [1] - 21:21 fuels [1] - 13:10 funding [2] - 9:11, 41:13</p>	<p>20:9 heads [1] - 43:7 health [1] - 24:11 hear [1] - 3:7 heard [1] - 4:16 hearing [3] - 14:11, 16:2, 33:19 held [1] - 1:15 Helen [1] - 2:6 help [1] - 4:16 helped [2] - 12:10, 12:12 helping [1] - 9:10 HEREBY [1] - 47:7 Heritage [1] - 9:15 Hicks [7] - 2:12, 3:11, 15:7, 16:16, 27:12, 34:5, 42:9 HICKS [7] - 3:12, 15:8, 16:17, 27:13, 33:13, 34:6, 42:10 high [1] - 19:5 higher [1] - 25:5 highest [1] - 18:11 highlighted [1] - 36:4 highlights [3] - 11:9, 13:20, 30:8 hit [1] - 25:1 hold [3] - 5:21, 6:1, 9:9 hopefully [1] - 44:20 host [1] - 41:4 hotels [1] - 40:10 hours [1] - 38:8 HR [1] - 6:8 HUGHES [13] - 3:14, 4:23, 5:3, 7:15, 7:22, 15:10, 16:19, 26:20, 27:15, 34:8, 34:20, 41:21, 42:12 Hughes [10] - 2:3, 3:13, 14:7, 15:9, 15:22, 16:18, 27:14, 34:7, 34:19, 42:11 Human [1] - 2:7 hundred [35] - 6:18, 7:1, 12:3, 12:16, 22:12, 22:21, 22:22, 23:4, 23:9, 25:14, 25:21, 26:7, 30:2, 30:3, 31:20, 31:21, 32:3, 32:19, 32:20, 33:3, 37:9, 37:10, 37:11, 38:3, 38:18, 39:6, 39:7, 39:11, 40:3, 40:15, 40:17, 40:19, 41:7 hurt [1] - 45:5 Hutchinson [1] -</p>	<p>32:22</p> <p style="text-align: center;">I</p> <p>IBI [2] - 41:3, 41:7 idea [3] - 38:9, 39:22, 40:17 ideas [1] - 4:15 immediately [1] - 11:1 important [2] - 8:17, 23:19 improve [3] - 9:6, 9:12 improved [1] - 39:13 improvements [1] - 25:15 IN [1] - 2:1 inaudible [1] - 7:22 Inc [1] - 15:20 include [1] - 39:9 included [3] - 20:19, 24:21, 36:1 including [1] - 36:2 increase [5] - 24:8, 24:13, 38:9, 39:6, 40:1 increased [1] - 30:16 increases [1] - 31:4 increasing [1] - 21:19 incredible [1] - 10:16 independent [3] - 18:3, 18:14, 18:16 indicating [1] - 35:4 individual [2] - 14:22, 45:19 individuals [1] - 12:11 industrial [1] - 25:13 Information [1] - 2:14 information [4] - 5:13, 9:4, 9:20, 23:16 initial [3] - 21:23, 25:19, 26:9 initiative [1] - 38:4 initiatives [2] - 19:13, 35:4 innovative [1] - 19:6 input [1] - 9:17 install [2] - 32:21, 33:2 installing [2] - 25:16, 35:5 insufficient [1] - 32:10 Intelligence [1] - 26:3 interacting [1] -</p>	<p>10:13 interface [1] - 23:11 internal [1] - 19:7 International [2] - 8:6, 32:18 Internet [1] - 23:11 interruption [1] - 38:10 investment [1] - 20:11 involvement [1] - 36:20 issue [2] - 4:9, 46:16 issued [1] - 30:4 item [4] - 16:9, 28:1, 31:6, 42:22 items [5] - 27:4, 33:21, 35:22, 42:1, 43:2 itself [2] - 36:9, 36:17</p>	<p style="text-align: center;">L</p> <p>Labor [1] - 2:7 Lara [2] - 2:6, 5:13 large [1] - 44:15 last [13] - 19:18, 19:23, 20:13, 20:18, 21:2, 21:7, 21:11, 21:15, 40:12, 40:17, 40:21, 40:22 LaVonne [3] - 2:10, 14:8, 15:22 Lawson [2] - 22:20, 23:1 lawsuit [2] - 44:19, 45:2 lawyers [1] - 46:3 lease [5] - 25:8, 25:13, 26:2, 26:7, 26:12 legal [1] - 45:13 length [1] - 36:18 less [1] - 40:20 letting [1] - 20:2 level [3] - 10:9, 10:10, 18:11 levels [1] - 21:22 liability [1] - 20:16 life [1] - 18:10 light [1] - 25:13 lighting [1] - 9:13 limited [2] - 32:13, 36:16 line [1] - 7:17 linear [2] - 30:3, 33:3 litigation [2] - 44:20, 45:21 local [1] - 23:6 locations [1] - 6:2 long-distance [1] - 23:7 look [1] - 43:9 looking [4] - 8:21, 25:11, 25:12, 26:7 looks [2] - 9:1, 20:7 loss [1] - 12:13 low [1] - 32:5 lower [2] - 12:23, 30:12 lowest [2] - 33:5, 37:15 luck [1] - 44:11 luckily [1] - 12:8 lump [2] - 32:18, 41:7</p>
