3613 Lucius Road. • Columbia, SC • 29201
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Central Midlands Regional Transit Authority
BOARD OF DIRECTORS AGENDA FOR
Wednesday, February 22, 2023
12:00 p.m.

Prior to entering the meeting, please turn all electronic devices (cell phones, pagers, etc.) to a silent, vibrate or off position.

OFFICERS
Allison Terracio, Chair (Richland County)
John V. Furgess, Sr., Vice Chair (Richland County Legislative Delegation)
Christopher Lawson, Secretary (Richland County)
Dr. Robert Morris, Treasurer (Richland County Legislative Delegation)

BOARD MEMBERS
Lill Mood (Lexington County)
Carolyn Gleaton (City of Columbia)
Overture Walker (Richland County)
Will Brennan (City of Columbia)
Representative Leon Howard (Richland County Legislative Delegation)
Andy Smith (Forest Acres)
Tina Herbert (City of Columbia)

ADVISORY BOARD MEMBERS
Skip Jenkins (City of Cayce)
Mike Green (City of West Columbia)
Debbie Summers (Town of Springdale)
Geraldine Robinson (Town of Eastover)
Al Koon (Town of Chapin)
Barry Walker (Town of Irmo)
Stephen Cain (Town of Batesburg-Leesville)
William "B.J." Unthank (Lexington County Legislative Delegation)

1. CALL TO ORDER AND DETERMINATION OF QUORUM

2. ADOPTION OF THE AGENDA PAGES 1-2

3. MIDLANDS TRANSIT RIDERS' ASSOCIATION UPDATE (CHARLES GOSSETT/WALTER DURST – 2 MINUTES)

4. CALL TO THE PUBLIC
   - INDIVIDUALS WISHING TO ADDRESS THE BOARD MUST SIGN UP AT INFO@THECOMETSC.GOV
   - COMMENT TIME LIMIT – TWO (2) MINUTES PER PERSON.

5. CONSENT CALENDAR: THE FOLLOWING ITEMS LISTED UNDER THE CONSENT CALENDAR WILL BE CONSIDERED AS A GROUP AND ACTED UPON BY ONE MOTION WITH NO SEPARATE DISCUSSION, UNLESS A BOARD MEMBER SO REQUESTS. IN THAT EVENT, THE ITEM WILL BE REMOVED FOR SEPARATE DISCUSSION AND ACTION. Please limit to 2 minutes.
   A. APPROVAL OF JANUARY 25, 2023 BOARD MINUTES (PAMELA BYNOE-REED) PAGES 3-15
   B. SUBMISSION OF THE INVOICE CHECK REGISTER(S) (ACCOUNTING DEPARTMENT) PAGES 16-29
      - Check Register 1/20/23 CD-000806
      - Check Register 1/31/23 CD-000807
      - Check Register 2/01/23 CD-000808

- Check Register 2/3/23 CD-000809

6. DISCUSSION AND ACTION ITEMS
   A. ON-TIME PERFORMANCE UPDATE (LENNY COOKSEY/LEROY DESCHAMPS) PAGES 30-55
   B. LUCIUS AND RIVER UPDATE (ERIC HARRIS/DESCHAMPS) PAGES 56-71

7. MOTION PERIODS

8. PROGRESS REPORTS – INFORMATIONAL ONLY – 1 MINUTE PER PRESENTER
   - CHAIR REPORT & EXECUTIVE COMMITTEE UPDATE (ALLISON TERRACIO, verbal)
   - COMMITTEE CHAIRS UPDATE
     A. SERVICE COMMITTEE UPDATES (LILL MOOD, verbal)
     B. FINANCE COMMITTEE UPDATES (DR. ROBERT MORRIS, verbal) PAGES 72-126
     C. AD-HOC COMMITTEE FOR ED SEARCH UPDATES (OVERTURE WALKER) PAGES 127-189
   - EXECUTIVE STAFF UPDATES
     A. CHIEF OPERATING OFFICER (LEROY DESCHAMPS)
        - ADMINISTRATION AND OPERATIONS STAFF REPORT PAGES 190-191
     B. CHIEF FINANCIAL OFFICER (ROSALYN ANDREWS)
        - FINANCE/IT STAFF REPORT PAGE 192
     C. CIVIL RIGHTS OFFICER (DR. ARLENE PRINCE)
        - REGULATORY COMPLIANCE STAFF REPORT PAGES 193-194
        - DBE REPORT PAGES 195-198
     D. PUBLIC INFORMATION OFFICER (PAMELA BYNOE-REED)
        - MARKETING & COMMUNTY AFFAIRS REPORT PAGES 199-202

9. **EXECUTIVE SESSION**
   A. **LEGAL/CONTRACTUAL/PERSONNEL**
      Update regarding continuation of contractual matter relating to the cost of providing paratransit services – RATP Dev (RICK MORGAN/PAM BAKER/FRANNIE HEIZER/DR. ROBERT MORRIS)

   B. **SECTION 30-4-70 (A) (5) -** Discussion of matters relating to the proposed location, expansion, or the provision of services encouraging location or expansion of industries or other businesses in the area served by the public body.

   C. **SECTION 30-4-70 (A) (1)** - Discussion of employment, appointment, compensation, promotion, demotion, discipline, or release of an employee, a student, or a person regulated by a public body or the appointment of a person to a public body; however, if an adversary hearing involving the employee or client is held, the employee or client has the right to demand that the hearing be conducted publicly. Nothing contained in this item shall prevent the public body, in its discretion, from deleting the names of the other employees or clients whose records are submitted for use at the hearing. (LEROY DESCHAMPS/RICK MORGAN)

10. ADJOURN

All items on this agenda are subject to action being taken by the Board of Directors. Agenda order is subject to change.
GENERAL INFORMATION ABOUT BOARD MEETINGS: The COMET will make all reasonable accommodations for persons with disabilities to participate in this meeting. Upon request to the Public Information Specialist and Clerk of the Board, The COMET will provide agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Requests should be sent to The COMET by mail at 3613 Lucius Road, Columbia, SC 29201, by fax at (803) 255-7113, or by e-mail to info@catchthecomet.org. For language assistance, interpreter services, please contact (803) 255-7133, 711 through the Relay Service. Para información en Español, por favor llame al (803) 255-7133.

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The COMET Finance Committee Meeting minutes are prepared and presented in summary form*. Audio recordings of the meetings are on file at The COMET and are part of the approved minutes. If you would like to hear the recording from the meeting, please contact pbynoe-reed@thecometsc.gov.*

Per SC Code of Laws, Title 30, Chapter 4, Section 30-4-80 - All public bodies shall notify persons or organizations, local news media, or such other news media as may request notification of the times, dates, places, and agenda of all public meetings, whether scheduled, rescheduled, or called, and the efforts made to comply with this requirement must be noted in the minutes of the meetings. ***The COMET complied with the notification of this meeting on January 18, 2023.***

Central Midlands Regional Transit Authority
BOARD OF DIRECTORS MEETING
Wednesday, January 25, 2023-12:00 P.M.
3613 Lucius Road, Columbia, SC 29201
Conference Room A (Large) – 2nd Floor

Members Present
Will Brennan
John Furgess, Vice Chair
Carolyn Gleaton
Tina Herbert (12:07 P.M.)
Lill Mood
Robert Morris, Treasurer
Andy Smith
Allison Terracio, Chair

Members Absent
Rep. Leon Howard
Christopher Lawson, Secretary
Overture Walker
Stephen D. Cain**
Michael Green**
Skip Jenkins**
Al Koon**
Geraldine Robinson**
Debbie Summers**
William "B.J." Unthank**
Barry A. Walker**

**Advisory Board Member

Guests Present:
Pam Baker, Burr Forman
Walter Durst, MTRA
Natavis Eric Harris, Planning Consultant
Robin Poston, Harper, Poston & Moree
Germon Miller, Richland County Parks & Recreation
Desmond Davis, Richland County Parks & Recreation
Dennis Franklin, TCS
Lenny Cooksey, RATP Dev
Steve Sherrer, RATP Dev
Olga Graziano, RATP Dev
Courtney Coney, RATP Dev
DelGracea Stephens
Dorinda Huggins
Catherine Huggins

COMET Staff Present:
LeRoy DesChamps, Chief Operating Officer
Arlene Prince, Director of Regulatory Compliance & Civil Rights Officer
Rosalyn Andrews, Chief Financial Officer

Pamela Bynoe-Reed, Director of Marketing and Community Affairs
Jackie Bowers, Director of Operations
Michelle Ransom, Regional Grants Manager
Crystal Willis, Financial Accountant

1. CALL TO ORDER AND DETERMINATION OF A QUORUM
   Ms. Terracio called the meeting to order at 12:00 P.M. **A quorum was present at the opening of the meeting.**

2. ADOPTION OF AGENDA **Pages 1-3**
   Motion:
   A motion was made by Mr. Furgess and seconded by Ms. Gleaton to adopt the agenda.
   Approved: Brennan, Furgess, Gleaton, Mood, Morris, Smith, Terracio
   Motion passed.

3. MIDLANDS TRANSIT RIDERS' ASSOCIATION UPDATE (Walter Durst)
   Mr. Durst greeted the Board and said we're looking forward to the Service Committee work session next Wednesday to hash out the schedules. Ms. Terracio reminded the Board that the work session is Wednesday, February 1st, and everyone is invited to attend.

4. CALL TO THE PUBLIC
   Dr. Germon "Mama G" Miller greeted the Board and celebrated this opportunity to be a part of the great legacy of The COMET. We have petitioned again to be on the routes for USC this year. She explained that with the RICH Program, we find that if we bring in young adults to reenact the history, then audiences seem to absorb it more, because just reading it in a book doesn't work anymore. She thanked the Board and encouraged them to communicate with her and ask questions. She said she looks forward to finding out whether we can share the same information again. Hearing no questions, she thanked the Board again.

   No further speakers signed up.

5. CONSENT CALENDAR
   Motion:
   A motion as made by Mr. Furgess and seconded by Mr. Smith to approve the Consent Calendar and check register.
   Approved: Brennan, Furgess, Gleaton, Mood, Morris, Smith, Terracio
   Motion passed.

6. DISCUSSION AND ACTION ITEMS
   A. FYE 2022 AUDIT (Rosalyn Andrews, Robin Poston) **Pages 44-145**

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Ms. Poston greeted the Board. She stated that we issued a clean audit report for the year ending June 30th, 2022, and the packet shows revenues and expenses. The transit authority had a very good year. Page 14 of the audit report shows an increase in net position of $21 million for the year. The largest contributing factor to that was the CARES Act funding, and the 1% sales tax. She asked for questions. None were heard.

B. PRESENTATIONS

1. PROCLAMATIONS FROM THE MUNICIPALITIES (Deferred from October 2022)
Ms. Terracio noted that we have proclamations from Richland County and Forest Acres. She said we did this back in October, and it's the Catch The COMET Month proclamation.

Ms. Terracio stated that The COMET is a regional transportation authority formed by Richland County, City of Columbia, Lexington County, and the Central Midlands Council of Government. The COMET consists of an intergovernmental agreement signed by Richland County, City of Columbia, City of Forest Acres, and Lexington County, to find, operate, and maintain public transit services and mass transportation in Richland and Lexington Counties. October 16th marks the 20th anniversary of The COMET as a regional transit authority, which supports and provides opportunities for additional mobility, through partnerships with several entities, including but not limited to USC Transit Gamecock Express Shuttles, and Soda Cap Connector, which allows tourists and locals to explore restaurants, lodging, arts, and entertainment in the Midlands Business Districts. The COMET transports more than 2.4 million passengers annually, on a fleet of more than 80 buses, vans, and trolleys. Ms. Terracio claimed the month of October as Catch The COMET Month and asked our citizens to support our public transportation system, as it provides essential services to the people of the Midlands.

Mr. Smith stated that much of the language for the proclamation from the City of Forest Acres is similar. He noted that Frank J. Brunson, mayor of the City of Forest Acres, along with fellow members of the Forest Acres City Council, do hereby proclaim the Month of October 2022 as Catch The COMET Month and ask citizens to support our public transportation system, as it provides essential services to the people of the Midlands.

2. BALL PRESENTATION FROM USC VS AUBURN (LILL MOOD)
Ms. Mood stated that it was her honor and privilege to accept the game ball at the Auburn-USC women's basketball game, and she did it in honor and in memory of Derrick Huggins. She said she later learned from Ms. Bynoe-Reed that his widow, Dee Huggins, was in the audience and was very touched by the event. Ms. Mood

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proposed to the Board that we give the game ball to Mrs. Huggins, and the Board agreed.

Ms. Bynoe-Reed read the speech given that night on January 5th, which honored Mr. Huggins.

3. **FORMAL ANNOUNCEMENT OF INTENT TO DEDICATE BOARD ROOM (Allison Terracio)**
   Ms. Terracio declared that it is the will of this Board to dedicate this board room to the memory of Derrick Huggins and rename it the Derrick Huggins Board Room. She said this dedication will be honored with a reception in April.

   Mrs. Huggins thanked the Board for honoring Mr. Huggins this way. She emphasized how much passion he had for transportation, and how he thought of it as an equalizer for accessing education, jobs, and health care. She asked the Board to remember this as they deliberate in this room, and to remember that the decisions they make here affect actual people, because that's what Mr. Huggins was all about.

C. ON-TIME PERFORMANCE UPDATE (Lenny Cooksey, LeRoy DesChamps) **Pages 146-203**
Mr. Cooksey recognized Mr. Kevin Settles as Employee of the Month for December.

Mr. Cooksey stated that we've had a 32.16% increase in on-time performance since December. He said we use existing data and feedback before every route change.

Ms. Terracio asked for questions.

Ms. Gleaton noted that Mr. Cooksey is doing an excellent job, because she doesn't see people hanging around the downtown transit anymore. People get off the bus, make their connection, and move on.

Dr. Morris concurred with Ms. Gleaton but asked if the on-time performance is 70%, and stated that if it is, then we need to continue to work on it.

Mr. Cooksey stated that on-time performance for December finished at 73.6%. He said we recently made some very minor tweaks after looking at the data, to try to increase on-time performance. He's working with the team on other things to increase on-time performance, which will be discussed at the Service Committee meeting. He also noted that we are currently collecting data in new ways.

Dr. Morris thanked Mr. Cooksey and commended him on a job well done.

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Ms. Mood noted that the Service Committee focuses on on-time performance at every meeting. She stated that the big jump we've made since last year is wonderful, but the smaller increments now left to reach our goal of 85% are harder and take longer. She said Mr. Cooksey has been presenting to the Service Committee, data on how late buses are, and she's been relieved to see that most late buses are very close to the acceptable arrival time, and that we're continuing to work towards goal.

Mr. Harris added that when we look at on-time performance and give buses one extra minute, the percentage goes way up, because most late buses are arriving less than one minute late. Dr. Morris noted that late is late, and we should continue to work on this issue.

D. PURCHASE ORDER ISSUE REQUEST FOR LONO PROJECT (Michelle Ransom) **Pages 237-257**
Ms. Ransom explained that the amount for our next purchase order is $687,820, which is high enough to require Board approval. It's for the hydrogen compression station, and the building of the dispensing system and everything on the site.

<u>Motion</u>:
A motion was made by Ms. Mood and seconded by Mr. Smith to approve the purchase order of $687,820 for the hydrogen compression station, and building of the dispensing system and everything on the site.

Mr. Furgess asked what this is for. Ms. Ransom reiterated the purpose of the purchase order.

Mr. Smith asked if this is the purchase that already just came through the Finance Committee. Ms. Ransom confirmed that it is.

Ms. Terracio asked when we can expect to see things happening with this project. Ms. Ransom said we won't see much, because the buses take about a year to be built and delivered.

Approved: Furgess, Gleaton, Herbert, Mood, Morris, Smith, Terracio
Motion passed.

E. LUCIUS AND RIVER UPDATE (Eric Harris, LeRoy DesChamps)
Mr. Harris thanked the Board and said construction is almost complete. We are 99% physically complete and 96% financially complete. We're planning a working discussion on February 1st to discuss potential impacts for each individual route, and examine how to

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mitigate some of those impacts, addressing jobs, education, and health care access, as Mr. Huggins would have wanted. Mr. Harris said the next steps are just finalizing the planning parts and taking it to public meeting for feedback, and from there, the Board will have the opportunity to vote for approval and finalize to proceed.

Ms. Mood noted that the Service Committee scheduled that work session on February 1st because we're taking very seriously, our responsibility to look at the consequences of every proposed route change, and how it affects individual riders. She also noted that the work session is open to any Board member to attend. Ms. Terracio asked if there will be an agenda or packet posted for the work session. Ms. Bynoe-Reed noted that that will be posted by the Friday before the work session.

Ms. Terracio asked for questions. None were heard.

F. SODA CAP REVITALIZATION PROGRESS (Eric Harris, Pamela Bynoe-Reed)
Ms. Bynoe-Reed noted that we will have the new branding on the vehicles within two weeks. We're still continuing to work with WeGOJA and Historic Columbia on the do-it-yourself tour that can be downloaded from the website, using our wi-fi on the buses.

Mr. Furgess noted, and others concurred, that bus windows should not be wrapped, because it reduces visibility, which is a security issue.

Ms. Terracio asked for questions. None were heard.

7. MOTION PERIODS

Ms. Terracio stated that last year, we just had a motion from the floor.

Mr. Furgess proposed passing this discussion and motion onto the Service Committee, because the Board didn't see enough of what's being presented, to put it out to the public. Ms. Terracio called for such a motion.

<u>Motion</u>:
A motion was made by Ms. Gleaton and seconded by Mr. Furgess to defer the Motion Periods to the Service Committee.

Ms. Terracio noted that we need to ask Mama G for more detail on the presentation, which can go before the Service Committee at their next scheduled meeting in February. Ms. Mood expressed concern that this Service Committee meeting would not occur until halfway through Black History Month.

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Ms. Terracio noted that the next scheduled meeting of the full Board is February 22nd, unless we call a special meeting just to vote on that item. Ms. Mood asked Mr. Furgess his opinion on the matter. Mr. Furgess stated that if you don't look at what's been presented, you don't know whether it's correct. He said he's not a fan of these presentations, because the performers he's met were uninformed about the characters they portrayed.

Ms. Herbert stated that she has worked with Mama G on several Black History events through our City Parks and Recreation. Ms. Herbert noted that Mama G presents a normal Black History program and usually throws in some martial arts kicks. Mama G is routinely employed by the City in every Black History program they have.

Ms. Mood asked whether the Service Committee needs to call a special meeting, in order to do this before February.

Friendly Amendment:
A friendly amendment to the previous motion was made by Mr. Furgess, to proceed with approving this presentation for the month of February.

Ms. Terracio asked for discussion. Ms. Mood noted that we should ask them to come to us a little bit earlier next year, so that we have time to accommodate concerns such as that just expressed by Mr. Furgess.

Mr. Green asked if Mama G could do a one-minute video presentation for our social media, to bring more attention to the characters she's portraying. Ms. Terracio supported this idea. Ms. Bynoe-Reed said she'd ask about it.

Approved: Brennan, Furgess, Gleaton, Herbert, Mood, Morris, Smith, Terracio
Motion passed.

Ms. Terracio asked for any further motions within the Motion Period. None were heard.

8. PROGRESS REPORTS – INFORMATIONAL ONLY

A. CHAIR REPORT AND EXECUTIVE COMMITTEE UPDATE (Allison Terracio)
Ms. Terracio reported that last Saturday, from about 1:00 p.m. to 1:30 p.m. at Richland Library, she and Ms. Bowers met with the Board of the Carolinas Association for Passenger Trains, or CAPT. She said she heard from people who were passionate about emphasizing the need for rail infrastructure between our cities across the Carolinas, as well as the need for transit centers where people can transfer between trains and buses. She noted that she brought a brochure from said meeting, to share here with the Board. Ms. Terracio also noted that we signed up for the CAPT newsletter every other month, so that as we get information from them, we can circulate it amongst the Board members.

B. COMMITTEE CHAIRS UPDATE

1. SERVICE COMMITTEE UPDATES (Lill Mood)
   Ms. Mood thanked Ms. Terracio for attending the CAPT meeting and said she's eager for us to connect with CAPT, because it's a way to build interest in what they're doing, and to give them feedback. Ms. Mood noted that CAPT is more focused on North Carolina, which does a lot more with rail. She said the two most active South Carolina members are Jim Fryerson, who is retired from DOT after having rail responsibilities there but remains active in this, plus Phil Astwood in Newberry. Ms. Mood stated that as we develop our multi-modal center, we need to be more aware of the rail connection.

2. FINANCE COMMITTEE UPDATES (Dr. Robert Morris) **Pages 204-274**
   Dr. Morris stated that the Finance Committee has been discussing the contract negotiation with RATP Dev, as well as the interim ED salary adjustment, and the attorney will provide an update on those two items during the ED session.

3. AD-HOC COMMITTEE FOR ED SEARCH UPDATES (Overture Walker)
   Mr. Walker was not present, but Ms. Bynoe-Reed noted that the Search Committee has a meeting scheduled February 9th at 12:00 p.m., where search firms will give a presentation. Ms. Terracio encouraged people to attend, even if they're not on the committee, to hear from the people who will be doing the search.

   Dr. Morris stated that he was anticipating Attorney Morgan would be present today. He stated that the committee should be given frequent feedback, which we have not gotten here recently. Ms. Terracio said that feedback will be given during Executive Session.

C. EXECUTIVE STAFF UPDATES

1. Chief Operating Officer (LeRoy DesChamps)
   a. Administration and Operations Staff Report **Pages 275-276**
      Mr. DesChamps referred to Pages 275 and 276 and stated that, as usual, he would like to recognize staff for their continued dedication and commitment to improving their professional skills. He said Sabrina Chestnut, who is a customer experience representative at COMET Central, was recognized with the Hardy's Hometown Hero Award, based on her service and commitment to her community and

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neighborhood. She shows that same commitment to our riders every day, so we thank her and congratulate her.

Mr. DesChamps also recognized and congratulated Jackie Bowers and Pamela Bynoe-Reed, who went through the Westgate Center Leadership and Management Development Course and received their certifications in transit management. He said it's one of the top programs in the country, and now everyone at our executive level has achieved this certification, which shows our dedication and commitment to what we do, and why we enjoy working with each other.

Mr. DesChamps went on to congratulate Rosalyn Andrews and her staff, who received the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2021. This is given by the Government Finance Officers Association, and it's one of the top awards given in government finance.

Mr. DesChamps stated that we have a huge financial responsibility to the community, and the results of the audit given earlier shows staff dedication and commitment. He again extended appreciation and congratulations to all the staff.

Mr. Furgess commended Mr. DesChamps and his staff, because usually with changes, there's dissent with staff, but Mr. DesChamps makes it cohesive, and his positive demeanor rubs off on others.

2. CHIEF FINANCIAL OFFICER (Rosalyn Andrews)
   a. Finance/IT Staff Report **Page 277**

Ms. Andrews emphasized that her department isn't glamorous, but they keep things regulated and in line. She thanked the Board for the recognition and said her department is happy to continue keeping us in compliance.

Ms. Terracio added that she loves seeing our employees' accomplishments celebrated on social media, and she's very proud.

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3. CIVIL RIGHTS OFFICER (Dr. Arlene Prince)
    a. Regulatory Compliance and DBE Staff Report
    Pages 278-283
    Dr. Prince noted that the Regulatory Compliance and DBE Report is found on Pages 278 through 283. She said Pages 278 and 279 just provide details on the monthly activities.

    Dr. Prince explained that she wants to highlight a project started by Mr. Huggins, which is a bill regarding advertising on benches. She said SCDOT could not issue permits because the bill had a sunset provision in it, and they advised us to make sure the bill was updated. Dr. Prince said she contacted the sponsor of the bill, Senator John Scott, and he asked her to work with staff to change the language. The bill was pre-filed on December 7th, was introduced and read in the Senate on January 10th, and has now been referred to the Committee on Transportation. Dr. Prince said she would continue to follow this because it impacts our revenue for advertisement.

    Ms. Terracio encouraged Board members to make a phone call to someone on a committee or anything if they can, and report back to us about it.

    Dr. Prince stated that Page 280 contains a summary and quick snapshot of the DBE goal, and where we are, in terms of The COMET. As of November 30th, we have paid approximately $47.2 million to vendors with DBE goals, and of that amount, approximately $11.8 million went to DBEs, which is approximately 24.9%.

    Dr. Prince noted that Pages 282 and 283 contain DBE information regarding RATP Dev. As of the start of the contract up until November 30th, the goal was 20%, and it shows 23.1% in the packet, but it should be 22.2%, which is one number that was not updated. Page 283 just captures the fiscal year, starting with July 1st, for tracking purposes only.

    Ms. Terracio asked for questions. None were heard.

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4. PUBLIC INFORMATION OFFICER (Pamela Bynoe-Reed)
   a. Marketing and Community Affairs Report **Pages 284-287**

      Ms. Bynoe-Reed stated that we're in planning and development of a new Route Guide Booklet, which will combine all routes into one cohesive booklet to place on buses, so people can find their routes. She said we hope to have this out to the public by March 1st.

      Ms. Bynoe-Reed also noted that USC paid for us to rebrand the U of SC Transit to USC Transit.

      Ms. Bynoe-Reed went on to state that we have a media partnership with WLTX, that we're in negotiations with them now, and hopefully, by the next Board meeting, she can present that information.

      Ms. Bynoe-Reed commended Mariana Parades and Blake Gibbons in our intern department, for completing the Columbia Opportunity Resource Program. She said this program exposes college students to all Columbia has to offer, in efforts to make sure they stay here and contribute to the growth of the Midlands.

      Ms. Terracio noted that it's great to have these two interns onboard.

9. EXECUTIVE SESSION

Ms. Terracio read the items for Executive Session. Item A is a legal/contractual personnel matter regarding the cost of providing paratransit services. Item B is pursuant to Section 30-4-70 (A) (5), discussion of matters related to the proposed location, expansion, or provision of services. Item C is pursuant to Section 30-4-70 (A) (1), discussion of employment appointment compensation, promotion, demotion, discipline, or release of an employee, etc.

Motion:

A motion was made by Mr. Furgess and seconded by Ms. Gleaton to go into Executive Session.

Approved: Brennan, Furgess, Gleaton, Herbert, Mood, Morris, Smith, Terracio

Motion passed.

The meeting went into Executive Session at 12:58 p.m.

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Ms. Terracio noted that no action was taken in Executive Session. She called for a motion to come out of Executive Session.

Motion:
A motion was made by Mr. Furgess and seconded by Ms. Gleaton to come out of Executive Session.
Approved: Brennan, Furgess, Gleaton, Herbert, Mood, Morris, Smith, Terracio
Motion passed.

The meeting returned to Open Session at 1:34 p.m.

Ms. Terracio asked for any motions coming out of Executive Session.

Motion:
A motion was made by Mr. Smith and seconded by Mr. Furgess to compensate the acting interim executive director in accordance with what was discussed in Executive Session.

Ms. Terracio asked for further discussion. None was heard.

Approved: Brennan, Furgess, Gleaton, Herbert, Mood, Morris, Smith, Terracio
Motion passed.

Ms. Terracio read a thank-you note from Mr. Huggins' family.

10. ADJOURNMENT
Motion:
A motion was made by Mr. Furgess and seconded by Ms. Gleaton to adjourn.
Approved: Aye (Voice Vote, 1:38 p.m.)
Motion passed.

The meeting was adjourned at 1:38 P.M.

CENTRAL MIDLANDS REGIONAL TRANSIT AUTHORITY

Adopted this _____, 2023.

Prepared by:

Frances Von Korff

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Reviewed by:

_____

Pamela Bynoe-Reed, Director of Marketing & Community Affairs/PIO

Approved by:

_____

Christopher Lawson, Secretary

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Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
E05010	1/20/2023	0000050	Enterprise Holdings, Inc.				**Check Entry Number:** 001	
			172364867539	1/1/2023	9,000.00	0.00	9,000.00	
			Invoice Comment: December 2022- Renter Subsidy					
	G/L Account:	4513-020-015-00	Fed Exp: Vanpool Ops-Grant Year (last 2 digits)-AP					9,000.00
E05011	1/20/2023	0001000	RATP Dev USA Inc.				**Check Entry Number:** 001	
			10OCT22	11/16/2022	1,562,734.39	0.00	1,562,734.39	
			Invoice Comment: October 1 - 31, 2022 Contract Services					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					414,818.10
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					816,744.76
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					802.31
	G/L Account:	4305-000-000-98	Contractor:Fixed Rte-General-USC					171,111.67
	G/L Account:	4305-000-000-98	Contractor:Fixed Rte-General-USC					24,513.12
	G/L Account:	4306-000-000-00	Contractor: DART					135,456.94
	G/L Account:	4306-000-000-00	Contractor: DART					125,373.89
	G/L Account:	4306-000-000-00	Contractor: DART					11,701.34
	G/L Account:	4306-000-000-00	Contractor: DART					18,241.15
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					7,980.35-
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					4,296.91
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					7,139.95-
	G/L Account:	4306-000-000-00	Contractor: DART					1,453.87-
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					15,912.00
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					162.48-
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					14,136.00
			LD- PASSENGER PASS23	10/18/2022	250.00-	0.00	250.00-	
			Invoice Comment: Passenger Pass, 10/5/22, Route 401					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					250.00-
			LD- PASSENGER PASS24	10/20/2022	250.00-	0.00	250.00-	
			Invoice Comment: Passenger Pass, 10/11/22, Route 91					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					250.00-
			LD- PASSENGER PASS25	10/21/2022	250.00-	0.00	250.00-	
			Invoice Comment: Passenger Pass, 10/9/22, Route 11					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					250.00-
			LD- PASSENGER PASS27	11/7/2022	250.00-	0.00	250.00-	
			Invoice Comment: Passenger Pass- 10/25/22, Route 75					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					250.00-
			LD-PASSENGER PASS25	10/24/2022	250.00-	0.00	250.00-	
			Invoice Comment: Passenger Pass, 10/16/22, Route 801					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					250.00-
			LD-PASSENGER PASS26	10/24/2022	250.00-	0.00	250.00-	
			Invoice Comment: Passenger Pass, 10/9/22, Route 11					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					250.00-
			Check E05011 Total:		1,561,234.39	0.00	1,561,234.39	
			Printed Check Total:				0.00	
			Electronic Payment Total:				1,561,234.39	
E05012	1/20/2023	0001018	Brownstone Construction Group				**Check Entry Number:** 001	
			11-2022	11/30/2022	23,688.75	0.00	23,688.75	
			Invoice Comment: Architect & Engineering- November 2022					
	G/L Account:	4361-000-000-01	Professional Contracted Services: Intermodal					10,310.00
	G/L Account:	4361-021-004-02	Professional Svcs-GY2021-5339 E&D-LuciusRdSS					13,378.75
E05013	1/20/2023	0001055	AmeriGas Propane LP				**Check Entry Number:** 001	

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Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
			3144721976	12/21/2022	1,260.84	0.00	1,260.84	
			Invoice Comment: 858 gals @ 1.33 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				1,260.84
			3144770620	12/22/2022	2,799.85	0.00	2,799.85	
			Invoice Comment: 1905.3 gals @ 1.33 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				2,799.85
			3144874297	12/24/2022	1,819.25	0.00	1,819.25	
			Invoice Comment: 1238 gals @ 1.33 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				1,819.25
			3144908206	12/25/2022	1,669.80	0.00	1,669.80	
			Invoice Comment: 1136.3 gals @ 1.33 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				1,669.80
			3145054326	12/29/2022	2,366.00	0.00	2,366.00	
			Invoice Comment: 1652.3 gals @ 1.31 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				2,366.00
			3145198065	12/31/2022	3,504.30	0.00	3,504.30	
			Invoice Comment: 2460 gals @ 1.29 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				3,504.30
			3145198066	12/31/2022	381.91	0.00	381.91	
			Invoice Comment: 268.1 gals @ 1.29 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				381.91
			3145243210	12/31/2022	317.67	0.00	317.67	
			Invoice Comment: 223 gals @ 1.29 / gal					
	G/L Account:	4320-000-000-00		Propane Fuel				317.67
				Check E05013 Total:	14,119.62	0.00	14,119.62	
				Printed Check Total:			0.00	
				Electronic Payment Total:			14,119.62	
E05014	1/20/2023	0001232	Harper, Poston & Moree, P.A.				**Check Entry Number:** 001	
			2475F	12/31/2022	11,000.00	0.00	11,000.00	
	G/L Account:	4361-000-000-00		Professional Svcs				11,000.00
E05015	1/20/2023	0001267	TriTek Fire & Security, LLC				**Check Entry Number:** 001	
			28031	1/3/2023	2,115.00	0.00	2,115.00	
			Invoice Comment: UL Fire Renewal, Inspection					
	G/L Account:	4205-000-000-00		Facility R&M Expense				2,115.00
E05016	1/20/2023	0001373	Transit Talent.Com				**Check Entry Number:** 001	
			1042301	1/9/2023	135.00	0.00	135.00	
			Invoice Comment: Employment Ad					
	G/L Account:	4203-000-000-00		Mktg/Adv/Promo/Spnsr				135.00
E05017	1/20/2023	0001388	Crawford Sprinkler				**Check Entry Number:** 001	
			A22-2962/W26912	12/21/2022	450.00	0.00	450.00	
			Invoice Comment: Quarterly Test					
	G/L Account:	4205-000-000-00		Facility R&M Expense				450.00
E05018	1/20/2023	0001492	New Age Protection, Inc.				**Check Entry Number:** 001	
			COMET-2029	12/14/2022	14,911.47	0.00	14,911.47	
			Invoice Comment: Nov. 2022 Security- 733 hrs @ 20.35 / hr					
	G/L Account:	4509-020-020-00		F/NF/E: Safty/Secrty-GY2020-CARES ACT-General				14,911.47
E05019	1/20/2023	0001522	Lyft, Inc.				**Check Entry Number:** 001	
			1001070500	12/31/2022	39,053.65	0.00	39,053.65	
			Invoice Comment: Pick Up, Market, Night-Time- Dec 2022					
	G/L Account:	4308-000-000-00		Contractor: Special Enhancements				32,100.75

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Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
	G/L Account:	4308-000-000-00		Contractor: Special Enhancements				2,770.89
	G/L Account:	4308-000-000-00		Contractor: Special Enhancements				2,142.59
	G/L Account:	4308-000-000-00		Contractor: Special Enhancements				2,009.10
	G/L Account:	4308-000-000-00		Contractor: Special Enhancements				30.32
E05020	1/20/2023	0001541	UBER Technologies, Inc.				**Check Entry Number:** 002	
Check Comment:	December 2022- PUP Applications							
			199A21	1/1/2023	304.41	0.00	304.41	
				Invoice Comment: December 2022- PUP Applications				
	G/L Account:	4308-000-000-00		Contractor: Special Enhancements				304.41
E05021	1/20/2023	0001545	Nexsen Pruet, LLC				**Check Entry Number:** 001	
			535951264	1/3/2023	4,000.00	0.00	4,000.00	
				Invoice Comment: Matter No. 061920-00001				
	G/L Account:	4361-000-000-00		Professional Svcs				4,000.00
E05022	1/20/2023	0001554	ACE Hardware - Horse & Garden, Inc.				**Check Entry Number:** 001	
			514398	12/21/2022	71.56	0.00	71.56	
				Invoice Comment: 16.30 gals @ 4.39 / gal				
	G/L Account:	4320-000-000-00		Propane Fuel				71.56
E05023	1/20/2023	0001635	Lone Star Transit Asset Management, LLC				**Check Entry Number:** 001	
			195	1/3/2023	2,625.00	0.00	2,625.00	
				Invoice Comment: December 2022 Consulting				
	G/L Account:	4361-000-000-00		Professional Svcs				2,625.00
			196	1/9/2023	1,875.00	0.00	1,875.00	
				Invoice Comment: January 2023 Consulting				
	G/L Account:	4361-000-000-00		Professional Svcs				1,875.00
				Check E05023 Total:	4,500.00	0.00	4,500.00	
				Printed Check Total:			0.00	
				Electronic Payment Total:			4,500.00	
E05024	1/20/2023	0001648	Melissa Amerson				**Check Entry Number:** 001	
			VTRIP DEC'22	12/31/2022	87.00	0.00	87.00	
				Invoice Comment: Volunteer Driver: John Hodge (150 miles)				
	G/L Account:	4520-000-000-00		Federal Exp: Mobility Mgt 5310				87.00
E05025	1/20/2023	0001653	Gamecock Sports Properties, LLC				**Check Entry Number:** 001	
			759-229527-470774	1/4/2023	2,500.00	0.00	2,500.00	
				Invoice Comment: 2022-2023 South Carolina Sponsorship				
	G/L Account:	4203-000-000-00		Mktg/Adv/Promo/Spnsr				2,500.00
E05026	1/20/2023	0001664	Cherokee Inc.				**Check Entry Number:** 001	
			APPL10 2113	12/31/2022	152,469.33	0.00	152,469.33	
				Invoice Comment: Lucius Rd Superstop				
	G/L Account:	1780-000-000-02		Construction in Progress- LR-General-LuciusRdSS				0.00
	G/L Account:	1780-000-000-02		Construction in Progress- LR-General-LuciusRdSS				152,469.33
E05027	1/20/2023	0001666	Guttman Energy, Inc.				**Check Entry Number:** 001	
			R23002728	1/5/2023	25,836.45	0.00	25,836.45	
				Invoice Comment: 7487 gals @ 3.15 / gal, 12/20/2022				
	G/L Account:	4321-000-000-00		Vehicle Fuel: Diesel/UNL				25,836.45
			R23003017	1/5/2023	28,777.07	0.00	28,777.07	
				Invoice Comment: 7492 gals @ 3.54 / gal, 12/29/2022				
	G/L Account:	4321-000-000-00		Vehicle Fuel: Diesel/UNL				28,777.07
				Check E05027 Total:	54,613.52	0.00	54,613.52	
				Printed Check Total:			0.00	
				Electronic Payment Total:			54,613.52	

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Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
E05028	1/20/2023	0001690	The Pest Bureau, Inc.				**Check Entry Number:** 001	
			99068	1/1/2023	150.00	0.00	150.00	
			Invoice Comment: Monthly Pest Control- Facility					
	G/L Account:	4205-000-000-00	Facility R&M Expense					150.00
			99069	1/1/2023	150.00	0.00	150.00	
			Invoice Comment: Monthly Pest Control- COMET Central					
	G/L Account:	4205-000-000-00	Facility R&M Expense					150.00
			99169	1/5/2023	1,442.00	0.00	1,442.00	
			Invoice Comment: Monthly Pest Control- Vehicles					
	G/L Account:	4387-000-000-00	Vehicle/Equip Repairs&Maint					1,442.00
				Check E05028 Total:	1,742.00	0.00	1,742.00	
				Printed Check Total:			0.00	
				Electronic Payment Total:			1,742.00	
E05029	1/20/2023	0001691	Ashley Brown				**Check Entry Number:** 001	
			VTRIP DEC'22	12/31/2022	87.00	0.00	87.00	
			Invoice Comment: Volunteer Driver - Allison (max 150mi)					
	G/L Account:	4520-000-000-00	Federal Exp: Mobility Mgt 5310					87.00
E05030	1/20/2023	0009630	Natavis Eric Harris				**Check Entry Number:** 001	
			656	1/17/2023	4,099.41	0.00	4,099.41	
			Invoice Comment: Planning Consultation- 12/12/22-1/16/23					
	G/L Account:	4361-021-019-00	Professional Svcs-GY2021-General					4,099.41
				Report Total:	1,900,182.11	0.00	1,900,182.11	
				Printed Check Total:			0.00	
				Electronic Payment Total:			1,900,182.11	

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Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
E05031	1/31/2023	0001004	Dominion Energy South Carolina				**Check Entry Number:** 002	
Check Comment: 1224 Laurel St.								
			0664-1122	12/5/2022	715.34	0.00	715.34	
			Invoice Comment: 1224 Laurel St.					
	G/L Account: 4381-000-000-00			Utility: Electricity				715.34
E05032	1/31/2023	0001004	Dominion Energy South Carolina				**Check Entry Number:** 003	
Check Comment: 3613 Lucius Rd.								
			1452-1222	12/16/2022	7,546.08	0.00	7,546.08	
			Invoice Comment: 3613 Lucius Rd.					
	G/L Account: 4381-000-000-00			Utility: Electricity				5,973.16
	G/L Account: 4380-000-000-00			Utility: Natural Gas				1,572.92
	G/L Account: 4381-000-000-00			Utility: Electricity				0.00
E05033	1/31/2023	0001004	Dominion Energy South Carolina				**Check Entry Number:** 004	
Check Comment: Fuel Island & Bus Wash								
			9634-1222	12/19/2022	940.18	0.00	940.18	
			Invoice Comment: Fuel Island & Bus Wash					
	G/L Account: 4381-000-000-00			Utility: Electricity				940.18
E05034	1/31/2023	0001010	City of Columbia - Water				**Check Entry Number:** 002	
Check Comment: 1745 Sumter St.								
			0540-1222	1/11/2023	70.75	0.00	70.75	
			Invoice Comment: 1745 Sumter St.					
	G/L Account: 4382-000-000-00			Utility: Water&Sewer				70.75
E05035	1/31/2023	0001010	City of Columbia - Water				**Check Entry Number:** 003	
Check Comment: 3800 Lucius Rd.								
			5705-1222	1/11/2023	183.95	0.00	183.95	
			Invoice Comment: 3800 Lucius Rd.					
	G/L Account: 4382-000-000-00			Utility: Water&Sewer				183.95
E05036	1/31/2023	0001010	City of Columbia - Water				**Check Entry Number:** 004	
Check Comment: 3808 Lucius Rd.								
			5706-1222	1/11/2023	212.25	0.00	212.25	
			Invoice Comment: 3808 Lucius Rd.					
	G/L Account: 4382-000-000-00			Utility: Water&Sewer				212.25
E05037	1/31/2023	0001010	City of Columbia - Water				**Check Entry Number:** 005	
Check Comment: 3613 Lucius Rd.								
			5754-1222	1/3/2023	2,663.87	0.00	2,663.87	
			Invoice Comment: 3613 Lucius Rd.					
	G/L Account: 4382-000-000-00			Utility: Water&Sewer				2,663.87
E05038	1/31/2023	0001022	Segra				**Check Entry Number:** 001	
			2437700	12/1/2022	1,046.61	0.00	1,046.61	
			Invoice Comment: VOIP 5231111-12/1/2022-12/31/2022					
	G/L Account: 4383-000-000-00			Telecommunications				1,046.61
			2440542	12/1/2022	2,682.16	0.00	2,682.16	
			Invoice Comment: Internet Charges- 12/1/2022-12/31/2022					
	G/L Account: 4383-000-000-00			Telecommunications				2,682.16
				Check E05038 Total:	3,728.77	0.00	3,728.77	
				Printed Check Total:			0.00	
				Electronic Payment Total:			3,728.77	
E05039	1/31/2023	0001028	Pitney Bowes Purchase Power				**Check Entry Number:** 001	
			0788-1122	12/5/2022	211.00	0.00	211.00	
			Invoice Comment: Postage Refill					

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Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount
	G/L Account:	4208-000-000-00	Postage & Shipping				211.00
E05040	1/31/2023	0001057	PEBA - SC Retirement Systems				**Check Entry Number:** 001
			JAN 2023	1/31/2023	22,693.51	0.00	22,693.51
	G/L Account:	2120-000-000-00	SC Retirement: Employee				7,689.82
	G/L Account:	4160-000-000-00	SC Retirement: Employer				14,875.53
	G/L Account:	4160-000-000-00	SC Retirement: Employer				128.16
E05041	1/31/2023	0001144	PEBA Insurance Finance				**Check Entry Number:** 002
			JAN 2023	12/19/2022	8,125.52	0.00	8,125.52
	G/L Account:	4165-000-000-00	Health Insurance Employer Portion				6,144.88
	G/L Account:	2145-000-000-00	State Health: EE				1,218.34
	G/L Account:	2165-000-000-00	Dental: Employee				13.72
	G/L Account:	2172-000-000-00	Dental Plus: Employee				274.84
	G/L Account:	2175-000-000-00	Optional Life				149.34
	G/L Account:	2180-000-000-00	Dependant Life Ins				5.68
	G/L Account:	2180-000-000-00	Dependant Life Ins				3.78
	G/L Account:	2182-000-000-00	Supplemental Long Term Disability				184.08
	G/L Account:	2187-000-000-00	State Vision Plan				90.86
	G/L Account:	2186-000-000-00	State Tobacco Prem				40.00
E05042	1/31/2023	0001167	AT&T - Atlanta				**Check Entry Number:** 002
Check Comment:	Elevator & Fire Alarm						
			0749-1222	12/22/2022	335.06	0.00	335.06
			Invoice Comment: Elevator & Fire Alarm				
	G/L Account:	4383-000-000-00	Telecommunications				335.06
E05043	1/31/2023	0001224	Bank of America				**Check Entry Number:** 001
			5756-1222	12/14/2022	30.00	0.00	30.00
	G/L Account:	4402-000-000-00	Banking Related Svc Fees				30.00
			5756-1222 NOV	12/14/2022	1,617.59	0.00	1,617.59
	G/L Account:	4401-000-000-00	Misc Administrative Expenses				800.00
	G/L Account:	4401-000-000-00	Misc Administrative Expenses				118.59
	G/L Account:	4383-000-000-00	Telecommunications				81.98
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint				43.20
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint				4.32
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint				15.00
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint				2.50
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint				552.00
			8483-1222	12/14/2022	30.00	0.00	30.00
	G/L Account:	4203-000-000-00	Mktg/Adv/Promo/Spnsr				30.00
			8483-1222 NOV	12/14/2022	979.24	0.00	979.24
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint				12.95
	G/L Account:	4203-000-000-00	Mktg/Adv/Promo/Spnsr				55.40
	G/L Account:	4401-000-000-00	Misc Administrative Expenses				468.00
	G/L Account:	4203-000-000-00	Mktg/Adv/Promo/Spnsr				426.70
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint				16.19
			Check E05043 Total:		2,656.83	0.00	2,656.83
			Printed Check Total:				0.00
			Electronic Payment Total:				2,656.83
E05044	1/31/2023	0001328	Waste Management				**Check Entry Number:** 002
Check Comment:	3613 Lucius Rd.						
			4523221-0080-4	10/31/2022	2,698.37	0.00	2,698.37
			Invoice Comment: 3613 Lucius Rd.				

