

MEMPHIS AREA TRANSIT AUTHORITY

1370 Levee Road
Memphis, TN 38108
Telephone: 901-722-7100 www.matatransit.com

MINUTES OF 1/25/18 ITEM I

Gary J. Rosenfeld
Chief Executive Officer

Board of Commissioners

Sean Healy, Chairman

Andre Gibson, Vice Chairman

Commissioners

Kristen Bland
Roquita Coleman-Williams
Martin Lipinski

Tommy Pacello
John C. Vergos
Shelia Williams

AGENDA for the Regular Meeting of the MATA Board of Commissioners Thursday January 25, 2018 3:30p.m.

- | | | |
|-------|--|----------------|
| I. | Call to Order | Sean Healy |
| II. | Board Roll Call | Linda Eskridge |
| III. | Approval of November 28, 2017 Board Meeting Minutes | Sean Healy |
| IV. | CEO Report
Gary J. Rosenfeld | Sean Healy |
| V. | Consent Agenda Items | Sean Healy |
| | a. Resolution to Award a Contract to Mid-South Bus Center for the Purchase of Seven Side-Loading Wheelchair-Accessible Vans Under the Section 5310 Program -Res. No. 18-01 | |
| | b. Resolution to Award Replacement Wheelchair-Accessible Vans Under the Section 5310 Program to Metro Advantage Cab – Res. No. 18-02 | |
| | c. Resolution to Approve a Contract Modification to SNC-Lavalin Rail and Transit, Inc. -Res. No. 18-03 | |
| VI. | Finance Committee Items | Sean Healy |
| VII. | Service and Development Items | Sean Healy |
| VIII. | Financial Report | Gil Noble |

IX. **Speaker Acknowledgement**

Linda Eskridge

X. **Old/New Business**

Sean Healy

- Changes to the Strategic Vision (click on link for memo)



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XI. **Adjournment**

Sean Healy

CALL TO ORDER: A regular meeting of the MATA Board of Commissioners was called to order by Chairman Sean Healy at 3:30 p.m. on Tuesday November 28, 2017 at 1370 Levee Road Board Room.

BOARD ROLL CALL:

Present: Chairman Sean Healy; Vice Chairman Andre Gibson
Commissioners: Tommy Pacello; Martin Lipinski; Shelia Williams; Kristen Bland; John Vergos

Absent: Roquita Coleman-Williams

Quorum: Yes

Staff: Lawson Albritton; Thomas Davidson, ATU Local 713; Linda Eskridge, Board Secretary; LaGracia Hardin, ATU Local 713; Nicole Lacey, Chief Communications Officer; John Lancaster, Director of Planning & Scheduling; Al McCoy, Director of Finance; Maury Miles, Director of Grants & Procurement; Gil Noble, Chief Financial Officer; Alvin Pearson, Chief Operations Officer; Gary Rosenfeld, Chief Executive Officer; Fred Williams, ATU Local 713

Guests: Suzanne Carlson, Innovate Memphis; Justin Davis, MBRU; Allison Donald, MCIL; Charles Johnson, MBRU; Betty Robinson, MBRU; Paige Walkup, Caissa; Alvan Sanchez, Memphis MPO; Nick Warren, Memphis MPO

Ms. Eskridge, Board Secretary, welcomed all guests and staff to the November 28, 2017 Board of Commissioners Meeting. Ms. Eskridge encouraged everyone to visit the MATA website for updates on any Board Meeting changes.

Chairman Healy called for approval of the October 31, 2017 Regular Board Meeting Minutes and the November 7, 2017 Special Board Meeting Minutes. Mr. Vergos moved approval of the minutes and Mr. Pacello seconded the motion, and the minutes were unanimously approved.

CEO Report – Gary Rosenfeld

- MATA begins live testing of the trolley system on November 6, 2017 by running Trolley 799 down Main Street. Trolley 799 is a low voltage trolley and was purchased by the City of Memphis from Gomaco.
- The Connector Concourse Tunnel connecting Front/Main Streets at Central Station is punched through and the walls are clean and painted; the lighting is being installed and the work is moving ahead. It is a CMAQ Funded Capital Project and will include a new trolley/bus stop along Main Street, as well as move the stop on GE Patterson up towards the Sugar Services operations.
- The Canopy at the American Way Transit Center, as well as the footing that supports it suffered damage from the Memorial Day storm. The project will be primarily funded by FEMA and hopefully will be completed within the next couple of weeks without any further inconvenience to the passengers.
- The remodeling project at the Hudson Transit Center's is complete. Real-time statistics are being monitored and It has been a great morale booster for Customer Service as well as for MATApplus Reservationists.