<p style="text-align: center;">G</p> <p>Garden [1] - 9:16 General [2] - 2:4, 2:13 general [1] - 42:22 generated [1] - 40:2 generation [1] - 18:20 GEO [1] - 26:2 GEORGE [1] - 35:1 George [2] - 2:5, 34:23 given [1] - 30:19 goal [1] - 18:18 goals [6] - 25:3, 25:6, 32:6, 33:6, 33:8, 37:16 governance [1] - 10:22 grant [1] - 44:5 granted [1] - 37:20 granting [1] - 32:9 great [2] - 6:20, 37:5 greater [1] - 18:14 ground [3] - 25:2, 29:3, 29:7 Group [1] - 41:3 group [8] - 24:5, 26:18, 28:4, 34:18, 38:5, 41:16, 41:19, 42:2 groups [2] - 6:16, 7:10 growth [2] - 17:20, 18:22 guide [1] - 43:14 guidelines [5] - 20:11, 20:21, 21:4, 21:10, 25:3</p>	<p style="text-align: center;">H</p> <p>hall [1] - 5:23 harassment [5] - 19:21, 20:7, 20:8,</p>	<p style="text-align: center;">J</p> <p>J.D [1] - 18:5 January [5] - 29:16, 29:20, 30:23, 44:16, 44:17 Jennifer [1] - 2:12 Joan [4] - 2:10, 14:9, 15:23, 33:15 job [3] - 4:15, 10:18, 45:8 John [5] - 2:4, 2:14, 11:1, 13:22, 13:23 jokes [1] - 45:4 joking [1] - 45:6 July [2] - 25:18, 36:10 jumps [1] - 45:1 June [6] - 5:20, 9:2, 13:14, 13:18, 28:18, 30:4</p>	<p style="text-align: center;">K</p> <p>Karen [3] - 2:7, 6:23, 43:6 keep [1] - 4:10 Kennedy [1] - 9:10 Kevin [1] - 25:9 key [1] - 31:3 kick [1] - 28:8 Kim [6] - 4:8, 10:20, 17:7, 31:13, 37:2, 41:15 Kimberley [1] - 2:3 kind [2] - 6:13, 46:5 kit [1] - 38:20 kits [1] - 38:1</p>	<p style="text-align: center;">M</p> <p>Machine [1] - 47:9 mail [1] - 5:9, 5:12,</p>

<p>9:19, 20:1, 43:4, 43:6, 43:8, 43:9, 43:21, 44:8</p> <p>main [1] - 44:15</p> <p>maintain [1] - 41:8</p> <p>maintaining [1] - 17:21</p> <p>maintenance [5] - 22:20, 23:1, 38:5, 38:6, 38:20</p> <p>major [1] - 35:10</p> <p>manage [1] - 18:18</p> <p>management [3] - 20:17, 29:13, 41:9</p> <p>Manager [1] - 2:7</p> <p>manner [1] - 47:9</p> <p>March [6] - 11:7, 11:12, 12:3, 12:18, 30:10, 35:14</p> <p>Margo [1] - 2:11</p> <p>Marie [1] - 2:13</p> <p>Mark [2] - 2:11, 39:4</p> <p>markets [1] - 31:4</p> <p>master [1] - 20:16</p> <p>material [2] - 20:4, 38:13</p> <p>matter [1] - 45:13</p> <p>Matthew [1] - 2:7</p> <p>MBE [6] - 25:4, 25:7, 32:5, 33:5, 37:16, 37:17</p> <p>McMahon [1] - 25:9</p> <p>means [3] - 23:12, 23:15, 47:9</p> <p>measures [1] - 18:3</p> <p>media [1] - 35:9</p> <p>Medical [1] - 39:18</p> <p>meditation [1] - 9:14</p> <p>meeting [7] - 4:3, 4:20, 5:14, 13:15, 33:7, 35:2, 36:21</p> <p>Meeting [1] - 1:8</p> <p>meetings [2] - 28:8, 46:20</p> <p>member [1] - 20:6</p> <p>MEMBERS [2] - 2:1, 2:9</p> <p>mention [3] - 5:17, 8:13, 9:5</p> <p>mentioned [1] - 12:14</p> <p>metric [1] - 18:17</p> <p>metrics [1] - 9:23</p> <p>Metro [5] - 10:3, 11:12, 15:20, 21:10, 38:1</p> <p>Metrolink/ADA [1] - 24:4</p> <p>Michael [3] - 2:3, 14:7, 15:22</p>	<p>Michigan [1] - 9:15</p> <p>middle [1] - 9:2</p> <p>midsize [1] - 18:6</p> <p>might [1] - 6:15</p> <p>mileage [1] - 38:8</p> <p>miles [1] - 38:9</p> <p>milestones [1] - 8:17</p> <p>million [7] - 11:13, 11:16, 11:20, 11:22, 12:6, 12:19, 39:6</p> <p>mind [1] - 4:10</p> <p>minimum [1] - 21:19</p> <p>Minkel [4] - 2:3, 4:8, 31:14, 37:3</p> <p>MINKEL [14] - 4:18, 5:7, 6:8, 6:17, 6:21, 7:5, 7:11, 7:13, 7:18, 8:9, 8:11, 17:8, 31:15, 37:5</p> <p>minor [1] - 21:16</p> <p>minutes [2] - 4:21, 35:21</p> <p>MIS [1] - 19:13</p> <p>mission [4] - 17:15, 17:18, 18:9, 19:14</p> <p>mitigate [1] - 12:12</p> <p>mobile [1] - 26:5</p> <p>modifications [1] - 36:13</p> <p>money [2] - 7:2, 24:22</p> <p>month [4] - 9:23, 11:12, 12:2, 12:17</p> <p>Monthly [1] - 1:8</p> <p>months [3] - 5:19, 6:12, 30:13</p> <p>mortgage [1] - 12:15</p> <p>mostly [1] - 31:2</p> <p>motion [8] - 14:11, 16:2, 26:20, 27:1, 33:12, 33:21, 41:18, 42:1</p> <p>move [2] - 4:19, 10:22</p> <p>moved [6] - 4:22, 14:13, 16:3, 33:13, 36:12, 41:20</p> <p>moving [2] - 23:10, 36:20</p> <p>MR [70] - 2:21, 3:4, 3:6, 3:10, 3:13, 3:15, 3:17, 3:19, 3:21, 3:23, 11:3, 14:23, 15:3, 15:5, 15:7, 15:9, 15:11, 15:13, 15:15, 15:17, 16:9, 16:12, 16:14, 16:16, 16:18, 16:20, 16:22, 17:1, 17:3, 27:4, 27:8, 27:10, 27:12, 27:14,</p>	<p>27:16, 27:18, 27:20, 27:22, 