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Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
	G/L Account:	4205-000-000-00		Facility R&M Expense				2,698.37
E05045	1/31/2023	0001328	Waste Management				**Check Entry Number:** 003	
Check Comment:	1224 Laurel St.							
			4523287-0080-5	12/16/2022	975.39	0.00	975.39	
			Invoice Comment:	1224 Laurel St.				
	G/L Account:	4205-000-000-00		Facility R&M Expense				975.39
E05046	1/31/2023	0001335	SC Deferred Compensation				**Check Entry Number:** 001	
			1062644168	1/20/2023	340.00	0.00	340.00	
			Invoice Comment:	401K - Jan 2023				
	G/L Account:	2190-000-000-00		Deferred Comp: EE 401K & 457				340.00
			1062646191	1/20/2023	610.00	0.00	610.00	
			Invoice Comment:	457 Plan - Jan 2023				
	G/L Account:	2190-000-000-00		Deferred Comp: EE 401K & 457				610.00
				Check E05046 Total:	950.00	0.00	950.00	
				Printed Check Total:			0.00	
				Electronic Payment Total:			950.00	
E05047	1/31/2023	0001359	AT&T Mobility				**Check Entry Number:** 001	
			X01092023	1/1/2023	5,777.21	0.00	5,777.21	
	G/L Account:	4383-000-000-00		Telecommunications				5,777.21
E05048	1/31/2023	0001470	WEX BANK				**Check Entry Number:** 001	
			86097447	12/31/2022	35.90	0.00	35.90	
	G/L Account:	4321-000-000-00		Vehicle Fuel: Diesel/UNL				35.90
			86248693	12/31/2022	6,421.73	0.00	6,421.73	
			Invoice Comment:	2195.2 gals @ 2.94 avg / gal				
	G/L Account:	4321-000-000-00		Vehicle Fuel: Diesel/UNL				6,421.73
				Check E05048 Total:	6,457.63	0.00	6,457.63	
				Printed Check Total:			0.00	
				Electronic Payment Total:			6,457.63	
E05049	1/31/2023	0001512	VERIZON WIRELESS				**Check Entry Number:** 001	
			9923671572	12/23/2022	1,216.32	0.00	1,216.32	
			Invoice Comment:	iPad & Tablet Data Plan				
	G/L Account:	4383-000-000-00		Telecommunications				1,216.32
E05050	1/31/2023	0001607	PEX - Prepaid Expense Card Solutions				**Check Entry Number:** 001	
			JAN23 VTRIP/PUP	1/4/2023	1,000.00	0.00	1,000.00	
			Invoice Comment:	COG Grant#TR20-01-001				
	G/L Account:	4520-000-000-00		Federal Exp: Mobility Mgt 5310				1,000.00
			JAN23 VTRIP/PUP 2	1/4/2023	1,500.00	0.00	1,500.00	
			Invoice Comment:	COG Grant#TR20-01-001				
	G/L Account:	4520-000-000-00		Federal Exp: Mobility Mgt 5310				1,500.00
				Check E05050 Total:	2,500.00	0.00	2,500.00	
				Printed Check Total:			0.00	
				Electronic Payment Total:			2,500.00	
E05051	1/31/2023	0001620	PXC, Inc.				**Check Entry Number:** 001	
			2023010301	1/3/2023	149.81	0.00	149.81	
			Invoice Comment:	Salary Payroll - 1/5/23				
	G/L Account:	1020-000-000-00		Cash: Payroll - WF/SFB				149.81
			2023011101	1/11/2023	365.26	0.00	365.26	
			Invoice Comment:	Hourly Payroll - 1/13/23 & W-2 Processin				
	G/L Account:	1020-000-000-00		Cash: Payroll - WF/SFB				365.26
			2023011801	1/18/2023	124.81	0.00	124.81	

Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
			Invoice Comment:	Salary Payroll - 1/20/23				
	G/L Account:	1020-000-000-00		Cash: Payroll - WF/SFB				124.81
			2023012501	1/25/2023	128.79	0.00	128.79	
			Invoice Comment:	Hourly Payroll - 1/27/23				
	G/L Account:	1020-000-000-00		Cash: Payroll - WF/SFB				128.79
				Check E05051 Total:	768.67	0.00	768.67	
				Printed Check Total:			0.00	
				Electronic Payment Total:			768.67	
				Report Total:	71,426.70	0.00	71,426.70	
				Printed Check Total:			0.00	
				Electronic Payment Total:			71,426.70	

Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
013314	2/1/2023	0000108	Westgate Center for Leadership				**Check Entry Number:** 001	
			S23TS-2	1/3/2023	2,695.00	0.00	2,695.00	
			Invoice Comment: Transit Management Cert.- Crystal Willis					
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					2,695.00
013315	2/1/2023	0001012	Congaree Vista Guild				**Check Entry Number:** 001	
			01052023	1/5/2023	100.00	0.00	100.00	
			Invoice Comment: Vista Guild Membership 2023					
	G/L Account:	4201-000-000-00	Membership Fees, Dues & Subscriptions					100.00
013316	2/1/2023	0001019	Office Depot, Inc.				**Check Entry Number:** 001	
			282777096001	1/11/2023	393.52	0.00	393.52	
			Invoice Comment: Cardstock					
	G/L Account:	4401-000-000-00	Misc Administrative Expenses					393.52
			282779408001	1/6/2023	256.94	0.00	256.94	
			Invoice Comment: Sharpies, Tape, Ink, Batteries, Cups					
	G/L Account:	4401-000-000-00	Misc Administrative Expenses					256.94
			282779410001	1/6/2023	30.42	0.00	30.42	
			Invoice Comment: Ink					
	G/L Account:	4401-000-000-00	Misc Administrative Expenses					30.42
			Check 013316 Total:		680.88	0.00	680.88	
013317	2/1/2023	0001159	Canon Financial Services				**Check Entry Number:** 001	
			29840021	1/12/2023	517.47	0.00	517.47	
			Invoice Comment: Canon Copier Lease					
	G/L Account:	4501-000-000-00	Leases/Rentals					372.37
	G/L Account:	4209-000-000-00	Printing					138.83
	G/L Account:	4209-000-000-00	Printing					6.27
013318	2/1/2023	0001172	Cummins Atlantic Inc.				**Check Entry Number:** 001	
			K9-40420	12/6/2022	923.22	0.00	923.22	
			Invoice Comment: Equipment Maintenance Agreemen					
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					923.22
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
			K9-40751	12/16/2022	2,117.26	0.00	2,117.26	
			Invoice Comment: Equipment Maintenance Agreemen					
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00

Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					2,117.26
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
	G/L Account:	4205-020-015-00	Facility R&M Expense-GY2020-APP#-General					0.00
			Check 013318 Total:		3,040.48	0.00	3,040.48	
013319	2/1/2023	0001287	Geneva Companies, Inc.				**Check Entry Number:** 001	
			1374779	1/16/2023	504.89	0.00	504.89	
			Invoice Comment: Commercial Fitness Equipment					
	G/L Account:	4501-000-000-00	Leases/Rentals					465.00
	G/L Account:	4501-000-000-00	Leases/Rentals					39.89
013320	2/1/2023	0001389	Shred With Us				**Check Entry Number:** 001	
			264673	1/10/2023	72.00	0.00	72.00	
			Invoice Comment: Shredded Confidential Documents					
	G/L Account:	4401-000-000-00	Misc Administrative Expenses					72.00
013321	2/1/2023	0001395	SC Dept of LLR				**Check Entry Number:** 001	
			2023003275	1/19/2023	50.00	0.00	50.00	
			Invoice Comment: 2023 Elevator Inspection					
	G/L Account:	4401-000-000-00	Misc Administrative Expenses					50.00
013322	2/1/2023	0001611	Frances Davis				**Check Entry Number:** 001	
			10	1/16/2023	395.50	0.00	395.50	
			Invoice Comment: Minutes- Finance, Service, BOD Dec. 2022					
	G/L Account:	4361-000-000-00	Professional Svcs					395.50
013323	2/1/2023	0001642	Auntie Karen Foundation				**Check Entry Number:** 001	
			2535	11/17/2022	2,500.00	0.00	2,500.00	
			Invoice Comment: 2023 Legends Transportation Sponsor					
	G/L Account:	4203-000-000-00	Mktg/Adv/Promo/Spnsr					2,500.00
013324	2/1/2023	0001660	Northwest PA Mobility Alliance				**Check Entry Number:** 001	
			458	1/9/2023	349.00	0.00	349.00	
			Invoice Comment: 2023 Transit Retreat- J. Bowers					
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					349.00
013325	2/1/2023	0009080	Jackie Bowers				**Check Entry Number:** 001	
			FEB23 - JB TRAVEL	1/24/2023	286.65	0.00	286.65	
			Invoice Comment: Transit Retreat 1/31 - 2/3					
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					77.05
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					209.60

Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount
				Report Total:	11,191.87	0.00	11,191.87

Check Register
Journal Posting Date: 2/3/2023
Register Number: CD-000809

CENTRAL MIDLANDS TRANSIT/The COMET (CMR)

Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
E05052	2/3/2023	0000061	City Center Partnership, Inc.				**Check Entry Number:** 001	
			1063	1/11/2023	2,500.00	0.00	2,500.00	
			Invoice Comment: Yellow Shirt Service- January 2023					
	G/L Account:	4509-000-000-00	Fed/Non Fed Exp: Safety/Security					2,500.00
E05053	2/3/2023	0000091	Professional Printers				**Check Entry Number:** 001	
			267739	1/12/2023	3,795.00	0.00	3,795.00	
			Invoice Comment: Route Maps					
	G/L Account:	4209-000-000-00	Printing					3,795.00
E05054	2/3/2023	0001000	RATP Dev USA Inc.				**Check Entry Number:** 001	
			12OCT22-MOD	1/5/2023	88,023.50	0.00	88,023.50	
			Invoice Comment: Change Order#8					
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					88,023.50
	G/L Account:	4305-000-000-00	Contractor: Fixed Route					88,023.50-
	G/L Account:	4361-000-000-00	Professional Svcs					88,023.50
E05055	2/3/2023	0001055	AmeriGas Propane LP				**Check Entry Number:** 001	
			3145380890	1/6/2023	4,330.72	0.00	4,330.72	
			Invoice Comment: 2922.2 gals @ 1.35 / gal					
	G/L Account:	4320-000-000-00	Propane Fuel					4,330.72
			3145489261	1/7/2023	911.14	0.00	911.14	
			Invoice Comment: 614.8 gals @ 1.35 / gal					
	G/L Account:	4320-000-000-00	Propane Fuel					911.14
			3145579205	1/10/2023	2,189.15	0.00	2,189.15	
			Invoice Comment: 1466.9 gals @ 1.36 / gal					
	G/L Account:	4320-000-000-00	Propane Fuel					2,189.15
			3145663614	1/11/2023	4,694.22	0.00	4,694.22	
			Invoice Comment: 3139.7 gals @ 1.36 / gal					
	G/L Account:	4320-000-000-00	Propane Fuel					4,694.22
			3145701487	1/12/2023	653.62	0.00	653.62	
			Invoice Comment: 433 gals @ 1.37 / gal					
	G/L Account:	4320-000-000-00	Propane Fuel					653.62
			Check E05055 Total:		12,778.85	0.00	12,778.85	
			Printed Check Total:				0.00	
			Electronic Payment Total:				12,778.85	
E05056	2/3/2023	0001129	GFOA US & Canada				**Check Entry Number:** 001	
			14492	1/18/2023	460.00	0.00	460.00	
			Invoice Comment: Certificate of Achievement Review Fee					
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					460.00
			3097148	1/20/2023	485.00	0.00	485.00	
			Invoice Comment: 117th Annual Conference- C. Willis					
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					485.00
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					485.00-
	G/L Account:	4518-000-000-00	EE Training & Development (& Travel Adv)					485.00
			Check E05056 Total:		945.00	0.00	945.00	
			Printed Check Total:				0.00	
			Electronic Payment Total:				945.00	
E05057	2/3/2023	0001254	W. W. Williams				**Check Entry Number:** 001	
			067W15536	1/4/2023	14,792.89	0.00	14,792.89	
			Invoice Comment: Bus#10325 Transmission					
	G/L Account:	1711-000-000-00	Bus Transmissions/Engines					8,442.89
	G/L Account:	1711-000-000-00	Bus Transmissions/Engines					5,775.00

Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
	G/L Account:	1711-000-000-00	Bus Transmissions/Engines					75.00
	G/L Account:	1711-000-000-00	Bus Transmissions/Engines					500.00
E05058	2/3/2023	0001256	ASI FLEX c/o Application Software, Inc.				**Check Entry Number:** 001	
			JAN 2023	1/20/2023	388.46	0.00	388.46	
	G/L Account:	2193-000-000-00	Medical Spending (72)					388.46
E05059	2/3/2023	0001257	ASI Flex - Admin Fees				**Check Entry Number:** 001	
			JAN 2023	1/20/2023	9.10	0.00	9.10	
	G/L Account:	2192-000-000-00	Medical Spending Admin Fees (74)					9.10
E05060	2/3/2023	0001492	New Age Protection, Inc.				**Check Entry Number:** 001	
			COMET-2030	1/13/2023	15,343.90	0.00	15,343.90	
			Invoice Comment: Dece. 2022 Security- 754 hrs @ 20.35 /hr					
	G/L Account:	4509-020-020-00	F/NF/E: Safty/Secrty-GY2020-CARES ACT-General					15,343.90
E05061	2/3/2023	0001543	Flock & Rally				**Check Entry Number:** 001	
			166ADV	1/10/2023	19,043.22	0.00	19,043.22	
			Invoice Comment: January 2023 Advertising Expenses					
	G/L Account:	4203-000-000-00	Mktg/Adv/Promo/Spnsr					19,043.22
			4133	1/10/2023	13,292.86	0.00	13,292.86	
			Invoice Comment: December Marketing Hours					
	G/L Account:	4203-000-000-00	Mktg/Adv/Promo/Spnsr					13,292.86
			Check E05061 Total:		32,336.08	0.00	32,336.08	
			Printed Check Total:				0.00	
			Electronic Payment Total:				32,336.08	
E05062	2/3/2023	0001545	Nexsen Pruet, LLC				**Check Entry Number:** 001	
			535951916	1/6/2023	600.81	0.00	600.81	
			Invoice Comment: Matter No. 061920-00001					
	G/L Account:	4361-000-000-00	Professional Svcs					600.81
	G/L Account:	4361-000-000-00	Professional Svcs					600.81-
	G/L Account:	4361-000-000-00	Professional Svcs					600.81
E05063	2/3/2023	0001547	Solutions for Transit (SFT)				**Check Entry Number:** 001	
			23-0105COMET	1/5/2023	4,166.66	0.00	4,166.66	
			Invoice Comment: The Reporting Solution- December 2022					
	G/L Account:	4510-000-000-00	Federal Exp: ADP Software ACQ/Maint					4,166.66
E05064	2/3/2023	0001554	ACE Hardware - Horse & Garden, Inc.				**Check Entry Number:** 001	
			517320	1/5/2023	79.02	0.00	79.02	
			Invoice Comment: 18 gals @ 4.39 / gal					
	G/L Account:	4320-000-000-00	Propane Fuel					79.02
E05065	2/3/2023	0001626	B&C Associates Inc.				**Check Entry Number:** 001	
			2225717	1/13/2023	12,697.20	0.00	12,697.20	
			Invoice Comment: January 2023- Janitorial Services					
	G/L Account:	4205-000-000-00	Facility R&M Expense					12,697.20
			2225718	1/13/2023	700.00	0.00	700.00	
			Invoice Comment: Fogging- COMET Central					
	G/L Account:	4205-000-000-00	Facility R&M Expense					700.00
			Check E05065 Total:		13,397.20	0.00	13,397.20	
			Printed Check Total:				0.00	
			Electronic Payment Total:				13,397.20	
E05066	2/3/2023	0001630	A James Global Services, Inc.				**Check Entry Number:** 001	
			COMET202211	1/9/2023	8,984.39	0.00	8,984.39	
			Invoice Comment: Landscape Maintenance- November 2022					
	G/L Account:	4205-000-000-00	Facility R&M Expense					8,984.39

Bank Code: G - Operating Security Federal

Check Number	Check Date	Vendor	Invoice Number	Invoice Date	Invoice Amount	Discount Applied	Payment Amount	
			COMET202212	1/9/2023	8,984.39	0.00	8,984.39	
			Invoice Comment:	Landscape Maintenance- December 2022				
	G/L Account:	4205-000-000-00		Facility R&M Expense				8,984.39
	G/L Account:	4205-000-000-00		Facility R&M Expense				8,984.39-
	G/L Account:	4205-000-000-00		Facility R&M Expense				8,984.39
				Check E05066 Total:	17,968.78	0.00	17,968.78	
				Printed Check Total:			0.00	
				Electronic Payment Total:			17,968.78	
E05067	2/3/2023	0001637	Feonix - Mobility Rising				**Check Entry Number:** 001	
			1871	1/3/2023	22,341.00	0.00	22,341.00	
			Invoice Comment:	FTA iCam- December 2022				
	G/L Account:	4520-021-005-00		Federal Exp: 5310-GY2021-ICAM-General				22,341.00
E05068	2/3/2023	0009600	Rosalyn Andrews				**Check Entry Number:** 001	
			FEB23 - RA TRAVEL	1/24/2023	286.65	0.00	286.65	
			Invoice Comment:	Transit Retreat 1/31 - 2/3				
	G/L Account:	4518-000-000-00		EE Training & Development (& Travel Adv)				77.05
	G/L Account:	4518-000-000-00		EE Training & Development (& Travel Adv)				209.60
E05069	2/3/2023	0009660	Arlene Prince				**Check Entry Number:** 001	
			FEB23 - AP TRAVEL	1/24/2023	286.65	0.00	286.65	
			Invoice Comment:	Transit Retreat 1/31 - 2/3				
	G/L Account:	4518-000-000-00		EE Training & Development (& Travel Adv)				77.05
	G/L Account:	4518-000-000-00		EE Training & Development (& Travel Adv)				209.60
				Report Total:	230,039.55	0.00	230,039.55	
				Printed Check Total:			0.00	
				Electronic Payment Total:			230,039.55	

RATP Dev USA Monthly Performance Report

January 2023

RATP DEV USA

LIMITED SHARING

Hot Topics:

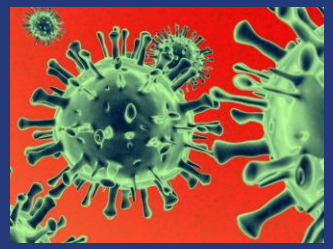
1. COVID-19 – Lenny Cooksey
2. Customer Service –Alicia Peterson
3. Maintenance – Ron Sweeney
4. Operations – Tiffany Turner
5. Safety and Training – Mary Saunders
6. Human Resources – Courtney Coney
7. Performance Indicators - Lenny Cooksey

Covid- 19

WASHINGTON (Reuters) -President Joe Biden's administration on Monday said it will end COVID-19 emergency declarations on May 11, nearly three years after the United States imposed sweeping pandemic measures to curb the spread of the illness

Bus Cleaning	Totals
Detailed	465

LIMITED SHARING



Flu Update

dhec
S.C. Department of Health and Environmental Control

Flu Watch

MMWR Week 3: January 15 to January 21, 2023

All data are provisional and subject to change as more reports are received.

Geographic Spread

South Carolina reported **regional activity** this week.

Influenza Indicators

Influenza Indicator	Change from Previous Week
Lab-confirmed tests	Decreased
ILI Percent	Increased
Hospitalizations	Decreased

Regional Influenza Activity

Decreased

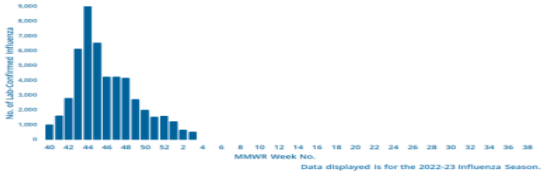
Decreased

No Change

No Change

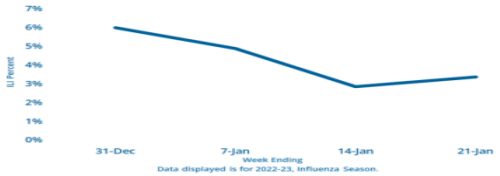
Virologic Surveillance

This week **505** lab-confirmed tests were reported. In the current flu season, there have been **49,726** lab-confirmed tests reported.



Influenza-Like Illness Surveillance

The percent of patient visits to sentinel providers for an influenza-like illness (ILI) was **3.4%**, which is **below** South Carolina's baseline (**3.6%**). The ILI activity level overall was **low**.



Influenza-Associated Hospitalizations

This week **47** influenza-associated hospitalizations were reported by **45** hospitals. The cumulative hospitalization rate is **55.9 per 100,000**. In the current flu season, there have been **2838** influenza-associated hospitalizations.

Influenza-Associated Deaths

This week, **1** influenza-associated death was reported. The cumulative mortality rate is **1.8 per 100,000**. In the current flu season, there have been **92** influenza-associated deaths.

Bus Cleaning	Totals
Detailed	**383**

RATP DEV USA

LIMITED SHARING

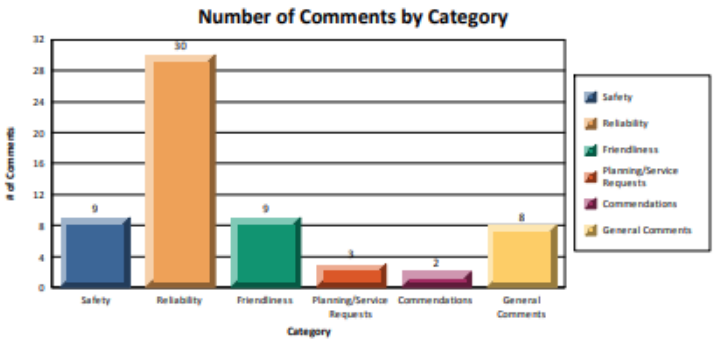
Customer Service

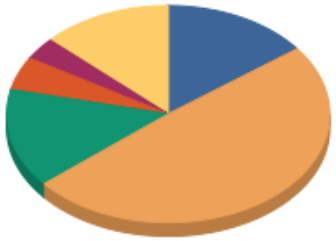
LIMITED SHARING

Customer Service

CUSTOMER COMMENTS

For the Period: 1/1/2023 to 1/31/2023





Safety	9	14.8%
Reliability	30	49.2%
Friendliness	9	14.8%
Planning/Service Requests	3	4.9%
Commendations	2	3.3%
General Comments	8	13.1%
Total:	61	100.0%

For the month of January 2023, RATP Dev had a total of 48 customer complaints comparing to 53 of December 2022, that is a 9.43% decrease from the previous month. The Safety category was decreased to 14.8% from 20.0% and the Reliability category increased to 49.2% from 32.7% of the previous month.

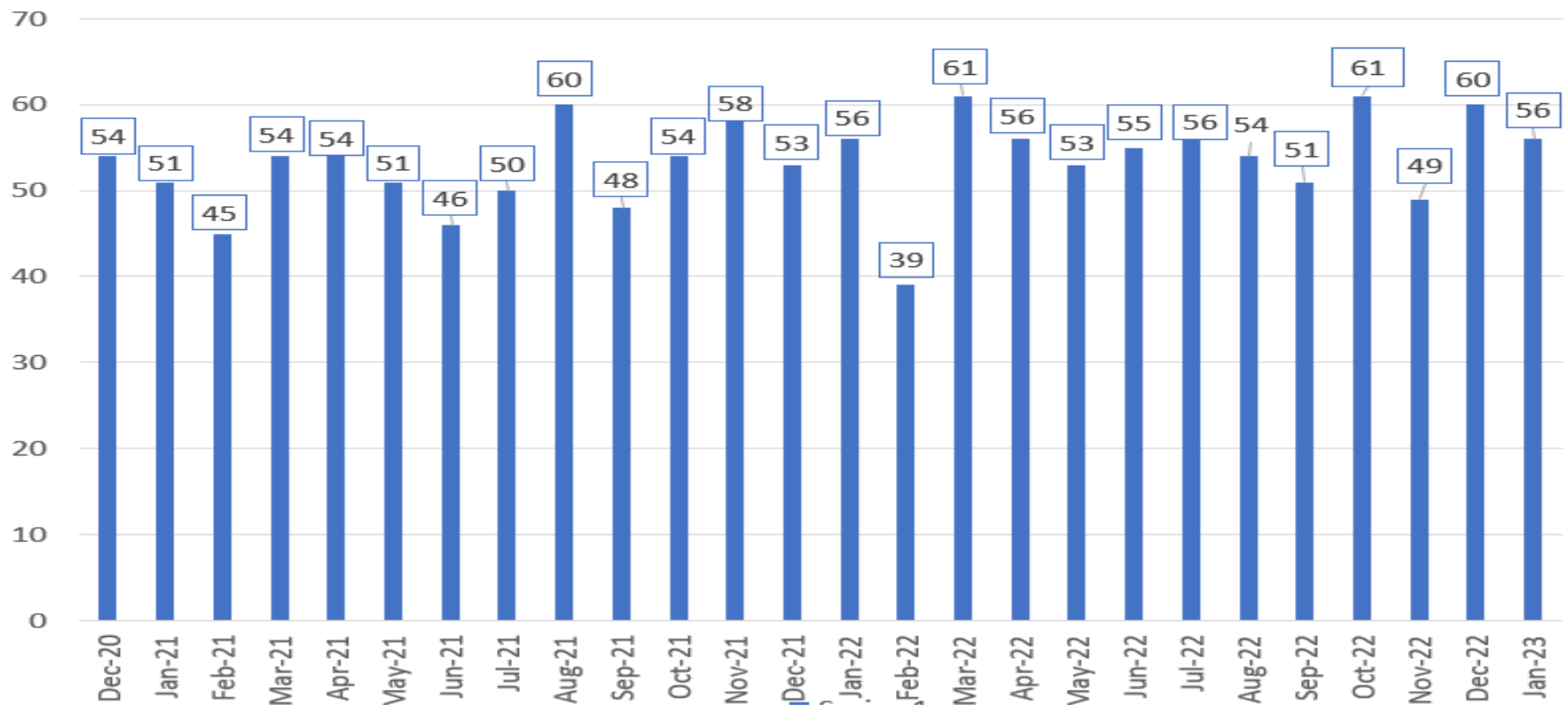
The complaint rate 3.33% (complaints per 10,000 riders) for the month of January is below our target goal of 4.00 to 6.00 complaints per 10,000 customers.

RATP Dev has been continuously addressing the customer complaint issues in different training programs, personal counseling/coaching, and other management actions.

Maintenance

LIMITED SHARING

Preventive Maintenance



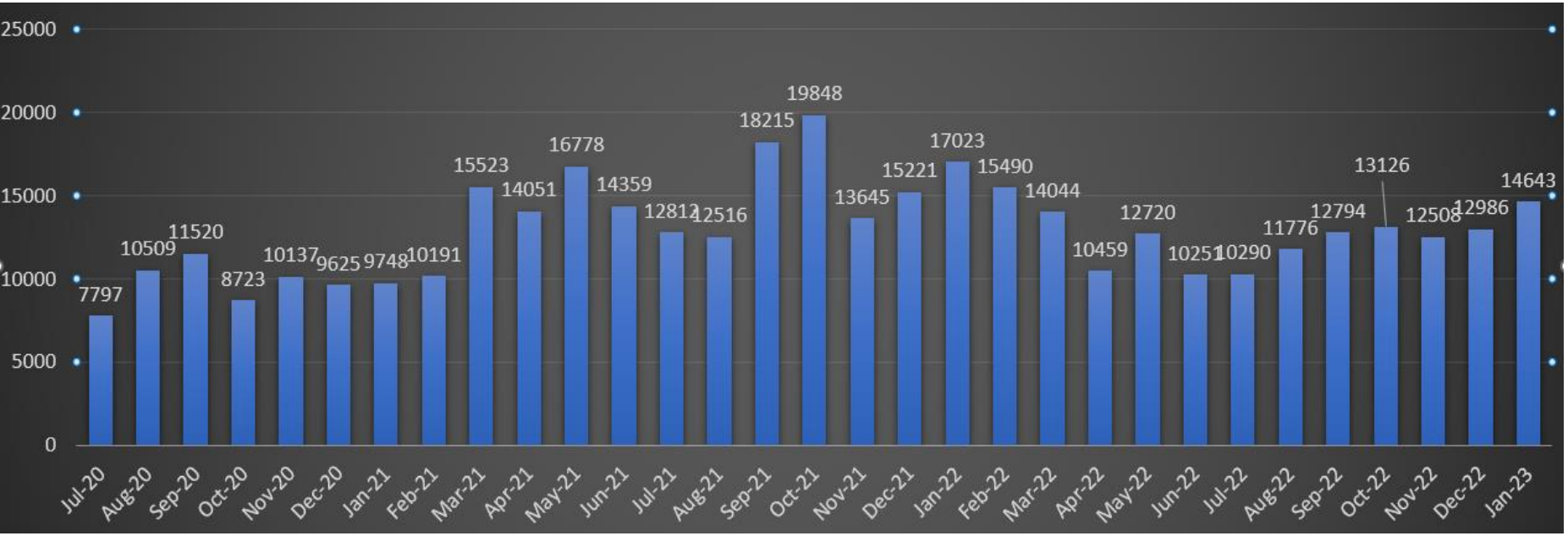
Scheduled PMIs =56
Completed PMIs = 56
100% On-Time

PMI'S ARE TRIGGERED BY ACCUMULATED MILEAGE
AMOUNT VARIES BY MONTH

RATP DEV USA

LIMITED SHARING

PM Results



Total Miles Between Road Calls = **14643**

Target Miles Between Road Calls = 14643

Vehicle Preventative Maintenance Interval Statistics

LIMITED SHARING

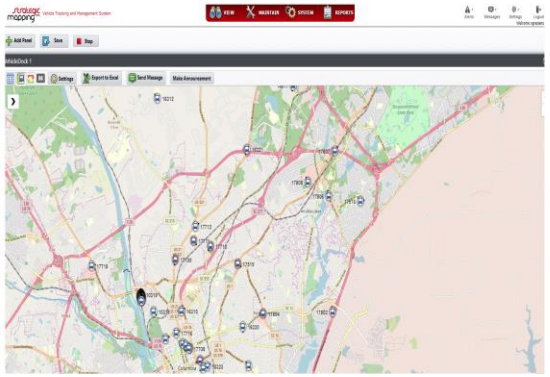
RATP DEV USA

On Time Performance (OTP)

LIMITED SHARING

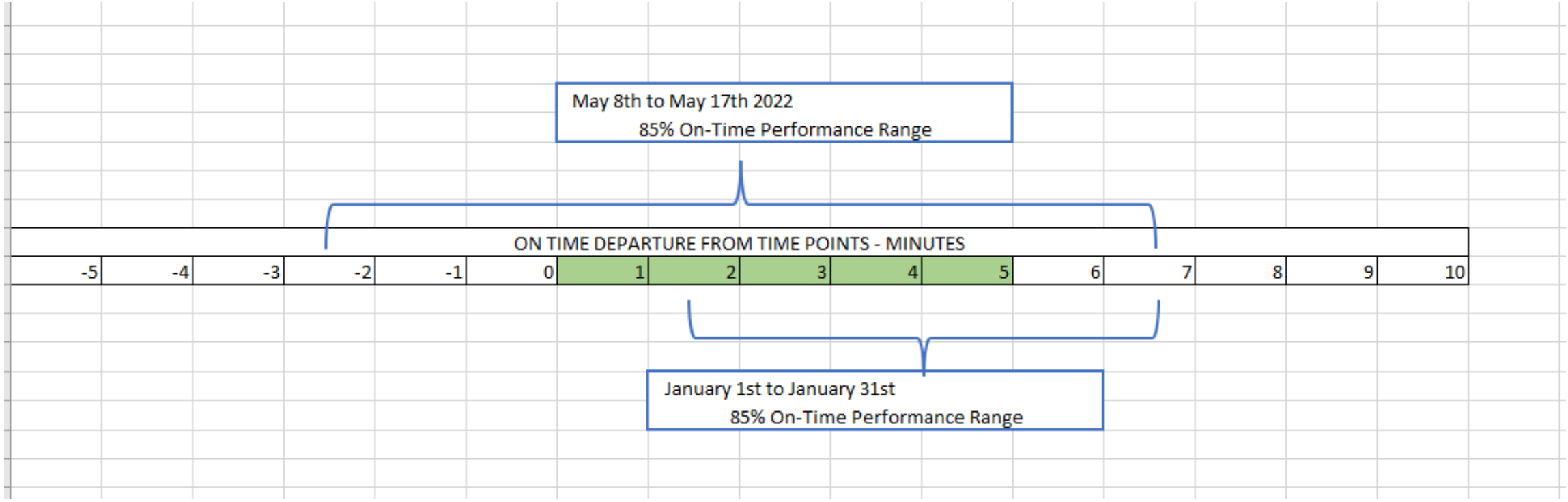
OTP for Fixed Route / DART / Flex

On-time performance is a leading indicator of service reliability and is inscribed as an essential service standard. On-time performance measures the percentage of actual arrival times that are between (<1) minutes early and five (<5) minutes late at designated points along transit routes. The metric is reported by the COMET's AVL system for Fixed Route (Strategic Mapping) and DART Paratransit (Trapeze).



- Fixed Route OTP for January 2023: **74.13%**
- Fixed Route OTP increased by .50% compared to December 2022 at **73.76%**
- DART/Paratransit OTP for January 2023: **90.06%**
- DART/Paratransit OTP increase 2.36**%** compared to December 2022 at **87.70%**

Clever Devices has been replaced with the new AVL system, Strategic Mapping. We are currently in phase one of three-part implementation to improve depiction of the system OTP.