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- MATA welcomed its retirees back for open enrollment for insurance. Healthcare professionals were on hand to assist with the enrollment.
- Mr. Rosenfeld continues to have a series of Open House meetings with the employees, it has been well received and these meetings will be ongoing.
- OTP - Gene White received five consecutive days of 100% on-time performance. There were 14 bus operators with better than 91% OTP for October 2017; 14 MATApplus operators with better than 96% OTP; and six trolley operators with better than 90% for October 2017.
- **Other Key Performance Indicators** – Fixed route is up year over year and if we get a couple of months of that maybe we can turn the corner on ridership. When the trolley resumes operation on Main Street instead of Front Street, we will see some improvements there as well.
- **OTP** – 75% for Fixed Route; 83% Trolley; and 93% for MATApplus.
- **Complaints per 100,000 Boardings** – MATApplus did not only have 189 complaints, they only had 17,000 Boarding, which is about 33 complaints total for October 2017 and about 32 complaints in October 2016. **Miles between Road Calls** – On Fixed Route side, MATApplus went down a bit but a week ago we received eight new buses for MATApplus and they are in the process of having all the necessary equipment installed and all should be in service before the end of the year.
- Mr. Rosenfeld updated the Board on his calendar of events for the month.

Consent Agenda Items

- Resolution to Approve FY18 Section 5307 Capital Projects and State Operating Assistance -Res. No. 17-44
- Resolution to Approve FY18 Section 5337 State of Good Repairs Capital Projects -Res. No. 17-45
- Resolution to Approve FY18 Section 5339 Bus and Bus Facilities Capital Projects -Res. No. 17-46
- Resolution to Approve FY18 Section 5310 Enhanced Mobility of Senior and Individuals with Disabilities Program Funds -Res. No. 17-47

Chairman Healy called for approval of the Consent Agenda Items. **Mr. Lipinski moved that Res. Nos. 17-44 thru 17-47 be approved. Mr. Vergos seconded the motion and the Consent Agenda Items were unanimously approved.**

Finance Committee Items

- Resolution Authorizing Signatures on Memphis Area Transit Authority General Liability Account – Res. No. 17-48

Discussion: Mr. Rosenfeld, CEO stated that this Resolution is for signing authority to the various institutions that MATA does business with. Mr. Gil Noble will retire at the end of 2017 and we wish him the best with his retirement. Mr. Al McCoy's name will be put on the accounts as Mr. Noble's name is removed. **Mr. Gibson moved for approval of Res. No. 17-48. Mr. Vergos seconded the motion. Mr. Rosenfeld stated that Mr. McCoy is being promoted to Director of Finance. Resolution No. 17-48 was unanimously approved.**

Service and Development Items

- Resolution to Approve Changes to Holiday Schedules – Res. No. 17-49

Discussion: Mr. Rosenfeld, CEO stated that we heard the comments from the public at the October Board Meeting and some minor changes were made to the Holiday schedule to adopt a Saturday schedule

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compared to Sunday schedule. This would allow customers to enjoy their holiday without being restricted for time and the monetary impact is minimal. **Resolution No. 17-49 was unanimously approved.**

b. Resolution to Adopt Title VI Program Update — Res. No. 17-50

Discussion: Mr. Rosenfeld stated that John Lancaster would make a short presentation on the Title VI Program that requires the Board to adopt the plan.