28:1, 28:10, 31:12, 33:21, 34:1, 34:3, 34:5, 34:7, 34:9, 34:11, 34:13, 34:15, 35:1, 42:1, 42:5, 42:7, 42:9, 42:11, 42:13, 42:15, 42:17, 42:19, 43:1, 43:22, 44:1, 44:7, 44:10, 44:13, 45:17, 45:22, 46:8, 46:10</p> <p>MS [15] - 4:18, 5:7, 6:8, 6:10, 6:17, 6:21, 7:5, 7:11, 7:13, 7:18, 8:9, 8:11, 17:8, 31:15, 37:5</p> <p>municipalities [1] - 8:2</p> <p>MWBE [1] - 38:23</p> <p style="text-align: center;">N</p> <p>near [2] - 9:1, 44:15</p> <p>need [3] - 24:20, 43:18, 46:15</p> <p>negative [3] - 11:23, 12:4, 12:6</p> <p>never [1] - 4:16</p> <p>New [6] - 1:16, 4:12, 24:19, 37:20, 39:1, 47:6</p> <p>new [8] - 23:22, 25:13, 25:16, 25:17, 28:19, 28:20, 36:3, 36:4</p> <p>NEW [1] - 47:1</p> <p>news [2] - 9:9, 31:3</p> <p>next [6] - 5:8, 9:18, 24:20, 35:7, 37:13, 42:22</p> <p>NFTA [4] - 4:9, 18:19, 21:10, 32:12</p> <p>NFTA-owned [1] - 18:19</p> <p>NIAGARA [3] - 1:7, 1:15, 47:3</p> <p>Niagara [14] - 4:4, 14:4, 15:20, 29:19, 30:1, 30:18, 32:1, 32:17, 36:15, 40:7, 40:10, 40:14, 47:6</p> <p>nine [12] - 11:23, 21:3, 21:14, 22:18, 22:22, 23:9, 30:11, 37:11, 37:17, 38:14, 40:15</p> <p>nineteen [2] - 11:22, 39:4</p> <p>ninety [5] - 10:5, 13:17, 18:15, 22:18,</p>	<p>30:23</p> <p>ninety-nine [1] - 22:18</p> <p>ninety-one [1] - 30:23</p> <p>ninety-two [1] - 10:5</p> <p>NITTEC [3] - 41:3, 41:4, 41:12</p> <p>non [1] - 20:23</p> <p>non-capital [1] - 20:23</p> <p>none [3] - 14:11, 16:2, 33:19</p> <p>normally [1] - 24:23</p> <p>North [1] - 18:6</p> <p>Notary [3] - 1:17, 47:5, 47:18</p> <p>note [1] - 23:20</p> <p>notes [1] - 35:21</p> <p>notice [3] - 29:9, 29:16, 29:21</p> <p>noticed [1] - 10:14</p> <p>notify [2] - 22:2, 22:5</p> <p>Nova [2] - 38:1, 38:22</p> <p>Novo [2] - 2:7, 6:23</p> <p>NOVO [1] - 6:10</p> <p>number [20] - 17:6, 17:14, 18:5, 19:13, 19:16, 19:20, 20:10, 20:15, 20:20, 21:3, 21:9, 21:13, 22:8, 22:17, 23:3, 23:23, 24:16, 28:14, 39:3, 39:15</p> <p>numbers [3] - 11:8, 11:11, 30:9</p> <p>numerous [1] - 18:7</p> <p>NY [1] - 26:3</p> <p style="text-align: center;">O</p> <p>object [1] - 31:23</p> <p>obligation [1] - 4:11</p> <p>obtain [1] - 13:3</p> <p>occurred [1] - 13:7</p> <p>October [1] - 29:22</p> <p>OF [2] - 47:1, 47:3</p> <p>office [3] - 13:16, 26:8, 43:20</p> <p>Officer [2] - 2:4, 2:14</p> <p>officers [6] - 8:3, 14:2, 14:4, 14:12, 14:21, 15:19</p> <p>OGS [2] - 24:19, 25:2</p> <p>ON [1] - 2:9</p> <p>onboard [1] - 29:11</p> <p>one [39] - 8:19, 8:22, 10:1, 11:13, 11:17, 11:19, 12:6, 12:21,</p>	<p>17:13, 18:5, 22:19, 23:4, 24:1, 24:9, 24:13, 26:12, 26:13, 26:18, 26:19, 28:12, 30:23, 31:17, 32:15, 35:17, 35:22, 37:6, 39:3, 39:6, 39:16, 39:20, 39:23, 40:5, 40:20, 41:1, 41:17, 42:1, 42:23</p> <p>one-year [3] - 22:19, 26:12, 26:13</p> <p>ongoing [2] - 29:5, 36:2</p> <p>operate [1] - 35:8</p> <p>operating [2] - 28:15, 30:20</p> <p>operationally [1] - 13:5</p> <p>opposed [1] - 5:4</p> <p>optimize [1] - 18:19</p> <p>option [1] - 26:12</p> <p>order [4] - 24:21, 36:6, 39:4, 39:5</p> <p>oriented [2] - 17:22, 19:2</p> <p>originally [1] - 7:1</p> <p>outlier [1] - 12:21</p> <p>outreach [3] - 6:14, 7:7, 36:19</p> <p>outside [1] - 22:9</p> <p>outstanding [2] - 10:3, 10:18</p> <p>overview [1] - 35:23</p> <p>own [2] - 7:9, 25:16</p> <p>owned [1] - 18:19</p> <p style="text-align: center;">P</p> <p>p.m [2] - 9:8, 9:19</p> <p>packet [1] - 11:5</p> <p>page [20] - 11:5, 17:13, 19:15, 19:20, 20:11, 20:16, 20:20, 21:3, 21:8, 21:14, 22:17, 23:3, 23:23, 31:17, 32:15, 37:6, 39:3, 39:16, 40:5, 41:1</p> <p>paid [1] - 40:9</p> <p>pandemic [9] - 10:7, 10:12, 10:16, 28:7, 35:13, 40:13, 40:19, 40:23, 44:16</p> <p>paper [1] - 46:4</p> <p>Park [1] - 39:11</p> <p>parking [2] - 19:12, 29:6</p> <p>part [3] - 23:20, 24:7, 41:11</p>