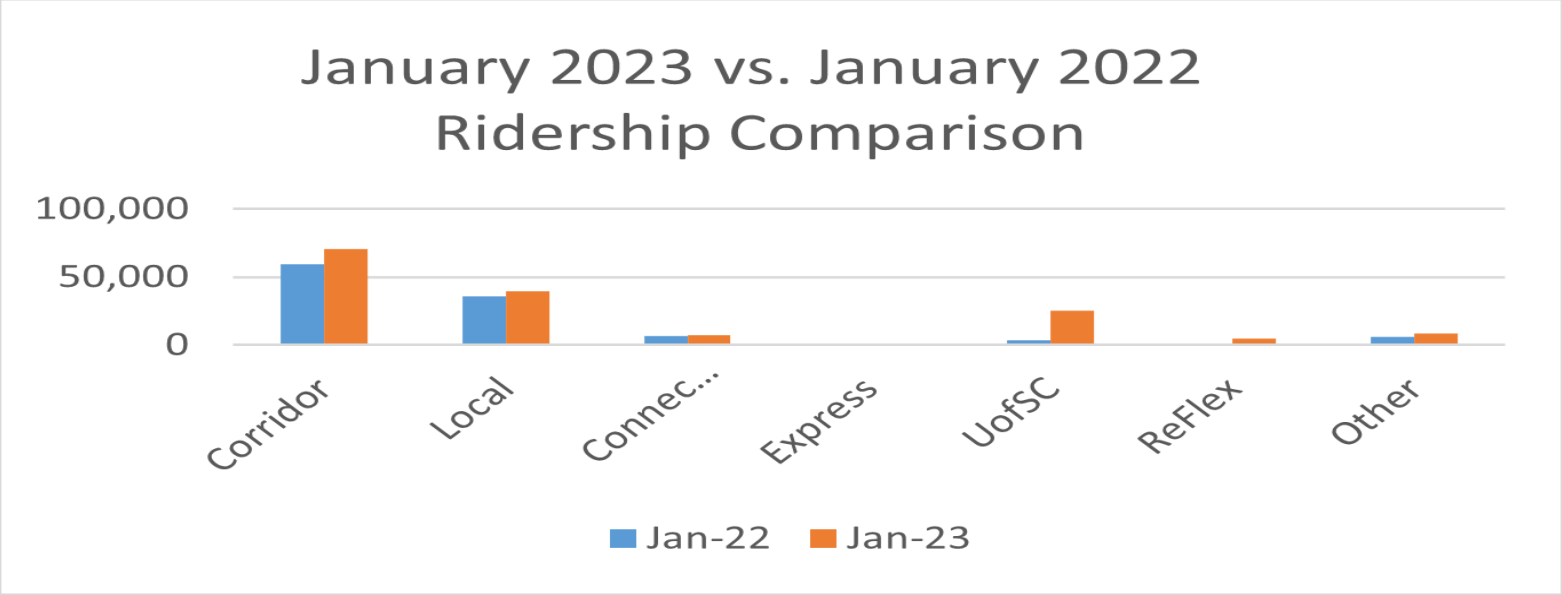

May 8th to May 17th 2022
85% On-Time Performance Range
ON TIME DEPARTURE FROM TIME POINTS - MINUTES
-5
-4
-3
-2
-1
0
1
2
3
4
5
6
7
8
9
10
January 1st to January 31st
85% On-Time Performance Range

Ridership Summary

LIMITED SHARING

All Aboard

- **144,066 total ridership for January 2023**
- 113,489 total ridership for January 2022
- Ridership has increased by 23.74% compared to January 2022

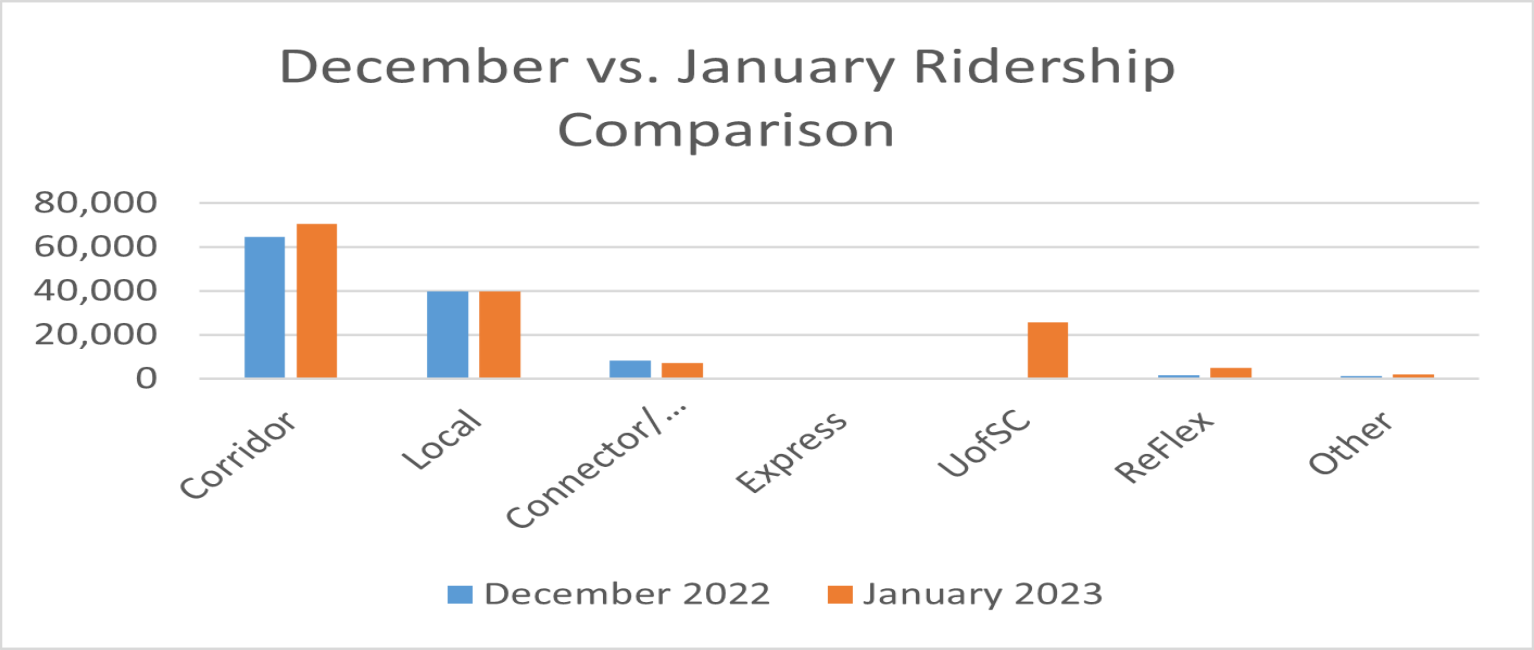


LIMITED SHARING

RATP DEV USA

Previous Month Comparison

- **144,066 total ridership for January 2023**
- 111,331 total ridership for December 2022
- Ridership increase of 25.63% compared to November 2022



Average Daily Ridership

Average Daily Ridership					
	Monthly Ridership		Average Daily Ridership		
Month	**2022**	**2023**	**2022**	**2023**	**% Change**
January	106,428	144,066	15,204	20,581	35%
February	112,303		16,043	-	-100%
March	138,952		19,850	-	-100%
April	134,878		19,268	-	-100%
May	121,579		17,368	-	-100%
June	121,607		17,372	-	-100%
July	118,533		16,933	-	-100%
August	150,627		21,518	-	-100%
September	170,842		24,406	-	-100%
October	155,044		22,149	-	-100%
November	122,649		17,521	-	-100%
December	111,331		15,904	-	-100%
Year to Date	1,564,773	144,066	223,539	20,581	-91%

LIMITED SHARING

RATP DEV USA

DART Ridership

	December 2022	January 2023
Active Riders	3,812	3839
Total Ridership	4,322	5152
Service Hours	2,422.7	2,704.8
Total Miles	38,309	42,753
OTP	87.70%	90.06%

	2022
Active Riders	3,812
Total Ridership	58,638
Service Hours	29,449.8
Total Miles	497,189
OTP	89.72%

	December vs January	January vs 2022
Active Riders	+27 / + 1%	+27 / + 1%
Total Ridership	+ 830 / + 19%	+265 / + 5%
Service Hours	+282.1 / + 12%	+ 250.7 / + 10%
Total Miles	+ 4,444 / +12%	+1,321 / + 3%
OTP	+2.36%	+0.34%

	November 2022	December 2022	January 2023
Average Daily Calls	386	410	465

Safety First, Safety Always

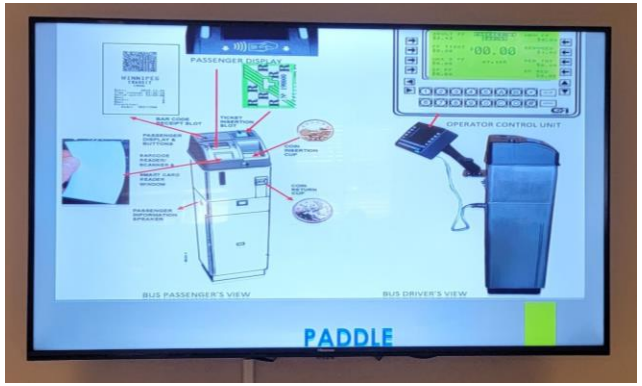
LIMITED SHARING

Safety First

- Safety First Safety Always
- Safety Meeting – Pedestrian Safety
- Facilities Inspection
- Mandatory Safety Bulletin

  - Mobility Safety and Passenger Securement
- Safety Announcements

  - Bus Securement
- Preventable RATPDEV – 2 (0.68) Per 100,000
- Preventable DART-0
- Total Collisions – 08 Per (2.73) 100,000



LIMITED SHARING

RATP DEV USA

Safety Performance

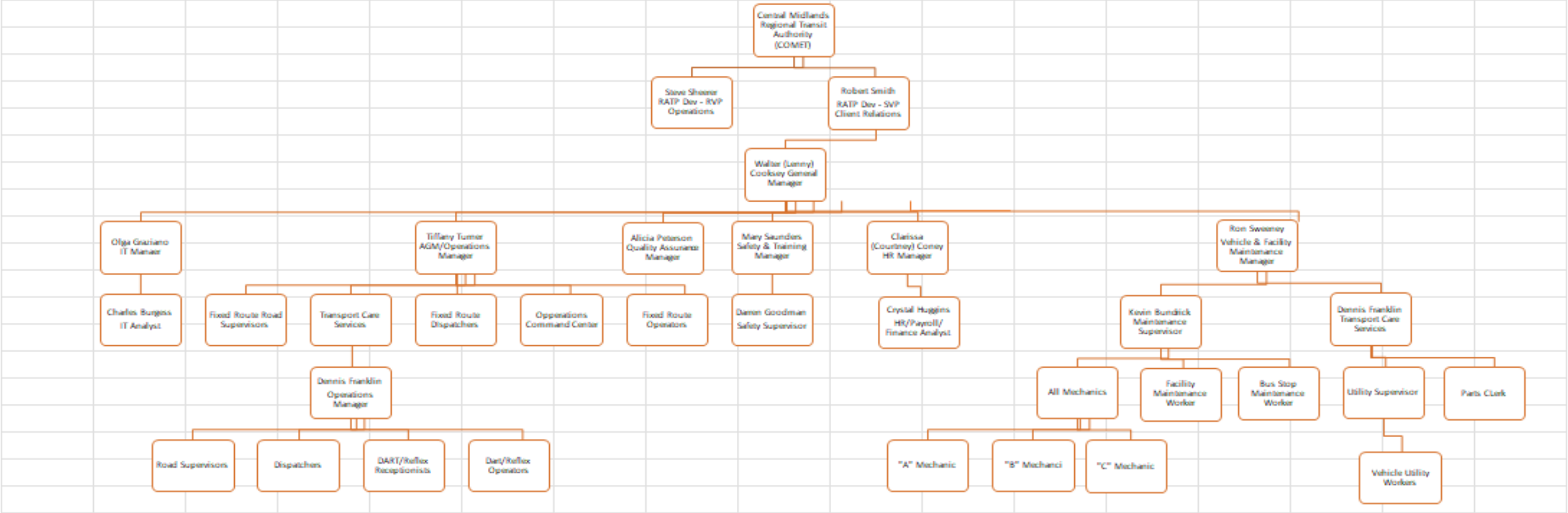
Vehicle Accidents				
	Fixed	Flex	Dart	Total
Revenue Incidents	08	0	0	08
Deadhead Incidents	0	0	0	0
Per 100,000 Miles	2.73	0	0	2.73
Total Incidents	08	0	0	08

Injuries				
	Fixed	Flex	Dart	Total
Revenue Injuries	2	0	0	2
Deadhead Injuries	0	0	0	0
Per 100,000 Miles	0.68	0	0	0.68
Total Injuries	2	0	0	2

Human Resources

LIMITED SHARING

Organizational Chart



LIMITED SHARING

Staffing & Recruitment

Description	Active	Training	Leave	Total
Fix Route Operators	107	4	5	116
USC Operator	17	0	1	18
Ops Supervisor (USC)	1			1
Dispatcher/supervisor (USC)	3			3
Fix Route Operations Supervisor	7			7
Fix Route Dispatcher	3			3
DART/ReFlex Reservationist	3.5			3.5
TCS Total Operators	31		3	34
IT Analyst	1			1
Mechanics	12	0	1	13
Lead mechanic/Maintenance Supervisor	1			1
Utility Worker	9			9
Shopkeeper	1			1
Totals	196.50	4	10	210.50

Key Performance Indicator (KPI)

LIMITED SHARING

Key Performance Indicator (KPI)

Performance Measure	*RATP Dev Contract Goal*	RATP Dev January/Actual
On-Time Performance (Fixed Route / Paratransit)	*85% / 90%*	*74.13% / 90.06%*
Miles Between Road Calls	*12,000*	14,634
Customer Complaints (Per 10,000 Customers)	*6.0*	*3.33*
Preventable Accidents (Per 10,000 Miles)	*2.0*	*0.06*

LIMITED SHARING

RATP Dev USA

RATP DEV USA

Thank You

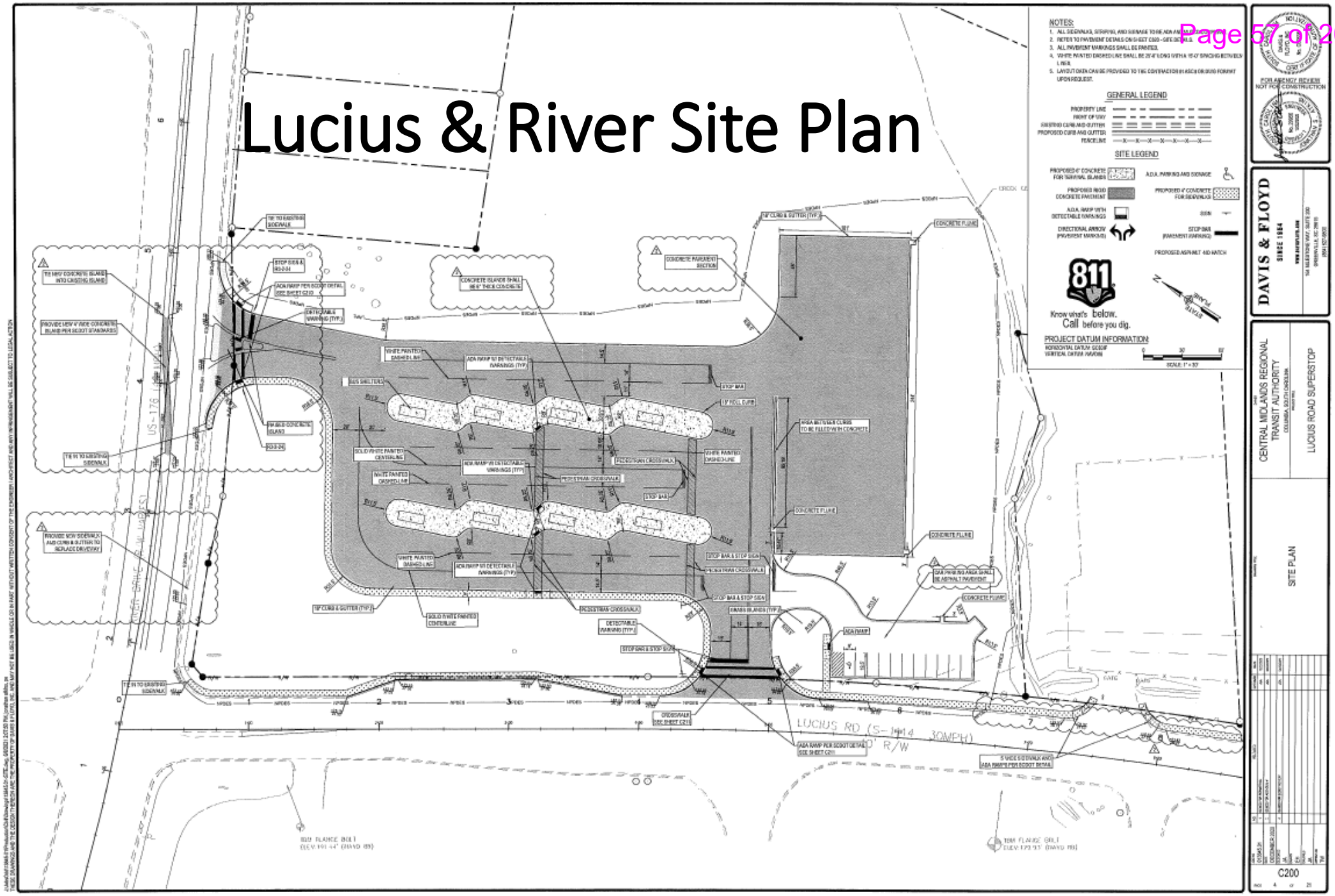
Office of Planning & Development Services

Natavis Eric Harris & LeRoy DesChamps

02/08/2023

Lucius & River SuperStop Service Committee Meeting

Lucius & River Site Plan



Proposed Implementation Plan

Next Steps

- Finalize Service Plans
- Develop service impact mitigation strategies
  - Implement service in phases
  - Explore opportunities to improve service frequencies to key destinations
    - Arterial Rapid Transit (ART) COMET Loop
- Public Engagement
- Implement Service

Phase One:

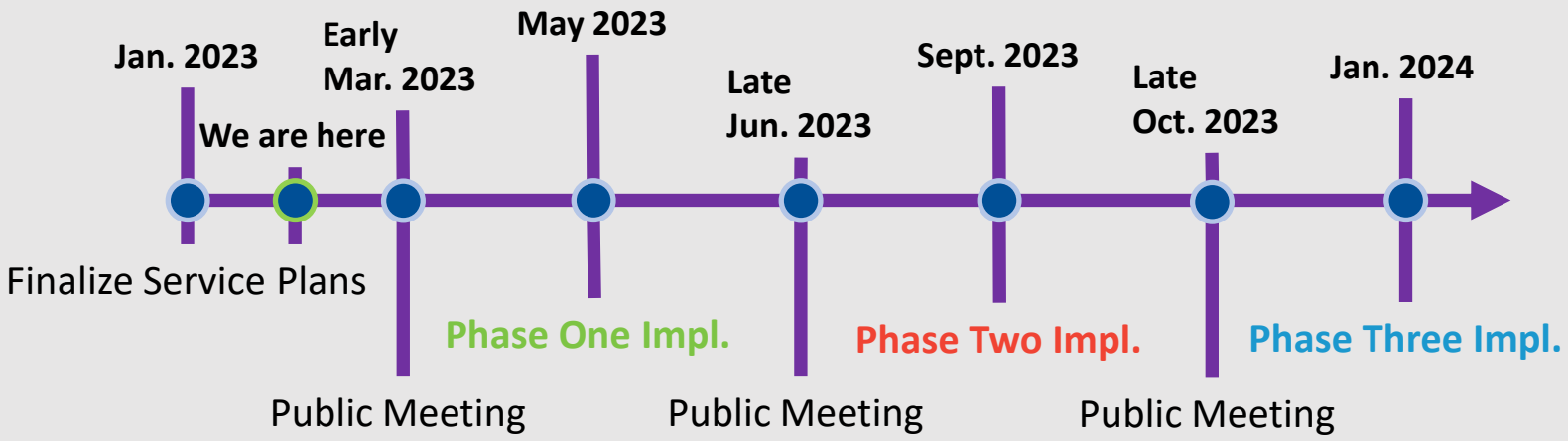
- Low performing routes
- Limited impact in service implementation

Phase Two:

- Mid-performing routes
- Moderate impact in service implementation

Phase Three:

- High performing routes
- High impact in service implementation



RTE.

TBD

COMET Loop (Arterial Rapid Transit)

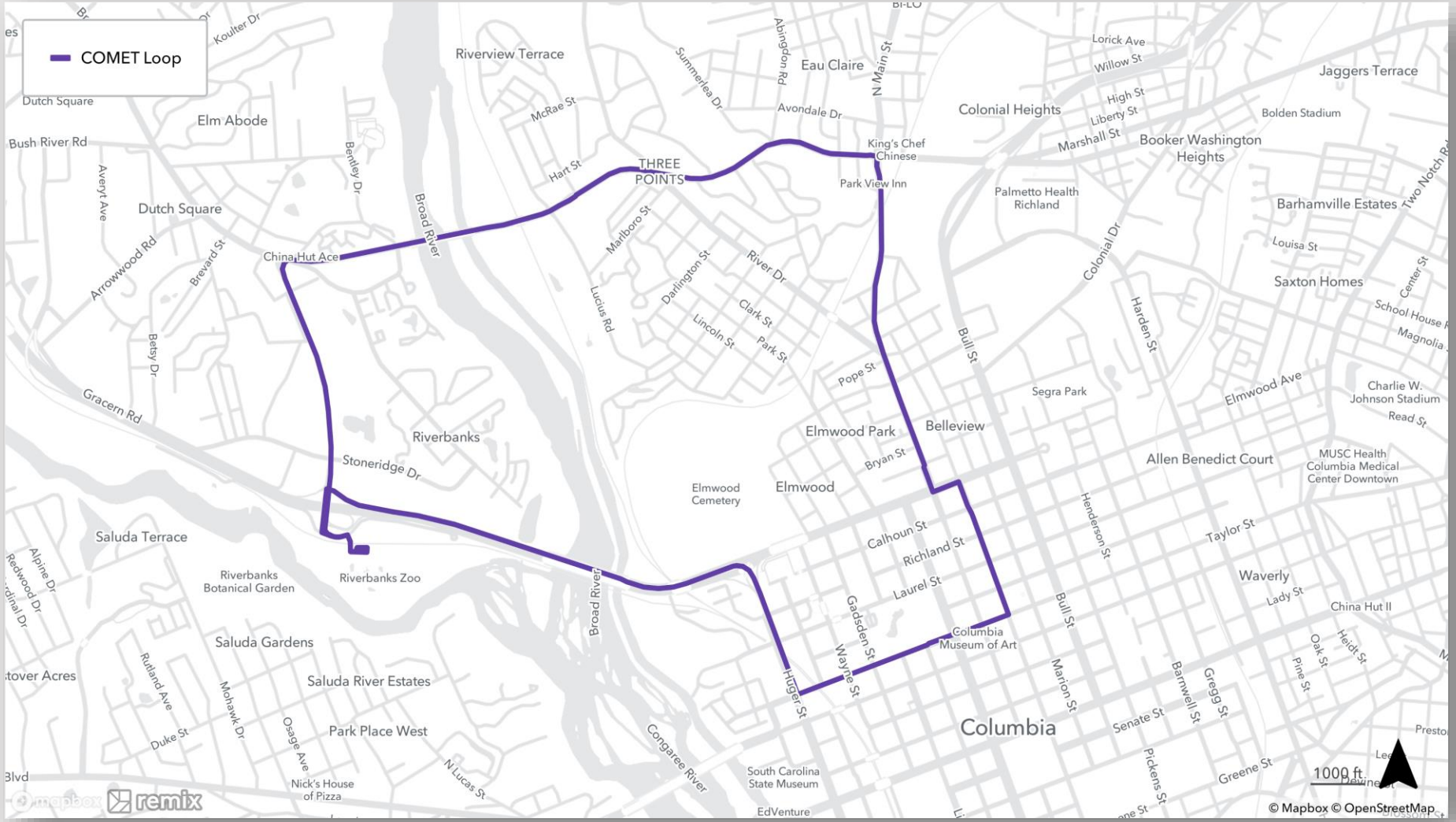
- ✓ Assembly & Blanding
- Harden & Taylor
- ✓ River & Lucius
- ✓ COMET Central

Key Destinations

- Riverbanks Zoo
- River Front Park
- Bull Street District/Segra Park
- Finlay Park
- 4 Hotels

Route Overview

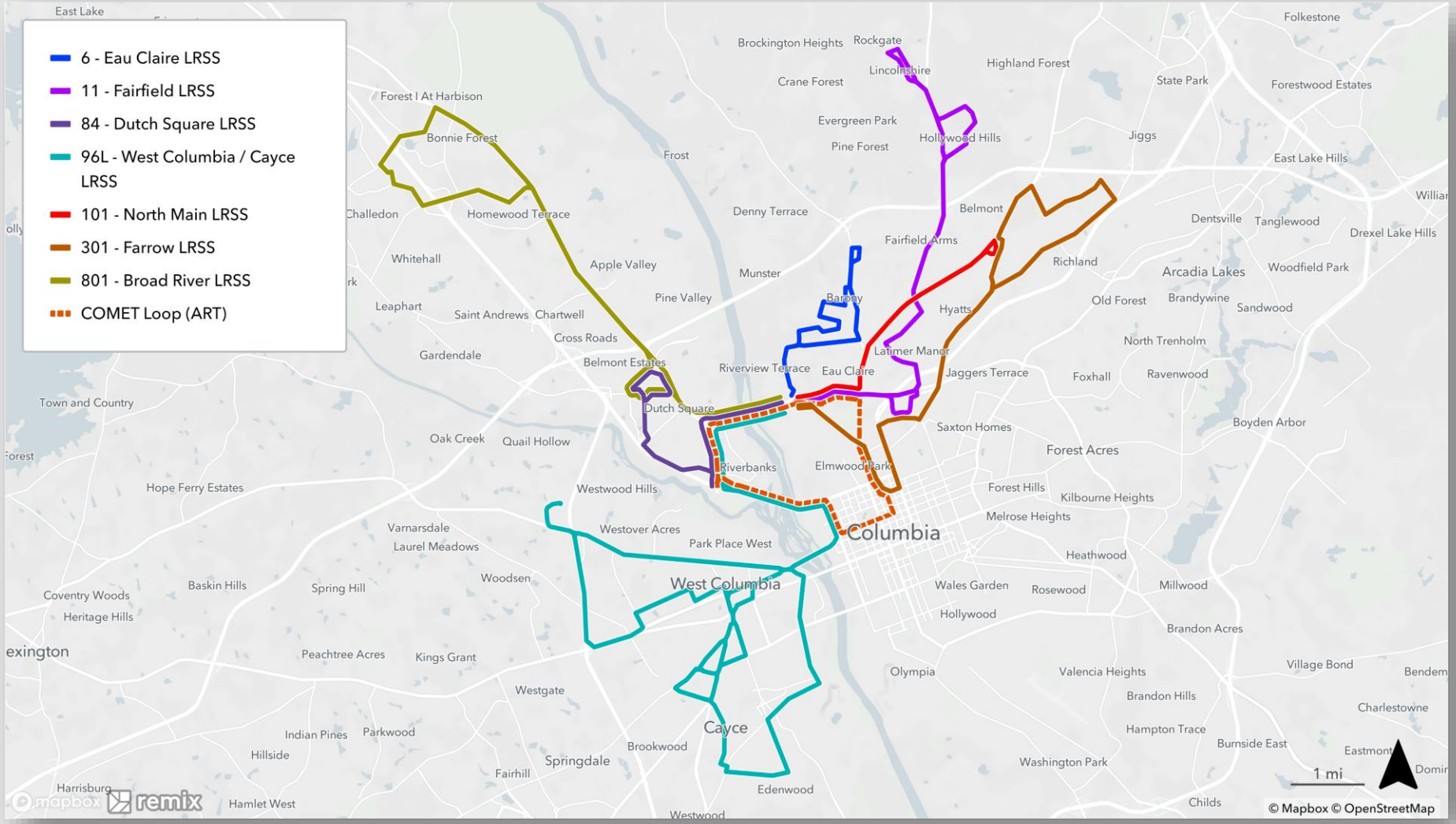
- 8 miles
- 20 mins
- 12 Stops



RTE.
TBD

COMET Loop Cont.

- ✓ Assembly & Blanding
- Harden & Taylor
- ✓ River & Lucius
- ✓ COMET Central



Extended Service

Route extends from Sumter & Laurel by way of Assembly & Blanding, ending at River & Lucius

Increased Frequency

Short route with duplicative service in key destinations

Service Reduction

None

Community Impact

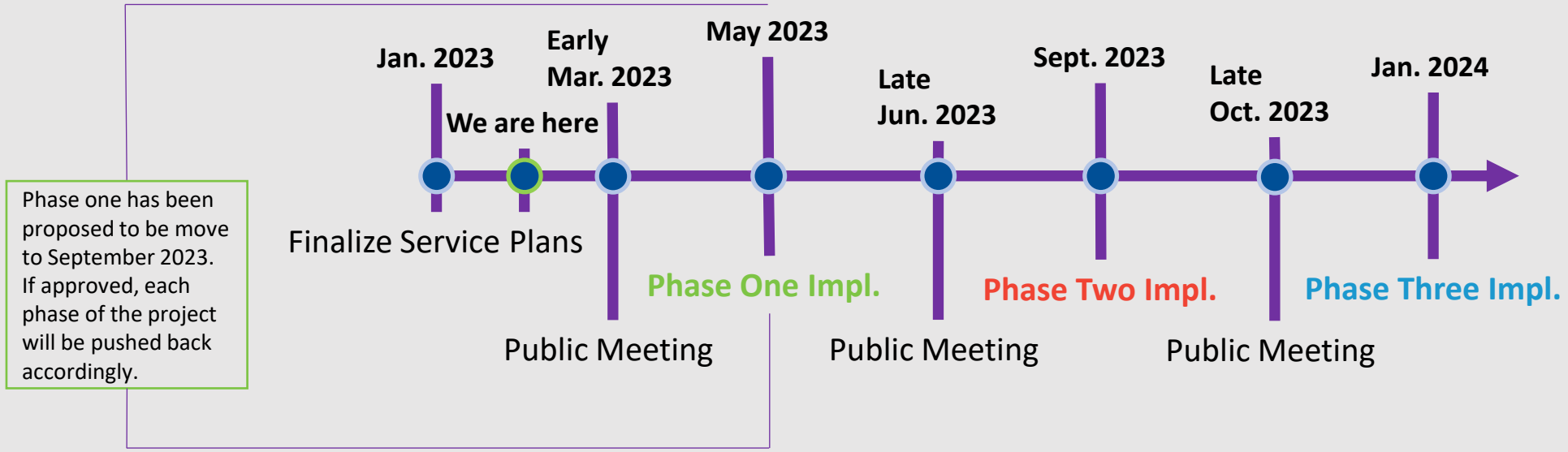
None
Low
Medium
High

PH.
One

Phase One:
- Low performing routes
- Limited impact in service implementation

Phase Two:
- Mid-performing routes
- Moderate impact in service implementation

Phase Three:
- High performing routes
- High impact in service implementation



RTE.
21

Rosewood

✓ Assembly & Blanding
Harden & Taylor
River & Lucius
✓ COMET Central

Extended Service
None

Increased Frequency
Lower traffic congestion on Sumter

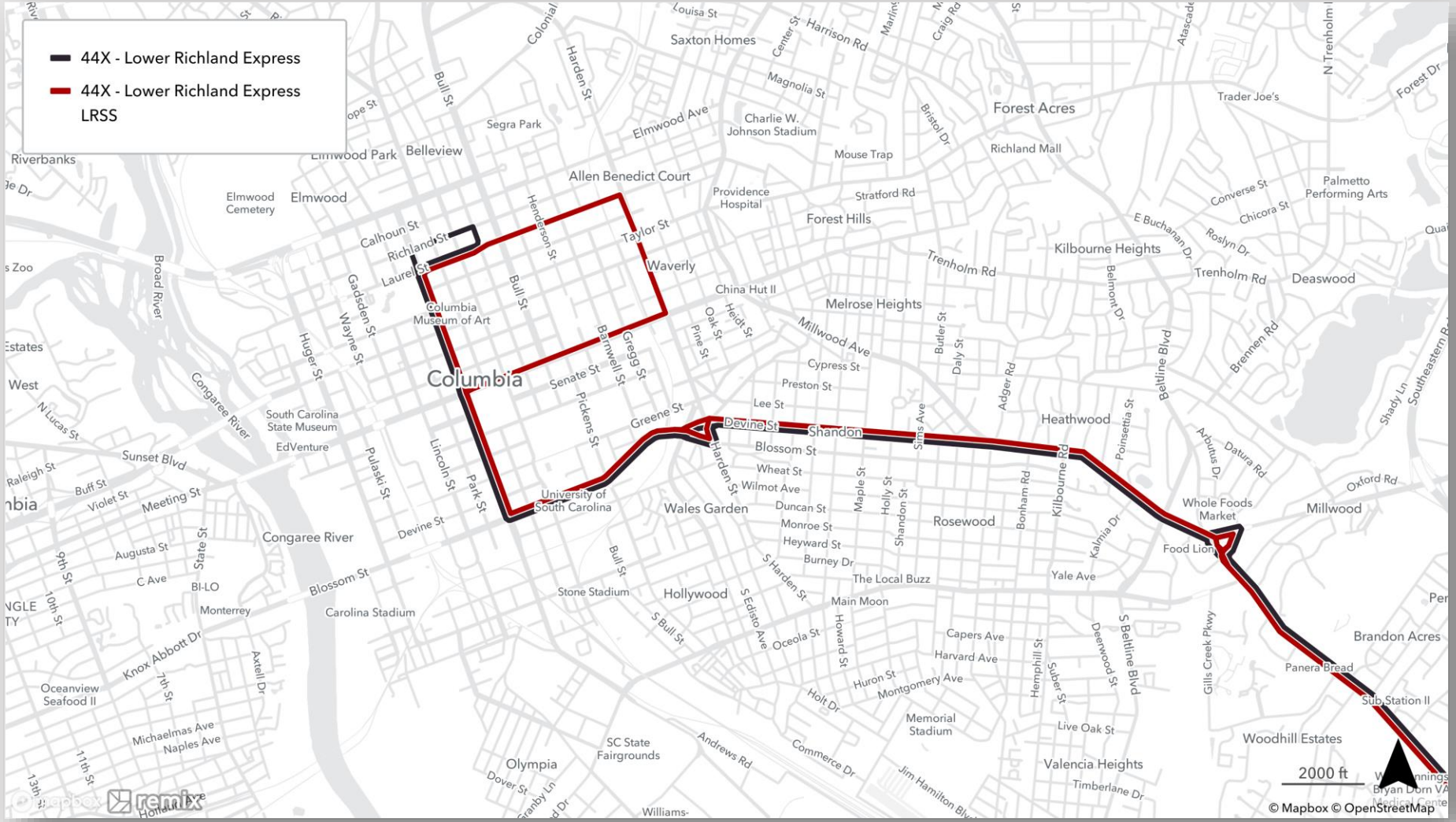
Service Reduction
None

Community Impact
None
Low
Medium
High

RTE.
44X

Lower Richland Express

- ✓ Assembly & Blanding
- ✓ Harden & Taylor
- River & Lucius
- ✓ COMET Central



Extended Service

Route extends from Laurel & Sumter to Bull Street

Increased Frequency

None

Service Reduction

None

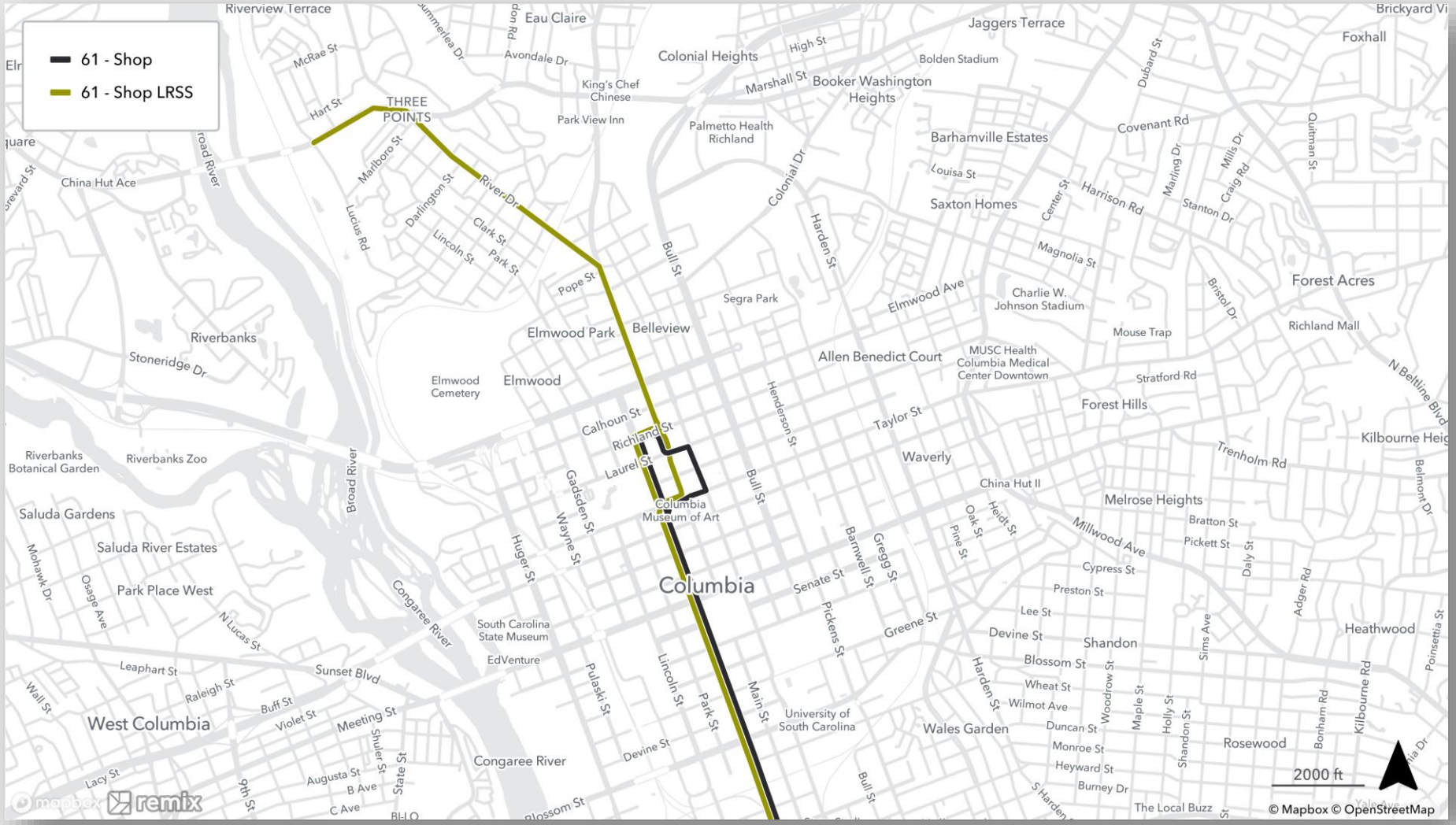
Community Impact

None
Low
Medium
High

RTE.
61

Shop Road

✓ Assembly & Blanding
Harden & Taylor
✓ River & Lucius
COMET Central



Extended Service
Route extends from downtown to Lucius & River

Increased Frequency
None

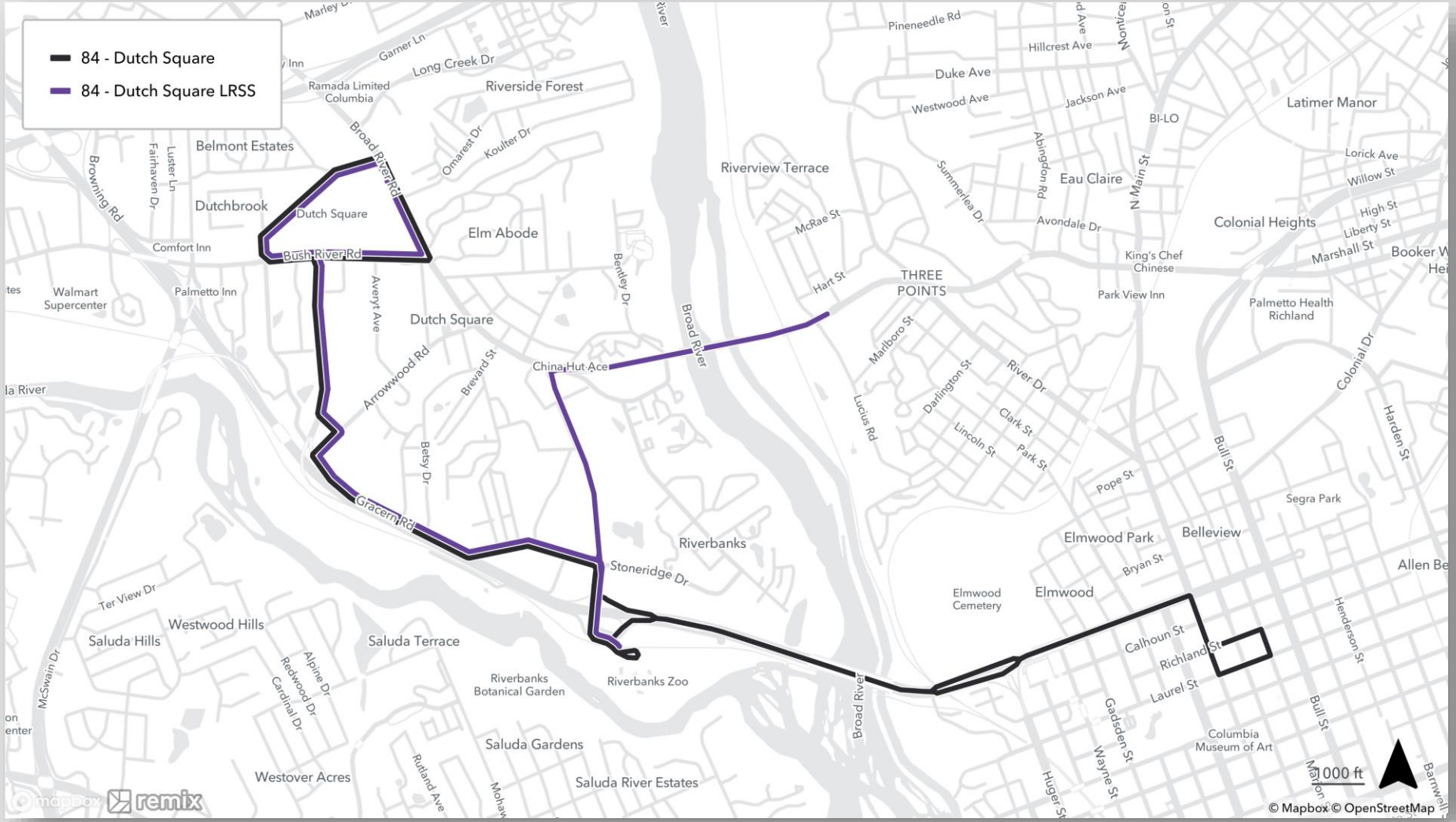
Service Reduction
None

Community Impact
None
Low
Medium
High

RTE.
84

Bush River/St. Andrews

Assembly & Blanding
Harden & Taylor
✓ River & Lucius
COMET Central



Extended Service
None

Increased Frequency
Due to shortened route, frequency or layover time may increase