c. Presentation of Title VI Program Update and Service Monitoring Report

Mr. John Lancaster, Director of Planning and Scheduling stated that every three years MATA must update the Title VI Program as required by FTA. The update requires a review of the entire program, including routes, schedules, and headways to assure we are meeting the standards that the Board previously adopted. The presentation included new maps of MATA's minority and low-income areas, as well as facilities and all fixed-routes. The presentation included a review of MATA's existing service and illustration of how the service is meeting the adopted standards as well as a Summary of Findings. This illustrated that there were some areas which could be improved, such as headway frequency on some routes, but concluded that most of the standards were being achieved. **Mr. Pacello moved that Res. No. 17-50 be put on the floor for discussion and Mr. Gibson seconded the motion.** Mr. Pacello asked if the transit survey data could be used in other capacities? Mr. Lancaster stated yes, MATA does use the survey and demographic information to make more informed decisions regarding how and where we provide service. Mr. Gibson asked about the Route 31 buses not having the equipment for determining On-Time Performance (OTP) installed on them. Mr. Lancaster stated MATA is now running different buses, which have all the proper equipment on them. Mr. Gibson also wanted to assure that the Board is voting on adopting this resolution to maintain the standards we are currently using. Mr. Rosenfeld stated that is correct, but also stated that the standards could be changed through a separate resolution. and we would have to update our Title VI program to reflect the revised standards.

Resolution No. 17-50 was unanimously approved.

FINANCIAL REPORT

Gil Noble, CFO

October 2017

The financial report covers the first four months of the fiscal year. Revenue is showing favorable primarily due to the timing of an earlier receipt of a larger \$3.6MM block of state grant revenue budgeted in November but received in October. MATA's overall totals haven't changed in terms of what we projected for Revenue or Expenses. Expenses of \$22.1MM are slightly over budget. We have several line items that are over and a few that are under. There aren't any real red flags this year by being over this small amount, so we are largely right on track. In terms of operating margin, that revenue came in early, so it will be close to the budget later this year.

Passenger fares for the four months are 10% unfavorable to last year and even unfavorable to our budget by 4%. Again, we continue to suffer from declines in our ridership and that's manifested in our passenger fares.

MATA's cash position is favorable by \$9MM to last year, again due to timing of the \$9.5MM combined earlier draw down of grant revenues from City, State and Federal. We still expect to have a cash shortage in the Spring, we still expect to seek bridge funding from the city in the Spring and we have already reached

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out to the city regarding that and feel they will be very amenable to helping us out. Mr. Rosenfeld stated more unknowns that we will have in the future is what will happen at the Federal level with respect to the Federal budget, and that will have an influence on our 4th quarter, but nobody is making any projections as to what will happen at the Federal level at this time. We will also start to see more communications after the first of the year from the State on Improve Act funds and what they are anticipating pay outs will be to the Transit authorities. Mr. Pacello asked if staff knows when the Tiger grant information will go out. Mr. Rosenfeld stated that we do not. **This ended the Financial Report.** Chairman Healy took the opportunity to congratulate Mr. Noble on behalf of MATA and the Board of Commissioners for his years of service to the organization as well as on his Retirement.

SPEAKERS

There were no speakers.

OLD/NEW BUSINESS

Ms. Paige Walkup with Caissa Communications made a presentation on MATA's Communications Strategy. The goal of the plan is to help MATA better serve our current customers, attract new customers, and help build awareness of our services and increased community and financial support. The plan comes at a time when MATA is working very heavily on a Strategic Plan. Below are bullet points from the presentation:

- MATA needs to work as a team to manage what their perception is.
- In-depth interviews and one-on-one meetings with stakeholders were conducted.
- Surveys were conducted on what the customers want from the service:
The top five expectations from customers were: getting to work on time, accessibility, range of service hours, and flexibility (increased hours, frequency), and very clear fare structure.
- To help improve MATA's growth, MATA is encouraged to take on the Core Values:
MATA Proud.....MATA Strong.....MATA Promise and MATA Value
 - It goes beyond employee recognition programs.
 - It empowers, build confidence and allows employees to be more open about challenges.
- One of the biggest growth areas is partnerships and community engagement.
- A review of the visual brand is needed to have a solid look of MATA.
- Encourage citizens to support Legislative action for new dedicated funding.

Questions:

Mr. Gibson stated *other transit authorities stream their Board Meetings live and access them later. This may be a consideration for MATA as we go through the transit vision and some possible funding.* Ms. Walkup felt this was an excellent idea and it also opens the issue of transparency and drive people to the website, an already existing tool.

Ms. Bland focused on the "MATA Proud" piece and Customer Service training and asked *how is this different from what we are already doing.* Mr. Rosenfeld stated that this program was started two years ago with MATA's bus operators and was discontinued due to the funding. Mr. Rosenfeld stated that we will have to put together a plan to identify how much it would be and how we secure funding.