--	---	---	---	--

<p>partially [1] - 12:12</p> <p>participant [1] - 26:4</p> <p>participation [1] - 33:8</p> <p>particular [1] - 19:1</p> <p>parts [1] - 38:7</p> <p>pass [3] - 39:17, 39:21, 39:22</p> <p>passed [1] - 8:5</p> <p>passenger [1] - 11:12</p> <p>passes [1] - 28:1</p> <p>past [2] - 7:21, 8:1</p> <p>pathway [1] - 39:10</p> <p>pavement [4] - 29:3, 29:12, 31:23, 32:4</p> <p>pay [1] - 40:14</p> <p>pedestrian [1] - 36:4</p> <p>peek [1] - 8:22</p> <p>Penn [3] - 37:8, 37:15, 37:18</p> <p>people [4] - 6:3, 6:6, 6:18, 46:4</p> <p>per [2] - 25:20, 39:21</p> <p>percent [38] - 10:5, 11:14, 11:17, 11:20, 11:23, 12:7, 12:20, 18:15, 21:20, 21:21, 24:9, 24:10, 24:12, 24:13, 24:14, 25:4, 25:5, 25:6, 25:7, 25:22, 26:11, 30:12, 30:22, 30:23, 32:6, 32:7, 33:6, 33:7, 35:15, 35:16, 37:17, 38:14</p> <p>performance [1] - 18:4</p> <p>perimeter [1] - 32:21</p> <p>periods [2] - 26:13, 35:17</p> <p>permission [2] - 45:19, 45:20</p> <p>Perry [9] - 2:2, 3:15, 15:11, 16:20, 27:16, 28:5, 34:9, 42:13, 43:17</p> <p>PERRY [31] - 3:16, 4:22, 5:2, 6:6, 6:11, 6:20, 7:4, 7:8, 7:12, 7:14, 7:19, 7:23, 8:10, 14:13, 15:12, 16:3, 16:21, 27:17, 28:6, 34:10, 41:20, 42:14, 43:18, 43:23, 44:5, 44:8, 44:12, 45:13, 45:18, 45:23, 46:9</p> <p>Persico [7] - 2:12, 3:17, 15:13, 16:22, 27:18, 34:11, 42:15</p>	<p>PERSICO [6] - 3:18, 15:14, 16:23, 27:19, 34:12, 42:16</p> <p>phenomenal [1] - 10:8</p> <p>phone [2] - 23:7, 23:15</p> <p>PHONE [1] - 2:9</p> <p>physical [3] - 8:5, 8:12, 20:8</p> <p>place [2] - 4:5, 28:15</p> <p>plaintiff [1] - 45:3</p> <p>plan [1] - 38:6</p> <p>planning [2] - 6:5, 8:13</p> <p>plans [1] - 9:6</p> <p>plays [2] - 45:9, 46:11</p> <p>plenty [1] - 43:11</p> <p>plus [2] - 22:13, 26:8</p> <p>point [21] - 10:5, 11:7, 11:10, 11:13, 11:16, 11:17, 11:19, 11:20, 11:22, 11:23, 12:6, 12:7, 12:19, 13:11, 29:8, 30:8, 30:11, 35:6, 37:16</p> <p>police [4] - 5:18, 8:2, 8:3, 8:8</p> <p>policies [2] - 17:10, 22:9</p> <p>policy [7] - 19:17, 19:22, 20:7, 20:17, 21:9, 22:3, 22:7</p> <p>pool [1] - 7:6</p> <p>positive [1] - 12:20</p> <p>postponed [1] - 5:19</p> <p>Power [4] - 18:5, 37:8, 37:15, 37:18</p> <p>practice [3] - 8:4, 17:16, 20:4</p> <p>preparation [1] - 36:3</p> <p>preparing [1] - 45:7</p> <p>present [4] - 3:1, 3:3, 3:5, 3:9</p> <p>presented [1] - 39:9</p> <p>pretty [2] - 7:5, 10:13</p> <p>preventative [2] - 38:6, 38:19</p> <p>previous [1] - 10:7</p> <p>Prevost [2] - 37:23, 38:21</p> <p>pricing [1] - 13:9</p> <p>primary [1] - 23:10</p> <p>proactively [1] - 19:5</p> <p>procedures [1] - 17:10</p> <p>proceed [3] - 29:10, 29:16, 29:22</p>	<p>Proceedings [1] - 1:15</p> <p>process [3] - 36:18, 43:22, 45:10</p> <p>Procurement [1] - 24:19</p> <p>procurement [11] - 25:3, 38:2, 38:12, 38:13, 38:17, 38:19, 38:23, 41:5, 41:12, 41:13</p> <p>procurements [2] - 38:11, 41:5</p> <p>producing [1] - 13:12</p> <p>product [1] - 39:2</p> <p>program [2] - 38:1, 38:6</p> <p>project [7] - 8:16, 9:11, 19:10, 28:13, 29:4, 31:8, 35:23</p> <p>projects [1] - 28:11</p> <p>promote [1] - 7:9</p> <p>promotion [1] - 6:14</p> <p>properties [2] - 5:22, 19:1</p> <p>property [5] - 18:18, 18:19, 21:5, 32:23</p> <p>proposals [1] - 37:15</p> <p>proprietary [1] - 41:10</p> <p>protection [1] - 33:2</p> <p>protocol [2] - 23:11, 28:7</p> <p>proof [1] - 18:17</p> <p>provide [5] - 9:10, 11:9, 12:10, 19:5, 46:10</p> <p>providers [4] - 32:10, 32:14, 37:21, 39:2</p> <p>provides [1] - 41:12</p> <p>providing [3] - 18:11, 25:15, 40:8</p> <p>Public [5] - 1:18, 2:5, 2:6, 47:5, 47:18</p> <p>public [2] - 10:13, 36:19</p> <p>purchase [2] - 13:9, 24:17</p> <p>purchased [1] - 32:22</p> <p>purchases [2] - 13:3, 24:22</p> <p>purely [1] - 45:23</p> <p>put [2] - 44:13, 45:2</p> <p>puts [1] - 31:2</p>	<p>Q</p> <p>quality [2] - 18:10, 19:5</p> <p>quarter [1] - 24:10</p> <p>questions [9] - 13:21, 13:23, 30:6, 33:18, 36:22, 37:1, 43:12, 43:13, 46:12</p> <p>quick [3] - 28:11, 30:7, 43:2</p> <p>quickly [1] - 17:12</p> <p>quorum [2] - 2:23, 4:1</p> <p>R</p> <p>rail [3] - 35:16, 36:2, 39:12</p> <p>random [1] - 21:20</p> <p>rapidly [2] - 28:15, 29:7</p> <p>rate [6] - 10:5, 10:6, 21:19, 23:10, 25:19, 26:9</p> <p>reach [1] - 6:23</p> <p>read [1] - 46:3</p> <p>real [2] - 18:19, 21:5</p> <p>realized [2] - 40:18, 40:22</p> <p>really [1] - 10:8</p> <p>receipts [1] - 40:9</p> <p>receive [1] - 43:6</p> <p>received [2] - 37:14, 43:4</p> <p>recently [1] - 32:22</p> <p>recognize [2] - 10:3, 10:17</p> <p>recognizing [1] - 18:4</p> <p>recommend [2] - 14:6, 15:21</p> <p>recommended [2] - 17:16, 21:1</p> <p>recommending [8] - 22:10, 22:18, 23:4, 24:1, 31:18, 32:16, 37:7, 39:16</p> <p>record [1] - 2:23</p> <p>Recording [1] - 1:14</p> <p>recording [2] - 47:8, 47:14</p> <p>reduced [2] - 40:11, 47:10</p> <p>reductions [1] - 13:2</p> <p>redundancy [1] - 23:14</p> <p>refer [1] - 11:5</p> <p>reflection [1] - 9:14</p> <p>reflective [1] - 35:12</p>	<p>regulations [1] - 22:1</p> <p>rehab [1] - 29:12</p> <p>rehabilitation [2] - 29:14, 29:19</p> <p>Relations [1] - 2:7</p> <p>relative [1] - 30:18</p> <p>reliable [1] - 18:12</p> <p>relief [1] - 12:9</p> <p>remain [2] - 24:12, 28:18</p> <p>remains [1] - 20:17</p> <p>removal [2] - 18:8, 33:1</p> <p>rent [2] - 25:19, 26:9</p> <p>replacement [2] - 37:9, 38:7</p> <p>report [10] - 5:6, 10:19, 10:23, 28:4, 34:18, 34:22, 35:4, 42:23, 43:2, 46:13</p> <p>requested [1] - 37:18</p> <p>require [1] - 20:5</p> <p>required [5] - 13:15, 19:23, 21:21, 21:23, 22:5</p> <p>requirements [3] - 21:21, 32:13, 39:1</p> <p>requiring [2] - 22:1, 29:13</p> <p>residents [1] - 18:10</p> <p>resolution [24] - 17:14, 19:15, 19:16, 19:20, 20:10, 20:15, 20:20, 21:3, 21:8, 21:13, 22:8, 22:17, 23:3, 23:23, 24:16, 25:8, 26:1, 32:15, 37:22, 39:3, 39:15, 40:5, 41:1, 44:21</p> <p>resolutions [11] - 14:2, 17:6, 17:9, 26:14, 31:14, 31:16, 33:9, 33:11, 37:3, 41:14, 41:19</p> <p>Resources [1] - 2:7</p> <p>resources [1] - 4:13</p> <p>respect [2] - 28:23, 30:16</p> <p>respectively [1] - 37:18</p> <p>responded [1] - 44:18</p> <p>responsive [2] - 18:12, 37:15</p> <p>result [1] - 38:13</p> <p>results [1] - 5:15</p> <p>retain [1] - 17:23</p> <p>Rev [1] - 2:11</p> <p>revenue [2] - 18:21,</p>
---	---	--	--	--

<p>40:2 Reverend [2] - 16:5, 27:1 review [8] - 5:15, 9:23, 17:17, 20:6, 20:13, 20:19, 22:7, 35:19 reviewing [1] - 36:13 revised [1] - 21:15 ridership [2] - 35:11, 35:17 Road [2] - 5:22, 25:11 road [2] - 19:12, 24:17 Roche [1] - 2:2 ROCHE [31] - 2:18, 3:22, 4:2, 4:19, 5:1, 5:4, 10:20, 13:22, 14:14, 14:18, 15:18, 16:4, 16:6, 17:4, 26:16, 26:22, 27:2, 27:23, 28:2, 31:11, 31:13, 33:10, 33:14, 33:17, 34:16, 36:23, 41:15, 41:22, 42:20, 44:11, 46:14 roll [5] - 2:18, 2:22, 14:23, 16:8, 16:9 Rosati [1] - 47:5 ROSATI [2] - 1:17, 47:17 runway [2] - 29:12, 33:2</p>	<p>season [2] - 24:20, 32:2 seasonal [1] - 40:7 seasons [1] - 32:2 second [14] - 4:23, 5:17, 14:15, 14:16, 16:4, 16:5, 26:23, 27:1, 32:15, 33:14, 33:15, 33:16, 37:22, 41:21 secondly [1] - 44:13 secretary [2] - 14:7, 15:22 secure [1] - 33:3 security [3] - 22:11, 22:15, 29:23 see [10] - 12:8, 12:14, 12:23, 13:7, 14:2, 30:15, 38:12, 44:9, 45:6, 45:9 self [3] - 5:10, 5:16, 18:20 self-evaluations [2] - 5:10, 5:16 self-supporting [1] - 18:20 Senator [1] - 9:9 send [1] - 5:12 sending [2] - 5:9, 9:19 senior [1] - 46:1 Seniw [1] - 2:6 sensitive [1] - 13:6 sent [2] - 20:1, 20:3 separately [3] - 14:3, 26:19, 41:17 September [1] - 29:17 served [1] - 45:10 