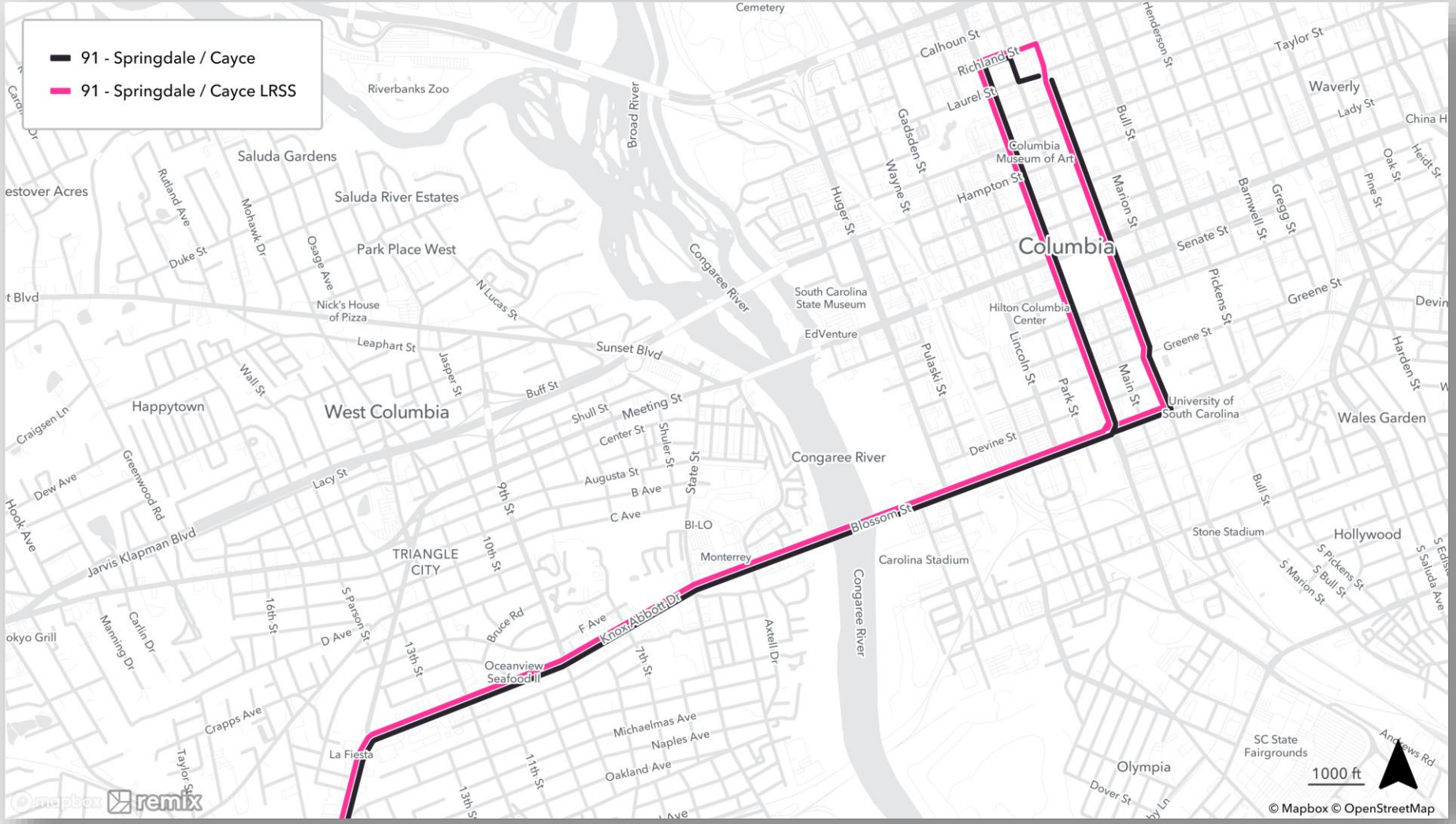
Service Reduction
Route will no longer service downtown

Community Impact
None
Low
Medium
High

RTE. 91

Springdale/Cayce

✓ Assembly & Blanding
Harden & Taylor
River & Lucius
✓ COMET Central



Extended Service
None

Increased Frequency
None

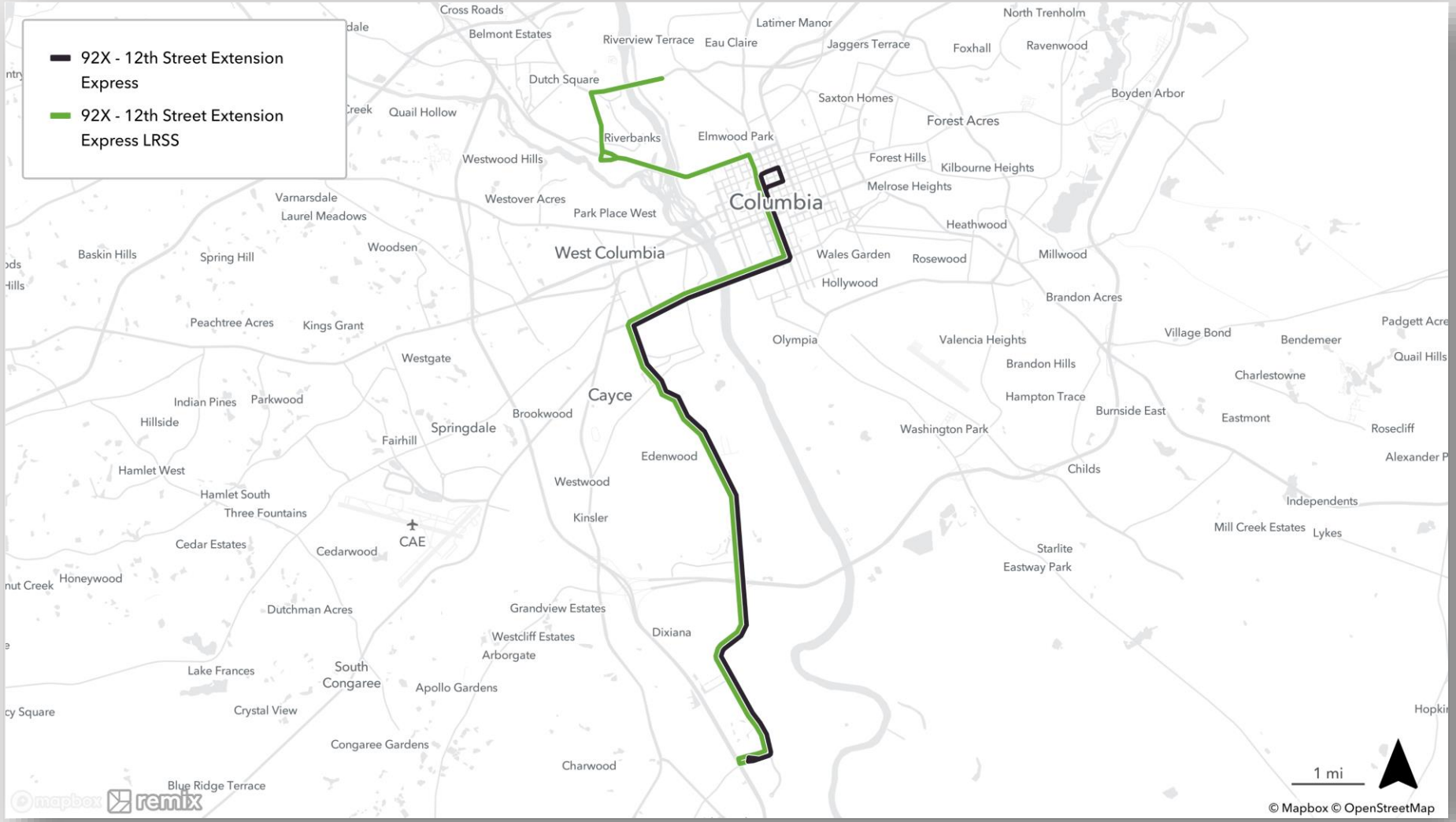
Service Reduction
None

Community Impact
None
Low
Medium
High

RTE.
92X

12th Street Extension Express

✓ Assembly & Blanding
Harden & Taylor
✓ River & Lucius
COMET Central



Extended Service
Route extends from downtown to Lucius & River

Increased Frequency
None

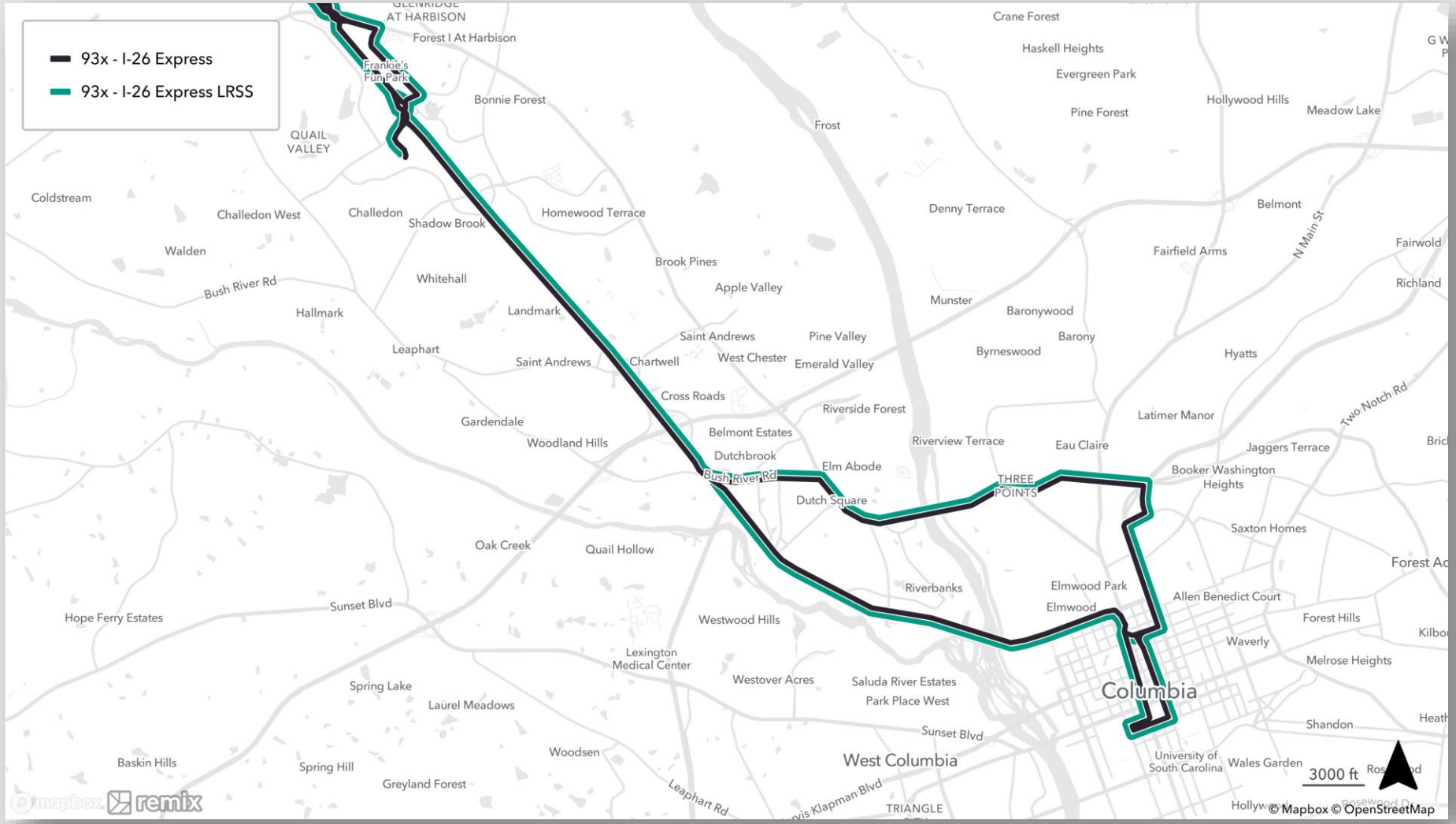
Service Reduction
None

Community Impact
None
Low
Medium
High

RTE.
93X

I-26 Express

✓ Assembly & Blanding
Harden & Taylor
✓ River & Lucius
✓ COMET Central



Extended Service
None

Increased Frequency
None

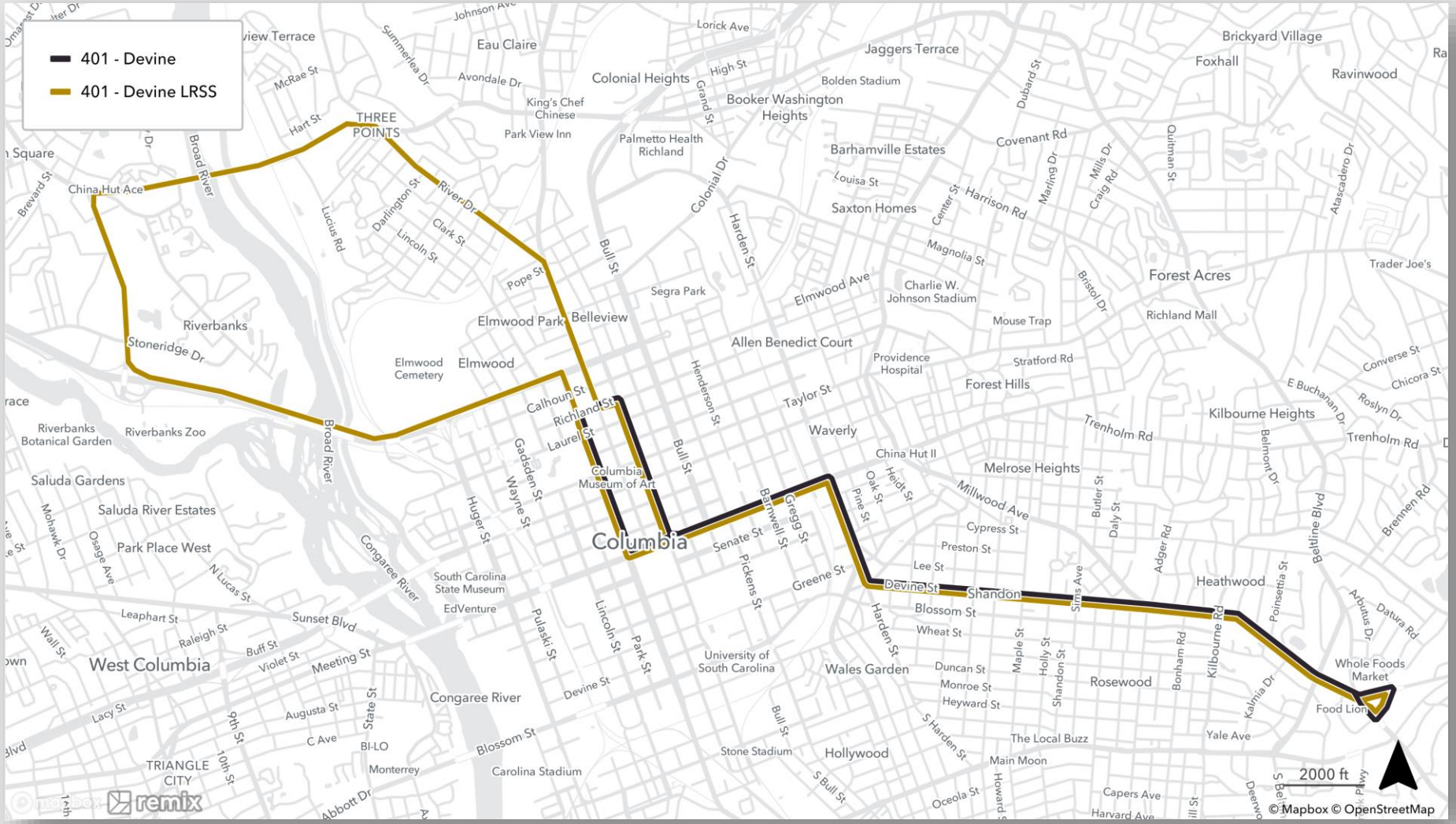
Service Reduction
None

Community Impact
None
Low
Medium
High

RTE. 401

Devine Street

- ✓ Assembly & Blanding
- Harden & Taylor
- ✓ River & Lucius
- ✓ COMET Central



Extended Service

Route extends from Sumter & Laurel to Lucius & River

Increased Frequency

None

Service Reduction

Route may experience lower Frequency due to extension

Community Impact

None
Low
Medium
High

RTE.
701

Forest Drive

✓ Assembly & Blanding
✓ Harden & Taylor
River & Lucius
COMET Central

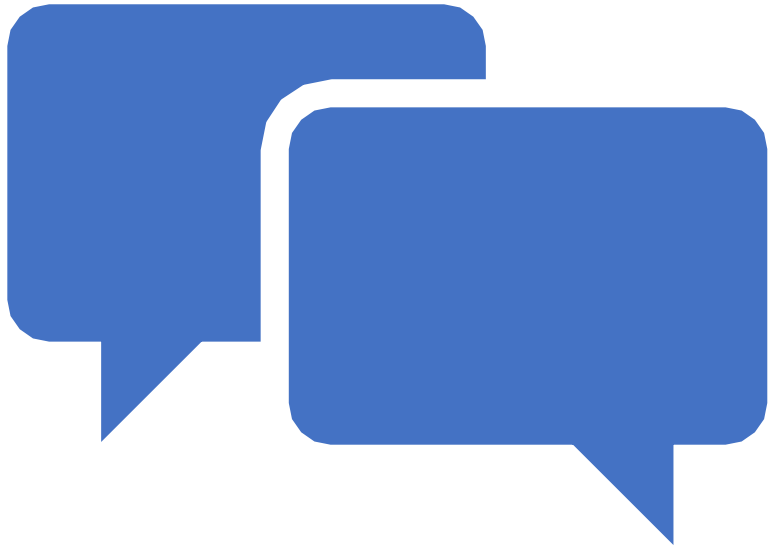
Extended Service
Route extends to Elmwood Ave & Bull Street

Increased Frequency
None

Service Reduction
None

Community Impact
None
Low
Medium
High

Open Discussion



3613 Lucius Road. • Columbia, SC • 29201
www.catchthecomet.org • (o) 803.255.7133 • (f) 803.255.7113

Central Midlands Regional Transit Authority

FINANCE COMMITTEE AGENDA

Wednesday, February 8, 2023
10:00 a.m.
3613 Lucius Road, Columbia, SC, 29201
Conference Room A (Large) – 2nd Floor

Prior to entering the meeting, please turn all electronic devices (cell phones, pagers, etc.) to a silent, vibrate or off position.

OFFICERS

Andy Smith, Chair (Forest Acres)
Dr. Robert Morris, (Richland County Legislative Delegation)
Mike Green (West Columbia)
Rep. Leon Howard (Richland County Legislative Delegation)
Christopher Lawson (Richland County)

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1. CALL TO ORDER AND DETERMINATION OF QUORUM

2. ADOPTION OF AGENDA* — Page(s) 1-2

3. ADOPT MINUTES FROM *January 11, 2023,* MEETING — Page(s) 3-9

4. MATTERS REFERRED FROM THE BOARD OF DIRECTORS — Page(s) 10
   - Discuss Previous Motions From 2017 to Present

5. MONTHLY FINANCIAL REPORTS (R. Andrews) — Page(s) 11-51

   December 2022
   - Financial Highlights
   - Condensed Financial Summary
   - Income Statement
   - Balance Sheet **
   - Statement of Cash Flow **
   - Month to Month Budget comparison view
   - Reserve Accounts Bank Statement (OPTUS, LGIP)
   - Fuel Cost Summary

6. DISADVANTAGED BUSINESS ENTERPRISE (DBE) UPDATE (A. Prince) Page(s) 52-55

7. DISCUSSION AND ACTION ITEMS
   A. None Page(s)

8. LEGAL/CONTRACTUAL/PERSONNEL (may require executive session)
   A. Discussion of contractual issues – Attorney Morgan, Dr. R. Morris Page(s) - Verbal

9. ADJOURN

All items on this agenda are subject to action being taken by the Committee.
**Agenda order is subject to change.*

*** Documents provided quarterly*

GENERAL INFORMATION ABOUT BOARD COMMITTEE MEETINGS: The COMET will make all reasonable accommodations for persons with disabilities to participate in this meeting. Upon request to the Administrative & Customer Service Specialist, The COMET will provide agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Requests should be sent to The COMET by mail at 3613 Lucius Road, Columbia, SC 29201, by fax at (803) 255-7113, or by e-mail to info@catchthecomet.org. For language assistance, interpreter services, please contact (803) 255-7133, 711 through the Relay Service. Para información en Español, por favor llame al (803) 255-7133.

Catch The COMET to the Meeting! Route 6 and DART serve the facility. Visit www.catchthecomet.org or call (803) 255-7100 for more details.

Upcoming Meeting Dates:

Board of Directors Meeting

Wednesday, *February 22, 2023* @ 12:00 p.m.

Lowell C. Spires, Jr. Regional Transit Facility
3613 Lucius Road
Columbia, SC 29201
Conference Room A (Large)

The COMET Finance Committee Meeting minutes are prepared and presented in **summary form**. *Audio recordings of the meetings are on file at The COMET and are part of the approved minutes. If you would like to hear the recording from the meeting, please contact pbynoe-reed@thecometsc.gov.*

Per SC Code of Laws, Title 30, Chapter 4, Section 30-4-80 - All public bodies shall notify persons or organizations, local news media, or such other news media as may request notification of the times, dates, places, and agenda of all public meetings, whether scheduled, rescheduled, or called, and the efforts made to comply with this requirement must be noted in the minutes of the meetings. ***The COMET complied with the notification of this meeting on January 5, 2023.***

Central Midlands Regional Transit Authority
FINANCE COMMITTEE MEETING
Wednesday, January 11, 2023-10:00 A.M.
3613 Lucius Road, Columbia, SC 29201
Conference Room A (Large) – 2nd Floor

Members Present:
Robert Morris, Finance Chair
Andy Smith
Christopher Lawson, Secretary
Mike Green**
Skip Jenkins***

Guests Present:
Olga Graziano, RATP Dev

Members Absent:
Leon Howard

**Advisory Board Member
***Advisory Board Member (Guest)

COMET Staff Present:
Jackie Bowers, Director of Operations
Michelle Ransom, Regional Grants Manager
LeRoy DesChamps, Chief Operating Officer
Arlene Prince, Director of Compliance, Civil Rights Officer
Pamela Bynoe-Reed, Director of Marketing & Community Affairs
Crystal Willis, Financial Accountant

1. CALL TO ORDER AND DETERMINATION OF A QUORUM

Dr. Morris called the meeting to order at 10:07 A.M. A quorum was present at the opening of the meeting.

2. ADOPTION OF AGENDA **Pages 1-2**

Motion:

A motion was made by Mr. Lawson and seconded by Mr. Smith to adopt the agenda.

Approved: Lawson, Morris, Smith

Motion passed.

3. ADOPTION OF MINUTES

Motion: A motion was made by Mr. Smith and seconded by Mr. Lawson to adopt the minutes from the November 9, 2022, November 29, 2022, and December 8, 2022 meetings.

Approved: Morris, Lawson, Smith

Motion passed.

4. MATTERS REFERRED FROM THE BOARD OF DIRECTORS **Page 15**

A. Discuss Previous Motions

No new matters to discuss.

5. MONTHLY FINANCIAL REPORTS (C. Willis) **Pages 16-29**

A. Financial Highlights

Ms. Willis referred to Page 16, regarding the month of November, and explained the following.

- Net Income
  - Our net income for November was $272,000, and year to date, it's $3.4 million.
- Total Revenue
  - Our total revenue for November was $2.73 million, and year to date, it's $37.85 million.
- Total Expenses
  - Our total expenses for November totaled $2.71 million, and year to date, it's $13.56 million.
- PTD - contract operator RATP Dev 7/1/2020 to reporting month
  - So far, we have paid RATP Dev a total of $42,372,309, since they began with us.
- Professional Contract Services, Marketing & Security (4203, 4361, 4509)
  - Regarding professional contracts, Ms. Willis explained that Ms. Bynoe-Reed sent out invoices for the ones marked with asterisks in the packet. She noted that invoices for Brownstone and Chernoff are not in the packet, because the numbers at the time were estimates. Since then, Brownstone has submitted their

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November invoice and is actually $23,689, but Chernoff has not submitted their invoice yet.

- Pass Donations FY 2022 – YTD total $950
    - Regarding pass donations for Fiscal Year 2023, Ms. Willis explained that we've given out $200 for senior resources. Spartanburg Community College was just an in-kind donation to the organization, not actual passes that went out.
- Total collections of Penny Revenue since 2013 to present
    - Ms. Willis stated that total collections for the Penny revenue in November were $6,528,695.

Ms. Willis then asked for questions. Dr. Morris asked what the total amount is, that we have on hand now, in terms of investing with the State and with Optus Bank. Ms. Willis said she could get that information, and it was agreed that she would bring it back to the next meeting and all future meetings. Dr. Morris noted that we should always keep up with how much funds we have and include that each month.

Mr. Smith noted that Page 16 shows total revenue, year to date, of $37.85 million, but on Page 17, total revenue, year to date, is $15.6 million. He said he thinks the first figure is an error. Ms. Willis agreed. Mr. Smith said the net income is the same, $3.4 million. Ms. Willis confirmed that Mr. Smith is correct, and the first figure is an error.

Dr. Morris noted that we talked about Nexsen Pruitt, Mr. Hubble, and the planning report and asked Mr. DesChamps, how that really stands with those three. Mr. DesChamps stated that we still have the agreement with them. Dr. Morris noted that they submitted in November, and then we paid them already, but he asked what work they're doing. Mr. DesChamps explained that he and Ms. Andrews already talked about watching that, going forward, because they were working on some things with the previous interim executive director, and they'll still be doing some work but not to the same extent. Mr. DesChamps said we'll watch, to make sure we know what they're doing and see that it trails off.

Dr. Morris noted that at our last meeting, we didn't get the grant of $16 million, so he thought that was the end of Nexsen Pruitt. He asked Mr. DesChamps to check and keep us updated. Mr. DesChamps explained that probably some things were in the pipeline, and what should happen is that maybe something came in November, but we should see the charges in December and January. He also noted that Mr. Hubble's contract ended with us on January 7th.

Mr. DesChamps confirmed for Dr. Morris that we have to pay Mr. Hubble up until January 7th, and that he did provide a final report to Mr. DesChamps and also through Burr Forman.

Mr. DesChamps added that the biggest project we're working on is the On-Time Performance Project, which Ms. Bowers will continue to lead, along with himself and Blake Gibbons.

Mr. DesChamps explained that the planner position is posted, nationwide and on our website, and occasionally, we get a candidate, but we haven't had any that we feel would be a good match. He noted that our intern, Mr. Gibbons has stepped up and taken on extra responsibility, and he will be graduating in May. Mr. DesChamps added that as the COO, with the work that needs done, we have to look at a Planning and Development Department, and Mr. Gibbons is a great foundation for that. He said that as he and Ms. Andrews look at the budget, going into next year, he intends to retain Mr. Gibbons because he's been with us two years, but we need a planner with years of management experience, dealing with the public, politicians, and things like that. He added that he, Ms. Bowers, and Mr. Harris will be more involved in that, going forward, continuing to carry it along until the planner position is filled.

Dr. Morris asked if we're paying the interns. Mr. DesChamps stated that we are, and he clarified that that is included in the financial report.

Dr. Morris asked for more questions. None were heard.

6. **DISADVANTAGED BUSINESS ENTERPRISE (DBE) UPDATE** (A. Prince) **November 2022 (Pages 30-33)**

Dr. Prince greeted the Committee and referred to Page 30, regarding the DBE percentage for the overall agency goal. As of November 30th, The COMET had paid approximately $47.2 million to businesses for DBE goals, and of that amount, 11.8% went to DBEs, so that represents 24.9%.

Dr. Prince noted that Page 32 contains information regarding our cumulative DBE goal, and the contractor has paid approximately $9.4 million to DBE firms, which represents approximately 23.1% of their 20.06% goal.

Dr. Prince also noted that Page 32 represented information from the start of the contract, which was July 1st, 2020, but Page 33 is just for this current fiscal year, and this represents approximately five months. It's showing that for the current fiscal year, just for tracking purposes, RATP Dev has achieved 26.2% up through November 30th.

Dr. Prince referred to the timeframe of contracts and said we had looked at Capital Building Services, but she forgot to update the contract period on the sheet she gave. She said it's the same term as the other contracts, which is from July 1st, 2020 through the end of the

contract which is a five-year term. She said she talked to RATP Dev earlier, and even though there are multi-year term contracts, they're going to talk to all the subcontracting firms on an annual basis, to ensure that their contract will remain in effect for that year.

Dr. Prince and Dr. Morris asked for questions. Hearing none, Dr. Morris thanked Dr. Prince.

7. DISCUSSION AND ACTION ITEMS

A. Purchase Order Issue Request for LoNo Project (M. Ransom) **Pages 34-54**

Ms. Ransom greeted the Committee and stated that this is another request for the LoNo Project for the hydrogen compression, the storage and dispensing system for the two hydrogen fuel cell buses we're obtaining. This is the fueling system for that. She explained that because of the cost, it is required to come through the Board for approval, before we submit a purchase order, so she's asking for approval for that.

Mr. Ransom also asked if this committee would like her to show a summary of everything that's coming through, and as long as prices don't go up, it could be approved as a lump sum, and if anything does go up, she could bring it back to this committee. Dr. Morris said that would be fine.

Dr. Morris asked Ms. Ransom to state what she needs.

Ms. Ransom stated that she needs the approval of this committee, to submit to the Board for approval to submit this purchase order for the gaseous hydrogen compression storage and dispensing system, in the amount of $687,820.

Motion:
A motion was made by Mr. Smith and seconded by Mr. Lawson to approve the submission to the Board for approval to submit a purchase order for the gaseous hydrogen compression storage and dispensing system, in the amount of $687,820.
Approved: Smith, Lawson, Morris
Motion passed.

8. INVOICES (ADDENDUM) **Pages 55-71**

Ms. Willis explained that that was just the supporting documents for Page 16, Financial Highlights, with the professional contracts with asterisks. She said those are the corresponding invoices we received for payments for November.

Dr. Morris asked for questions. None were heard.

9. COMMENTS AND ANNOUNCEMENTS

No comments nor announcements were heard.

10. LEGAL/CONTRACTUAL PERSONNEL

Motion:

A motion was made by Mr. Smith and seconded by Mr. Lawson to go into executive session.
Approved: Aye (Voice Vote, 10:27 A.M.)
Motion passed.

The meeting went into executive session at 10:27 A.M.

Motion:

A motion was made by Mr. Smith and seconded by Mr. Lawson to come out of executive session.
Approved: Aye (Voice Vote, 10:52 A.M.)
Motion passed.

The meeting return to open session at 10:52 A.M.

Motion:

A motion was made by Mr. Smith and seconded by Dr. Morris to recommend to the full Board, the compensation structure for an interim executive director, as discussed in executive session.
Approved: Lawson, Morris, Smith
Motion passed.

Dr. Morris thanked everyone for all of their input.

11. ADJOURNMENT

Motion:

A motion was made by Mr. Smith and seconded by Mr. Lawson to adjourn.
Approved: Aye (Voice Vote 10:54 A.M.)
Motion passed.

The meeting adjourned at 10:54 A.M.

CENTRAL MIDLANDS REGIONAL TRANSIT AUTHORITY

Adopted this _____, 2023.

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Prepared by:

Frances Von Korff

Reviewed by:

_____
_____ Pamela Bynoe-Reed, Director of Marketing & Community Affairs/PIO

Approved by:

_____
_____
Christopher Lawson, Secretary

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Finance Committee Motions List						
Through Reporting Period						
Date of Request	Motion	Status	Next Steps	Open or Closed	Completion Date	Notes
	NONE					

Financial Highlights FY 2023
Month End December 2022

50% of fiscal year completed

- Net Income (Loss):
  - Excluding depreciation - Month = ~$488K — Actual YTD = ~$2.59M
- Total Revenue:
  - PTD = $3.07M — Actual YTD = ~$18.72M

    Compared to 6/12th of annual budget of ~$42.55M; total YTD collections represent an average ~44% of annual budgeted amount
- Total Expenses (w/depreciation):
  - PTD = $2.58M — Actual YTD ~ $16.13M

    compared to 6/12th of annual budget of ~ $42.55M; total YTD expenditures represent an average ~ 38% of annual budgeted amount
- PTD - contract operator RATP Dev 7/1/2020 to reporting month: $42,372,309
- Professional Contract Svcs, Marketing & Security (4203, 4361, 4509): (* details included)

ABLE South Carolina	4,334
*Brownstone	43,726
*Burr Forman McNair – Retainer incl	4,000
CTEE	8,750
*Chernoff Newman, LLC	5,000
Harper, Poston & Moree, PA	11,000
iT1 Solutions	5,500
*Lonestar Transit	2,625
*Natavis Harris (Planner Consultant)	3,525
Frances Davis	396
*Nexsen Pruet	4,601
Security (4509)	23,344
Marketing, Adv & Promotion (4203)	28,810

  - Flock & Rally (F&R)
  - Sponsorships: Gamecock Sports
  - Ads: Transit Talent employment, Facebook, WP Engine, Hoot Suite,
  - COMET Labeled Items, Supplies for Events

- Pass Donations FY 23 – YTD total $950 (no new donations as of previous month)
  - Senior Resources: $200
  - Spartanburg Community College: $750
- Total collections of Penny Revenue since 2013 to present: (no new collections)
  - ✓ Collected $170,955,475 (57%) of $300,991,000 allocation: remaining balance = $130,035,525 (43%)
  - ✓ Payments received from Richland County
    - August 2022 - $6,529,236.38 — November 2022 - $6,528,695.13

Brownstone Design
Fee Compilation

Date: December 31, 2022
Invoice: 12-2022
To: Central Midlands Regional Transit Authority
Leroy Deschamps, Interim Director
Services: Architect and Engineering Services

BCG Personnel	TOTALS	HOURLY RATE	FEE
Kenneth Whitted--Project Management	3.00	$150.00	$450.00
Victor Johnson--Project Management	76.00	$150.00	$11,400.00
Deven Lockhart--Design & Site Observation	44.00	$85.00	$3,740.00
Jordan Garza--Design	44.00	$85.00	$3,740.00
Taylor Neeley--Procurement	4.00	$65.00	$260.00
Marjean Bates--Administrative Assistant	1.00	$65.00	$65.00
Davis and Floyd - Engineering Services thru 1/1/2023 - See Attached Invoice			$24,070.95
TOTAL December 2022			**$43,725.95**

TOTAL INVOICE **$43,725.95**

DESCRIPTION OF SERVICES PROVIDED

**** Project Administration - December 2022**

1330 Lady Street Suite 500 Columbia, SC 29201
(803) 376-6044 Fax (803) 376-6099
www.bstonegroup.com

Brownstone Design LLC
Fee by Project

Project name	Full name	Hours	Rate	Fee
Multimodal Transportation Center	Victor Johnson	3.00	$ 150.00	$ 450.00
	Kenneth Whitted	3.00	$ 150.00	$ 450.00
	Deven Lockhart	44.00	$ 85.00	$ 3,740.00
	Jordan Garza	44.00	$ 85.00	$ 3,740.00
	Taylor Neeley	-	$ 65.00	$ -
				$ 8,380.00
Luicus Rd Supertop & Resurfacing	Victor Johnson	73.00	$ 150.00	$ 10,950.00
	Taylor Neeley	4.00	$ 65.00	$ 260.00
	Marjean Bates	1.00	$ 65.00	$ 65.00
	Davis & Floyd	-	$ -	$ 24,070.95
				$ 35,345.95
	Total			$ 43,725.95

Brownstone Timesheet

Entry Date	Full name	Project name	Hours	Task name	Comment
12/1/2022	Victor Johnson	Lucius Road Superstop	8	P-Site Analysis	Preparing Bi-Weekly report
12/5/2022	Victor Johnson	Lucius Road Superstop	8	P-Site Analysis	Construction Administration
12/6/2022	Victor Johnson	Lucius Road Superstop	8	P-Site Analysis	Construction Administration
12/12/2022	Victor Johnson	Lucius Road Superstop	8	P-Site Analysis	Construction Administration
12/13/2022	Victor Johnson	Lucius Road Superstop	4	P-Site Analysis	Construction Administration
12/14/2022	Victor Johnson	Lucius Road Superstop	5	P-Site Analysis	Preparing Bi-Weekly report
12/15/2022	Victor Johnson	Lucius Road Superstop	8	P-Site Analysis	Preparing Bi-Weekly report
12/19/2022	Victor Johnson	Lucius Road Superstop	8	P-Site Analysis	Construction Administration
12/20/2022	Victor Johnson	Lucius Road Superstop	4	P-Site Analysis	Construction Administration
12/22/2022	Victor Johnson	Lucius Road Superstop	4	P-Site Analysis	Construction Administration
12/28/2022	Victor Johnson	Lucius Road Superstop	4	P-Site Analysis	Submitall Reviews / RFI's
12/29/2022	Victor Johnson	Lucius Road Superstop	4	P-Site Analysis	Construction Services
		Victor Johnson Lucius Road Total	**73**		
12/14/2022	Victor Johnson	Multimodal Transportation	3	P-Site Analysis	Multimodal Transportation Presentation
		Victor Johnson Multimodal Total	**3**		
12/14/2022	Kenneth Whitted	Multi Modal Center	3	Schematic Design	Schematic design for resite of existing program
		Kenneth Whitted Total	**3**		
12/5/2022	Deven Lockhart	Multimodal	8	Design Schematic	Focus on rendering and floor plan
12/6/2022	Deven Lockhart	Multimodal	4	Design Schematic	Focus on rendering and floor plan
12/7/2022	Deven Lockhart	Multimodal	3	Design Schematic	Enscape rendering research
12/8/2022	Deven Lockhart	Multimodal	3	Design Schematic	Enscape fly through and rendering details
12/9/2022	Deven Lockhart	Multimodal	5	Design Schematic	Enscape fly through and rendering details
12/12/2022	Deven Lockhart	Multimodal	8	Design Schematic	Enscape fly through and rendering details
12/13/2022	Deven Lockhart	Multimodal	7	Design Schematic	Renderings and Presentation Prep
12/14/2022	Deven Lockhart	Multimodal	6	Presentation	Presentation Prep and CMRTA Presentation
		Deven Lockhart Total	**44**		
12/5/2022	Deven Lockhart	Multimodal	8	Design Schematic	Focus on rendering and floor plan
12/6/2022	Deven Lockhart	Multimodal	4	Design Schematic	Focus on rendering and floor plan
12/7/2022	Deven Lockhart	Multimodal	3	Design Schematic	Enscape rendering research
12/8/2022	Deven Lockhart	Multimodal	3	Design Schematic	Enscape fly through and rendering details
12/9/2022	Deven Lockhart	Multimodal	5	Design Schematic	Enscape fly through and rendering details
12/12/2022	Deven Lockhart	Multimodal	8	Design Schematic	Enscape fly through and rendering details
12/13/2022	Deven Lockhart	Multimodal	7	Design Schematic	Renderings and Presentation Prep
12/14/2022	Deven Lockhart	Multimodal	6	Presentation	Presentation Prep and CMRTA Presentation
		Jordan Garza Total	**44**		
12/8/2022	Taylor Neeley	Lucius Rd Superstop	1	Walkthrough site visit	Agenda prep, minutes, meeting
12/15/2022	Taylor Neeley	Lucius Rd Superstop	1.5	Agenda prep, minutes, meeting	Agenda prep, minutes, meeting
12/29/2022	Taylor Neeley	Lucius Rd Superstop	1.5	Agenda prep, minutes, meeting	Agenda prep, minutes, meeting
		Tayor Neeley Total	**4**		
12/12/2022	Marjean Bates	Lucius Rd. Superstop	0.5	B-Administrative	MPR
12/20/2022	Marjean Bates	Lucius Rd. Superstop	0.5	B-Administrative	MPR Revisions
		Marjean Bates Total	**1**		
		Total Hours	**172**		

DAVIS & FLOYD

SINCE 1954

INVOICE

Remit to : Davis & Floyd, Inc. • P.O. Drawer 428 • Greenwood, SC 29648 • (864) 229-5211

BROWNSTONE
1330 LADY STREET
SUITE 500
COLUMBIA, SC. 29201

Invoice Date : 1/19/2023
Invoice # : 279032
Project # : 01384501
Client # : BROWN3
Client Ref # :
Biller : WARREN, TODD JEREMY
Invoice Group : **

Attention: KENNETH WHITTED
Submitted: kwhitted@bstonegroup.com

For Professional Services Rendered through: 1/1/2023

GENERAL ENGINEERING SERVICES FOR IDC CONTRACT
CMRTA- COLUMBIA, SC

Salaries		
Rate Schedule Labor	1,725.00	
	Total Salaries	1,725.00
Expenses		
Regular Expenses	22,342.82	
Unit Pricing - Rate	3.13	
	Total Expenses	22,345.95
	Amount Due This Invoice **	24,070.95

Comments:

Invoices are payable when rendered. Unless otherwise agreed to by contract, finance charges are calculated at the rate of 1.50% per month for an annual rate of 18% on balances over 30 days old. To ensure proper credit to your account, please return remittance copy of this invoice with your payment.