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Mr. Pacello asked how we are approaching the implementation strategy or how do staff see the opportunities for implementation shaping up. Mr. Rosenfeld stated that we will prioritize it because we are not staffed to do it all at once. The barrier is we have a communication team of one and most of this revolves around the Communication Plan.

Mr. Gibson asked what the expectations are for having the plan implemented. Mr. Rosenfeld stated that this is a very comprehensive plan and once we establish priorities it would be our goal that this is in place by next Fall.

Mr. Pacello asked what it would cost to get this plan implemented within the next 48 months. Mr. Rosenfeld stated, just guessing, about \$400,000 to \$500,000, and that's just the additional staffing and to provide all the tools necessary for individuals to be successful at what they do.

Dr. Lipinski asked if Access Management is addressing the state of repair for existing asset issues. Mr. Rosenfeld stated it addresses the state of repair for the existing assets and what the projected spend requirements are to maintain the capital funding for the operations budget.

Mr. Healy asked when will the list be reorganized and put in priority order to get assistance from the Board. Mr. Rosenfeld stated that he would reach out to the Board to see where we can get Board involvement in some of the strategic moves.

Ms. Bland suggested that a sub-committee be set up to go over the Communications Plan to see what we can do as a Board to help assist. Mr. Rosenfeld stated this would fall under the Service and Development Committee and a meeting will be scheduled within the next couple of weeks.

OLD/NEW BUSINESS

Mr. Gibson reported to the Board on his trip to the APTA Conference. He attended the first APTA Executive Retreat that was held in Jacksonville, FL. Mr. Gibson stated that his main efforts on the Executive Committee will be centered around the new mobility paradigm. He will be working with Mr. Rosenfeld going forth to make sure that his representation on the committee is what MATA's priorities are on a National level.

The Next Board Meeting is slated for January 23, 2018 at 1370 Levee Road Board Room. We will keep the Board and the public updated on any changes via MATA's website. Mr. Pacello moved that the meeting be adjourned, and Mr. Gibson seconded the motion and the meeting was adjourned.

Mr. Sean Healy, Chairman

MEMPHIS AREA TRANSIT AUTHORITY
BOARD OF COMMISSIONERS

RESOLUTION NO. 18-01

**RESOLUTION TO AWARD A CONTRACT TO MID-SOUTH BUS CENTER FOR THE
PURCHASE OF SEVEN SIDE-LOADING WHEELCHAIR-ACCESSIBLE VANS UNDER
SECTION 5310 PROGRAM**

WHEREAS, The Memphis Area Transit Authority (MATA) is a public agency responsible for providing public transportation services within the city of Memphis and surrounding communities and is the designated recipient of Section 5310 funds for seniors and persons with disabilities; and

WHEREAS, his procurement is the result of a Request for Proposals issued by MATA soliciting projects to be funded under Section 5310 program as approved by the MATA Board of Commissioners in Resolution No. 17-08; and

WHEREAS, MATA solicited proposals from vendors for purchasing up to seven side-loading wheelchair-accessible vans; and

WHEREAS, Proposals for the vans were solicited in accordance with MATA's Procurement Policies including formal advertisement; and

WHEREAS, no responsive proposals were received and evaluated by the Evaluation Committee; and

WHEREAS, MATA staff has reviewed the two proposals received and recommends that a contract be awarded to Mid-South Bus Center for the purchase of seven 2018 model side-loading wheelchair-accessible vans at a unit price of \$37,939 for a total contract amount of \$265,573 and a delivery time of 120 days from Notice to Proceed.

WHEREAS, MATA has Federal and State capital funds available for this project with Banks Transportation, Evergreen Life Services, Volunteers of America of Kentucky and Checker Cab providing the 10% local match for their vans; and

NOW, THEREFORE, BE IT RESOLVED BY THE MEMPHIS AREA TRANSIT AUTHORITY BOARD OF COMMISSIONERS That a contract is awarded to Mid-South Bus Center for the purchase of seven 2018 model side-loading wheelchair-accessible vans at a unit price of \$37,939 for a total contract amount of \$265,573 and a delivery time of 120 days from Notice to Proceed.

BE IT FURTHER RESOLVED, That Banks Transportation, Evergreen Life Services, Volunteers of America of Kentucky and Checker Cab shall provide the 10% local share for their vans and enter into a lease with MATA for the vehicles in accordance with FTA policy.