serves [1] - 17:20 service [11] - 18:6, 19:7, 36:13, 36:16, 36:17, 38:8, 38:9, 40:8, 40:11, 40:16 Services [2] - 23:6, 24:19 services [5] - 18:1, 19:4, 23:7, 32:11, 32:14 session [3] - 5:15, 23:11, 46:16 set [1] - 6:22 settings [1] - 6:3 seven [14] - 11:13, 11:16, 12:16, 12:19, 20:15, 21:8, 24:5, 26:7, 30:22, 37:9, 39:6, 39:7, 39:8, 41:2 seventeen [1] - 25:8 seventies [1] - 30:14</p>	<p>seventy [8] - 12:4, 22:22, 23:9, 23:21, 26:10, 30:10, 31:21, 41:8 seventy-five [4] - 26:10, 30:10, 31:21, 41:8 seventy-nine [2] - 22:22, 23:9 seventy-six [1] - 23:21 sexual [1] - 20:9 short [2] - 17:17, 32:8 Shorthand [1] - 47:9 showing [1] - 31:7 side [6] - 8:18, 12:23, 35:16, 45:1 sign [2] - 6:6, 6:21 signed [3] - 6:4, 6:18, 7:1 significant [1] - 31:4 similar [1] - 34:20 similarly [1] - 32:11 single [1] - 41:11 single-source [1] - 41:11 sink [1] - 25:17 SISTER [31] - 2:18, 3:22, 4:2, 4:19, 5:1, 5:4, 10:20, 13:22, 14:14, 14:18, 15:18, 16:4, 16:6, 17:4, 26:16, 26:22, 27:2, 27:23, 28:2, 31:11, 31:13, 33:10, 33:14, 33:17, 34:16, 36:23, 41:15, 41:22, 42:20, 44:11, 46:14 Sister [17] - 2:2, 2:21, 3:21, 4:18, 5:7, 11:3, 15:17, 17:3, 17:8, 27:22, 28:6, 31:15, 34:15, 34:20, 37:5, 42:19, 43:1 site [2] - 5:22, 5:23 sites [1] - 5:22 six [16] - 11:5, 11:14, 11:20, 12:7, 20:10, 23:21, 25:21, 35:7, 37:4, 37:14, 39:11, 39:21, 40:17, 42:1 sixteen [3] - 17:9, 24:16, 37:7 sixty [9] - 11:16, 11:20, 11:23, 35:16, 39:7, 39:20, 39:21, 39:23, 40:3 sixty-five [1] - 11:23 sixty-four [2] -</p>	<p>35:16, 39:20 sixty-one [1] - 39:23 sixty-seven [1] - 11:16 sixty-six [2] - 11:20, 39:21 sixty-three [1] - 39:7 slate [2] - 14:12, 14:20 slightly [3] - 25:5, 40:11, 40:20 slowdown [1] - 13:8 small [1] - 24:4 smaller [1] - 6:2 smart [1] - 19:12 snow [2] - 18:8, 25:1 software [3] - 26:4, 26:5, 41:10 soil [1] - 29:2 sole [1] - 38:21 solutions [1] - 19:7 someone [1] - 41:17 sometimes [1] - 43:7 soon [1] - 29:10 sorry [1] - 6:5 sort [1] - 44:16 source [2] - 38:21, 41:11 South [1] - 39:11 space [2] - 25:13, 26:8 specifically [1] - 21:18 specify [1] - 22:6 Spirit [1] - 30:19 spite [1] - 10:15 Spring [1] - 9:7 square [6] - 25:14, 25:20, 26:8, 26:10, 32:4, 39:12 SS [1] - 47:2 staff [11] - 4:9, 22:9, 22:18, 23:4, 24:1, 24:17, 31:17, 32:16, 37:7, 39:16, 46:1 stakeholders [1] - 19:8 stands [1] - 10:15 start [5] - 2:18, 25:18, 29:3, 40:13, 44:16 Start [1] - 26:3 Start-Up [1] - 26:3 started [2] - 29:1, 35:3 starting [2] - 29:8, 30:15 starts [2] - 31:17, 37:6 State [10] - 2:4, 2:20,</p>	<p>24:19, 32:9, 33:20, 37:19, 37:20, 38:22, 39:1, 47:6 state [1] - 13:16 STATE [67] - 2:21, 3:4, 3:6, 3:10, 3:13, 3:15, 3:17, 3:19, 3:21, 3:23, 14:23, 15:3, 15:5, 15:7, 15:9, 15:11, 15:13, 15:15, 15:17, 16:9, 16:12, 16:14, 16:16, 16:18, 16:20, 16:22, 17:1, 17:3, 27:4, 27:8, 27:10, 27:12, 27:14, 27:16, 27:18, 27:20, 27:22, 28:1, 33:21, 34:1, 34:3, 34:5, 34:7, 34:9, 34:11, 34:13, 34:15, 42:1, 42:5, 42:7, 42:9, 42:11, 42:13, 42:15, 42:17, 42:19, 43:1, 43:22, 44:1, 44:7, 44:10, 44:13, 45:17, 45:22, 46:8, 46:10, 47:1 statement [5] - 17:15, 17:18, 43:3, 43:10, 43:16 statements [1] - 13:13 station [5] - 36:3, 36:9, 39:5, 39:14, 44:15 status [1] - 46:10 stenographically [1] - 1:17 step [1] - 35:10 Stephen [1] - 2:13 Steven [1] - 2:14 still [4] - 6:6, 13:6, 30:18, 30:21 stone [1] - 39:12 storage [1] - 29:4 Street [2] - 1:16, 9:15 streetscape [1] - 9:12 stretch [1] - 45:3 struggling [1] - 30:19 student [1] - 39:22 study [1] - 29:13 stuff [1] - 46:5 subject [1] - 26:11 submit [1] - 13:15 submitted [1] - 44:17 substantive [1] - 43:13 subsurface [1] - 28:23</p>
S				