DAVIS & FLOYD

SINCE 1954

INVOICE

Remit to : Davis & Floyd, Inc. • P.O. Drawer 428 • Greenwood, SC 29648 • (864) 229-5211

Project : 01384501 -- LUCIUS AND RIVER RD SUPERSTOP **Invoice # : 279032**

Phase : ** -- BASIC SERVICES**

Rate Schedule Labor

Class / Employee Name	Date	Hours	Rate	Amount
ENGINEER III				
BALENTINE, JR.,	12/21/2022	2.50	150.00	375.00
PROJECT MANAGER				
WARREN, TODD JEREMY	11/22/2022	1.00	150.00	150.00
	11/23/2022	1.00	150.00	150.00
	12/08/2022	1.50	150.00	225.00
	12/09/2022	2.00	150.00	300.00
	12/13/2022	0.50	150.00	75.00
	12/15/2022	1.00	150.00	150.00
		7.00		1,050.00
		Rate Schedule Labor		***1,425.00***

Regular Expenses

Vendor Name	Doc Nbr	Date	Cost	Multiplier	Amount
CONSULTANTS/SUBCONTRACTORS					
F&ME CONSULTANTS, CA - Field Testing services	148014	12/19/2022	19,377.29	1.15	22,283.88
		Regular Expenses			***22,283.88***

Unit Pricing Expenses

Vendor / Employee Name	Doc Nbr	Date	Units	Rate	Amount
MILEAGE					
MILEAGE					
MILES WARREN	38246	12/10/2022	5.00	0.63	3.13
		Unit Pricing - Rate			***3.13***

Total Phase : ** -- BASIC SERVICES** **Labor : 1,425.00**
Expense : 22,287.01

Phase : 0001 -- DESIGN 20 PARKING SPACES

Rate Schedule Labor

Class / Employee Name	Date	Hours	Rate	Amount
PROJECT MANAGER				
WARREN, TODD JEREMY	10/31/2022	2.00	150.00	300.00
		Rate Schedule Labor		***300.00***

Regular Expenses

Vendor Name	Doc Nbr	Date	Cost	Multiplier	Amount
CONSULTANTS/SUBCONTRACTORS					

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SINCE 1954

INVOICE

Remit to : Davis & Floyd, Inc. • P.O. Drawer 428 • Greenwood, SC 29648 • (864) 229-5211

Project : 01384501 -- LUCIUS AND RIVER RD SUPERSTOP **Invoice # : 279032**

Phase : 0001 -- DESIGN 20 PARKING SPACES

Regular Expenses

Vendor Name	*Doc Nbr*	*Date*	*Cost*	*Multiplier*	*Amount*
CONSULTANTS/SUBCONTRACTORS					
F&ME CONSULTANTS, Construction Admin services	148412	01/11/2023	51.25	1.15	58.94
		Regular Expenses			***58.94***

Total Phase : 0001 -- DESIGN 20 PARKING SPACES **Labor : 300.00**
Expense : 58.94

Total Project: 01384501 -- LUCIUS AND RIVER RD SUPERSTOP **24,070.95**

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DAVIS & FLOYD

SINCE 1954

INVOICE

Remit to : Davis & Floyd, Inc. • P.O. Drawer 428 • Greenwood, SC 29648 • (864) 229-5211

Project : 01384501 -- LUCIUS AND RIVER RD SUPERSTOP **Invoice # : 279032**

BROWNSTONE
1330 LADY STREET
SUITE 500
COLUMBIA, SC. 29201

Invoice Date : 1/19/2023
Invoice # : 279032
Project # : 01384501
Client # : BROWN3
Client Ref # :
Biller : WARREN, TODD JEREMY
Invoice Group : **

Attention: KENNETH WHITTED

For Professional Services Rendered through: 1/1/2023

GENERAL ENGINEERING SERVICES FOR IDC CONTRACT
CMRTA- COLUMBIA, SC

REMITTANCE COPY

Amount Due This Invoice ** 24,070.95

Invoices are payable when rendered. Unless otherwise agreed to by contract, finance charges are calculated at the rate of 1.50% per month for an annual rate of 18% on balances over 30 days old. To ensure proper credit to your account, please return remittance copy of this invoice with your payment.

BURR FORMAN LLP
results matter

Francenia B. Heizer
fheizer@burr.com
T 803.799.9800
F 803.933.1463

January 26, 2023

Rosalyn Andrews, Director of Finance/CFO
Central Midlands Regional Transit Authority
VIA E-MAIL

FOR PROFESSIONAL SERVICES RENDERED AS GENERAL COUNSEL

December 2022	$4,000
Total	**$4,000**

BURR FORMAN LLP
results matter

MEMORANDUM

To: Rosalyn Andrews, Finance Director/CFO
Central Midlands Regional Transit Authority

From: Francenia B. Heizer, Esquire

Date: January 26, 2023

Subject: General Counsel Services

During the month of December 2022, the following general counsel services were rendered:

Preparation for and attendance at Board of Directors Meeting

Telephone conversations, meetings, conference calls, correspondence and e-mails on various matters including union negotiations

INVOICE

Lone Star Transit Asset Management LLC

EIN#82-4335702

PO Box 2494
Whitney, TX 76692
(254) 340-0366 O
(214) 789-7799 M

INVOICE #195
DATE: JANUARY 3, 2023

TO:

Central Midlands Regional
Transit Authority dba The COMET
Attn: Accounts Payable
accounting@thecometsc.gov
3613 Lucius Road
Columbia, SC 29201

FOR:

Transit Related Business Process Re-engineering & Contract Management Professional Consulting Services

DESCRIPTION	HOURS	RATE	AMOUNT
Project professional services – (December 1, 2022 – December 31, 2022) – See attached activity log	10.50	$250.00	$ 2,625.00
Project related travel, lodging & per diem expenses (December 1, 2022 – December 31, 2022) – None	N/A	Actual	$ 0.00
		TOTAL	$ 2,625.00

Make all checks payable to **Lone Star Transit Asset Management**
Payment Terms – Net 60 days

Thank you for your business!

Central Midlands Regional Transit Authority dba The COMET
Lone Star Transit Asset Management, LLC
EIN#82-4335702
Billable Hr. Rate $ 250.00
M. Hubbell - Monthly Activity Log
Period Beginning December 1, 2022
Period Ending December 31, 2022

Total Project Hours					
Date / Time - CST					
Date	Time Start	Time End	Hours: Minutes		Activities
12/01/22	4:15	5:15	1:00		Finalize and distribute final report
12/07/22	9:30	10:45	1:15		Review outstainding issues contained in final report w/DesChamps and follow up
12/07/22	15:00	15:45	0:45		Discuss draft scheduling/planning follow on SOW w/Bolan and prepare draft for TMD review
12/09/22	9:30	10:00	0:30		Review CM#8 outstanding invoice issues & TO BE workflow transition w/Debra Martinez
12/13/22	13:00	14:15	1:15		Revise TO BE workflow to include APC data interface, revised final report and distribute, provide open issue status to DesChamps
12/14/22	6:00	7:00	1:00		Prep documents, reports & agenda for weekly OTP meeting
12/14/22	9:30	10:30	1:00		Conduct weekly OTP meeting & follow up; revise TMD draft SOW
12/15/22	17:15	17:45	0:30		Discuss draft scheduling/planning follow on SOW w/Bolan and revise draft for TMD review
12/16/22	10:45	11:15	0:30		Finalize scheduling/planning SOW and distribute
12/20/22	10:30	11:00	0:30		Review TMD proposal
12/21/22	6:45	7:30	0:45		Prep documents, reports & agenda for weekly OTP meeting
12/21/22	9:30	10:00	0:30		Conduct weekly OTP meeting & follow up
12/21/22	12:45	13:15	0:30		Project close out & future point of contact communications
12/28/22	9:15	9:45	0:30		Review projected January 2023 gate to gate service hours
		Total Hrs	10:30:00		

Michael C. Hubbell

Submitted - Michael C. Hubbell

01/03/2023
Date

INVOICE

Natavis Eric Harris
20 Marietta St, Apt 3H
Atlanta, GA 30303
404-259-1919
ericharris.mpa@gmail.com

Invoice No : [655]
Date : 12/6/22

Central Midlands Regional Transit
The COMET
3613 Lucius Rd
Columbia, South Carolina
803-255-7100

Work Type	Description	Hours Worked/Miles	Rate	Line Total
Administrative	Responded to customer complaints, scheduling meetings, and responding to emails (this further includes preparation for all meetings).	14.5	$50.00	$725.00
Planning	Reviewed route performance, organized route data, monitored UofSC Service, Started preparing for next steps in the Reimagine The COMET project, Designed planned options for Lucius & River SuperStop, Continued update of turn by turns, performed work for OTP service update, developed map for stakeholder project request (e.g. City of Columbia, Lexington County, & Richland County).	42.5	$50.00	$2,125.00
Meetings	Attended public meetings for external stakeholders. The standard monthly meetings include: Service Committee, Rural Transportation Committee, Technical Committee, Transportation Subcommittee and meetings with contractors, internal stake holders, staff meetings, vendors, etc.	13.5	$50.00	$675.00
Staff Training	No staff training performed this month.	0	$50.00	$0.00
Travel		0	$0.59	$0.00
Lodging			$0.00	$0.00
			TOTAL	$3,525.00

Make all checks payable to Natavis Eric Harris

Administrative
Planning
Meetings
Staff Training

Hours	Week of November 14th
1.5	Remix Software Solutions
0.5	Mark Anthony COMET Service Request
1	The COMET / RATP Dev OTP Improvement
0.5	AOS Bi-Weekly Meeting
0.5	APC Monthly Meeting
1	Gateway Quarterly Report
1	Midlands Tech Ridership Trends Discussion
1	January Service Changes to Trillium
1	Phone Calls
1	Responded to emails
0	Responding/Reviewing to customer complaints
1.5	Continued work on shelter placement plan
1.5	Worked on amenities order for COMET
5	Developed Service Schedules
1.5	Reviewed Plans for Lucius & River
3	Worked on Presentation for Midlands Tech

Hours	Week of November 21st
1	COMET/USC
1	Phone Calls
1.5	Responded to emails
1	Responding/Reviewing to customer complaints
1.5	Continued work on shelter placement plan
2	Worked on amenities order for COMET
2	Lucius & River Planning Activities
3.5	Service Route Analysis Planning Activities
2	Worked on Service Plans for Lucius & River
4	Worked on UofSC Service Schedule
1	QA/QC Service Schedules

2	Administrative
12.5	Planning
7	Meetings
0	Staff Training
21.5	Week Total

3.5	Administrative
16	Planning
1	Meetings
0	Staff Training
20.5	Week Total

Administrative
Planning
Meetings
Staff Training

Hours	Week of November 28th
1.5	APC Training and Data Validation Discussion
0.5	AOS Bi-Weekly Meeting
1	The COMET / RATP Dev OTP Improvement
1	LR Superstop Walkthrough
0.5	Meeting Prep
2	Phone Calls
2.5	Responded to emails
1	Responding/Reviewing to customer complaints
1	Continued work on shelter placement plan
1	Worked on amenities order for COMET
3	Reviewed APC Data and GTFS
2	Service Route Analysis Planning Activities
1.5	Conducted Title VI Analysis

Hours	Week of December 5th
1	Lucius Road Superstop - Project Walk Through
0.5	COMET Stop and Schedule Reference File Review
0.5	Phone Calls
1.5	Responded to emails
1	Responding/Reviewing to customer complaints
2	Review Lucius & River Construction Plans
1.5	Reviewed OTP Remix Plans
2	Continued work to calculate hours/miles

6	Administrative
8.5	Planning
4	Meetings
0	Staff Training
18.5	Week Total

3	Administrative
5.5	Planning
1.5	Meetings
0	Staff Training
10	Week Total

NEXSEN | PRUET

January 3, 2023 Invoice No. 535951264

Matter: 061920-00001

Central Midlands Regional Transit Authority
d/b/a The Comet Central Midlands Transit
Derrick Huggins
accounting@thecometsc.gov
3613 Lucius Road
Columbia SC 29201

Enclosed please find our statement for the period ending December 31, 2022. We trust that you will find this statement to be in order and will place it in line for payment.

If you have any questions, please do not hesitate to contact us. You can also reach our finance department at 803-253-8242.

Very truly yours,

Nexsen Pruet, LLC

PLEASE SEND REMITTANCE TO: **NEXSEN PRUET, LLC**
Attorneys and Counselors at Law
Post Office Box 2426
Columbia SC 29202
ID# 061920-00001

NEXSEN | PRUET

IRS # 570386425

Remit Address:
Post Office Box 2426
Columbia, SC 29202

Central Midlands Regional Transit Authority
d/b/a The Comet Central Midlands Transit
Derrick Huggins
accounting@thecometsc.gov
3613 Lucius Road
Columbia SC 29201

Matter No.	061920-00001
Invoice No.	535951264
Invoice Date	January 3, 2023
Attorney	R Coble

Re: Legislative

For Professional Services Rendered Through December 31, 2022

Previous Balance……	$4,000.00
Less Payments Received……	$-4,000.00
Current Charges……	$4,000.00
New Balance……	**$4,000.00**

ALL BILLS ARE DUE AND PAYABLE IN FULL UPON RECEIPT OF THIS INVOICE. A LATE PAYMENT CHARGE OF 1 ½% PER MONTH WILL BE ADDED TO ANY BALANCE REMAINING UNPAID 30 DAYS AFTER THE BILLING DATE.

Invoice Date: 01/03/2023 Invoice No. 535951264 Matter No. 061920-00001

FEES

Date	Timekeeper	Description	Hours
12/06/22	RDC	Telephone call with Heyward Bannister re penny sales tax issues; meet with Matt Moore re 2023 legislation;	1.00
12/08/22	RDC	Review and docket prefiled bills;	1.00
12/10/22	RDC	Review 2023 Legislative Session;	0.60
12/15/22	RDC	Telephone call with Councilman Will Brennan re Transit Center;	0.20
12/17/22	RDC	Meeting with Attorney Frannie Heizer re transportation penny legislative issues; review 2023 legislative schedule;	1.00
12/21/22	RDC	Review 2023 Legislative issues;	1.00
12/28/22	RDC	Review status of 2023 Legislative Session strategy;	1.00
12/30/22	RDC	Review legislative schedule and meetings;	1.00
Total Fees:			**$4,000.00**

NEXSEN | PRUET

IRS # 570386425

Remit Address:
Post Office Box 2426
Columbia, SC 29202

Central Midlands Regional Transit Authority
d/b/a The Comet Central Midlands Transit
Derrick Huggins
accounting@thecometsc.gov
3613 Lucius Road
Columbia SC 29201

Matter No.	061920-00001
Invoice No.	535951264
Invoice Date	January 3, 2023
Attorney	R Coble

Re: Legislative

For Professional Services Rendered Through December 31, 2022

Previous Balance……	$4,000.00
Less Payments Received……	$-4,000.00
Current Charges……	$4,000.00
New Balance……..	**$4,000.00**

ALL BILLS ARE DUE AND PAYABLE IN FULL UPON RECEIPT OF THIS INVOICE. A LATE PAYMENT CHARGE OF 1 ½% PER MONTH WILL BE ADDED TO ANY BALANCE REMAINING UNPAID 30 DAYS AFTER THE BILLING DATE.

NEXSEN | PRUET

January 6, 2023 Invoice No. 535951916

Matter: 061920-00002

Central Midlands Regional Transit Authority
d/b/a The Comet Central Midlands Transit
Derrick Huggins
accounting@thecometsc.gov
3613 Lucius Road
Columbia SC 29201

Enclosed please find our statement for the period ending December 31, 2022. We trust that you will find this statement to be in order and will place it in line for payment.

If you have any questions, please do not hesitate to contact us. You can also reach our finance department at 803-253-8242.

Very truly yours,

Nexsen Pruet, LLC

PLEASE SEND REMITTANCE TO: **NEXSEN PRUET, LLC**
Attorneys and Counselors at Law
Post Office Box 2426
Columbia SC 29202
ID# 061920-00002

NEXSEN | PRUET

IRS # 570386425

Remit Address:
Post Office Box 2426
Columbia, SC 29202

Central Midlands Regional Transit Authority
d/b/a The Comet Central Midlands Transit
Derrick Huggins
accounting@thecometsc.gov
3613 Lucius Road
Columbia SC 29201

Matter No.	061920-00002
Invoice No.	535951916
Invoice Date	January 6, 2023
Attorney	J Hennig

Re: Audit Letters

For Professional Services Rendered Through December 31, 2022

Previous Balance……	$601.46
Interest……	$17.20
Less Payments Received……	$-601.46
Adjustments……	$-17.20
Current Charges……	$600.81
New Balance……	**$600.81**

ALL BILLS ARE DUE AND PAYABLE IN FULL UPON RECEIPT OF THIS INVOICE. A LATE PAYMENT CHARGE OF 1 ½% PER MONTH WILL BE ADDED TO ANY BALANCE REMAINING UNPAID 30 DAYS AFTER THE BILLING DATE.

Invoice Date: 01/06/2023 Invoice No. 535951916 Matter No. 061920-00002

FEES

Date	Timekeeper	Description
12/08/22	SRS	Receive and review request for audit response letter.
12/16/22	J H	Receive and review request for audit response letter.
12/16/22	SRS	Review attorney responses; draft audit response letter; finalize and complete audit response process.
Total Fees:		**$600.00**

EXPENSES

Date	Description	Amount
12/16/22	Postage	0.81
Total Expenses:		**$0.81**

NEXSEN | PRUET

IRS # 570386425

Remit Address:
Post Office Box 2426
Columbia, SC 29202

Central Midlands Regional Transit Authority
d/b/a The Comet Central Midlands Transit
Derrick Huggins
accounting@thecometsc.gov
3613 Lucius Road
Columbia SC 29201

Matter No.	061920-00002
Invoice No.	535951916
Invoice Date	January 6, 2023
Attorney	J Hennig

Re: Audit Letters

For Professional Services Rendered Through December 31, 2022

Previous Balance……	$601.46
Interest……	$17.20
Less Payments Received……	$-601.46
Adjustments……	$-17.20
Current Charges……	$600.81
New Balance……	**$600.81**

ALL BILLS ARE DUE AND PAYABLE IN FULL UPON RECEIPT OF THIS INVOICE. A LATE PAYMENT CHARGE OF 1 ½% PER MONTH WILL BE ADDED TO ANY BALANCE REMAINING UNPAID 30 DAYS AFTER THE BILLING DATE.

Central Midlands Regional Transit Authority
Condensed Statement of Financial Position
Period Ended 12/31/22

	Actual PTD 12/31/2022	Actual YTD 12/31/2022	FY 2023 Budgeted Amount YTD	FY 2023 Budgeted Amount Annual
Revenues:				
Passenger Fares/Revenue Contracts	235,677	1,902,486	1,500,000	3,000,000
Special (Advertising, Interest, Rental, Etc)	14,879	564,958	128,360	256,720
Admin/Misc/Gain(Loss) Sale of Assets	(187)	14,213	13,000	26,000
Local Revenue (The Penny)	2,176,231	15,357,875	10,652,061	21,304,123
Reimbursement (RTAP, UofSC, etc)	-	10,782	750	1,500
State (SCDOT)	-	-	649,539	1,299,079
CBDG & Hospitality	-	-	5,000	10,000
Federal (CARES Act, CRRSA, ARP)	642,964	866,562	8,324,521	16,649,041
Total Revenue	**$ 3,069,564**	**$ 18,716,876**	**$ 21,273,232**	**$ 42,546,463**
Expenses:				
Contract Operator	1,794,371	10,688,863	11,086,165	22,172,330
Federal/State (Capital, PM, NPM)	115,021	940,323	4,641,150	9,282,299
Fuel	149,276	1,221,412	1,804,893	3,609,786
Administrative (includes Salaries & Benefits)	132,437	845,148	971,962	1,943,924
Professional Services	118,466	617,528	1,590,361	3,180,721
Utilities	24,841	147,698	198,359	396,717
Other Operating Expenses	7,301	105,916	980,343	1,960,686
Depreciation	239,579	1,563,890	-	-
Total Expenses	**$ 2,581,291**	**$ 16,130,778**	**$ 21,273,232**	**$ 42,546,463**
Net Income (Loss) From Operations + Depreciation add back:	**$ 727,851**	**$ 4,149,988**	**$ 0**	**$ 0**
Cash:				
Petty Cash		300		
OPTUS Bank				
Operating Reserve Funds	4,039,984			
Capital Reserve Funds	2,634,560	6,674,545		
Local Gov't Investment Pool				
Emergency Reserve	12,927,310			
Operating Reserve	14,354,965	27,282,275		
Security Federal Bank				
Operating/Sweeps Acct		10,538,504		
Total Cash		**$ 44,495,624**		
Total Assets		**$ 84,150,907**		
Total Current Liabilities		**$ 8,371,463**		

Central Midlands Regional Transit Authority
Statement of Income vs Budget
Period Ended December 31, 2022

Fiscal Year % complete = 50%

	Actual PTD 12/31/2022	*Actual YTD*	*Budgeted YTD ($) 12/31/2022*	*Variance ($) Budget YTD*	*Annual Budgeted Amount*	*($) of Budget remaining Annual Budget*
Revenue:						
Operating Revenues						
Passenger Revenue	105,469	733,806	750,000	16,194	1,500,000	766,194
Advertising Revenue	-	15,700	55,000	39,300	110,000	94,300
Contracted Services Revenue	130,208	1,168,680	750,000	(418,680)	1,500,000	331,320
Human Trafficking Awareness	-	-	37,944	37,944	75,888	75,888
CARES Act/ARP Funding (Federal & SCDOT)	496,345	496,345	4,159,201	3,662,856	8,318,402	7,822,057
CRRSA 5310 Act Funding	-	-	38,154	38,154	76,307	76,307
ARP 5310 Act Funding	-	-	38,154	38,154	76,308	76,308
Other Revenue	(380)	12,989	1,500	(11,489)	3,000	(9,989)
Total Operating Revenue	731,642	2,427,520	5,829,953	3,402,433	11,659,905	9,232,385
Nonoperating Revenues						
Local Revenue - Lexington Cty	-	123,713	152,061	28,349	304,123	180,410
Interest Income	6,421	329,166	18,000	(311,166)	36,000	(293,166)
Richland County 1% Sales Tax	2,176,231	15,234,163	10,500,000	(4,734,163)	21,000,000	5,765,837
RTAP Reimbursement	-	10,782	750	(10,032)	1,500	(9,282)
Fuel Tax Refunds	8,388	219,712	55,000	(164,712)	110,000	(109,712)
OPT/SMTF 5339	-	-	480,000	480,000	960,000	960,000
OPT Rural Program 5311 Revenue	-	-	169,539	169,539	339,079	339,079
Hospitality/Accomodations Tax	-	-	2,500	2,500	5,000	5,000
CDBG Revenue (Shelters & Pass Program)	-	-	2,500	2,500	5,000	5,000
Rental Income	70	380	360	(20)	720	340
Federal Revenue - Health Care Access	-	62,478	-	(62,478)	-	(62,478)
Federal Revenue - Planning	10,966	19,374	36,000	16,626	72,000	52,626
Federal Revenue - Capital: Non Prev Maint	8,385	35,174	480,000	444,826	960,000	924,826
Federal Revenue - Capital: Prev. Maint	-	-	562,578	562,578	1,125,156	1,125,156
Federal Revenue - Cap Ex (USC,SCDOT Reimbursement)	58,500	58,500	-	(58,500)	-	(58,500)
Federal Revenue - Salaried Positions	-	7,646	36,000	28,354	72,000	64,354
Federal Revenue - ADP Software	-	-	200,000	200,000	400,000	400,000
Federal Revenue - ADP Hardware	-	-	200,000	200,000	400,000	400,000
Federal Revenue - Operations Assistance	-	-	508,000	508,000	1,016,000	1,016,000
Federal Revenue - ADA Paratransit	-	-	275,000	275,000	550,000	550,000

Central Midlands Regional Transit Authority
Statement of Income vs Budget
Period Ended December 31, 2022

Fiscal Year % complete = 50%

	Actual PTD 12/31/2022	*Actual YTD*	*Budgeted YTD ($) 12/31/2022*	*Variance ($) Budget YTD*	*Annual Budgeted Amount*	*($) of Budget remaining Annual Budget*
Federal Revenue - EE Training	-	-	12,500	12,500	25,000	25,000
Federal Revenue - 3rd Party Contractual (Website)	100	400	4,000	3,600	8,000	7,600
Federal Revenue - Safety & Security	-	4,832	200,000	195,168	400,000	395,168
Federal Revenue - Vanpool	12,380	27,405	25,000	(2,405)	50,000	22,595
Federal Revenue - 5339 Shelter ACQ & Install	56,288	154,408	1,405,630	1,251,222	2,811,260	2,656,852
Federal Revenue - Intermodal Station	-	-	106,360	106,360	212,720	212,720
Gain(Loss) Sale of Asset	-	-	5,000	5,000	10,000	10,000
Insurance Claims Revenue	-	-	5,000	5,000	10,000	10,000
Concessions Revenue	193	1,224	1,500	276	3,000	1,776
Total Nonoperating Revenue	**2,337,922**	**16,289,356**	**15,443,279**	**(846,077)**	**30,886,558**	**14,597,202**
Total Revenues:	**3,069,564**	**18,716,876**	**21,273,232**	**2,556,356**	**42,546,463**	**23,829,587**
Expenses:						
Administrative						
Salaries (Staff/Intern) & Other Paid Wages	101,231	643,285	719,724	76,439	1,439,449	796,164
SC Retirement: ER	17,480	110,719	129,551	18,831	259,101	148,382
FICA & Medicare	7,543	48,346	55,059	6,713	110,118	61,772
Health Insurance: ER	5,795	40,652	58,446	17,794	116,892	76,240
SC Unemployment	93	369	7,182	6,813	14,364	13,995
Workers Comp	296	1,776	2,000	224	4,000	2,224
Dues/Subscriptions/Memberships	250	3,000	11,935	8,935	23,870	20,870
Marketing/Advertising/Promotional Material	28,810	174,135	265,000	90,865	530,000	355,865
Charitable Donations (Passes ONLY)	-	950	3,600	2,650	7,200	6,250
Postage & Shipping	-	501	3,000	2,499	6,000	5,499
Printing	388	14,372	40,000	25,628	80,000	65,628
Board/Committee	-	488	3,600	3,112	7,200	6,712
Tickets & Transfers	(6,707)	3,933	5,000	1,067	10,000	6,067
Office Equipment - Lease & Rental	412	3,082	6,300	3,218	12,600	9,518
Admin Misc: Office Supplies, Fines, Taxes, etc.	962	8,912	18,900	9,988	37,800	28,888

Central Midlands Regional Transit Authority
Statement of Income vs Budget
Period Ended December 31, 2022

Fiscal Year % complete = 50%

	Actual PTD 12/31/2022	*Actual YTD*	*Budgeted YTD ($) 12/31/2022*	*Variance ($) Budget YTD*	*Annual Budgeted Amount*	*($) of Budget remaining Annual Budget*
Banking Fees	604	4,116	7,500	3,384	15,000	10,884
Payroll Processing Fees	648	3,448	5,000	1,552	10,000	6,552
Employee Training & Development (Fed & Non Fed)	346	11,694	26,810	15,116	53,620	41,926
Total Administrative	158,151	1,073,778	1,368,607	294,829	2,737,214	1,663,436
Operations & Maintenance						
In Kind Expense (Facility use)	-	-	-	-	-	-
Contractor-Fixed Route	1,450,000	8,503,399	8,630,747	127,347	17,261,493	8,758,094
Contractor-DART	290,000	1,791,110	2,055,261	264,151	4,110,522	2,319,412
Contractor-Spcl Svc/Svc Enhancements	39,358	308,262	350,157	41,896	700,315	392,053
CARES Act - SCDOT 5311	-	-	339,079	339,079	678,158	678,158
Propane Fuel	36,768	269,746	342,400	72,654	684,800	415,054
Diesel & Vehicle Fuel	112,508	951,666	811,993	(139,673)	1,623,986	672,320
Hydrogen Fuel	-	-	2,500	2,500	5,000	5,000
OPT: SMTF Expenses	-	15,946	648,000	632,054	1,296,000	1,280,054
Facility Related Repairs & Maintenance Expense (PM)	31,758	190,466	400,000	209,534	800,000	609,534
Federal Expense: ADP Software ACQ & Maint	21,851	266,352	250,000	(16,352)	500,000	233,648
Federal Expense: ADP Hardware ACQ & Maint	1,293	6,166	250,000	243,834	500,000	493,834
Federal Expense: 3rd Party Contractual (Website)	-	-	5,000	5,000	10,000	10,000
Federal Expense: Safety & Security	23,344	223,959	250,000	26,041	500,000	276,041
Federal Expense: Van Pool Ops	9,180	51,094	50,000	(1,094)	100,000	48,906
Federal Expense: Bike Program	5,833	34,998	-	(34,998)	-	(34,998)
Federal Expense: 5310	33,325	185,687	60,000	(125,687)	120,000	(65,687)
Total Operations & Maintenance	2,055,217	12,798,851	14,445,137	1,646,286	28,890,274	16,091,423
Insurance						
Insurance - Vehicle/Facility/Tort/Cyber	9,816	54,707	58,500	3,793	117,000	62,293
Insurance-Officers & Directors	874	5,107	9,000	3,893	18,000	12,893
Total Insurance	10,690	59,814	67,500	7,686	135,000	75,186
Technical Services						
Professional Contract Services	89,656	443,393	1,325,361	881,967	2,650,721	2,207,328
Fare Collection Service & Supplies	-	-	2,000	2,000	4,000	4,000
Total Technical Services	89,656	443,393	1,327,361	883,967	2,654,721	2,211,328

Central Midlands Regional Transit Authority
Statement of Income vs Budget
Period Ended December 31, 2022

Fiscal Year % complete = 50%

	Actual PTD 12/31/2022	*Actual YTD*	*Budgeted YTD ($) 12/31/2022*	*Variance ($) Budget YTD*	*Annual Budgeted Amount*	*($) of Budget remaining Annual Budget*
Utilities						
Natural Gas	1,573	3,356	10,988	7,632	21,975	18,619
Electric	7,796	48,693	75,428	26,735	150,856	102,163
Water & Sewer	3,131	21,837	30,520	8,683	61,040	39,203
Telecommunications	12,340	73,812	81,423	7,611	162,846	89,034
Total Utilites	24,841	147,698	198,359	50,661	396,717	249,019
Capital Expense						
Federal Expense: Preventative Maint (PM)	1,348	16,436	703,223	686,787	1,406,446	1,390,010
Furniture, Fixtures, & Equipment < $5000	-	2,925	20,000	17,075	40,000	37,075
Non - Federal Expense: Cap Ex	-	-	785,508	785,508	1,571,016	1,571,016
Federal Expense: Shelter & Accessories ACQ/Install	1,757	10,607	1,757,037	1,746,431	3,514,075	3,503,468
Federal Expense: Capital (Non PM)	-	13,011	600,000	586,989	1,200,000	1,186,989
Interest Expense	53	375	500	125	1,000	625
Total Capital Expense	3,158	43,354	3,866,268	3,822,915	7,732,537	7,689,183
Depreciation Expense	239,579	1,563,890	-	(1,563,890)	-	(1,563,890)
Total Expenses:	**2,581,291**	**16,130,778**	**21,273,231**	**5,142,454**	**42,546,463**	**26,415,685**
Net Income before Deprecation:	**488,273**	**2,586,098**	**0**	**(2,586,098)**	**0**	**(2,586,098)**
Add Back: Depreciation Expense	239,579	1,563,890	-	(1,563,890)	-	(1,563,890)
Net Income From Operations:	**727,851**	**4,149,988**	**0**	**(4,149,988)**	**0**	**(4,149,988)**

Central Midlands Regional Transit Authority
Balance Sheet
As of December 31, 2022

Assets

Current Assets		
Petty Cash/Cashier Cash Drawer	549.53	
Operating (Wells Fargo)	-	
OPTUS Bank	4,039,984.45	
Capital Reserve Funding (OPTUS)	2,634,560.05	
Emergency Reserve Fund (LGIP)	12,927,310.40	
Operating Reserve Fund (LGIP)	14,354,964.83	
Operating/Sweeps Acct (Security Federal)	10,538,504.38	
Accts Receivable: Local Gov't	139,995.50	
Accts Receivable: Ticket Sales	1,113.55	
Accts Receivable: Contract Services Revenue	318,123.53	
Accts Receivable: 1% Sales Tax Est. Revenue	10,881,879.51	
Accts Receivable: Penny Sales Tax Interest Due	-	
Accts Receivable: Interest Revenue Earned	4,320.49	
Inventory	133,297.48	
Prepaid Insurance	84,673.30	
Prepaid Expenses	124,560.94	
Total Current Assets:		**$ 56,212,939**

Fixed Assets

Land	1,772,521.78	
Building	16,481,433.62	
DART Vehicles	2,284,944.84	
Buses	24,961,257.72	
Engines & Transmissions	127,666.24	
Trolleys	40,324.88	
Automobiles	292,200.33	
Equipment	6,485,759.70	
Furniture & Fixtures	249,011.56	
Accumulated Depr.: Furniture & Fixtures	(217,351.34)	
Accumulated Depr.: Equipment	(4,742,386.66)	
Accumulated Depr.: Buildings	(8,031,167.81)	
Accumulated Depr.: Vehicles	(14,128,278.11)	
Accumulated Depr.: Land Improvements	(8,333.33)	
Construction in Progress	1,606,751.59	
Total Fixed Assets:		**$ 27,174,355**

Deferred Outflows of Resources

Deferred Outflows on Pensions	763,613.00	
Total Deferred Outflows of Resources:		**$ 763,613**

Central Midlands Regional Transit Authority
Balance Sheet
As of December 31, 2022

Total Assets	$ 84,150,907

Central Midlands Regional Transit Authority
Balance Sheet
As of December 31, 2022

Liabilities			
Current Liabilities			
Accounts Payable	2,315,137.09		
Accruals (AP)	3,511,250.00		
Salaries Payable	66,984.09		
State Tax Withholding - EE	(30.00)		
State Unemployment Tax Payable	1,730.26		
SC Retirement - Employee	2,521.88		
State Health: Employee	(4,946.60)		
Dental: Employee	(195.36)		
Dental Plus: Employee	(767.83)		
Optional Life	(218.39)		
Dependent Life: Employee	1,146.62		
Supplemental LTD	(126.01)		
Optional Life Pretax	(80.95)		
State Tobacco Prem	(0.10)		
State Vision Plan	(238.21)		
Medical Spending Acct Admin Fees	8.91		
Colonial Life Supplemental	(39.43)		
Supplemental Insurance: EE	(192.39)		
Accrued Annual Leave	71,907.84		
Capital Leases Payable	5,254.78		
Total Current Liabilities		$	**5,969,096**
Deferred Inflows of Resources			
Deferred Inflows on Pensions	431,128.00		
Total Deferred Inflows of Resources		$	**431,128**
Non Current Liabilities			
Net Pension Liability/OPEB	1,971,229.00		
Total Net Pension Liability:		$	**1,971,229**
Total Liabilities		$	**8,371,453**
Fund Balance			
Fund Balance	72,108,937.77		
Net Assets-Current Year	2,586,308.20		
Fund Balance: Restricted for Vehicle	224,808.00		
Prior Period Adjustment	77,858.75		
Prior Period Adjustment Grant #210	1,400,156.00		
Prior Period Adjustment Restricted Cash	(618,615.00)		
Total Fund Balance:		$	**75,779,454**

Central Midlands Regional Transit Authority
Balance Sheet
As of December 31, 2022

Total Liabilities & Fund Balance:	$ 84,150,907

Central Midlands Regional Transit Authority
Statement of Cash Flows
For the Quarter Ending December 31, 2022

Cash Flow from Operating Activities			
Change in net assets		$	2,586,098
Adjustments to reconcile change in net assets to net cash provided:			
Depreciation			1,563,890
Changes in assets and liabilities:			
(Increase) Decrease in:			
Accounts receivable - Local Government	(126,888)		
Accounts receivable - Ticket Sales	3,066		
Accounts receivable - Contract Services	(172,629)		
Accounts receivable - Federal Govt	488,306		
Accounts receivable - Deferred 1% Sales Tax	(2,176,231)		
Accounts receivable - Fuel Tax Refunds	(7,202)		
Accounts receivable - OPT Rural 5311	(9,456)		
Inventory	(3,227)		
Prepaid Insurance	(67,710)		
Prepaid Expenses	26,593		
Increase (Decrease) in:			
Accounts Payable	(1,529,423)		
Accrued Payable	3,511,250		
State Health - EE	293		
Dental Plus - EE	68		
Optional Life - EE	3		
Dependent Life- EE	1,289		
Supplemental LTD - EE	58		
State Tobacco Premium	18		
State Vision Plan	25		
MoneyPlus Medical Spending	(10)		
Dependant Care	10		
			(61,797)
Net Cash Provided by (used in) Operating Activities			**4,088,191**
Cash Flows from Investing Activities:			
Purchase/Sale of Fixed Assets	(113,651)		
CIP	(1,099,406)		
Net Cash Provided by (used in) Investing Activities			**(1,213,057)**
Cash Flows from Financing Activities:			
Capital Lease Principle Payments	(2,415)		
Net Cash Provided by (used in) Financing Activities			**(2,415)**
Net Increase (Decrease) in Cash and Cash Equivalents:			**2,872,719**
Cash & Cash Equivalent at Begin of Year:			**41,622,955**
Cash & Cash Equivalent at End of Year:			**44,495,674**

Central Midlands Transit Cash Budget Analysis*

Period Ended December 31, 2022

		Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
	Beginning Balance	$ 13,798,343	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362
	+Projected Cash Inflow	$ 2,320,699	$ 4,842,851	$ 2,930,149	$ 2,813,351	$ 2,740,262	$ 3,069,564	$ 6,766,133	$ 3,096	$ -	$ -	$ -	$ -
	Cash Available	$ 16,119,041	$ 18,432,652	$ 18,511,970	$ 18,566,679	$ 18,593,268	$ 18,965,732	$ 23,150,574	$ 22,739,683	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362
	-Projected Cash Outflow	$ 2,529,240	$ 2,850,831	$ 2,758,643	$ 2,713,673	$ 2,697,100	$ 2,581,291	$ 413,987	$ 15,321	$ -	$ 5,000	$ -	$ -
	Net Cash Available	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362	$ 22,719,362
	Xfer of Funds												
	Ending Balance	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362	$ 22,719,362
	Annual Budgeted Amount	*7/31/2022*	*8/31/2022*	*9/30/2022*	*10/31/2022*	*11/30/2022*	*12/31/2022*	*1/31/2023*	*2/28/2023*	*3/31/2023*	*4/30/2023*	*5/31/2023*	*6/30/2023*
Revenue:													
Operating Revenues													
Passenger Revenue	1,500,000	114,620	135,820	126,945	130,237	120,715	105,469	51,244	3,096	-	-	-	-
Advertising Revenue	110,000	-	-	-	-	15,700	-	1,450	-	-	-	-	-
Contracted Services Revenue	1,500,000	90,046	168,599	277,823	262,870	239,134	130,208	33,274	-	-	-	-	-
Human Trafficking Awareness	75,888	-	-	-	-	-	-	-	-	-	-	-	-
CARES Act/ARP Funding (Federal & SCDOT)	8,318,402	-	-	-	-	-	496,345	-	-	-	-	-	-
CRRSA 5310 Act Funding	76,307	-	-	-	-	-	-	-	-	-	-	-	-
ARP 5310 Act Funding	76,308	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Income	3,000	376	563	301	300	11,830	(380)	4,038	-	-	-	-	-
Local Revenue - Lexington Cty	304,123	61,856	-	-	61,856	-	-	62,765	-	-	-	-	-
Interest Income	36,000	1,546	37,387	114,397	3,499	165,916	6,421	13,825	-	-	-	-	-
Richland County 1% Sales Tax	21,000,000	2,043,677	4,485,559	2,176,412	2,176,412	2,175,871	2,176,231	6,599,467	-	-	-	-	-
RTAP Reimbursement	1,500	-	2,032	-	8,750	-	-	-	-	-	-	-	-
Fuel Tax Refunds	110,000	8,308	12,632	10,408	169,144	10,831	8,388	-	-	-	-	-	-
OPT/SMTF 5339	960,000	-	-	-	-	-	-	-	-	-	-	-	-
OPT Rural Program 5311 Revenue	339,079	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality/Accomodations Tax	5,000	-	-	-	-	-	-	-	-	-	-	-	-
CDBG Grants (Shelters & Pass Program)	5,000	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	720	60	60	60	60	70	70	70	-	-	-	-	-
Federal Revenue - Planning	72,000	-	-	8,408	-	-	10,966	-	-	-	-	-	-
Federal Revenue - Capital: Non Prev Maint	960,000	-	-	26,789	-	-	8,385	-	-	-	-	-	-
Federal Revenue - Capital: Prev. Maint	1,125,156	-	-	-	-	-	-	-	-	-	-	-	-
Federal Revenue - CapX Fleet Procurement	-	-	-	-	-	-	58,500	-	-	-	-	-	-
Federal Revenue - Salaried Positions	72,000	-	-	7,646	-	-	-	-	-	-	-	-	-
Federal Revenue - ADP Software	400,000	-	-	-	-	-	-	-	-	-	-	-	-
Federal Revenue - ADP Hardware	400,000	-	-	-	-	-	-	-	-	-	-	-	-
Federal Revenue - Operations Assistance	1,016,000	-	-	-	-	-	-	-	-	-	-	-	-
Federal Revenue - ADA Paratransit	550,000	-	-	-	-	-	-	-	-	-	-	-	-
Federal Revenue - EE Training	25,000	-	-	-	-	-	-	-	-	-	-	-	-
Federal Revenue - 3rd Party Contractual (Website)	8,000	-	-	300	-	-	100	-	-	-	-	-	-
Federal Revenue - Safety & Security	400,000	-	-	4,832	-	-	-	-	-	-	-	-	-
Federal Revenue - Vanpool	50,000	-	-	15,025	-	-	12,380	-	-	-	-	-	-
Federal Revenue - 5339 Shelter ACQ & Install	2,811,260	-	-	98,120	-	-	56,288	-	-	-	-	-	-
Federal Revenue - Intermodal Station	212,720	-	-	-	-	-	-	-	-	-	-	-	-
Gain(Loss) Sale of Asset	10,000	-	-	-	-	-	-	-	-	-	-	-	-
Insurance Claim	10,000	-	-	-	-	-	-	-	-	-	-	-	-
Concenssions Revenue	3,000	209	199	205	223	195	193	-	-	-	-	-	-
Total Revenues:	**42,546,463**	**2,320,699**	**4,842,851**	**2,930,149**	**2,813,351**	**2,740,262**	**3,069,564**	**6,766,133**	**3,096**	**-**	**-**	**-**	**-**