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BE IT FURHTER RESOLVED That the Chief Executive Officer, Chief Administrative Officer, Chairman or Vice-Chairman be authorized to execute the necessary contract and leases.

Res. No. 18-01

Motion Made By: John Vergos: Seconded By: Shelia Williams

YEA: Andre Gibson; Kristen Bland; Martin Lipinski; Tommy Pacello; John Vergos; Shelia Williams

NAY: None

Approved: January 25, 2018

Absent at Time: Sean Healy; Roquita Williams

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TO: The MATA Board of Commissioners
FROM: Gary Rosenfeld, Chief Executive Officer
DATE: January 18, 2018
SUBJECT: RFP# 18-06
Purchase of Seven Side-Loading Wheelchair-Accessible Vans

MATA has funds in a Section 5310 grant to purchase seven wheelchair-accessible vans for companies that were selected by MATA's Evaluation Committee to receive the vans. In Resolution 17-08, the MATA Board of Commissioners authorized MATA to purchase seven vans for the following companies under the Section 5310 program: Banks Transportation, Evergreen Life Services, Volunteers of America of Kentucky and Checker Cab Companies.

Requests for Proposals were mailed to 22 vendors for this procurement, and it was formally advertised. A DBE goal was not assigned since these vehicles are considered transit vehicles. The manufacturers are required to certify to MATA that they have submitted their DBE goals to FTA and are on FTA's Transit Vehicle Manufacturer's list.

Two responsive proposals were received -- from Alliance Bus Group and Mid-South Bus Center.

The Evaluation Committee awarded Mid-South Bus Center 495 total points (out of a possible 500 points) compared to Alliance Bus Group's 468 points. Mid-South Bus Center's unit cost of \$37,939 was also less than Alliance's unit cost of \$40,840. The Evaluation Committee determined that Mid-South Bus Center's cost was fair and reasonable, and their unit price for the 2018 model only increased by \$657 compared to the 2017 model vans MATA received in October 2017.

Staff recommends a contract be awarded to Mid-South Bus Center for the purchase of seven side-loading wheelchair-accessible vans at a unit cost of \$37,939 for a total contract amount of \$265,573.

Banks Transportation, Evergreen Life Services, Volunteers of America of Kentucky and Checker Cab will be required to provide the 10% local share for the vans that they receive, and they will also be required to enter into a lease with MATA for the vans in accordance with FTA policy.

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MEMPHIS AREA TRANSIT AUTHORITY
BOARD OF COMMISSIONERS

RESOLUTION NO. 18-02

**RESOLUTION TO AWARD REPLACEMENT WHEELCHAIR-ACCESSIBLE VANS UNDER
THE SECTION 5310 PROGRAM TO METRO ADVANTAGE CAB**

WHEREAS, The Memphis Area Transit Authority (MATA) is the designated recipient of Section 5310 funds for seniors and persons with disabilities; and

WHEREAS, The MATA Board of Commissioners approved the purchase of 10 wheelchair-accessible vans for Metro Advantage Cab under the Section 5317 New Freedom program on January 23, 2012 in Resolution No. 12-05; and

WHEREAS, The 10 vans have met their useful service life and are needing to be replaced; and

WHEREAS, MATA has Section 5310 Federal and State capital funds available for this replacement; and

WHEREAS, Metro Advantage Cab is willing to provide the 10% Local share for the vans and enter into a lease with MATA; and

WHEREAS, MATA's Staff recommends that the 10 2012 vans be replaced with wheelchair-accessible vans of similar size using Section 5310 capital funds.

NOW, THEREFORE, BE IT RESOLVED BY THE MEMPHIS AREA TRANSIT AUTHORITY BOARD OF COMMISSIONERS That the MATA Staff is authorized to purchase 10 wheelchair-accessible vans for Metro Advantage Cab using Section 5310 capital funds.

BE IT FURTHER RESOLVED, That Metro Advantage Cab shall provide the 10% local share for their vans and enter into a lease with MATA for the vehicles in accordance with FTA policy.

BE IT FURTHER RESOLVED That the Chief Executive Officer, Chief Administrative Officer, Chairman or Vice-Chairman be authorized to execute the necessary contract and leases.