<p>safe [2] - 18:11, 23:15 safety [1] - 13:6 salary [1] - 24:8 sales [2] - 12:2, 12:14 salt [2] - 24:17, 24:23 satisfaction [1] - 18:15 save [2] - 23:21, 24:22 savings [3] - 38:12, 38:14, 38:17 scary [1] - 10:14 scenes [1] - 8:22 Schaefer [1] - 2:14 scheduled [1] - 38:7 School [1] - 39:18 school [1] - 39:19 screening [1] - 21:23 SDVOB [7] - 25:5, 25:7, 32:6, 32:12, 33:6, 37:16, 37:18</p>				

<p>successful [1] - 38:10</p> <p>successfully [1] - 8:5</p> <p>suggest [2] - 26:17, 33:11</p> <p>suggestions [1] - 14:10</p> <p>suing [1] - 46:4</p> <p>suit [2] - 44:14, 45:15</p> <p>sum [2] - 32:18, 41:7</p> <p>summary [1] - 36:21</p> <p>summer [2] - 25:1, 30:5</p> <p>support [5] - 18:21, 19:4, 19:6, 22:20, 41:9</p> <p>supporting [1] - 18:20</p> <p>supports [1] - 17:18</p> <p>surface [10] - 18:9, 18:16, 34:17, 35:2, 37:22, 39:3, 39:15, 40:5, 41:1, 42:2</p> <p>surveys [1] - 18:14</p> <p>sustainability [1] - 4:14</p> <p>switching [1] - 23:22</p> <p>system [9] - 22:12, 22:16, 22:20, 23:2, 23:13, 23:15, 23:22, 35:4, 41:9</p> <p>System [1] - 15:20</p> <p>systems [1] - 43:8</p>	<p>tests [2] - 8:4, 8:8</p> <p>THE [2] - 2:1, 2:9</p> <p>they've [1] - 43:8</p> <p>thirteen [6] - 6:18, 7:1, 22:17, 26:10, 30:12, 40:18</p> <p>thirty [7] - 20:21, 22:23, 25:21, 32:19, 32:20, 37:11, 39:11</p> <p>thirty-eight [1] - 20:21</p> <p>thirty-five [2] - 22:23, 32:20</p> <p>thirty-six [2] - 25:21, 39:11</p> <p>thirty-three [1] - 32:19</p> <p>thousand [23] - 12:4, 12:17, 22:13, 22:14, 22:21, 23:9, 23:21, 25:21, 30:3, 30:10, 31:20, 32:3, 32:19, 37:11, 38:3, 38:15, 38:18, 39:7, 40:3, 40:15, 40:18, 40:20, 41:8</p> <p>three [27] - 5:20, 6:1, 11:16, 11:20, 12:19, 17:14, 21:4, 21:16, 22:21, 22:22, 23:8, 23:21, 24:3, 24:10, 24:15, 25:22, 26:11, 27:4, 28:20, 30:10, 32:3, 32:7, 32:19, 39:3, 39:7</p> <p>three-percent [2] - 25:22, 26:11</p> <p>three-year [2] - 23:8, 24:3</p> <p>ties [1] - 39:12</p> <p>Tim [1] - 9:9</p> <p>timing [2] - 8:20, 36:19</p> <p>today [13] - 4:6, 8:14, 9:8, 9:20, 12:15, 18:2, 19:9, 35:8, 36:2, 36:22, 39:9, 46:15, 46:18</p> <p>today's [3] - 35:1, 35:9</p> <p>together [2] - 33:12, 45:2</p> <p>Token [1] - 19:11</p> <p>Tom [5] - 2:5, 9:22, 34:22, 36:23, 39:8</p> <p>topping [1] - 33:1</p> <p>total [4] - 22:21, 31:19, 32:18, 38:1</p> <p>towards [1] - 4:13</p> <p>track [1] - 44:20</p>	<p>traction [1] - 30:16</p> <p>traffic [1] - 41:9</p> <p>training [5] - 20:1, 20:3, 20:4, 20:5, 20:6</p> <p>transcribed [1] - 1:17</p> <p>transcript [4] - 47:7, 47:10, 47:13, 47:14</p> <p>Transcript [1] - 1:14</p> <p>transfer [1] - 20:22</p> <p>Transit [5] - 2:5, 4:4, 15:20, 19:11, 21:17</p> <p>transit [1] - 19:2</p> <p>transition [1] - 35:10</p> <p>transportation [7] - 4:7, 18:1, 18:13, 18:16, 18:21, 34:18, 35:2</p> <p>Transportation [1] - 14:5</p> <p>TRANSPORTATIO N [2] - 1:7, 1:15</p> <p>travel [3] - 21:9, 22:13, 30:16</p> <p>treasurer [2] - 14:8, 15:23</p> <p>tree [2] - 33:1</p> <p>tremendous [2] - 7:7, 24:6</p> <p>trolley [1] - 40:7</p> <p>trouble [1] - 43:8</p> <p>true [1] - 47:13</p> <p>Tucker [10] - 2:13, 3:19, 14:17, 14:19, 15:15, 17:1, 27:20, 33:16, 34:13, 42:17</p> <p>TUCKER [8] - 3:20, 14:16, 15:16, 17:2, 27:21, 33:16, 34:14, 42:18</p> <p>turn [11] - 11:1, 17:7, 27:2, 28:3, 28:4, 31:13, 33:19, 34:17, 34:22, 37:2, 41:22</p> <p>twelve [6] - 12:17, 22:8, 24:14, 26:6, 30:11, 32:16</p> <p>twenty [14] - 8:1, 11:16, 12:19, 20:16, 21:20, 22:13, 25:20, 30:11, 32:20, 37:11, 38:18, 39:16, 40:6, 41:2</p> <p>twenty-eight [1] - 37:11</p> <p>twenty-five [4] - 21:20, 22:13, 25:20, 40:6</p> <p>twenty-four [3] - 8:1, 20:16, 39:16</p>	<p>twenty-nine [1] - 30:11</p> <p>twenty-seven [2] - 12:19, 41:2</p> <p>twenty-three [1] - 11:16</p> <p>two [35] - 5:22, 6:1, 6:12, 8:17, 8:22, 9:8, 9:19, 10:5, 12:3, 12:19, 14:1, 23:9, 24:8, 24:9, 24:10, 24:14, 25:7, 26:13, 