Central Midlands Transit Cash Budget Analysis*

Period Ended December 31, 2022

		Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
	Beginning Balance	$ 13,798,343	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362
	+Projected Cash Inflow	$ 2,320,699	$ 4,842,851	$ 2,930,149	$ 2,813,351	$ 2,740,262	$ 3,069,564	$ 6,766,133	$ 3,096	$ -	$ -	$ -	$ -
	Cash Available	$ 16,119,041	$ 18,432,652	$ 18,511,970	$ 18,566,679	$ 18,593,268	$ 18,965,732	$ 23,150,574	$ 22,739,683	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362
	-Projected Cash Outflow	$ 2,529,240	$ 2,850,831	$ 2,758,643	$ 2,713,673	$ 2,697,100	$ 2,581,291	$ 413,987	$ 15,321	$ -	$ 5,000	$ -	$ -
	Net Cash Available	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362	$ 22,719,362
	Xfer of Funds												
	Ending Balance	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362	$ 22,719,362
	Annual Budgeted Amount	*7/31/2022*	*8/31/2022*	*9/30/2022*	*10/31/2022*	*11/30/2022*	*12/31/2022*	*1/31/2023*	*2/28/2023*	*3/31/2023*	*4/30/2023*	*5/31/2023*	*6/30/2023*
Expenses:													
Administrative													
Salaries (Staff/Intern) & Other Paid Wages	1,439,449	107,097	109,830	110,842	106,118	108,168	101,231	85,462	-	-	-	-	-
SC Retirement: ER	259,101	19,778	19,175	19,354	17,995	16,937	17,480	15,004	-	-	-	-	-
FICA & Medicare	110,118	8,473	8,216	8,281	7,938	7,895	7,543	6,779	-	-	-	-	-
Health Insurance: ER	116,892	6,635	6,635	6,635	7,897	7,057	5,795	6,145	-	-	-	-	-
SC Unemployment	14,364	16	53	74	67	66	93	1,060	-	-	-	-	-
Workers Comp	4,000	264	264	361	296	296	296	-	-	-	-	-	-
Dues/Subscriptions/Memberships	23,870	-	2,000	-	750	-	250	100	-	-	-	-	-
Marketing/Advertising/Promotional Material	530,000	22,322	19,338	38,383	40,765	24,516	28,810	24,208	2,500	-	5,000	-	-
Charitable Donations (Passes ONLY)	7,200	-	-	-	750	200	-	-	-	-	-	-	-
Postage & Shipping	6,000	10	-	221	10	260	-	-	-	-	-	-	-
Printing	80,000	7,007	1,855	1,149	1,148	2,825	388	4,367	-	-	-	-	-
Board/Committee	7,200	-	272	217	-	-	-	-	-	-	-	-	-
Tickets & Transfers	10,000	517	778	832	563	7,950	(6,707)	1,012	69	-	-	-	-
Office Equipment - Lease & Rental	12,600	664	412	412	769	412	412	1,129	-	-	-	-	-
Admin Misc: Fines, Taxes, etc.	37,800	1,757	1,467	1,346	1,510	1,870	962	844	-	-	-	-	-
Banking Fees	15,000	1,291	309	825	572	514	604	30	-	-	-	-	-
Payroll Processing Fees	10,000	648	539	539	539	535	648	769	-	-	-	-	-
Federal Expense: Staff Training & Development	53,620	1,371	4,101	2,805	2,346	725	346	3,989	860	-	-	-	-
Contractor-Fixed Route	17,261,493	1,298,215	1,408,855	1,451,527	1,445,552	1,449,250	1,450,000	(250)	-	-	-	-	-
Contractor-DART	4,110,522	310,438	310,784	300,569	289,319	290,000	290,000	-	-	-	-	-	-
Contractor-Spcl Svc/Svc Enhancements	700,315	28,658	53,842	59,519	70,042	56,843	39,358	-	-	-	-	-	-
CARES Act - SCDOT 5311	678,158	-	-	-	-	-	-	-	-	-	-	-	-
Propane Fuel	684,800	54,491	53,684	49,004	39,572	36,227	36,768	31,449	-	-	-	-	-
Diesel & Vehicle Fuel	1,623,986	129,849	194,903	149,710	182,590	182,105	112,508	86,398	-	-	-	-	-
Hydrogen Fuel	5,000	-	-	-	-	-	-	-	-	-	-	-	-
OPT: SMTF Expenses	1,296,000	-	1,321	2,194	4,631	7,800	-	-	-	-	-	-	-
Facility Related Repairs & Maintenance Expense	800,000	30,818	28,606	27,762	44,836	26,685	31,758	19,907	3,470	-	-	-	-
Federal Expense: ADP Software ACQ & Maint	500,000	30,360	118,926	44,948	23,870	26,398	21,851	2,425	2,425	-	-	-	-
Federal Expense: ADP Hardware ACQ & Maint	500,000	497	497	1,293	1,293	1,293	1,293	497	497	-	-	-	-
Federal Expense: 3rd Party Contractual (Website)	10,000	-	-	-	-	-	-	-	-	-	-	-	-
Federal Expense: Safety & Security	500,000	45,654	56,658	38,554	36,785	22,964	23,344	2,500	-	-	-	-	-
Federal Expense: Van Pool Ops	100,000	7,710	8,090	8,204	8,911	9,000	9,180	-	-	-	-	-	-
Federal Expense: Bike Program	-	5,833	5,833	5,833	5,833	5,833	5,833	-	-	-	-	-	-
Federal Expense: 5310	120,000	31,322	31,326	23,394	31,344	34,976	33,325	2,500	-	-	-	-	-
Insurance - Vehicle	22,000	517	517	48	113	113	113	-	-	-	-	-	-
Insurance - Facility	53,000	4,065	4,065	5,579	5,916	6,049	6,122	-	-	-	-	-	-
Insurance-Tort Liability	42,000	2,034	2,034	2,034	2,034	2,034	2,034	-	-	-	-	-	-

Central Midlands Transit Cash Budget Analysis*

Period Ended December 31, 2022

		Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
	Beginning Balance	$ 13,798,343	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362
	+Projected Cash Inflow	$ 2,320,699	$ 4,842,851	$ 2,930,149	$ 2,813,351	$ 2,740,262	$ 3,069,564	$ 6,766,133	$ 3,096	$ -	$ -	$ -	$ -
	Cash Available	$ 16,119,041	$ 18,432,652	$ 18,511,970	$ 18,566,679	$ 18,593,268	$ 18,965,732	$ 23,150,574	$ 22,739,683	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362
	-Projected Cash Outflow	$ 2,529,240	$ 2,850,831	$ 2,758,643	$ 2,713,673	$ 2,697,100	$ 2,581,291	$ 413,987	$ 15,321	$ -	$ 5,000	$ -	$ -
	Net Cash Available	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362	$ 22,719,362
	Xfer of Funds												
	Ending Balance	$ 13,589,801	$ 15,581,821	$ 15,753,327	$ 15,853,006	$ 15,896,168	$ 16,384,441	$ 22,736,587	$ 22,724,362	$ 22,724,362	$ 22,719,362	$ 22,719,362	$ 22,719,362
	Annual Budgeted Amount	*7/31/2022*	*8/31/2022*	*9/30/2022*	*10/31/2022*	*11/30/2022*	*12/31/2022*	*1/31/2023*	*2/28/2023*	*3/31/2023*	*4/30/2023*	*5/31/2023*	*6/30/2023*
Insurance-Officers & Directors	18,000	806	806	874	874	874	874	-	-	-	-	-	-
Insurance - Crime/Cyber	-	1,548	1,548	1,548	1,548	1,548	1,548	-	-	-	-	-	-
Professional Contract Services	2,650,721	52,440	84,297	86,801	48,366	81,832	89,656	95,399	5,500	-	-	-	-
Fare Collection Service & Supplies	4,000	-	-	-	-	-	-	-	-	-	-	-	-
Natural Gas	21,975	88	84	104	651	856	1,573	1,952	-	-	-	-	-
Electric	150,856	8,639	8,812	8,595	7,400	7,450	7,796	8,302	-	-	-	-	-
Water & Sewer	61,040	3,889	3,966	3,764	3,851	3,236	3,131	-	-	-	-	-	-
Telecommunications	162,846	13,380	15,251	12,406	12,317	8,116	12,340	9,719	-	-	-	-	-
Federal Expense: Preventative Maint (PM)	1,406,446	3,636	3,636	2,840	1,476	3,500	1,348	1,442	-	-	-	-	-
Non - Federal Expense: Cap Ex	1,571,016	-	-	-	-	-	-	-	-	-	-	-	-
Furniture, Fixtures, & Equipment < $5000	40,000	-	2,618	505	(198)	-	-	-	-	-	-	-	-
Federal Expense: Shelter & Accessories ACQ/Install	3,514,075	-	3,787	1,998	3,066	-	1,757	-	-	-	-	-	-
Federal Expense: Capital (Non PM)	1,200,000	11,855	-	1,157	-	-	-	850	-	-	-	-	-
Interest Expense	1,000	72	68	64	61	57	53	-	-	-	-	-	-
Depreciation Expense	-	274,576	270,772	275,541	251,588	251,835	239,579	-	-	-	-	-	-
Total Expenses:	**42,546,463**	**2,529,240**	**2,850,831**	**2,758,643**	**2,713,673**	**2,697,100**	**2,581,291**	**413,987**	**15,321**	**-**	**5,000**	**-**	**-**
Add Back: Depreciation Expense	-	274,576	270,772	275,541	251,588	251,835	239,579	-	-	-	-	-	-
Net Income From Operations:	**0**	**66,034**	**2,262,793**	**447,047**	**351,266**	**294,997**	**727,851**	**6,352,146**	**(12,225)**	**-**	**(5,000)**	**-**	**-**

CENTRAL MIDLANDS RTA
OPERATING RESERVE FUND ACCOUNT
3613 LUCIUS RD
COLUMBIA SC 29201-1108

Page 1

Statement Date 12/30/22

Account Number 100056790 D

Effective April 15, 2022 transfers by phone will be assessed a $3 Telephone Transfer Fee to your account. Enjoy our convenient online banking and mobile cash app free of charge!

TYPE OF ACCOUNT--Commercial MMA

Statement Summary

Beginning Balance	11/30/22			4,039,818.43	0
Deposits/Credits		0	Credits	.00	
Checks/Debits		0	Debits	.00	
Interest Paid				166.02	
Ending Balance	12/30/22			4,039,984.45	

Credits/Deposits

Date	Amount	Description
12/30	166.02	Interest Deposited

Daily Balance Information

Date	Balance	Date	Balance	Date	Balance
Beginning Balance	4,039,818.43				
12/30	4,039,984.45				

South Carolina Office of State Treasurer

Curtis M. Loftis, Jr.

Local Government Investment Pool

Statement of Account

12/01/2022 - 12/31/2022

		Account Number:	2530
CENTRAL MIDLANDS REGIONAL		**Beginning Balance:**	14,354,964.83
Operating Reserve		**Ending Balance:**	14,354,964.83
3613 Lucius Road		**Average Balance:**	14,354,964.83
Columbia, SC 29201		**Average Interest Rate (365):**	4.0269 %

Date	Description	Contributions	Withdrawals	Balance
12/01/2022	Beginning Balance	--	--	14,354,964.83

	Funds Received	Funds Withdrawn	Interest Earned
MTD	0.00	0.00	49,095.92
YTD	2,600,000.00	0.00	212,105.35

South Carolina Office of State Treasurer

Curtis M. Loftis, Jr.

Local Government Investment Pool

Statement of Account

12/01/2022 - 12/31/2022

		Account Number:	2533
CENTRAL MIDLANDS REGIONAL		**Beginning Balance:**	12,927,310.40
Emergency Reserve		**Ending Balance:**	12,927,310.40
3613 Lucius Road		**Average Balance:**	12,927,310.40
Columbia, SC 29201		**Average Interest Rate (365):**	4.0269 %

Date	Description	Contributions	Withdrawals	Balance
12/01/2022	Beginning Balance	--	--	12,927,310.40

	Funds Received	Funds Withdrawn	Interest Earned
MTD	0.00	0.00	44,213.15
YTD	2,600,000.00	0.00	190,814.52

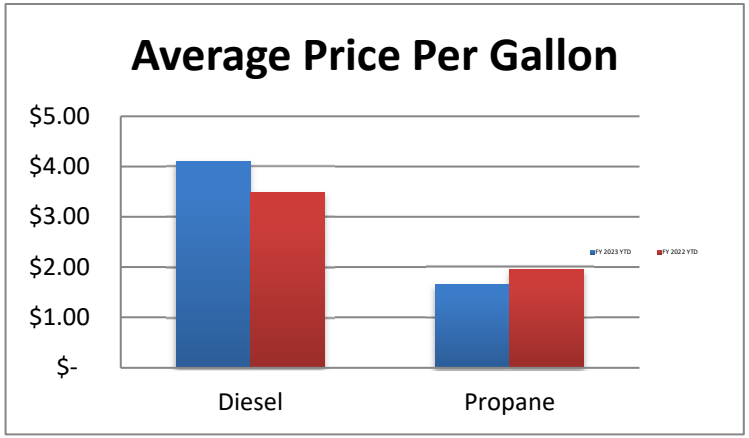
Dec-22

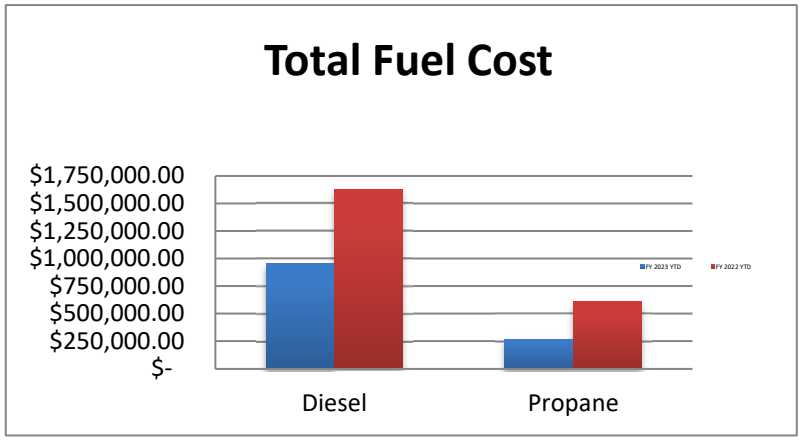
MONTHLY FUEL GAUGE REPORT

		Diesel		Propane
FY 2023 YTD				
July 2022 - June 2023				
Budgeted Cost Per Gallon	$	4.16	$	1.51
Average Price per Gallon	$	4.10	$	1.66
Net Gallons Purchased		231,857.95		162,482.00
Total Cost	$	951,665.82	$	269,746.46
Total Savings per Gallon Average ($)	$	0.06	$	(0.15)
Total Savings This Budget Period Average	$	12,863.25	$	(24,398.64)
FY 2022 YTD				
July 2021 - June 2022				
Budgeted Cost Per Gallon	$	2.04	$	1.54
Average Price per Gallon	$	3.49	$	1.96
Net Gallons Purchased		467,073.35		311,916.91
Total Cost	$	1,629,701.25	$	610,030.52
Total Savings per Gallon Average ($)	$	(1.45)	$	(0.42)
Total Savings This Budget Period Average	$	(679,127.78)	$	(130,698.92)

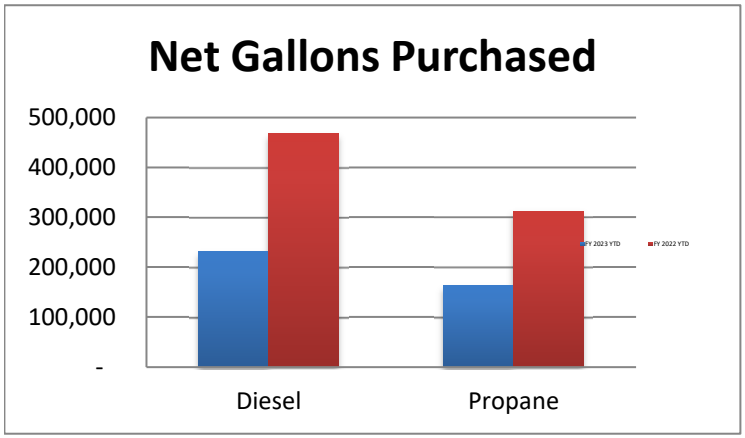
	Diesel	Propane
FY 2023 YTD	$ 4.10	$ 1.66
FY 2022 YTD	$ 3.49	$ 1.96

	Diesel	Propane
FY 2023 YTD	$ 951,665.82	$269,746.46
FY 2022 YTD	$ 1,629,701.25	$610,030.52





	Diesel	Propane
FY 2023 YTD	231,858	162,482
FY 2022 YTD	467,073	311,917



M/DBE Tracking
Local Funds Only
July 1, 2020 - December 31, 2022

Fiscal Year Summary (July 1, 2020 - December 31, 2022)	
Vendors Paid - Contracts with M/DBE Goal	$ 47,312,065.02
# M/DBEs Paid*	$ 12,248,957.94
The COMET M/DBE Goal	25%
M/DBE Goal Percentage Achieved	25.9%
# Vendors with M/DBE Goal	20

Note: Data reviewed from The COMET's Check Register from July 2020 -December 2022

**Payments being verified for RATP Dev/Payments reflect up thru December 2022

	The COMET/Contractors Vendor Name	The COMET Paid Vendor YTD	Amount DBE Paid YTD* (Direct/Indirect)	Contract M/DBE Requirement	Percentage of Goal Achieved
1	A James Global Services	$ 198,122.90	$ 198,122.90	100%	100%
2	AOS Specialty Contractors (20%)	$ 351,297.40	$ 351,297.40	100%	100%
3	Able South Carolina	$ 295,506.22	$ 4,543.13	2%	2%
4	Amerigas	$ 849,905.25	$ 9,360.00	2%	1%
5	B & C Associates	$ 252,632.10	$ 252,632.10	100%	100%
6	Brownstone Construction Group (MBE) (20%)	$ 156,209.86	$ 150,441.26	2%	96%
7	Burr Furman McNair	$ 542,821.97	$ 73,730.00	2%	14%
8	Capital Building Services	$ 116,854.61	$ 116,854.61	100%	100%
9	Chernoff Newman	$ 114,425.00	$ 4,050.00	2%	4%
10	CR Jackson Inc (20%)	$ 128,835.66	$ 14,668.00	5%	11%
11	DESA	$ 9,750.00	$ 9,750.00	100%	100%
12	Flock and Rally	$ 739,436.73	$ 739,436.73	100%	100%
13	IT1 Solutions (20%)	$ 50,665.00	$ 325.14	2%	1%
14	New Age Protection	$ 490,141.08	$ 490,141.08	100%	100%
15	PJ Noble & Associates	$ 5,040.00	$ 5,040.00	100%	100%
16	RATP Dev**	$ 42,372,309.32	$ 9,779,736.41	20.06%	23%
17	Strategic Mapping (20%)	$ 367,110.40	$ 18,390.00	7%	5%
18	Tolar Manufacturing (20%)	$ 181,832.60	$ 6,454.66	2%	4%
19	Transit Mgmt Oversight & Solutions	$ 17,014.92	$ 17,014.92	100%	100%
20	Walker White (20%)	$ 72,154.00	$ 6,969.60	12%	10%
	Total Payments	$ 47,312,065.02	$ 12,248,957.94		25.9%

M/DBE Tracking
July 1, 2020 - December 2022

	DBE Firm	The COMET Vendor	Service Description	The COMET Paid Vendor YTD	Amount DBE Paid YTD**
1	A James Global Services	A James Global Services	Landscaping	$ 198,122.90	$ 198,122.90
2	AOS Specialty	AOS Specialty	Bus Stop Amenities	$ 351,297.40	$ 351,297.40
3	Flock and Rally	Able South Carolina	Certification/Mobility Management	$ 295,506.22	$ 4,543.13
4	Apex Construction	Amerigas	Propane Fuel	$ 849,905.25	$ 9,360.00
5	B & C Associates	B & C Associates	Janitorial	$ 252,632.10	$ 252,632.10
6	Brownstone Construction Group (MBE)	Brownstone Construction Group (MBE)	Architectural & Engineering	$ 152,813.61	$ 147,045.01
	CES Group Engineers	Brownstone Construction Group (MBE)	Civil Engineering, Surveying, Environmental	$ 3,396.25	$ 3,396.25
7	Gaffney Lewis LLC	Burr Furman McNair	Legal Services	$ 542,821.97	$ 73,730.00
8	Capital Building Services	Capital Building Services	Janitorial/Landscaping	$ 116,854.61	$ 116,854.61
9	Heyward Bannister/Banco-Bannister	Chernoff Newman	PR/Website	$ 114,425.00	$ 4,050.00
10	AOS Specialty	CR Jackson Inc	Parking Lot Repair	$ 128,835.66	$ 14,668.00
11	DESA	DESA	Outreach	$ 9,750.00	$ 9,750.00
12	Flock and Rally	Flock and Rally	Marketing	$ 739,436.73	$ 739,436.73
13	No Info to Date	IT1 Solutions	IT	$ 50,665.00	$ 325.14
14	New Age Protection	New Age Protection	Security	$ 490,141.08	$ 490,141.08
15	PJ Noble & Associates	PJ Noble & Associates	DBE Public Particpation	$ 5,040.00	$ 5,040.00
16		RATP Dev	Fixed Route/Paratransit Oper	$ 42,372,309.32	
	Transport Care Services	RATP Dev	Paratransit, Bus Cleaning		$ 8,762,693.51
	Capital Building Services	RATP Dev	Bus Stop Maintenance, Vehicle Detailing		$ 377,033.00
	Nissi Group	RATP Dev	NTD Reporting		$ 29,568.00
	Hard Hat	RATP Dev	Safety Equipment		$ 7,800.79
	A Customer Point of View	RATP Dev	Mystery Rider		$ 64,042.00
	Ed Rush	RATP Dev	Uniforms		$ 371,600.51
	Alpha Business Solutions	RATP Dev	Office Supplies		$ 15,388.80
	Rely Supply	RATP Dev	Oil, Lube, etc.		$ 151,609.80
17	Elite Professionals	Strategic Mapping	ITS	$ 367,110.40	$ 18,390.00
18	Davis Freight Mgmt	Tolar Manufacturing	Bus Shelters	$ 181,832.60	$ 6,454.66
19	Transit Mgmt Oversight & Solutions	Transit Mgmt Oversight & Solutions	Triennial Review Prep	$ 17,014.92	$ 17,014.92
20	Wallace Mechanic Supply	Walker White	HVAC Replacement	$ 72,154.00	$ 6,969.60
	Total Payments			**$ 47,312,065.02**	**$ 12,248,957.94**

M/DBE Tracking
RATP Dev Payments
7/1/20-12/31/22

Fiscal Year Summary (July 1, 2020 - December 31, 2022)			RATP Dev Contractors	Type of Work or Products	Contract Period	RATP Dev Paid Vendor YTD	RATP Dev Contract M/DBE Requirement	Percentage of Goal Achieved
The COMET Paid RATP Dev*	$ 42,372,309.32	1	Transport Care Services	Operate DART services, vehicle cleaning	7/1/20 - current (5 yr term)	$ 8,762,693.51	18.41%	20.7%
M/DBEs Paid**	$ 9,779,736.41	2	Capital Building Services	Bus Stop cleaning/maintenance & vehicle detailing services	7/1/20 - current (5 yr term)	$ 377,033.00	1.14%	0.9%
The COMET M/DBE Goal	20.06%	3	Nissi Group	Trip sampling for NTD Reports	7/1/20 - current (5 yr term)	$ 29,568.00	0.14%	0.1%
M/DBE Goal Percentage Achieved	23.1%	4	Hard Hat Transportation	Safety, facility and office supplies and equipment	7/1/20 - current (5 yr term)	$ 7,800.79	0.02%	0.0%
		5	A Customer's Point of View	Mystery rides/observations on Fixed Routes	7/1/20 - current (5 yr term)	$ 64,042.00	0.20%	0.2%
Note: Data reviewed from The COMET's Check Register*		6	Ed Rush Consulting & Dev	Operator uniforms	7/1/20 - current (5 yr term)	$ 371,600.51	0.14%	0.9%
Note: Verified data provided by RATP Dev from July 2020 -December 2022**		7	Alpha Business Solutions	Office supplies	7/1/20 - current (5 yr term)	$ 15,388.80		0.0%
THE COMET CENTRAL MIDLANDS TRANSIT		8	Rely Supply	Lube, oil, coolants, etc.	7/1/20 - current (5 yr term)	$ 151,609.80		0.4%
			Total Payments			$ 9,779,736.41		23.1%

M/DBE Tracking
RATP Dev Payments
7/1/21-12/31/22

Fiscal Year Summary (July 1, 2022 - December 31, 2022)	
The COMET Paid RATP Dev*	$ 8,272,206.53
# M/DBEs Paid**	$ 2,552,307.76
The COMET M/DBE Goal	20.06%
M/DBE Goal Percentage Achieved	30.9%
Note: Data reviewed from The COMET's Check Register*	
Note: Verified data provided by RATP Dev from July 2022-December 2022**	

	RATP Dev Contractors	Type of Work or Products	RATP Dev Paid Vendor YTD	RATP Dev Contract M/DBE Requirement	Percentage of Goal Achieved
1	Transport Care Services	Operate DART services, vehicle cleaning	$ 2,303,130.31	18.41%	27.8%
2	Capital Building Services	Bus Stop cleaning/maintenance & vehicle detailing services	$ 83,330.00	1.14%	1.0%
3	Nissi Group	Trip sampling for NTD Reports	$ 5,789.00	0.14%	0.1%
4	Hard Hat Transportation	Safety, facility and office supplies and equipment	$ -	0.02%	0.0%
5	A Customer's Point of View	Mystery rides/observations on Fixed Routes	$ 29,085.00	0.20%	0.4%
6	Ed Rush Consulting & Dev	Operator uniforms	$ 77,600.99	0.14%	0.9%
7	Alpha Business Solutions	Office supplies	$ 510.86		0.0%
8	Rely Supply	Lube, oil, coolants, etc.	$ 52,861.60		0.6%
	Total Payments		**$ 2,552,307.76**		**30.9%**

THE COMET
CENTRAL MIDLANDS TRANSIT

3613 Lucius Road. • Columbia, SC • 29201
WWW.CATCHTHECOMET.ORG • (O) 803.255.7133 • (F) 803.255.7113

Central Midlands Regional Transit Authority
AD-HOC SUBCOMMITTEE FOR EXEC DIRECTOR SEARCH
AGENDA
Thursday, February 9, 2023
12:00 p.m.

Prior to entering the meeting, please turn all electronic devices (cell phones, pagers, etc.) to a silent, vibrate or off position.

COMMITTEE MEMBERS

Overture Walker (Richland County) – Committee Chair
John V. Furgess, Sr., Vice Chair (RCLD)
Tina Herbert (City of Columbia)
Lill Mood (Lexington County)
Andy Smith (Forest Acres)

1. CALL TO ORDER AND DETERMINATION OF QUORUM
2. ADOPTION OF THE AGENDA — PAGE 1
3. APPROVAL OF MINUTES — PAGES 2- 12
4. DISCUSSION AND ACTION ITEMS
   A. REVIEW OF PRESENT JOB DESCRIPTION FOR EXECUTIVE DIRECTOR — PAGES 13-19
   B. TRANSIT SEARCH FIRMS PRESENTATION
      - **Transpro** — PAGES 20-41
      https://www.transproconsulting.com/executive-placement/
      John Lewis contact: John.lewis@transproconsulting.com
5. EXECUTIVE SESSION (if applicable)
   A. **SECTION 30-4-70 (A) (1)** - Discussion of employment, appointment, compensation, promotion, demotion, discipline, or release of an employee, a student, or a person regulated by a public body or the appointment of a person to a public body; however, if an adversary hearing involving the employee or client is held, the employee or client has the right to demand that the hearing be conducted publicly. Nothing contained in this item shall prevent the public body, in its discretion, from deleting the names of the other employees or clients whose records are submitted for use at the hearing. (OVERTURE WALKER/PAM BAKER)
6. ADJOURN

All items on this agenda are subject to action being taken by the Board of Directors. Agenda order is subject to change.

GENERAL INFORMATION ABOUT BOARD MEETINGS: The COMET will make all reasonable accommodations for persons with disabilities to participate in this meeting. Upon request to the Public Information Specialist and Clerk of the Board, The COMET will provide agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Requests should be sent to The COMET by mail at 3613 Lucius Road, Columbia, SC 29201, by fax at (803) 255-7113, or by e-mail to info@catchthecomet.org. For language assistance, interpreter services, please contact (803) 255-7133, 711 through the Relay Service. Para información en Español, por favor llame al (803) 255-7133.

Take The COMET to The Board of Directors Meeting via Route 6 and DART. Visit www.catchthecomet.org or call (803) 255-7100 for more details.

The COMET Finance Committee Meeting minutes are prepared and presented in summary form*. Audio recordings of the meetings are on file at The COMET and are part of the approved minutes. If you would like to hear the recording from the meeting, please contact pbynoe-reed@thecometsc.gov.*

Per SC Code of Laws, Title 30, Chapter 4, Section 30-4-80 - All public bodies shall notify persons or organizations, local news media, or such other news media as may request notification of the times, dates, places, and agenda of all public meetings, whether scheduled, rescheduled, or called, and the efforts made to comply with this requirement must be noted in the minutes of the meetings. ***The COMET complied with the notification of this meeting on November 28, 2022.***

Central Midlands Regional Transit Authority
AD-HOC SUBCOMMITTEE FOR EXECUTIVE DIRECTOR SEARCH MEETING
Thursday, December 8, 2022-12:00 P.M.
3613 Lucius Road, Columbia, SC 29201
Conference Room A (Large) – 2nd Floor

Members Present
Overture Walker, Chair
John Furgess
Lill Mood
Andy Smith

Members Absent
Tina Herbert

COMET Staff Present:
LeRoy DesChamps, COO
Pamela Bynoe-Reed, Director of Marketing and Community Affairs
Rosalyn Andrews, Director of Finance and Accounting
Jackie Bowers, Director of Operations
Dr. Arlene Prince, Compliance and Civil Rights Officer

Guests and Staff Present:
Dr. Robert Morris, Board of Directors
Pam Baker, Burr Forman

1. CALL TO ORDER AND DETERMINATION OF A QUORUM
   Mr. Walker called the meeting to order at 12:00 P.M.
   A quorum was present at the opening of the meeting.

2. ADOPTION OF AGENDA Pages 1-2
   Motion:
   A motion was made by Mr. Furgess and seconded by Mr. Smith to adopt the agenda.
   Approved: Walker, Furgess, Mood, Smith
   Motion passed.

3. DISCUSSION AND ACTION ITEMS
   Mr. Walker expressed hope that going forward, we can have Mr. DesChamps or COMET staff actually present information to the body for consideration. He said that, rather than meetings just turning into a discussion, he wants staff to provide this committee with necessary

information to make the best recommendation possible to the full Board. Mr. Walker also said that today's meeting could result in action for Mr. DesChamps, but he doesn't expect any final decisions to happen at this meeting.

A. POSITION OVERVIEW

Mr. Walker noted that Ms. Bynoe-Reed sent everyone a copy of the current position description, and so he opened the floor for questions, comments, and suggestions.

Mr. Furgess said the requirements seem like they're well prepared, and he asked whether there is a minimum of 10 years, and whether that's negotiable or flexible. Dr. Morris explained that it could be flexible, if we found a candidate who really met the needs.

Mr. Furgess asked for clarification that the Master's Degree isn't a strict requirement. Dr. Morris said it is not.

Mr. Walker asked whether 10 years' experience is preferred, and Dr. Morris clarified that it is.

Dr. Morris noted that we paid Mr. Andoh $140,000, and he asked whether we're going to start at a lesser amount and negotiate.

Mr. Walker asked if there's been a change in overall salary trends for executive directors for other transit authorities. Ms. Andrews said she could look up that information. Mr. Walker noted that the county is now having discussions about salaries, since a lot has changed over the past couple years, and many base salaries have increased.

Mr. Furgess noted that the minimum salary requirements for all the applicants ranged from $65,000 to $115,000, and the reason we started Mr. Andoh at $140,000 is because Bob left at $140,000. Mr. Furgess added that because of our long-range plan, perhaps we should advertise a minimum starting salary and leave it to the Board to decide what it takes to secure that person.

Mr. Walker noted that we will just be doing a recommendation, and the full Board makes the final decision.

Ms. Mood agreed with Mr. Furgess and asked whether we should post a salary range. Mr. Walker said he's not opposed to a range. Ms. Mood noted that posting a range encourages applicants to look at the top end.

Mr. Smith said that in looking at the job description and thinking about how we frame the compensation, he has a lot of open questions, because of the currently changing environment. He said he wonders if the search firm we intend to work with would help us with

DRAFT

the position description and the framing of the compensation. He said we're probably not adequately considering this special-projects management experience that we will need, in neither the position description nor the salary expectation. He noted that we should get some input from experts. Ms. Mood agreed.

Mr. Walker said we want staff to find out what other regional transit authorities are paying, currently, but we should also have a search firm looking into it too. He suggested leaving the position overview unaltered for now, unless we have anything else we want to include in the position, before taking it up with the search firm, when we get to that point.

Mr. Furgess noted that if we continue with our mixed-use development, we probably want to include some of that, because if a person is well qualified in that area, that may supersede anything, since the staff will handle most of this anyway.

Mr. Walker said the next executive director should have some experience with economic development, because it goes hand in hand with transit. He recognized that Mr. Furgess has been sounding the alarm on figuring out a way to fund transit, going forward, so it's important to know whether this person will have any experience with procuring funding for transit, such as penny sales tax or any referendum for funding transit. Mr. Walker also noted that this should be in the job description.

Mr. Furgess said only one of the search firms mentioned anything about rail. He mentioned intermodal five years in the future with the penny tax. He said it has to be something that's summoned to the county to give its opinion. He expressed concern about the continuation of the penny tax. (18:50 in the audio recording)

Mr. Walker asked for further comments. None were heard.

B. DEFINING AND FINE TUNING WHAT THE COMET NEEDS

Mr. Walker asked for input from this committee on what The COMET needs, and how to make sure the candidate we select for executive director has experience addressing those types of needs. He said he wonders if we need input from staff, so maybe this is a conversation for the next meeting, but he wants to hear from colleagues about their thoughts on the needs of The COMET.

Ms. Bynoe-Reed noted that we need someone with good people skills who will treat the staff fairly. Mr. Walker concurred and also noted the importance of these soft skills.

Dr. Prince agreed with what everyone has already said and mentioned the importance of economic development, funding, and people skills. She noted DBE development and said she wants someone with interest in working with small businesses, who can help push the agenda

in that area.

Mr. Furgess said the person should have experience dealing with diverse managers. He said people from different areas are only used to one type of person and political climate. He and Mr. Walker concurred that there is a need for appreciation of politics.

Ms. Mood said three things have been on her mind regarding this search, and the first one is economic development; multi-use, intermodal setup being a part of that multi-use project. The second thing is the upcoming need for a referendum to continue to fund The COMET. The third is that since we've had so much difficulty recruiting for the planning position, we need some strong planning skills in an executive director, because we may be unable to fill a second position for planning.

Mr. Walker explained that Lexington County's recent vote to repeal the penny tax makes him skittish, because five years from now, people will be looking at this end. He said that the Sunday before that vote in Lexington County, the state newspaper ran an article which was supposed to be about the Lexington County penny, but it was mostly about the Richland County penny, and it just rehashed all the old, negative headlines. He said he believes that was a factor in that vote coming up short. He acknowledged that Lexington County is a bit more conservative on tax issues, but the Lexington County Council was very much in support of passing the penny and were disappointed when it failed.

Ms. Mood said she's been in conversation with some people in Lexington County since before they framed the referendum question, and she was very disappointed that it did not include any funding for public transit. The type of penny they chose to include on it was a purely capital expense penny, which meant it was limited to just roads. She said she doesn't know if it would have turned out differently, had it been a broader question. But she does expect that it was probably hard for the Council to decide to put that on the ballot, and with the defeat of that, it will be hard to get another look at a referendum question.

Mr. Walker said he'll defer to Dr. Morris and Mr. Furgess regarding the history of the penny, but when it was initially proposed in Richland County, it failed because it primarily just dealt with transit. It wasn't until roads were included, that it actually gained traction. Most Richland residents don't use public transit, and so that has a tendency to impact their view of its value. Mr. Walker also said it makes him a little nervous, knowing that we're coming up on five years, especially because of the aforementioned newspaper article. He wonders what the media would do, once we begin pushing for another penny, if it's solely for transit. He just doesn't know how Richland voters would respond.

Ms. Mood stated that she doesn't think we ever put forth a referendum question that was transit only, though we had a lot of discussion about whether that would pass. For people to

vote for a penny, there had to be some benefit to everybody in the service area, and because we didn't have as robust a system as we have now, there were areas where transit wouldn't even be available. She said the feeling was that it had to be a broad question, so that there was a benefit to every voter, and then they could see for themselves, that that was the reason for the combination.

Ms. Mood noted that from the very beginning, there were some anti-transit voices in the public, and that once the penny had passed, we ended up requiring court cases that even challenged whether we could pay for transit.

Dr. Morris stated that we need something to sell to the community or the county, in terms of how we've spent our moneys, and what our plans are for the future. He noted that he's notorious for saying we are 45% through the time period, but yet we've spent 55% of the moneys. He said we need to be careful with how we spend our money, because we don't want to go back to the Council and ask them for additional moneys to support The COMET.

Dr. Morris explained that the new executive director will need to know bus routes and have some type of background with cities and not just rural areas, which he and Mr. Walker clarified would require a background in urban planning. Ms. Mood noted that we need someone with actual hands-on experience with bus systems in urban areas, and Mr. Walker and Dr. Morris concurred.

C. COMET POSITION DESCRIPTION/COMPARISON FROM OTHER TRANSIT AGENCIES

Mr. Walker noted that all of this had just been discussed and covered in Item 3B. Ms. Bynoe-Reed assured the committee that she would have Mr. DesChamps look into comparisons with other transit agencies.

D. PROCESS

Mr. Walker noted that he wasn't here when The COMET hired Mr. Andoh, so he asked for comments on the process, and whether we will use the same process as we did then.

Mr. Furgess said the process was all right, because all the Board went through the applications, and it was fine-tuned, but we just got carried away.

Dr. Morris stated that we need to check out resume information thoroughly, which we didn't do in the past.

Ms. Mood stated that she was on that search committee, and the process was the right way to go, that we did work with an experienced consultant, which was the only thing that made it possible to manage the logistics and keep the records in order. She said that for this project,

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we cannot call on staff to do the kind of work. She strongly recommended working with either a search firm or a consultant to support the process, but that the process itself, of the committee's reviewing applicants and then presenting to the Board, seemed to work very well last time.

Mr. Walker asked for clarification as to whether last time, in addition to a search firm, there was also a consultant. Ms. Mood said she didn't recall a search firm, just a consultant. Mr. Furgess concurred. Mr. Walker asked what the primary role of the consultant was. Mr. Furgess said the consultant went through all the applications, but there wasn't any vetting.

Dr. Morris stated that he believes the consultant worked with Mr. DesChamps, who was in Human Resources during that time, and the two of them began the process and brought applications to us. And then the committee reviewed those applications, but all that legwork was done by Human Resources and the consultant.

Mr. Walker asked for clarification from Mr. Furgess, as to whether he believes the vetting process was inadequate, which Mr. Furgess confirmed that he felt that it was. Mr. Walker asked Mr. Furgess how to correct the problem, going forward. Mr. Furgess noted that with a search firm, we can mandate the vetting process in the search.

Ms. Mood added that it's a very sensitive process, and we need the experts because we're trying to recruit from people who are already functioning well in transit jobs, and the applicants have to have some control over when they will notify their current employers of being offered a new position. She said it becomes impossible to vet people before hiring them, because applicants don't want anyone contacting their current employers and making it known that they are applicants.

Mr. Walker proposed that we may want to consider working with a search firm in addition to a consultant. Ms. Mood added that the search firm may be equipped to fill a consultant role as well.

Mr. Furgess clarified for Mr. Walker that a search firm could do all this, that we may not need both a consultant and a search firm.

Mr. Smith suggested that the roles we're discussing could be fleshed out in the procurement process, where we issue a full RFP or just follow the process of making a request and clarifying the expectations. He said there seems to be some confusion about what the role would be.

Mr. Walker concurred with Mr. Smith and also noted that Mr. Furgess and Ms. Mood just indicated that we could make the consulting piece a requirement to be included in the RFP.

Mr. Smith expressed his support for this and said he's coming to an understanding that we are combining two roles.

Ms. Mood explained that the consultant role consists primarily of staffing the search committee. She said the vetting process can be part of the search to identify candidates, and there's no point in identifying candidates who don't meet our requirements.

Mr. Walker noted that Dr. Morris and Mr. Furgess indicated that last time, they felt like the vetting piece of the process was inadequate, and that it must be robust this time around. Mr. Walker then explained that that's why we started the conversation about the role of the consultant versus the search firm. He noted that Mr. Furgess suggested going with a search firm that can provide consulting as well, which would address the concerns we have from the last time, about the vetting process.

Dr. Morris stated that we need someone who can take the minutes and get it back as soon as possible. Mr. DesChamps did it last time, but that was probably a little too much for him. We need to take a look at who we can get as an administrative assistant, to get you that information back as rapidly as possible.

Ms. Mood said we should expect the search firm to keep a record of our process. Dr. Morris noted that the individual would also have to attend the meetings. Ms. Mood suggested that whoever the search firms identifies to work with us should keep the records. She said that if you bring in someone who's just staff support to take minutes, that can create work. She said she thinks a competent, capable consultant will keep the record for us.

Mr. Furgess asked whether last time, we put the request out on the transit flyers, and then Ms. Hutto received the applications. Dr. Morris said that Mr. DesChamps should remember.

Ms. Andrews stated that the difference between the last time and now is that previously, we only worked with Ms. Hutto and not an agency. She said employment agencies usually cover everything that we're looking for, and they vet the employees to make sure they're meeting all the position requirements. She said that for transcribing minutes, that could fall to the employee under Ms. Bynoe-Reed's position with the Board liaison.

Mr. Walker asked whether we have some sense of when we want to post the position. Mr. Furgess suggested sometime in January. Mr. Walker suggested February to allow more time to clarify the requirements.