Res. No. 18-02

Motion Made By: John Vergos: Seconded By: Shelia Williams

YEA: Andre Gibson; Kristen Bland; Martin Lipinski; Tommy Pacello; John Vergos; Shelia Williams

NAY: None

Approved: January 25, 2018

Absent at Time: Sean Healy; Roquita Williams

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TO: The MATA Board of Commissioners
FROM: Gary Rosenfeld, Chief Executive Officer
DATE: January 18, 2018
SUBJECT: Purchase of 10 Replacement Wheelchair-Accessible Vans for Metro Advantage Cab

On January 23, 2012, the MATA Board of Commissioners authorized MATA to purchase 10 wheelchair-accessible vans for Metro Advantage Cab under the Section 5317 New Freedom program. The vans were received in April 2012 and leased to Metro Advantage Cab. These vans have a useful service life of four years or 100,000 miles, whichever comes first. They are approaching being in service for six years, and the average mileage of the 10 vans was 193,183 at December 31, 2017, so all of them have exceeded their useful service life.

Metro Advantage Cab has provided documentation of the monthly usage of the ramps on the vans, and the average usage is 125 times a month per van or a little over four times per day per van.

Since MATA is the designated recipient of Section 5310 funds (which replaced the Section 5317 New Freedom program), MATA is authorized to use the funds for eligible projects. MATA's Staff recommends that the Board authorize the MATA Staff to purchase 10 replacement vans for Metro Advantage Cab using existing Section 5310 Federal and State capital funds. Metro Advantage Cab has indicated their willingness for providing the remaining 10% Local share and for entering into a lease with MATA for the vans in accordance with FTA policy.

MATA has also purchased wheelchair-accessible vans for Checker Cab over the last few years, and those vans were used to replace wheelchair-accessible vans purchased for Yellow Cab in 2011. By purchasing wheelchair-accessible vans for taxi companies, MATA helps increase the mobility of seniors and persons with disabilities. MATA's staff recommends that the Board authorize this replacement with Metro Advantage Cab to help with the availability of wheelchair-accessible taxis in the Memphis Urbanized Area.

If the Board authorizes this action, the MATA Staff will procure the 10 vans and request the Board's approval of that contract within a few months.

Let me know if you have questions.

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**MEMPHIS AREA TRANSIT AUTHORITY
BOARD OF COMMISSIONERS**

RESOLUTION 18-03

RESOLUTION TO APPROVE A CONTRACT MODIFICATION TO SNC-LAVALIN, RAIL & TRANSIT, INC.

WHEREAS, MATA awarded a contract to SNC-Lavalin Rail & transit, Inc. for \$765,543 to provide MATA with necessary rail safety expertise in order to obtain safety and operational certification of the MATA Heritage Trolley system; and

WHEREAS, MATA issued a change order in June of 2017 for additional work necessary to restart the trolley system totaling \$257,906 bringing the contract total to \$1,013,449; and,

WHEREAS, MATA has identified additional work that was not included in the original scope of work; and

WHEREAS, SNC-Lavalin has provided a detailed cost estimate and breakdown of work completed and anticipated; and

WHEREAS, MATA Staff has evaluated the cost estimate and agreed with the amount of in-scope and out of scope work as of September 30, 2017; and

WHEREAS, MATA Staff recommends approval of a Contract Change Order with SNC-Lavalin Rail & Transit Inc. for an additional cost of \$232,005.

NOW, THEREFORE, BE IT RESOLEVED BY THE MEMPHIS AREA TRANSIT AUTHORITY BOARD OF COMMISSIONERS, that a change order totaling \$232,005 to SNC-Lavalin's contract amount be approved increasing the contract to \$1,245,454.

BE IT FURTHER RESOLVED that the Contracting Officer is authorized to execute the change order.

Original Contract Amount	755,543		8/1/2016
Change Order 1	257,906	1,013,449	6/1/2017
Change Order 2	232,005	1,245,454	10/1/2017
Change Order 3			

THIS RESOLUTION WILL BE RESCINDED AT THE FEBRUARY 2018 BOARD MEETING

Res. No. 18-03

Motion Made By: John Vergos: Seconded By: Shelia Williams

YEA: Andre Gibson; Kristen Bland; Martin Lipinski; Tommy Pacello; John Vergos; Shelia Williams

NAY: None

Approved: January 25, 2018

Absent at Time: Sean Healy; Roquita Williams