28:14, 28:20, 30:13, 31:16, 31:22, 32:2, 32:6, 33:9, 33:11, 33:21, 35:22, 39:21, 40:3, 40:15, 43:2</p> <p>two-day [1] - 8:22</p> <p>two-year [1] - 31:22</p> <p>type [3] - 32:11, 38:11, 38:18</p>	<p>8:15, 28:9</p> <p>VANECEK [2] - 28:10, 31:12</p> <p>variance [6] - 11:19, 11:23, 12:4, 12:7, 12:16, 12:20</p> <p>various [2] - 8:2, 8:8</p> <p>verbal [1] - 20:8</p> <p>verbatim [1] - 47:9</p> <p>Vessem [1] - 2:7</p> <p>vice [2] - 14:6, 15:21</p> <p>Vicky [3] - 2:13, 44:22, 45:5</p> <p>Vicky-Marie [1] - 2:13</p> <p>video [2] - 47:8, 47:14</p> <p>Video [1] - 1:14</p> <p>Villa [1] - 5:23</p> <p>vinyl [1] - 25:16</p> <p>visitors [1] - 18:10</p> <p>visual [1] - 20:8</p> <p>voice [1] - 26:15</p> <p>vote [6] - 14:22, 14:23, 16:8, 16:9, 33:20, 45:19</p> <p>voting [1] - 27:4</p>
T			U	
<p>table [1] - 45:2</p> <p>talks [1] - 10:8</p> <p>tax [4] - 12:2, 12:14, 12:15, 40:10</p> <p>taxiway [2] - 29:19, 31:23</p> <p>taxpayers [1] - 46:5</p> <p>Teamsters [1] - 24:2</p> <p>technological [1] - 19:6</p> <p>Tederous [1] - 2:6</p> <p>ten [7] - 17:13, 21:9, 24:12, 25:6, 31:17, 32:3</p> <p>tenant [1] - 25:12</p> <p>term [2] - 22:10, 40:4</p> <p>terminal [3] - 8:16, 28:12, 31:7</p> <p>test [4] - 6:7, 8:6, 8:12</p> <p>testing [2] - 6:4, 21:20</p>			<p>unaudited [1] - 11:11</p> <p>unchanged [1] - 20:17</p> <p>under [2] - 26:7, 47:11</p> <p>underground [1] - 29:4</p> <p>underrepresented [1] - 6:15</p> <p>unemployment [1] - 12:11</p> <p>unfavorable [1] - 11:19</p> <p>Union [3] - 31:19, 32:5, 32:7</p> <p>University [1] - 39:18</p> <p>unless [4] - 13:20, 26:18, 41:16, 46:16</p> <p>up [10] - 6:4, 6:6, 6:18, 6:22, 7:1, 8:17, 30:14, 32:8, 36:4, 37:9</p> <p>Up [1] - 26:3</p> <p>update [4] - 8:15, 23:16, 28:9, 28:11</p> <p>updates [1] - 46:10</p> <p>updating [2] - 21:22, 22:11</p> <p>upgrade [1] - 22:15</p>	W
<p>table [1] - 45:2</p> <p>talks [1] - 10:8</p> <p>tax [4] - 12:2, 12:14, 12:15, 40:10</p> <p>taxiway [2] - 29:19, 31:23</p> <p>taxpayers [1] - 46:5</p> <p>Teamsters [1] - 24:2</p> <p>technological [1] - 19:6</p> <p>Tederous [1] - 2:6</p> <p>ten [7] - 17:13, 21:9, 24:12, 25:6, 31:17, 32:3</p> <p>tenant [1] - 25:12</p> <p>term [2] - 22:10, 40:4</p> <p>terminal [3] - 8:16, 28:12, 31:7</p> <p>test [4] - 6:7, 8:6, 8:12</p> <p>testing [2] - 6:4, 21:20</p>			V	<p>wait [1] - 23:18</p> <p>waiver [4] - 32:8, 32:9, 32:12, 37:19</p> <p>Walk [1] - 9:16</p> <p>Wall [1] - 9:7</p> <p>wants [3] - 6:21, 8:11, 26:18</p> <p>wash [1] - 25:17</p> <p>water [1] - 44:15</p> <p>WBE [6] - 25:4, 25:7, 32:6, 33:5, 37:16, 37:17</p> <p>Web [2] - 23:17</p> <p>website [1] - 44:1</p> <p>week [3] - 5:8, 9:8, 9:18</p> <p>weeks [1] - 35:7</p> <p>Wesley [1] - 2:12</p> <p>west [3] - 8:18, 28:17, 29:23</p> <p>Western [1] - 4:11</p> <p>wetlands [1] - 28:23</p> <p>whistleblower [1] - 19:17</p> <p>who've [1] - 6:3</p> <p>Wilcox [1] - 3:23</p> <p>William [1] - 2:5</p> <p>Windstream [1] - 23:5</p> <p>wonderful [4] - 4:15,</p>

8:9, 9:13, 9:21
word [2] - 4:6, 22:3
workplace [1] -
 19:22
world [1] - 4:12
wring [1] - 43:7
writing [4] - 22:2,
 22:3, 22:6, 47:11
written [1] - 8:11

Y

yard [1] - 36:2
year [47] - 5:20, 10:7,
 11:6, 11:15, 11:21,
 12:5, 12:8, 12:18,
 12:22, 13:18, 19:19,
 21:7, 22:19, 23:8,
 24:3, 24:9, 24:10,
 24:13, 24:14, 24:15,
 25:13, 25:22, 26:12,
 26:13, 28:21, 30:13,
 30:14, 30:15, 31:22,
 35:12, 35:13, 35:17,
 36:10, 37:13, 38:16,
 39:19, 39:20, 39:21,
 39:22, 40:11, 40:12,
 40:17, 40:21, 40:22,
 43:10
year-one [1] - 39:20
year-to-date [4] -
 11:15, 11:21, 12:5,
 12:18
years [4] - 8:1, 23:9,
 23:22, 25:18
York [6] - 1:16, 4:12,
 24:19, 37:20, 39:1,
 47:6
YORK [1] - 47:1

Z

zero [7] - 25:5, 25:7,
 33:6, 33:7, 37:16,
 37:17
zone [1] - 33:2