Mr. Walker asked whether a motion would have to be made, once this committee agrees on a position description, in order to send a recommendation to the full Board. He asked whether we need the full Board to vote on this, and Dr. Morris confirmed that we do.

Mr. Walker asked whether, if we agree on a position description by January, the full Board could vote on it in February. Ms. Bynoe-Reed indicated that it might be possible. She gave an example, stating that if you have a meeting on, for instance, the second Thursday, and you have something to carry forward to the Board, then she has two weeks to get it into the Board packet for January.

Ms. Bynoe-Reed asked whether an RFP has to go out for the search firm. Ms. Baker explained that it could possibly be done without a formal RFP process, and our new contracting officer could probably handle it, but you would need to have at least three firms to consider.

Mr. Walker asked whether the type of service being offered correlates to whether there needs to be a formal RFP process. He also asked whether the monetary amount would be within the authority of the interim director, without requiring approval from the full Board. Ms. Baker explained that if it's under a certain amount, they could do it by vetting a minimum of three firms.

Mr. Smith said that earlier in the meeting, he was suggesting that the search firm help us refine the job description, and if that's the will of the committee, then we'd have to have them in place first, before we post the job. Mr. Walker concurred. Mr. Smith said February might work, if we get a search firm in place quickly, but there will probably be a period of time where the search firm we select will need to learn about us and have some time to do their work. He suggested the goal might ought to be the end of the first quarter.

Mr. Walker expressed agreement with Mr. Smith, regarding using the search firm to help us refine the position without rushing the process, but he's not prepared to vote on a search firm today. Mr. Smith concurred and said he needs more information on the firms.

Ms. Mood agreed and said the first step is selecting a search firm. She said that posting it by the end of the first quarter of the calendar year is probably more feasible.

Ms. Andrews stated that we don't technically need to do an RFP, but with the agencies we have listed here, we also utilize the state contract for most of our procurement needs. She noted that she brought a list of executive search agencies, and that utilizing them usually speeds up the process. She said they have about 10 people listed here, and we would normally contact three of them, explain our needs, and get price quotes if not already indicated. She suggested looking at the state contract listing and choosing three or more for Mr. DesChamps to contact.

Mr. Walker explained that he feels he doesn't have expertise regarding selecting a search firm for a transit authority, and that he would certainly want some input from the staff about the

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search firms on the list.

Ms. Bynoe-Reed noted that she collected the four listed firms by asking her colleagues at AFTA for some transit-focused search firms.

Mr. Furgess asked whether these firms are local. Ms. Bynoe-Reed said they're local agencies, not necessarily searching for local candidates. She explained that we can communicate to search firms that transit experience is preferred. Mr. Furgess said that if it isn't a transit-focused agency, they won't know whom they're talking to. He doesn't see any relationship between these state folks and actual transit people, because there's not much transit in South Carolina. He expressed concern that finding experienced candidates within South Carolina would be difficult.

Ms. Bynoe-Reed explained that there aren't many transit professionals without a job, but when she's tried to fill positions, those whom she's contacted will call in, and they learn about the The COMET, transit, and the industry. Then they try to fill our needs. Ms. Andrews noted that the ones through AFTA will already have experience.

Mr. Walker asked Ms. Bynoe-Reed about the difference between the four firms that are listed on the agenda, and the firms that are listed on the state contractor list. She said some are transit-specific agencies, and others perform more general services for executive searches.

Mr. Walker asked whether the firms are located in South Carolina. Ms. Bynoe-Reed said they're outside the state, and one is in Atlanta. She said she asked for some kind of experience placing candidates in the Southeast portion of the country.

Mr. Furgess expressed that he's more comfortable with a search firm that is transit-specific.

Mr. DesChamps concurred strongly, that it's important to have someone who knows the industry well and can develop relationships throughout the country and the world. He explained that there aren't that many people in the transit industry, and that's why relationships are very important. When you have someone with that type of background, and they know what it takes to be successful in that field, they can see that in a candidate, as far as what an agency might need for the future.

Ms. Mood concurred with Mr. Furgess and Mr. DesChamps, and there was a general consensus that a transit-specific search firm is desired.

Mr. Walker reiterated that we have four firms, and he's not prepared to vote on one. Mr. Furgess asked if we could get more.

Ms. Bynoe-Reed said she could take a deeper dive into this and pull information, if it's the pleasure of the committee. Mr. Walker said he would love for staff to pull information on these firms as well as others. Ms. Bynoe-Reed asked if she should have each firm do a Zoom presentation to the Board. Mr. Walker said that would work for him, after he's first had a chance to review any summaries about the firms, and Ms. Mood concurred.

Ms. Bynoe-Reed suggested that she could provide a synopsis for each firm at the January meeting, then schedule the presentations for the February meeting. Mr. Walker suggested having a second meeting in February, at a date later than the presentations, just to vote. Ms. Mood said an ad-hoc committee shouldn't be on a monthly meeting schedule, but that we should meet at whatever frequency needed to take the next step.

Mr. Walker noted that a motion isn't needed for staff to bring information about these search firms to the next meeting. Ms. Bynoe-Reed indicated that she will be prepared to present that information at the next meeting.

E. TRANSIT SEARCH FIRMS LISTING (Pages 3-4)

No comments were heard.

4. EXECUTIVE SESSION

Mr. Walker noted that there were no items for Executive Session.

Mr. Walker asked for further input or discussion topics. None were heard.

5. ADJOURNMENT

Motion:

A motion was made by Ms. Mood and seconded by Mr. Furgess to adjourn.

Approved: Walker, Furgess, Mood, Smith

Motion passed.

The meeting adjourned at 1:00 P.M.

CENTRAL MIDLANDS REGIONAL TRANSIT AUTHORITY

Adopted this _____, 2023.

Prepared by:

Frances Von Korff

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Reviewed by:

_____

Pamela Bynoe-Reed, Director of Marketing & Community Affairs/PIO

Approved by:

_____

Christopher Lawson, Secretary

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Job Title:	Executive Director/CEO
Department:	Executive
Reports To:	The COMET Board of Directors through the Board Chairman
FLSA Status:	Exempt
Prepared Date:	12/1/2018
Pay Grade:	33
Salary Range:	$140,000 + based on contract

DEFINITION:

The Executive Director/CEO serves as chief administrative and executive officer of The COMET and manages all aspects of The COMET's operation. While The COMET's Board of Directors reserves the ultimate decision making authority as to the goals, budget, financing, policies and direction of The COMET, the Board and the Executive Director/CEO are responsible for The COMET's success. The Executive Director/CEO acts as the Board's liaison with the community and provides the Board with monthly status reports on transit operations.

DISTINGUISHING CHARACTERISTICS:

The Executive Director/CEO has the day-to-day responsibility to manage and direct all aspects of The COMET operations in full compliance with directives of The COMET Board of Directors, Federal and State laws and/or regulations, The COMET enabling legislation, The COMET bylaws and operating agreements. This includes but is not limited to: all transit service planning and development; construction; direction and oversight of all The COMET operations; human resources, FTA, ADA, DBE, Title VI, and EEO compliance, budget development and fiscal management; safety and security; procurement; contract administration; facility and equipment maintenance, marketing, public relations; customer services and community outreach activities.

This is a high-intensity position based on full responsibility for The COMET. Interpersonal and communication skills along with the ability to deal with a wide variety of personalities required. Handles detailed, complex concepts and problems, balances multiple tasks simultaneously, and makes timely decisions regarding administrative, operational and executive issues. Demonstrates the ability to delegate responsibility appropriately. The incumbent has a demonstrated history in the selection and hiring of new employees.

The Executive Director/CEO serves as the department head of the Executive Department and has supervisory responsibility.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Responsible for managing, planning, developing, organizing and directing The COMET and its related goals, objectives, policies and procedures, and work activities.
- Provide highly complex and responsible executive, administrative and operational direction for The COMET.
- Directs and supervises Executive Department activities, including planning and development activities.
- Develop, monitor and take appropriate steps for meeting key performance indicators and measures.
- Plan, develop, negotiate, and manage complex program budgets, policies, and procedures.
- Respond to the most complex and difficult inquiries and requests for information; resolve service issues and complaints.
- Develop and sustain effective working relationships with representatives of external agencies, community organizations, professional and support staff, and the public to encourage cooperative action to resolve problems.
- Monitor and remain apprised of current industry trends and best practices, including legislation, court rulings, and professional practices and techniques.
- Establishes appropriate service and staffing levels; monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; allocates resources accordingly.
- Responsible for effective leadership and management of The COMET staff, setting goals and performance objectives, and monitoring and adjusting to achieve required results.
- Delivers presentations to the Board of Directors, other boards, and legislative bodies regarding transit system services and issues.
- Develops, reviews and evaluates contract proposals; monitors and evaluates work for consultants, contract personnel and vendors.
- Explains, justifies and defends programs, policies and activities; negotiates and resolves sensitive and controversial issues.
- Plans and meets deadlines. Maintains a flexible work schedule to meet the demands of executive management including capability and availability for public speaking engagements.
- Conveys a professional and positive image and attitude regarding The COMET and the non-profit, for- profit, and government sectors. Demonstrates commitment to continued professional growth and development including attendance at conferences and training seminars or webinars.
- Perform as a hands-on "working" Manager.
- Performs other duties as assigned.

CORE RESPONSIBILITIES:

1. Regulatory Compliance

- Assures adherence to all legal and regulatory statutes and processes.
- Ensures compliance with relevant laws and regulations in all aspects pertaining to a government entity in general and as a transportation entity.

- Represents The COMET in various local, state and federal intergovernmental activities and meetings.
- Keeps abreast of legislative and regulatory developments that may affect the operation and management of the transit system.

2. Organizational mission, policy and planning
   - Works with the Board to implement the Board's values, mission, vision, and strategy that aligns with The COMET's short and long-term goals.
   - Assists the Board to monitor and evaluate The COMET and the relevancy to the community, its effectiveness, and its outcomes.
   - Keeps the Board fully informed on the condition of the transit operations.
   - Identifies problems and opportunities and addresses them; brings those which are appropriate to the Board.

3. Management and Administration
   - Manage all programs that may affect the operation and management of The COMET.
   - Provides general oversight of transit operations and assures a smooth functioning, highly efficient, and effective transportation system.
   - Provides oversight of all facilities and fleet maintenance and planning with agency staff.
   - Possess decisive and analytical decision-making skills with a strategic approach to challenges and decisions.
   - Responsible for recruiting, hiring, motivating, training, coaching, promoting, evaluating, disciplining and terminating agency personnel.
   - Delegates job duties to various staff members; supervises and assists as necessary.
   - Works with all employees to assure program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluations.
   - Ensures that all employees are meeting the requirements as specified by the job description.

4. Finance/Grants
   - Oversees the fiscal activities of The COMET including providing an annual balanced budget and financial statement ensuring financial accountability and stability.
   - Active participant in the annual independent financial audit.
   - Meeting deadlines with the accuracy required for State and Federal Financial reporting.
   - Applies for annual operating and capital funding from local, State, Federal and other revenue sources.
   - Leads the identification and submission of grant applications to public and private funding sources.
   - Conducts procurement activities to include preparing solicitations.
   - Negotiate and enter into contractual and lease agreements on behalf of The COMET.

5. Community Relations
   - Act as a liaison between The COMET, the Board, various governmental agencies and other transit agencies.

- Facilitates the integration of The COMET into the community by using effective marketing and communication activities in collaboration with the Board.
- Strengthens and develops new partnerships with The COMET in ways that meet the community's needs, furthers The COMET mission, and increases The COMET's relevancy and revenues.
- Acts as an advocate for issues relevant to The COMET, its services and constituencies.
- Listens to customers and the community to improve services and generate community involvement. Provides community awareness of The COMET response to community needs.
- Serves as chief spokesperson for The COMET to the community.
- Initiates, develops, and maintains cooperative relationships with key constituencies.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles and practices of executive leadership.
- Principles and practices of transit operations and maintenance.
- Principles and practices of human resources, employee supervision, training, development, effective discipline and personnel management.
- Principles and techniques of management analysis, public administration, organizational management and development and supervision of contracts, and contract monitoring.
- Governmental administration, operations, processes, rules, and regulations.
- Principles and practices of strategic business development.
- Principles and practices of contract administration.
- Related Federal, State and local laws, codes and regulations.
- Leadership ability to effectively inspire and coach staff and employees to achieve successful performance of all personnel
- Ability to effectively plan for the future, establish a vision and seek new opportunities
- Computer proficiency; software knowledge of Microsoft Office, financial software and ArcGIS
- basic concepts of budgeting and accounting, including some experience in maintaining financial records and payroll.

Ability to:

- Manage and streamline multiple, concurrent administrative and operational assignments, while balancing competing priorities.
- Communicate clearly and effectively, both orally and in writing; persuade, justify, and project consequences of decisions and/or recommendations.
- Prepare and present clear, concise and comprehensive oral and written reports.
- Build effective interpersonal working relationships with staff, peers, Board, public, and financial counterparts.
- Delegate, coach, motivate and counsel staff.
- Make sound decisions consistent with The COMET's goals and strategic business plan.
- Promote and implement the vision, mission and core values of The COMET.
- Work in an environment requiring strong discipline and attention to detail.
- Develop policies and procedures to improve the operations and functions of The COMET.
- Take initiative, reason logically, and be creative in developing and introducing new ideas.

- Define problem areas; evaluate, analyze, interpret, recommend and implement alternative solutions to complex operational and administrative problems, issues, rules, procedures, and legislation.
- Communicate and work effectively with and provide support to staff, managers, elected and appointed government officials, business and community organizations, and various interest groups in the pursuit of The COMET's goals and mission.
- Effectively represent The COMET before the Board of Directors, City & County Councils, and other Federal, State, local, and regional agencies, Boards and Commissions, and in public meetings and hearings.
- Developing and administering executive office and assigned departmental goals, objectives and procedures.
- Analyzing and assessing programs, policies and operational needs and making appropriate adjustments.
- Identifying and responding to sensitive community and organizational issues, concerns and needs.
- Selecting, supervising, training and evaluating staff.
- Analyzing problems, identifying alternative solutions, projecting consequences of proposed actions and implementing recommendations in support of goals.
- Researching, analyzing and evaluating new service delivery methods and techniques.
- Interpreting and applying applicable Federal, State and local policies, laws and regulations.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

A Bachelor's degree in human resources business administration, management, transportation planning, public administration or a closely related field from an accredited college or university. Masters Degree preferred.

AND

A minimum of ten (10) years of professional experience in a public transit system within operations, planning, finance, management or program administration required.

AND

Demonstrated ability to build relationship(s) with a Board of Directors, public officials and community leaders in a large, complex regional environment; to develop and implement public transportation initiatives with and among diverse groups; to make public transportation relevant for all socioeconomic and ethnic groups within the community; to communicate orally and in writing to constituent groups; have proven interpersonal skills; and the ability to maintain and operate a public transportation system with a high level of integrity within a regional environment.

NOTE: Familiarity with transit or transportation system activities and functions is highly desirable. Experience in a public organization is preferred.

An equivalent combination of education, experience, and training that demonstrates the required

knowledge, skills, and abilities necessary to effectively perform the duties and functions of this position may be considered.

LICENSES AND CERTIFICATES:

A valid Class D driver license and safe driving record is required at the time of application and at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Community Transit Manager (CCTM), Certified Community Transit Supervisor (CCTS) and/or Certified Public Manager (CPM).

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as needed and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to finger, manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts collaboratively with others encountered in the course of work.

Language Skills

Ability to read and comprehend instructions, short correspondence and memos. Ability to write simple correspondence. Ability to effectively present information one-on-one and small group situations to customers, clients and other employees of the organization. English required, bilingual a plus.

Reasoning Ability

Able to apply common sense understanding to carry out detailed written or oral instructions. Ability

to deal with problems involving several variables in standardized situations. Strong analytical skills are a must.

Computer Skills

Experience with word processing, spreadsheets, Internet software, email and/or database software preferred. Microsoft Office, ArcGIS and Trapeze skills are required.

Work Environment

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule, including evenings and weekends. Primary working hours are Monday through Friday from 8:00 a.m. to 4:30 p.m., based off a 37.5 hour work week, excluding 13 holidays and one (1) floating holiday. This position requires the employee be available 24/7 in person or by phone. Travel is moderate to meetings, seminars, conferences within and out of state, as well as functions to represent The COMET. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Safety Statement

This is not a safety sensitive position and is not subject to Drug and Alcohol Testing as required by the Federal Transit Administration.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: December 2018
*Job Family: Executive

TransPro
Executive Placement

Proposal for

Executive Director Search Services for Central Midlands Regional Transit Authority

January 26, 2023

January 26, 2023

Pamela A. Bynoe-Reed
Director of Marketing & Community Affairs/ Public Information Officer
Central Midlands Regional Transit Authority
3613 Lucius Road
Columbia, SC 29201

Dear Ms. Bynoe-Reed,

Thank you for the opportunity to submit TransPro Executive Placement's proposal to **Central Midlands Regional Transit Authority (COMET)** for Executive Director Search Services. TransPro is excited to support COMET with expert executive recruitment services.

TransPro is a full-service management consulting firm focused on driving excellence through strategies that are **TRANS**formative and **PRO**duce results for public organizations. We are excited to share our team's approach and experience demonstrating why TransPro Executive Placement is the fastest growing executive search firm in the public transportation industry.

Through our work transforming leaders and the organizations they lead to produce lasting, breakthrough results, we are uniquely equipped to identify talent best qualified to meet the COMET's strategic priorities. We have built extensive relationships with high performing public leaders across the country, allowing us to gain the trust and confidence of qualified candidates.

TransPro was founded in 2011 to support transportation agencies as they transform their culture, work process, and management analytics such that they would realize success. Through innovative strategy development, performance-based management, meeting alignment, results analytics, process improvement, customer satisfaction measurement devices, and the construction of industry leading performance measurement systems, TransPro has helped transportation management teams create the culture for double digit improvements in efficiency and quality. TransPro Executive Placement arrives on this mission through professional recruitment and search services tailored to meet the unique needs of the cities and counties we serve.

What Sets Us Apart

1. **We know transit.** TransPro has collaborated with public transportation agencies in executive search, talent development, strategic planning, performance management, operations management, and Board governance for more than a decade. Our team of talented professionals include team members that have led public transportation agencies in Charlotte, Orlando, Richmond, Indianapolis, Detroit, and Rochester. Our team specializes in public transportation executive search informed by a perspective of people with more than 50 years of transit leadership experience. We understand your business, its unique challenges, and the skills and experiences necessary to thrive in the transit industry.
2. **We know public sector.** TransPro is an industry leader, with national experience in consulting public sector agencies on increasing quality while reducing costs. We know firsthand what makes public sector leaders effective, as well as how to recognize and bring in talent from outside of the public sector.
3. **We know executive placement.** Our team has worked with, and provided executive search services for communities like Denver, Dallas, Eugene, Long Beach, Madison, Fort Wayne, Little

Rock, Memphis, Detroit, Tampa, and Indianapolis. Our firm is led by former public executives with diverse backgrounds in public administration, education, and transportation, meaning access to a broad network of professionals uniquely qualified for the opportunity with COMET.

As you will see in our case studies, we have provided on-call recruitment services for several transit agencies and we also help them with executive placement, industry benchmarking, organizational analysis, performance evaluations, customer satisfaction measurement, compensation analysis, and more – our team is uniquely designed to place executives and directors and then ensure they have the tools to deliver success.

When it comes to finding the right candidates, the success of our approach comes from our screening process, which involves identification of individuals who are technically qualified – but more importantly, are also results-oriented and possess a focus on the customer as well as the taxpayer.

We are excited to continue to bring our experience and enthusiasm to ensure that COMET attracts and retains performance-driven professionals committed to the organization and providing safe, courteous, and dependable public services. We look forward to discussing our proposal further with the evaluation team.

Sincerely,

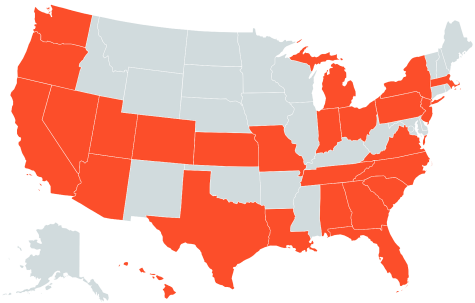
John Lewis
Principal in Charge, Executive Placement

Profile of the Firm

TransPro specializes in public sector management and public transportation executive recruitment. Our firm takes its name from our approach in working with public sector and transit executives – to help them ***Trans***form the organizations they lead and ***Pro***duce breakthrough results for taxpayers and communities.

TransPro was founded in 2011 specifically to support municipalities and public sector organizations as they transform their culture, work process and management analytics such that they would realize success. The mission of TransPro is the following: **To TRANSform leaders and organizations to PROduce breakthrough results.** The vision of our firm is to be a thought leader and primary resource in public sector organizational transformation. Through innovative strategy development, performance-based management, meeting alignment, results analytics, process improvement, customer satisfaction measurement devices, the construction of industry leading performance measurement systems, organizational design, executive recruitment, and talent development. TransPro has helped transportation management teams create the culture for double digit improvements in efficiency and quality.

We have recently led successful permanent Executive Searches for C-Suite executives and mid-level managers for public sector and transit organizations in Denver, CO; Long Beach, CA; Indianapolis, and Fort Wayne, IN; Toledo, OH; Eugene, OR; Memphis, TN; Las Vegas, NV; and Sarasota County, FL.



TransPro employs 22 full-time staff positions, with four members focused solely on Executive Search services. Our team is fully remote and is located in the following states: Arizona, Arkansas, California, Florida, Idaho, Illinois, Indiana, Kentucky, Massachusetts, Michigan, Missouri, New York, North Carolina, Pennsylvania, Virginia, and Texas.

TransPro's public transportation experience spans coast to coast, giving COMET depth in public sector best practices for executive recruitment.

Project Team

John Lewis – Executive Placement Practice Lead

John Lewis is the Executive Placement Practice Leader and will serve as the Principal in Charge on this engagement. John brings extensive transit leadership experience, formerly serving as the Chief Executive Officer at the following agencies: Charlotte Area Transit System (CATS), Greater Richmond Transit Company (GRTA), and LYNX Transit in Orlando. In all these organizations, John has developed high performing teams. Leveraging his national network of relationships, John will provide executive leadership to COMET and advise Chanel in the targeted talent recruitment strategy.

John brings 30 years of senior executive experience. A nationally recognized leader in the transit industry, John brings a unique perspective to the executive recruitment process as both a recruiter and candidate. John's leadership will assure your team finds the right professional for your organization from a broad national network with a mindful approach to recruitment that makes candidates feel valued and informed throughout the process.

Chanel Nichols – Project Manager

Chanel Nichols is TransPro's executive recruiter phenom. She drives our fast-growing executive placement business, managing our full-cycle recruiting process with precision.

Chanel knows everyone wins when the perfect candidate is connected to the perfect position and organization. She relies on her outstanding communication skills, HR background, and keen attention to detail to lead successful recruitment engagements from start to finish. Chanel has lead and provided recruitment services across the country including Fayetteville, NC, Fort Wayne, IN, Madison, WI, Long Beach, CA, and Denver, CO. Chanel has a keen eye for talent and delivers her clients diverse pools of highly qualified candidates focused on organizational success at all levels.

Chanel holds a Bachelor of Arts in Human Resources & Society from Michigan State University and earned a Master's in Human Resources & Industrial Relations from the University of Illinois.

Briana Cole – Senior Recruiter

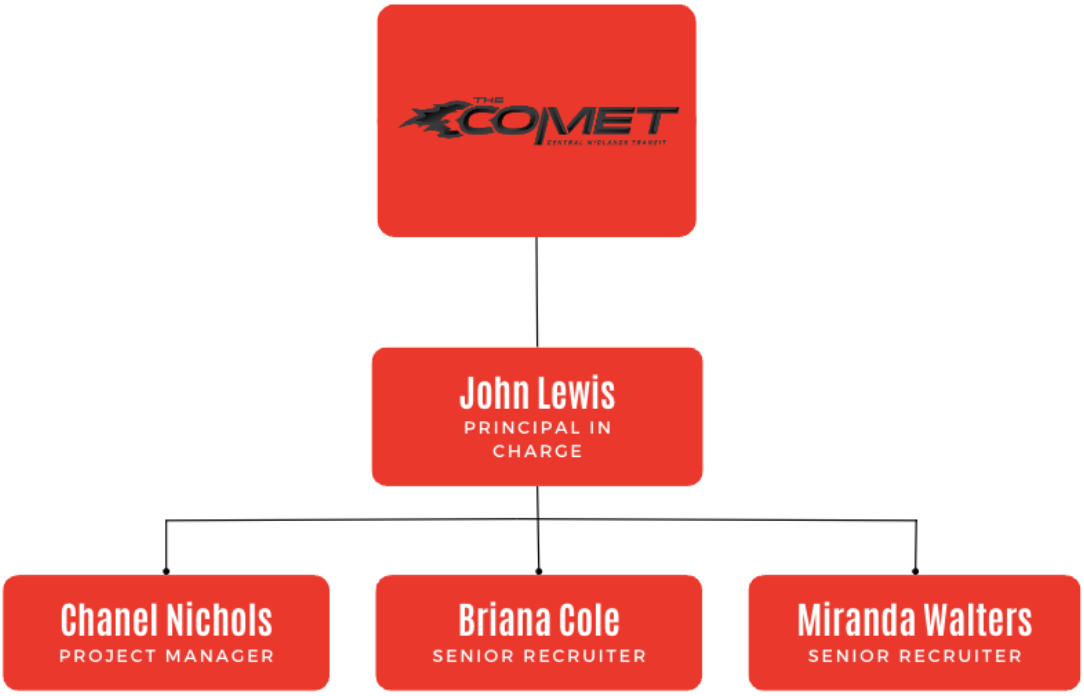
Briana Cole will be integral to every task of the recruitment activities for this engagement. Briana will provide targeted sourcing excellence through a variety of sources and shared her experiences with Long Beach Transit, Metro Transit in Madison, and the Denver RTD.

A master at sourcing and locating high-caliber candidates for our growing roster of Executive Placement clients, Briana will provide oversight of each phase of the executive recruitment process, from placing the call for candidates to managing and tracking applicants, coordinating background and drug screening, and preparing the final candidate for all executive level positions.

Miranda Walters – Senior Recruiter

Miranda Walters is TransPro's newest recruiter, bringing stellar recruiting experience from Union Pacific in Omaha, NE. Miranda is energetic, proactive, and dedicated to bringing excellence to the client throughout the entirety of the recruiting cycle.

Organizational Chart



TransPro
Driving Excellence

John M. Lewis Jr.

TransPro Principal
Executive Placement

John M. Lewis currently serves as Principal of TransPro Consulting. Prior to his current role, John held three Chief Executive Officer positions with the following organizations: CATS in Charlotte, NC, CFRTA in Orlando, FL, and GRTC in Richmond, VA.

Representative Experience

Metro Transit, Madison

Principal in charge of executive recruitment for C-Suite leaders (Chief Administrative Officer, Chief Operating Officer, Chief Maintenance Officer, and Chief Development Officer.

Rock Region METRO, Little Rock

Principal in charge of executive recruitment for Chief Operating Officer. Performed client relations and served as principal contact.

Employment History

November 2022- Present
TransPro Consulting
Principal

September 2015 - October 2022
Charlotte Area Transit System (CATS)
Chief Executive Officer

December 2010 - August 2015
Central Florida Regional Transportation Authority (LYNX)
Chief Executive Officer

February 2005 - December 2010
GRTC Transit System
Chief Executive Officer

January 2000 - January 2005
Maryland Transit Administration
Director Bus and Rail Operations

Education

Allegheny College
Bachelor of Arts

Chanel Nichols

Executive Recruiter, TransPro Consulting
Holt, MI
Office: 888.703.9554 ext. Cell: 517.505.3614
chanel@TransProConsulting.com

TransPro
Driving Excellence

Chanel Nichols is TransPro's executive recruiter extraordinaire. She drives our fast-growing executive placement business, managing our full-cycle recruiting process with aplomb.

Chanel knows everyone wins when the perfect candidate is connected to the perfect position and organization. She relies on her outstanding communication skills, HR background, and keen attention to detail to lead successful recruitment engagements from start to finish.

Chanel holds a Bachelor of Arts in Human Resources & Society from Michigan State University and earned a Masters in Human Resources & Industrial Relations from the University of Illinois.

Representative Experience

RTD: Executive Placement – Denver, CO
Lead recruiter and project manager; supported the Chief Executive Officer and team in identifying top talent to fill a Chief People Officer and a Chief Communications Officer roles; Led recruitment process from feedback sessions; job description development; strategic advertisement; reviewing resumes; screening candidates; conducting behavioral assessments, and facilitating the interview and hiring process. TransPro identified top creative talent to serve at RTD.

City of Fayetteville: FAST Executive Placement - Fayetteville, NC
Project manager and lead recruiter that supported the City Manager and team in identifying talent for the General Manager of FAST. Led recruitment process from job description development; strategic advertisement; reviewing resumes; screening candidates; conducting behavioral assessments, and facilitating the interview and hiring process. TransPro identified top creative talent to serve at FAST.

Citilink: Executive Placement
Project manager and lead recruiter that supported the Chief Executive Officer in identifying top talent for the Director of Operations and the Maintenance Manager vacancies. Led recruitment process from job description development; strategic advertisement; reviewing resumes; screening candidates; conducting behavioral assessments, and facilitating the interview and hiring process. TransPro facilitated interviews and evaluation support in helping the City select the preferred candidate.

LTD: Executive Placement – Eugene, OR
Project manager and lead recruiter that supported the Board for the Lane Transit District in identifying talent for the Chief Executive Officer. TransPro facilitated development of the job description and led a process to identify talent, screen candidates, conduct behavioral assessments, and facilitate the interview and hiring process.

Employment History

2022-Present
TransPro Consulting
Executive Recruiter

2019-2020
Health Management Associates
Human Resources Specialist

2014-2019
Michigan State University
Human Resources Coordinator

Education

University of Illinois, Master's of Human Resources & Industrial Relations

Michigan State University, Bachelor of Arts, Human Resources & Society

Areas of Expertise

- Recruitment
- Sourcing
- Candidate Management
- Outreach & Engagement
- Resume Review

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Briana Cole

Senior Recruiter, TransPro Consulting
Phoenix, AZ
Office: 888.703.9554 ext. Cell: 201.852.1525
briana.cole@TransProConsulting.com

TransPro's senior recruiter, Briana Cole, is a master at sourcing and locating high-caliber candidates for our growing Executive Placement clients. Briana provides oversight of each phase of the executive recruitment process, from placing the call for candidates to managing and tracking applicants, coordinating background and drug screening, and preparing new hires for their new assignments.

Briana has vast experience sourcing and recruiting candidates from entry-level to c-level exectivies in various industries. She attributes her success to the connection and relationships she is able to quickly build with any person she interacts with. In doing so she has developed a knack for identifying great talent and matching it with the perfect role, creating a positive outcome for both the organization and the candidate.

Briana has 7 years of experience in Human Resources and Recruitment. Her proven success and growth throughout the years are a testament to the remarkable skills and strategy she has in successful recruitment and placement.

Representative Experience

Metro Transit, Madison, Lead Recruiter

- Chief Maintenance Officer
- Chief Development Officer
- Chief Operating Officer
- Chief Administrative Officer

Regional Transit District, Denver, Recruiter

- Chief Communications & Engagement Officer
- Chief People Officer

City of Fayetteville, Recruiter

- Transportation Director

Citilink Transit, Indiana, Recruiter

- Director of Operations
- Maintenance Manager

Long Beach Transit, Recruiter

- Human Resources Manager
- Labor Relations Manager
- Environmental Health & Safety Manager

Lane Transit District, Oregon, Recruiter

- General Manager/CEO

Employment History

2022-Present
TransPro Consulting
Senior Recruiter

2020-2022
Manpower Staffing Solutions
Full Cycle Recruiter

2017-2020
RAD Power Bikes
Recruiting Coordinator

2015-2017
Annexus
Human Resource Coordinator

Areas of Expertise

- Recruitment
- Sourcing
- Candidate Management
- Outreach & Engagement
- Resume Review

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Miranda Walters

Senior Recruiter
TransPro

Miranda Walters is TransPro's newest recruiter, bringing stellar recruiting experience from Union Pacific in Omaha, NE. Miranda is energetic, proactive, and dedicated to bringing excellence to the client throughout the entirety of the recruiting cycle.

Representative Experience

Union Pacific, Omaha, NE

Experience in EEO and labor/employment law, Labor Relations, Union Pacific systems including Tableau, time management and organization, company policy, Human Resources and hiring/recruitment

Built collaborative working relationships with field transportation management, other internal customers, and external business partners

Developed strong knowledge base of local labor markets and candidate sources, union/craft jobs and lines of progression, job skill requirements and pay rates

Employment History

January 2023-present
TransPro Consulting
Senior Recruiter

January 2022-January 2023
Union Pacific, Omaha, NE
Sr. Recruiter

July 2017-January 2022
Union Pacific, Omaha, NE
Train Dispatcher, Corridor Manager

Education

University of Central Arkansas
B.S. Public Relations

Areas of Expertise

- Grassroots recruiting
- Microsoft Office
- Social Media Management

Project Understanding

TransPro understands that COMET seeks an experienced, collaborative public transportation recruitment partner with a proven approach to recruiting talented, diverse professionals for a wide array of positions at the organization. TransPro further understands that the COMET is looking to fill the Executive Director position and desires a partner with the depth and capacity to fill said position.

Planning	Performance	Process	People
Strategic Planning	TransDASH Digital Dashboard	Cost Containment	Executive Search
Transportation Planning	Organizational Performance Scorecards	Data Analytics	Interim Staffing
Organizational Transformation	Customer Surveys	Efficiency Analysis	Executive Coaching
Strategic Communications	Community Value	Forecasting	Organizational Assessment
Board Governance	Employee Engagement	Comprehensive Operational Analysis	Training Programs

TransPro's experience and approach is geared to providing our clients top tier talent aligned with the goals and priorities of COMET. Through tailored recruitment strategies and diverse approaches to advertising positions we provide each client with a unique set of candidates for each position. This approach ensures intentionality to recruit deep pools of candidates that are qualified, talented, and diverse.

TransPro Executive Placement understands the importance and challenge of recruiting and retaining mid-level executives. These roles keep the enterprise running and create the bench for growth with future senior executive roles. Often these are the most difficult roles to recruit and TransPro takes pride in helping organizations find long-term people solutions for critical leadership roles like we have for Long Beach Transit, RTD in Denver, and MARTA in Atlanta.

Qualifications of the Firm and Staff

As experienced public transit executive search professionals, TransPro Executive Search is trusted by agencies of all sizes to recruit executive leaders in a variety of roles. Our experience is a demonstration of how our approach tailors searches to the specific needs of our clients. Other recruiting firms work from pre-existing pools of candidates that succeed in previous searches. While this can be efficient, TransPro has the industry relationships and network to start fresh and deliver diverse applicant pools unique to our client's needs.

> "Quite honestly, he is exactly what the doctor ordered… I think he is going to be very successful." – A Search Committee member regarding successful TransPro recruitment.

The following pages contain descriptions of relevant past projects in the transportation field that demonstrate not only successful executive recruitment and placement, but also success in the areas of

board and management team engagement, strategy alignment, staff skills assessment, compensation analysis, performance evaluation systems, and development of job descriptions.

We know public sector. TransPro is an industry leader, with national experience in consulting public sector agencies on increasing quality while reducing costs. Our team of public sector professionals, who work throughout North America, is known around the world for successfully planning, measuring, and sustaining high-performance public organizations through our innovative approach and information systems.

We know executive placement. We've successfully placed multiple candidates in senior leadership positions in transit agencies across the country. In Detroit, our candidate reduced operating costs $38M and improved customer satisfaction by 44% in a year. We recently hired a transit expert with over 30 years of experience to fill a Vice President position in southern California, and we recently hired an Executive Director with over 28 years of management experience for a public sector agency in Central Indiana.

Similar Agency Experience
TransPro has been privileged to serve several medium sized transit agencies with recruitment services support. Similar to this request, TransPro is actively or has recently supported RTD in Denver, Long Beach Transit, MATA in Memphis, Rock Region Metro in Little Rock, MARTA in Atlanta, Citilink in Fort Wayne, IN, and Metro Transit in Madison, WI. Many of these are on-call recruiting assignments filling C-Suite executive level positions to managers and field operatives. The roles we have helped these transit agencies fill include CEO/General Manager, Chief Operating Officer, Chief Administrative Officer, Chief Communications and Public Engagement Officer, Chief People Officer, and Managers in the fields of Safety, Labor Relations, Planning, Engineering, and Operations.

TransPro includes a deep bench of former public transportation executives including Practice Leader John Lewis, Managing Principal Ehren Bingaman, and CEO Mark Aesch—our team fully understands the nuanced needs and challenges of transit professionals across the comprehensive portfolio of an agency's needs. We are helping transit organizations build high performing teams and looking forward to sharing our experiences and approach with COMET.

> "…TransPro's experience in recruiting for MARTA trimmed 4 months off the agency's standard hiring timeline and TransPro recruited and placed a CEO at Citilink in 3 short months…."

Qualifications of the Firm and Staff

Our experience in recruiting for a public sector agency in Atlanta trimmed 4 months off the organization's standard hiring timeline. At a Citilink in Fort Wayne, IN, we recruited and placed a new CEO in three short months.

Collaborating with The Toledo Area Regional Transit Authority (TARTA), our team identified and recruited an interim Chief Operating Officer in just two weeks. Our team has proven to listen and focus to find great candidates aligned with organizational needs and deliver top talent and diversified pools.

As a boutique consulting firm, our whole team is committed to COMET's success. TransPro's Managing Principal and former public agency chief executive, Ehren Bingaman, will be personally involved in the recruitment search services to ensure that COMET is presented with a high quality and diverse list of potential candidates that will best meet COMET's needs. Other key personnel are highlighted below and on the following page.

TransPro In Action

Quick Response Time in Ohio

TransPro recently helped a public sector organization in Toledo, OH fill a vacant interim Chief Operating Officer position in less than 2 weeks. Through collaboration with the CEO, TransPro presented 4 candidates, negotiated the salary, and facilitated the first day in 10 business days.

EXECUTIVE LEADER FOR THE LANE TRANSIT DISTRICT IN OREGON

TRANSPRO RECENTLY COMPLETED A COMPREHENSIVE COMMUNITY ENGAGEMENT PROCESS TO HELP FIND AN EXECUTIVE LEADER. TRANSPRO DEVELOPED A COMMUNITY AND EMPLOYEE SURVEY TO HELP MAP THE CHARACTERISTICS OF A SUCCESSFUL ORGANIZATIONAL LEADER, FACILITATED A WORKSHOP WITH THE ORGANIZATIONAL BOARD OF DIRECTORS, AND FACILITATED 11 STAKEHOLDER AND EMPLOYEE FOCUS GROUPS TO FURTHER DEFINE THE KEYS SUCCESS. OUR TEAM USED THE WORDS TO FORMULATE THE JOB DESCRIPTION THAT IS BEING USED TODAY TO RECRUIT THAT LEADER.

TRANSPRO IN ACTION

EXAMPLES OF OUR WORK

DENVER RTD EXECUTIVE SEARCH

The TransPro Executive Placement team led a Chief Communications & Engagement Officer search for the Regional Transit District in Denver, CO. The process began with holding multiple community and internal employee feedback sessions. This feedback was used to formulate the key initiatives of the position, which helped create a transformative job placement advertisement, driving qualified applicants. TransPro did a thorough review of applicants to find viable candidates for the role while also leveraging our internal network.

CITY OF MADISON ON-CALL PROFESSIONAL RECRUITING SERVICES

TransPro was engaged to provide Executive Search services for c-level positions for Metro Transit in Madison, Wisconsin. This search included establishing agency priorities, creating a job description, recruiting, and screening qualified potential candidates and assisting in interview facilitation. Staying attentive to Metro's primary focus of assembling a pool of diverse and talented candidates, TransPro continuously expanded our traditional outreach channels to cast a net beyond the transit industry. By remaining consistent with the agency's expectations, we have been able to create a selection of competitive, diverse, and highly talented candidates for multiple active job openings.

CITILINK, FT. WAYNE, INDIANA GENERAL MANAGER EXECUTIVE SEARCH

TransPro was engaged to identify a new General Manager. This search included establishing agency priorities, recruiting, and screening qualified potential candidates, facilitating interviews, and providing guidance on compensation. Citilink posted the job description in November 2020 and received a few qualified candidates. TransPro launched its search in late December, conducting targeted outreach to 44 potential candidates – 19 of whom were female and 17 were minorities. TransPro helped plan an on-site visit for the preferred candidate and provided guidance to the Board on compensation and contract language. Working with an aggressive time, **TransPro helped fill the position in less than 115 days.**

ROCK REGION METRO CHIEF OPERATING OFFICER

TransPro was engaged to identify a new Chief Operating Officer. This search included establishing agency priorities, recruiting, and screening qualified potential candidates, facilitating interviews, and providing guidance on compensation. Along with posting the description on several transit job boards, TransPro conducted targeted outreach to a broad range of potential candidates, with focus on curating an experience, deep, and diverse pool of candidates to the agency for consideration. After a series of interviews with TransPro and the Authority senior staff, 3 finalists were identified. TransPro helped plan an on-site visit for the preferred candidate and provided guidance on compensation and contract language. Working with an aggressive timeline, ***TransPro helped fill the position in less than 90 days.***

Rock Region METRO

LONG BEACH TRANSIT EXECUTIVE RECRUITMENT

Transpro was engaged to provide Executive Search for VP level position. This search included working with the organization to develop a job description, identifying and screening qualified potential candidates, developing interview questions, and supporting virtual and on-site interviews of finalists. In this case, the organization was most interested in candidates bringing superior leadership skills, with less emphasis on technical skills or transit-specific experience. This alignment on what they considered to be the most important characteristic for the role is a key step that allows us to recruit the right candidates. We expanded our traditional outreach channels to cast a net beyond the transit industry. Long Beach narrowed the field to 4 finalists who were interviewed by the organization's CEO, Deputy CEO, TransPro's CEO, and the TransPro Project Manager. A logistics expert, with over 20 years of management experience was hired and ***remains in the position today.*** TransPro has continued its engagement with Long Beach Transit providing on-call search services for mid-level managers in the areas of safety, labor relations, and human resources.

LONG BEACH TRANSIT

MEMPHIS AREA TRANSIT AUTHORITY CHIEF OPERATIONS OFFICER SEARCH

TransPro was engaged to conduct an Executive Search for a Chief Operations Officer that would help drive enhanced performance and operationalize the organization's strategic plan. This search included working with the organization to develop a job description, identifying and screening qualified potential candidates, administering a DiSC assessment to provide additional insights on each finalist, and other support. TransPro identified a proven leader from our database of executives who would be a perfect match for the COO position, as they had an extensive track record of cultivating operational excellence in a unionized environment. At the end of the recruitment process, they proved to be the most qualified candidate and the best fit for the organization.

MATA
MEMPHIS AREA TRANSIT AUTHORITY

Approach to Accomplish Statement of Work

TransPro understands that the COMET seeks support for the recruitment of an Executive Director, which is critical to a strong transit management team over several years. TransPro is fully equipped to provide all the services requested in this solicitation.

Due to TransPro's national relationships, TransPro will concurrently cast a wide net, but with surgical precision to engage candidates that will flourish at COMET. Some recruiters provide agencies with a usual cast of candidates compiled from previous searches for other clients that bear no resemblance to the COMET. While TransPro has a network, we will work quickly to understand what success looks like to find a diverse and qualified panel of candidates matched to the unique needs of COMET.

Through our work across the country in strategic planning, process improvement, leadership development, executive search, compensation analysis, succession planning, and much more, TransPro has met, worked with, and advised hundreds of public sector executives from local, state, federal agencies. Our staff has also developed relationships with private sector leaders from the largest management firms, many of whom have led successful careers in the public sector.

TransPro commits to work with COMET to help you achieve your goals and we will work with the COMET's senior leadership to define success for your organization, to recruit and hire the professional most aligned with your vision of success.

This approach ensures that we achieve alignment to deliver the most qualified candidates with the right mix of experience, diversity, and skills to lead the agency in pursuit of its highest priority goals. Our collaborative process builds in multiple opportunities for interaction with COMET's selection team.

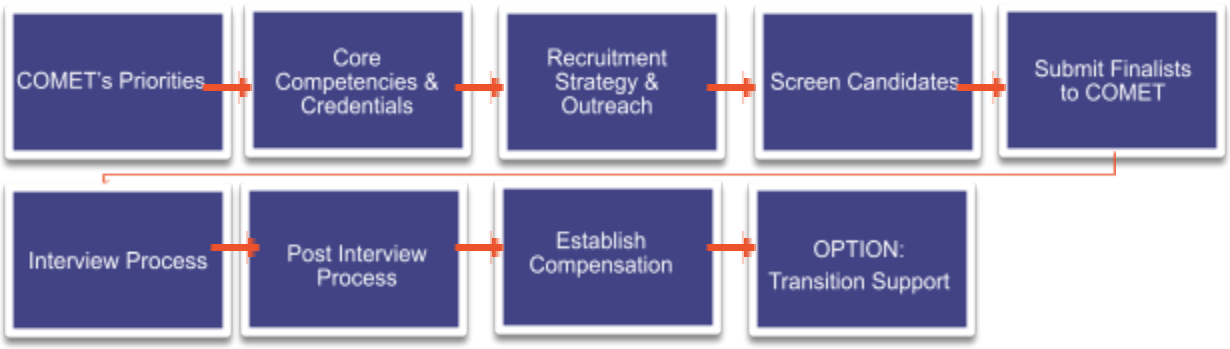
TransPro In Action

The Value of Alignment

TransPro was engaged by Long Beach Transit to recruit a Director of Maintenance. Our process identified a strong candidate who, though they did not have a transit background, possessed strong service vision, and aligned with LBT's values. The candidate was hired and continues in the position. TransPro has since led three other executive searches for LBT.

Project Approach

The TransPro team values the importance of knowing our clients' business, goals, corporate culture, and leadership style. Our executive search methodology customizes a brand statement and recruitment plan designed to achieve performance goals.



Task 1: COMET's Priorities

From our decades of experience leading organizations and advising Executive Management Teams, we understand the importance of establishing and aligning on the agency's overall strategic direction and highest priorities. TransPro understands how these outcomes are being measured and will collaborate with the CEO/General Manager and senior leadership to ensure COMET is resourced with professionals driven to achieve these outcomes.

There are many qualified candidates for the various roles, but transit agencies that achieve the highest levels of success are led by executives who possess the skills, values, and strategic alignment with the direction of the organization.

In addition to our understanding of your strategic plan, we will take the following steps to identify the best candidates for the two positions:

> Review any existing documents that establish relevant information.

> Lead an executive search committee team workshop to establish and/or confirm strategic priorities, expectations for the Executives, and gaps that may exist in the agency's current capabilities to deliver on its strategic priorities. (*For expediency and/or ongoing restrictions due to COVID-19, this can be conducted as a virtual workshop)*

> Solicit additional information through interviews with members of the Executive Team, potentially the Board, employees, and key stakeholders, and community leaders as directed by the Selection Committee.

> Solicit input from the Selection Committee, through meetings and/or interviews to understand the role, responsibilities, qualifications, and appropriate experience needed for the position.

Task 2: Core Competencies and Credentials

Once we have established the agency's priorities and identified gaps, TransPro will develop the core competencies and credentials that will be required for the executives to be successful in the role. This links the agency's strategic requirements with the candidates' capacities and past performance.

This information will be used in two ways:

> First, it will be used as an input to develop and/or refining a candidate profile and job description that clearly describes the responsibilities and expectations for the role, as well as the qualities that COMET seeks in the position.

> Second, it will be used as an input to the evaluation criteria for both the initial screening and formal interviewing of candidates. Having pre-defined evaluation criteria is critical to ensuring a thorough, transparent, and fair process that guards against selecting a candidate who may be impressive in many ways but is not necessarily best equipped to perform well in the areas most critical to COMET's success.

Task 3: Recruitment Strategy & Outreach

With input from COMET, we will refine our recruitment strategy to effectively target qualified candidates who match COMET's criteria for a new Executive Director. We are committed to delivering a multitude of candidates and applicants with extensive backgrounds and experiences. Diversity, Equity, and Inclusion is at the forefront of our recruitment efforts, and we strive to provide different backgrounds and

skill sets for our client needs. Our strategy will leverage our 20+ years of experience in the public sector and include multiple tiers of outreach:

> **Personal Relationships**: TransPro's proven relationships and reputation within the public sector (both public and private) will yield a numerous and diverse slate of potential candidates. Beginning with leaders who have experience at comparable municipalities, we will discreetly reach out to the most promising candidates to gauge interest in the role. Our personal relationships have helped Tampa, Indianapolis, and Toledo fill positions in days, rather than months.

> **Social Networks**: We will also leverage talent pipelines and industry referrals through our extensive social networks to cast a wider net and further ensure that we can deliver the most qualified list of interested candidates possible.

> **Strategic Marketing**: TransPro has an on-staff graphic designer who creates all marketing materials (brochures and advertisements) to support our executive search work. We strategically advertise in appropriate publications and web-based platforms as well as industry associations such as the International City/County Management Association (ICMA). (For example, LinkedIn and Mass Transit). *Ad content will be shared with COMET prior to execution.*

Task 4: Screen Candidates

TransPro will conduct an initial screening of all qualified candidates before submitting a short list to COMET for consideration. Our screening process will include:

> Receive and review resumes and qualifications against our established evaluation criteria.

> For those who pass the initial review, we will conduct a preliminary screening interview to identify whether the candidate possesses core competencies and values aligned with the organization.

During our initial screening, we will place a strong emphasis on the skill set relating to the delivery of high-quality customer service. Customer satisfaction is an area of expertise for TransPro. This phase of screening will involve telephone or video conference interviews.

TransPro In Action

Successful Placements Mean Reliable, Long-term Team Members

TransPro's national search and screening of candidates for a Director level position for a public sector organization in Las Vegas, NV resulted in the placement of a candidate who, five years later, still works for the organization. Executive Leadership continues to be pleased with their performance.

Many placement firms simply drop the candidate in the organization and wish everyone good luck ... TransPro has a full suite of options available to help the new executive and the agency to excel.

Task 5: Submit Finalists to COMET and Determine Interview Candidates

Based on our initial screening, only candidates who have our highest confidence will be submitted to COMET for consideration and formal interviewing. We would look to provide a short list of four (4) to six (6) candidates. As part of this submission, we will provide COMET with a written report, including the following information:

> Comprehensive candidate overview/profile
> Resume
> Organization match summary
> Salary expectation

As part of this task, we will also assist COMET in the evaluation of the candidates and select the top two (2) to four (4) for interviewing.

OPTION – Should tCOMET leadership desire, TransPro is able to utilize a variety of personality assessments and identification tools which provides insight into behavioral traits of each candidate. We have administered these assessments to leaders in many settings and have found it to be a useful and instructive evaluation tool.

Task 6: Candidate Interview

Based on our coordination with the COMET Search Committee and interview panel, final interviews will be organized and scheduled. As part of this process, we will complete the following tasks:

> TransPro will coordinate with the COMET interview panel and candidates to schedule the final interviews

> In coordination with the Search Committee, we will develop the interview questions for the final interviews

> TransPro will be in attendance for all the interviews with COMET in a virtual capacity

> After completion of each interview there will be a panel debrief and TransPro will coordinate a discussion on the candidate

TransPro will continue to receive and screen candidates during the interview process. If any additional candidates meet the above stated criteria, they will also be presented to COMET for review.

Task 7: Post Interview Process

After completion of the interviews, TransPro will complete a background check of the preferred candidate. The check will include the following reviews for the Board's preferred candidate:

> A check of three (3) professional references to evaluate their past job performance
> A criminal background check
> Educational and employment verification

As part of this task, TransPro will provide COMET with a written report, including a summary of all completed checks for each candidate requested for final review, and decision-making process. If other checks are required, TransPro will collaborate with COMET to accommodate requirements.

Task 8: Establish Compensation

Once a candidate is selected, we will provide counsel to COMET on an appropriate compensation package. Based on our experience as executives making compensation decisions and helping agencies establish compensation philosophies, we have developed a methodology that is based on the following factors:

Factor	Descr.	Impact on Comp
Salary	$146,580	
Performance	4.33	↑
Experience	20+ yrs	↑
Education	Masters	↑
Ability to Replace Skills	Possible	—
Flight Risk	Low	↓
Compensation History	+27% since 2010 (3-5% per yr)	—

> Market compensation
> Past performance results
> Experience
> Education
> Ability to replace skills
> Compensation history

Throughout the search process, TransPro will keep candidates appraised of their status and notify applicants who are not selected.

We will re-institute a search at no fee to COMET should a candidate that we place leave the agency within one (1) year – either through resignation or termination.

TRANSPRO RECENTLY WORKED WITH A MUNICIPALITY IN FLORIDA TO ESTABLISH A COMPENSATION PHILOSOPHY THAT WILL ENABLE THEM TO ATTRACT AND RETAIN HIGH-QUALITY CANDIDATES. TRANSPRO ALSO CONDUCTED AN ANALYSIS TO DETERMINE WHETHER SALARY ADJUSTMENTS WOULD BE RECOMMENDED FOR SEVERAL KEY ROLES. THIS INCLUDED COMPARISON TO PEER MUNICIPALITIES, LOCAL GOVERNMENT AGENCIES, INDUSTRY SURVEYS, AND INTERNAL DATA REVIEW.

TRANSPRO IN ACTION

Task 9: Optional Transition

This request for proposals did not seek support of the candidate through their transition into the new position. However, this step in our process helps to set the stage for the new staff member's success.

Placement Guarantee

If the selected individual leaves for any reason other than an act of God (such as total incapacitation or death) within the first year, TransPro shall repeat the search at no charge. TransPro also agrees to repeat the search, at no additional charge, if COMET is not satisfied with the candidates presented. In addition, TransPro shall not approach the selected individual for any other position if the individual is employed by COMET for at least five years.

Final Deliverables

TransPro will prepare a final deliverables package consisting of the following:

> Candidate screening results showing statistically the qualifications of all applicants and how the candidates were screened as qualified/non-qualified;
> Results of internet search;
> Initial screening interview report;

> Final screening matrix showing how candidates were evaluated; and
> Reference/background check results

Potential Impediments, Obstacles, or Problems

Our process is designed to mitigate against potential challenges that would negatively impact upon work performance and proposed solutions. Below is a discussion of potential challenges and how our process seeks to mitigate against them.

Potential Challenge	Mitigation Strategy
Schedule Delay	After kicking off the search with an alignment on schedule, we institute a biweekly status meeting with the COMET. This keeps the search and interim deadlines in front of all parties, helping to keep the search on track. We also aim to block potential interview time slots for the COMET's leadership well in advance to avoid delays towards the end of the search.
Loss of Candidates	Sometimes candidates are pursuing multiple opportunities with their own timelines. This is one of the reasons we aim to remain on schedule, as a shorter search timeframe reduces the risk of a promising candidate accepting another offer. We also aim to understand early on whether a candidate is pursuing other opportunities and keep COMET apprised.
Lack of Diversity	While we do not have full control over the candidate pool, we take steps to increase the likelihood of a diverse pool, such as ensuring that we maintain a diverse professional network and posting opportunities in outlets targeting specific groups (e.g. COMTO, WTS).
Unclear or Changing Role Expectations	If key parties to the hiring decision are not actively engaged early in the process, there is a risk that the shortlisted candidates are not the best match for the role. Therefore, we spend time upfront to ensure we are asking the right questions of the right people, as not all expectations are necessarily gleaned from the job description itself. For example, in one search we learned that the Hiring Manager preferred a candidate who would have interest in and capability to eventually grow into a Chief Executive role.

Based on our extensive firsthand experience in understanding what makes great transit leaders and conducting effective executive searches, we are confident that we are the best partner for COMET in Executive Search Services.

Typical Search Timeline

	TASK	NTP	2 weeks	4 weeks	1 week	2 weeks	1 week	1 week	1 month
1	COMET's Priorities	■							
2	Core Competencies & Credentials		■						
3	Recruitment Strategy & Outreach		■						
4	Screen Candidates			■					
5	Submit Top 10-15 Finalists				■				
6	Interview Process					■			
7	Post Interview Process						■		
8	Establish Compensation							■	
9	OPTION: Transition Support								■

Price Proposal

TransPro Executive Search's firm fixed price for conducting the services described in this quote is a flat fee of **$30,000** (a percentage of which is paid upon completion of each milestone).

The following is a summary of TransPro's preferred payment terms. Our team will collaborate with COMET if other terms for payment are preferred:

- Posting of position (30%)
- Initial Candidate Screening (30%)
- Submittal of Candidates (30%)
- Placement of Candidates (10%)

Candidate interview-related expenses will be reimbursed either directly to the candidate or TransPro.

TransPro
Executive Placement

Proposal for

Executive Director Search Services for Central Midlands Regional Transit Authority

January 26, 2023

January 26, 2023

Pamela A. Bynoe-Reed
Director of Marketing & Community Affairs/ Public Information Officer
Central Midlands Regional Transit Authority
3613 Lucius Road
Columbia, SC 29201

Dear Ms. Bynoe-Reed,

Thank you for the opportunity to submit TransPro Executive Placement's proposal to **Central Midlands Regional Transit Authority (COMET)** for Executive Director Search Services. TransPro is excited to support COMET with expert executive recruitment services.

TransPro is a full-service management consulting firm focused on driving excellence through strategies that are **TRANS**formative and **PRO**duce results for public organizations. We are excited to share our team's approach and experience demonstrating why TransPro Executive Placement is the fastest growing executive search firm in the public transportation industry.

Through our work transforming leaders and the organizations they lead to produce lasting, breakthrough results, we are uniquely equipped to identify talent best qualified to meet the COMET's strategic priorities. We have built extensive relationships with high performing public leaders across the country, allowing us to gain the trust and confidence of qualified candidates.

TransPro was founded in 2011 to support transportation agencies as they transform their culture, work process, and management analytics such that they would realize success. Through innovative strategy development, performance-based management, meeting alignment, results analytics, process improvement, customer satisfaction measurement devices, and the construction of industry leading performance measurement systems, TransPro has helped transportation management teams create the culture for double digit improvements in efficiency and quality. TransPro Executive Placement arrives on this mission through professional recruitment and search services tailored to meet the unique needs of the cities and counties we serve.

What Sets Us Apart

1. **We know transit.** TransPro has collaborated with public transportation agencies in executive search, talent development, strategic planning, performance management, operations management, and Board governance for more than a decade. Our team of talented professionals include team members that have led public transportation agencies in Charlotte, Orlando, Richmond, Indianapolis, Detroit, and Rochester. Our team specializes in public transportation executive search informed by a perspective of people with more than 50 years of transit leadership experience. We understand your business, its unique challenges, and the skills and experiences necessary to thrive in the transit industry.
2. **We know public sector.** TransPro is an industry leader, with national experience in consulting public sector agencies on increasing quality while reducing costs. We know firsthand what makes public sector leaders effective, as well as how to recognize and bring in talent from outside of the public sector.
3. **We know executive placement.** Our team has worked with, and provided executive search services for communities like Denver, Dallas, Eugene, Long Beach, Madison, Fort Wayne, Little

Rock, Memphis, Detroit, Tampa, and Indianapolis. Our firm is led by former public executives with diverse backgrounds in public administration, education, and transportation, meaning access to a broad network of professionals uniquely qualified for the opportunity with COMET.

As you will see in our case studies, we have provided on-call recruitment services for several transit agencies and we also help them with executive placement, industry benchmarking, organizational analysis, performance evaluations, customer satisfaction measurement, compensation analysis, and more – our team is uniquely designed to place executives and directors and then ensure they have the tools to deliver success.

When it comes to finding the right candidates, the success of our approach comes from our screening process, which involves identification of individuals who are technically qualified – but more importantly, are also results-oriented and possess a focus on the customer as well as the taxpayer.

We are excited to continue to bring our experience and enthusiasm to ensure that COMET attracts and retains performance-driven professionals committed to the organization and providing safe, courteous, and dependable public services. We look forward to discussing our proposal further with the evaluation team.

Sincerely,

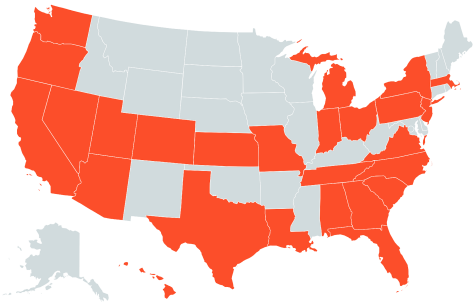
John Lewis
Principal in Charge, Executive Placement

Profile of the Firm

TransPro specializes in public sector management and public transportation executive recruitment. Our firm takes its name from our approach in working with public sector and transit executives – to help them ***Trans***form the organizations they lead and ***Pro***duce breakthrough results for taxpayers and communities.

TransPro was founded in 2011 specifically to support municipalities and public sector organizations as they transform their culture, work process and management analytics such that they would realize success. The mission of TransPro is the following: **To TRANSform leaders and organizations to PROduce breakthrough results.** The vision of our firm is to be a thought leader and primary resource in public sector organizational transformation. Through innovative strategy development, performance-based management, meeting alignment, results analytics, process improvement, customer satisfaction measurement devices, the construction of industry leading performance measurement systems, organizational design, executive recruitment, and talent development. TransPro has helped transportation management teams create the culture for double digit improvements in efficiency and quality.

We have recently led successful permanent Executive Searches for C-Suite executives and mid-level managers for public sector and transit organizations in Denver, CO; Long Beach, CA; Indianapolis, and Fort Wayne, IN; Toledo, OH; Eugene, OR; Memphis, TN; Las Vegas, NV; and Sarasota County, FL.



TransPro employs 22 full-time staff positions, with four members focused solely on Executive Search services. Our team is fully remote and is located in the following states: Arizona, Arkansas, California, Florida, Idaho, Illinois, Indiana, Kentucky, Massachusetts, Michigan, Missouri, New York, North Carolina, Pennsylvania, Virginia, and Texas.

TransPro's public transportation experience spans coast to coast, giving COMET depth in public sector best practices for executive recruitment.

Project Team

John Lewis – Executive Placement Practice Lead

John Lewis is the Executive Placement Practice Leader and will serve as the Principal in Charge on this engagement. John brings extensive transit leadership experience, formerly serving as the Chief Executive Officer at the following agencies: Charlotte Area Transit System (CATS), Greater Richmond Transit Company (GRTA), and LYNX Transit in Orlando. In all these organizations, John has developed high performing teams. Leveraging his national network of relationships, John will provide executive leadership to COMET and advise Chanel in the targeted talent recruitment strategy.

John brings 30 years of senior executive experience. A nationally recognized leader in the transit industry, John brings a unique perspective to the executive recruitment process as both a recruiter and candidate. John's leadership will assure your team finds the right professional for your organization from a broad national network with a mindful approach to recruitment that makes candidates feel valued and informed throughout the process.

Chanel Nichols – Project Manager

Chanel Nichols is TransPro's executive recruiter phenom. She drives our fast-growing executive placement business, managing our full-cycle recruiting process with precision.

Chanel knows everyone wins when the perfect candidate is connected to the perfect position and organization. She relies on her outstanding communication skills, HR background, and keen attention to detail to lead successful recruitment engagements from start to finish. Chanel has lead and provided recruitment services across the country including Fayetteville, NC, Fort Wayne, IN, Madison, WI, Long Beach, CA, and Denver, CO. Chanel has a keen eye for talent and delivers her clients diverse pools of highly qualified candidates focused on organizational success at all levels.

Chanel holds a Bachelor of Arts in Human Resources & Society from Michigan State University and earned a Master's in Human Resources & Industrial Relations from the University of Illinois.

Briana Cole – Senior Recruiter

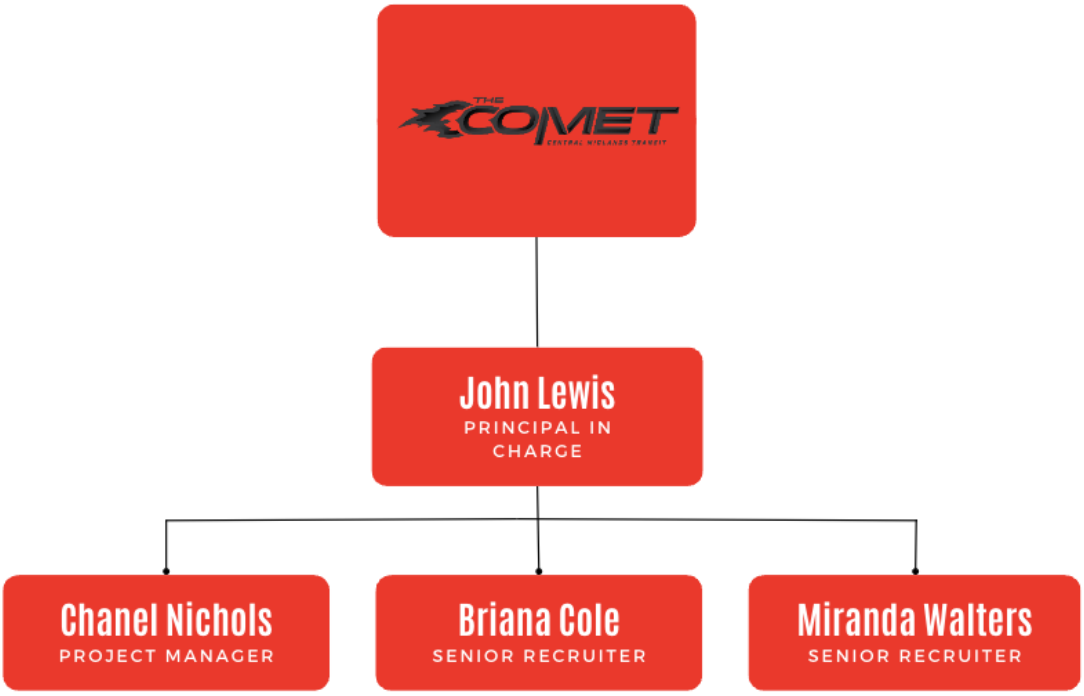
Briana Cole will be integral to every task of the recruitment activities for this engagement. Briana will provide targeted sourcing excellence through a variety of sources and shared her experiences with Long Beach Transit, Metro Transit in Madison, and the Denver RTD.

A master at sourcing and locating high-caliber candidates for our growing roster of Executive Placement clients, Briana will provide oversight of each phase of the executive recruitment process, from placing the call for candidates to managing and tracking applicants, coordinating background and drug screening, and preparing the final candidate for all executive level positions.

Miranda Walters – Senior Recruiter

Miranda Walters is TransPro's newest recruiter, bringing stellar recruiting experience from Union Pacific in Omaha, NE. Miranda is energetic, proactive, and dedicated to bringing excellence to the client throughout the entirety of the recruiting cycle.

Organizational Chart



TransPro
Driving Excellence

John M. Lewis Jr.

TransPro Principal
Executive Placement

John M. Lewis currently serves as Principal of TransPro Consulting. Prior to his current role, John held three Chief Executive Officer positions with the following organizations: CATS in Charlotte, NC, CFRTA in Orlando, FL, and GRTC in Richmond, VA.

Representative Experience

Metro Transit, Madison

Principal in charge of executive recruitment for C-Suite leaders (Chief Administrative Officer, Chief Operating Officer, Chief Maintenance Officer, and Chief Development Officer.

Rock Region METRO, Little Rock

Principal in charge of executive recruitment for Chief Operating Officer. Performed client relations and served as principal contact.

Employment History

November 2022- Present
TransPro Consulting
Principal

September 2015 - October 2022
Charlotte Area Transit System (CATS)
Chief Executive Officer

December 2010 - August 2015
Central Florida Regional Transportation Authority (LYNX)
Chief Executive Officer

February 2005 - December 2010
GRTC Transit System
Chief Executive Officer

January 2000 - January 2005
Maryland Transit Administration
Director Bus and Rail Operations

Education

Allegheny College
Bachelor of Arts

TransPro
Driving Excellence

Chanel Nichols

Executive Recruiter, TransPro Consulting
Holt, MI
Office: 888.703.9554 ext. Cell: 517.505.3614
chanel@TransProConsulting.com

Chanel Nichols is TransPro's executive recruiter extraordinaire. She drives our fast-growing executive placement business, managing our full-cycle recruiting process with aplomb.

Chanel knows everyone wins when the perfect candidate is connected to the perfect position and organization. She relies on her outstanding communication skills, HR background, and keen attention to detail to lead successful recruitment engagements from start to finish.

Chanel holds a Bachelor of Arts in Human Resources & Society from Michigan State University and earned a Masters in Human Resources & Industrial Relations from the University of Illinois.

Representative Experience

RTD: Executive Placement – Denver, CO
Lead recruiter and project manager; supported the Chief Executive Officer and team in identifying top talent to fill a Chief People Officer and a Chief Communications Officer roles; Led recruitment process from feedback sessions; job description development; strategic advertisement; reviewing resumes; screening candidates; conducting behavioral assessments, and facilitating the interview and hiring process. TransPro identified top creative talent to serve at RTD.

City of Fayetteville: FAST Executive Placement - Fayetteville, NC
Project manager and lead recruiter that supported the City Manager and team in identifying talent for the General Manager of FAST. Led recruitment process from job description development; strategic advertisement; reviewing resumes; screening candidates; conducting behavioral assessments, and facilitating the interview and hiring process. TransPro identified top creative talent to serve at FAST.

Citilink: Executive Placement
Project manager and lead recruiter that supported the Chief Executive Officer in identifying top talent for the Director of Operations and the Maintenance Manager vacancies. Led recruitment process from job description development; strategic advertisement; reviewing resumes; screening candidates; conducting behavioral assessments, and facilitating the interview and hiring process. TransPro facilitated interviews and evaluation support in helping the City select the preferred candidate.

LTD: Executive Placement – Eugene, OR
Project manager and lead recruiter that supported the Board for the Lane Transit District in identifying talent for the Chief Executive Officer. TransPro facilitated development of the job description and led a process to identify talent, screen candidates, conduct behavioral assessments, and facilitate the interview and hiring process.

Employment History

2022-Present
TransPro Consulting
Executive Recruiter

2019-2020
Health Management Associates
Human Resources Specialist

2014-2019
Michigan State University
Human Resources Coordinator

Education

University of Illinois, Master's of Human Resources & Industrial Relations

Michigan State University, Bachelor of Arts, Human Resources & Society

Areas of Expertise

- Recruitment
- Sourcing
- Candidate Management
- Outreach & Engagement
- Resume Review

TransPro
Driving Excellence

Briana Cole

Senior Recruiter, TransPro Consulting
Phoenix, AZ
Office: 888.703.9554 ext. Cell: 201.852.1525
briana.cole@TransProConsulting.com

TransPro's senior recruiter, Briana Cole, is a master at sourcing and locating high-caliber candidates for our growing Executive Placement clients. Briana provides oversight of each phase of the executive recruitment process, from placing the call for candidates to managing and tracking applicants, coordinating background and drug screening, and preparing new hires for their new assignments.

Briana has vast experience sourcing and recruiting candidates from entry-level to c-level exectivies in various industries. She attributes her success to the connection and relationships she is able to quickly build with any person she interacts with. In doing so she has developed a knack for identifying great talent and matching it with the perfect role, creating a positive outcome for both the organization and the candidate.

Briana has 7 years of experience in Human Resources and Recruitment. Her proven success and growth throughout the years are a testament to the remarkable skills and strategy she has in successful recruitment and placement.

Representative Experience

Metro Transit, Madison, Lead Recruiter

- Chief Maintenance Officer
- Chief Development Officer
- Chief Operating Officer
- Chief Administrative Officer

Regional Transit District, Denver, Recruiter

- Chief Communications & Engagement Officer
- Chief People Officer

City of Fayetteville, Recruiter

- Transportation Director

Citilink Transit, Indiana, Recruiter

- Director of Operations
- Maintenance Manager

Long Beach Transit, Recruiter

- Human Resources Manager
- Labor Relations Manager
- Environmental Health & Safety Manager

Lane Transit District, Oregon, Recruiter

- General Manager/CEO

Employment History

2022-Present
TransPro Consulting
Senior Recruiter

2020-2022
Manpower Staffing Solutions
Full Cycle Recruiter

2017-2020
RAD Power Bikes
Recruiting Coordinator

2015-2017
Annexus
Human Resource Coordinator

Areas of Expertise

- Recruitment
- Sourcing
- Candidate Management
- Outreach & Engagement
- Resume Review

Miranda Walters

Senior Recruiter
TransPro

Miranda Walters is TransPro's newest recruiter, bringing stellar recruiting experience from Union Pacific in Omaha, NE. Miranda is energetic, proactive, and dedicated to bringing excellence to the client throughout the entirety of the recruiting cycle.

Representative Experience

Union Pacific, Omaha, NE

Experience in EEO and labor/employment law, Labor Relations, Union Pacific systems including Tableau, time management and organization, company policy, Human Resources and hiring/recruitment

Built collaborative working relationships with field transportation management, other internal customers, and external business partners

Developed strong knowledge base of local labor markets and candidate sources, union/craft jobs and lines of progression, job skill requirements and pay rates

Employment History

January 2023-present
TransPro Consulting
Senior Recruiter

January 2022-January 2023
Union Pacific, Omaha, NE
Sr. Recruiter

July 2017-January 2022
Union Pacific, Omaha, NE
Train Dispatcher, Corridor Manager

Education

University of Central Arkansas
B.S. Public Relations

Areas of Expertise

- Grassroots recruiting
- Microsoft Office
- Social Media Management

Project Understanding

TransPro understands that COMET seeks an experienced, collaborative public transportation recruitment partner with a proven approach to recruiting talented, diverse professionals for a wide array of positions at the organization. TransPro further understands that the COMET is looking to fill the Executive Director position and desires a partner with the depth and capacity to fill said position.

Planning	Performance	Process	People
Strategic Planning	TransDASH Digital Dashboard	Cost Containment	Executive Search
Transportation Planning	Organizational Performance Scorecards	Data Analytics	Interim Staffing
Organizational Transformation	Customer Surveys	Efficiency Analysis	Executive Coaching
Strategic Communications	Community Value	Forecasting	Organizational Assessment
Board Governance	Employee Engagement	Comprehensive Operational Analysis	Training Programs

TransPro's experience and approach is geared to providing our clients top tier talent aligned with the goals and priorities of COMET. Through tailored recruitment strategies and diverse approaches to advertising positions we provide each client with a unique set of candidates for each position. This approach ensures intentionality to recruit deep pools of candidates that are qualified, talented, and diverse.

TransPro Executive Placement understands the importance and challenge of recruiting and retaining mid-level executives. These roles keep the enterprise running and create the bench for growth with future senior executive roles. Often these are the most difficult roles to recruit and TransPro takes pride in helping organizations find long-term people solutions for critical leadership roles like we have for Long Beach Transit, RTD in Denver, and MARTA in Atlanta.

Qualifications of the Firm and Staff

As experienced public transit executive search professionals, TransPro Executive Search is trusted by agencies of all sizes to recruit executive leaders in a variety of roles. Our experience is a demonstration of how our approach tailors searches to the specific needs of our clients. Other recruiting firms work from pre-existing pools of candidates that succeed in previous searches. While this can be efficient, TransPro has the industry relationships and network to start fresh and deliver diverse applicant pools unique to our client's needs.

> "Quite honestly, he is exactly what the doctor ordered… I think he is going to be very successful." – A Search Committee member regarding successful TransPro recruitment.

The following pages contain descriptions of relevant past projects in the transportation field that demonstrate not only successful executive recruitment and placement, but also success in the areas of

board and management team engagement, strategy alignment, staff skills assessment, compensation analysis, performance evaluation systems, and development of job descriptions.

We know public sector. TransPro is an industry leader, with national experience in consulting public sector agencies on increasing quality while reducing costs. Our team of public sector professionals, who work throughout North America, is known around the world for successfully planning, measuring, and sustaining high-performance public organizations through our innovative approach and information systems.

We know executive placement. We've successfully placed multiple candidates in senior leadership positions in transit agencies across the country. In Detroit, our candidate reduced operating costs $38M and improved customer satisfaction by 44% in a year. We recently hired a transit expert with over 30 years of experience to fill a Vice President position in southern California, and we recently hired an Executive Director with over 28 years of management experience for a public sector agency in Central Indiana.

Similar Agency Experience
TransPro has been privileged to serve several medium sized transit agencies with recruitment services support. Similar to this request, TransPro is actively or has recently supported RTD in Denver, Long Beach Transit, MATA in Memphis, Rock Region Metro in Little Rock, MARTA in Atlanta, Citilink in Fort Wayne, IN, and Metro Transit in Madison, WI. Many of these are on-call recruiting assignments filling C-Suite executive level positions to managers and field operatives. The roles we have helped these transit agencies fill include CEO/General Manager, Chief Operating Officer, Chief Administrative Officer, Chief Communications and Public Engagement Officer, Chief People Officer, and Managers in the fields of Safety, Labor Relations, Planning, Engineering, and Operations.

TransPro includes a deep bench of former public transportation executives including Practice Leader John Lewis, Managing Principal Ehren Bingaman, and CEO Mark Aesch—our team fully understands the nuanced needs and challenges of transit professionals across the comprehensive portfolio of an agency's needs. We are helping transit organizations build high performing teams and looking forward to sharing our experiences and approach with COMET.

> "…TransPro's experience in recruiting for MARTA trimmed 4 months off the agency's standard hiring timeline and TransPro recruited and placed a CEO at Citilink in 3 short months…."

Qualifications of the Firm and Staff

Our experience in recruiting for a public sector agency in Atlanta trimmed 4 months off the organization's standard hiring timeline. At a Citilink in Fort Wayne, IN, we recruited and placed a new CEO in three short months.

Collaborating with The Toledo Area Regional Transit Authority (TARTA), our team identified and recruited an interim Chief Operating Officer in just two weeks. Our team has proven to listen and focus to find great candidates aligned with organizational needs and deliver top talent and diversified pools.

As a boutique consulting firm, our whole team is committed to COMET's success. TransPro's Managing Principal and former public agency chief executive, Ehren Bingaman, will be personally involved in the recruitment search services to ensure that COMET is presented with a high quality and diverse list of potential candidates that will best meet COMET's needs. Other key personnel are highlighted below and on the following page.

TransPro In Action

Quick Response Time in Ohio

TransPro recently helped a public sector organization in Toledo, OH fill a vacant interim Chief Operating Officer position in less than 2 weeks. Through collaboration with the CEO, TransPro presented 4 candidates, negotiated the salary, and facilitated the first day in 10 business days.

EXECUTIVE LEADER FOR THE LANE TRANSIT DISTRICT IN OREGON

TRANSPRO RECENTLY COMPLETED A COMPREHENSIVE COMMUNITY ENGAGEMENT PROCESS TO HELP FIND AN EXECUTIVE LEADER. TRANSPRO DEVELOPED A COMMUNITY AND EMPLOYEE SURVEY TO HELP MAP THE CHARACTERISTICS OF A SUCCESSFUL ORGANIZATIONAL LEADER, FACILITATED A WORKSHOP WITH THE ORGANIZATIONAL BOARD OF DIRECTORS, AND FACILITATED 11 STAKEHOLDER AND EMPLOYEE FOCUS GROUPS TO FURTHER DEFINE THE KEYS SUCCESS. OUR TEAM USED THE WORDS TO FORMULATE THE JOB DESCRIPTION THAT IS BEING USED TODAY TO RECRUIT THAT LEADER.

TRANSPRO IN ACTION

EXAMPLES OF OUR WORK

DENVER RTD EXECUTIVE SEARCH

The TransPro Executive Placement team led a Chief Communications & Engagement Officer search for the Regional Transit District in Denver, CO. The process began with holding multiple community and internal employee feedback sessions. This feedback was used to formulate the key initiatives of the position, which helped create a transformative job placement advertisement, driving qualified applicants. TransPro did a thorough review of applicants to find viable candidates for the role while also leveraging our internal network.

CITY OF MADISON ON-CALL PROFESSIONAL RECRUITING SERVICES

TransPro was engaged to provide Executive Search services for c-level positions for Metro Transit in Madison, Wisconsin. This search included establishing agency priorities, creating a job description, recruiting, and screening qualified potential candidates and assisting in interview facilitation. Staying attentive to Metro's primary focus of assembling a pool of diverse and talented candidates, TransPro continuously expanded our traditional outreach channels to cast a net beyond the transit industry. By remaining consistent with the agency's expectations, we have been able to create a selection of competitive, diverse, and highly talented candidates for multiple active job openings.

CITILINK, FT. WAYNE, INDIANA GENERAL MANAGER EXECUTIVE SEARCH

TransPro was engaged to identify a new General Manager. This search included establishing agency priorities, recruiting, and screening qualified potential candidates, facilitating interviews, and providing guidance on compensation. Citilink posted the job description in November 2020 and received a few qualified candidates. TransPro launched its search in late December, conducting targeted outreach to 44 potential candidates – 19 of whom were female and 17 were minorities. TransPro helped plan an on-site visit for the preferred candidate and provided guidance to the Board on compensation and contract language. Working with an aggressive time, **TransPro helped fill the position in less than 115 days.**

ROCK REGION METRO CHIEF OPERATING OFFICER

TransPro was engaged to identify a new Chief Operating Officer. This search included establishing agency priorities, recruiting, and screening qualified potential candidates, facilitating interviews, and providing guidance on compensation. Along with posting the description on several transit job boards, TransPro conducted targeted outreach to a broad range of potential candidates, with focus on curating an experience, deep, and diverse pool of candidates to the agency for consideration. After a series of interviews with TransPro and the Authority senior staff, 3 finalists were identified. TransPro helped plan an on-site visit for the preferred candidate and provided guidance on compensation and contract language. Working with an aggressive timeline, ***TransPro helped fill the position in less than 90 days.***

Rock Region METRO

LONG BEACH TRANSIT EXECUTIVE RECRUITMENT

Transpro was engaged to provide Executive Search for VP level position. This search included working with the organization to develop a job description, identifying and screening qualified potential candidates, developing interview questions, and supporting virtual and on-site interviews of finalists. In this case, the organization was most interested in candidates bringing superior leadership skills, with less emphasis on technical skills or transit-specific experience. This alignment on what they considered to be the most important characteristic for the role is a key step that allows us to recruit the right candidates. We expanded our traditional outreach channels to cast a net beyond the transit industry. Long Beach narrowed the field to 4 finalists who were interviewed by the organization's CEO, Deputy CEO, TransPro's CEO, and the TransPro Project Manager. A logistics expert, with over 20 years of management experience was hired and ***remains in the position today.*** TransPro has continued its engagement with Long Beach Transit providing on-call search services for mid-level managers in the areas of safety, labor relations, and human resources.

LONG BEACH TRANSIT

MEMPHIS AREA TRANSIT AUTHORITY CHIEF OPERATIONS OFFICER SEARCH

TransPro was engaged to conduct an Executive Search for a Chief Operations Officer that would help drive enhanced performance and operationalize the organization's strategic plan. This search included working with the organization to develop a job description, identifying and screening qualified potential candidates, administering a DiSC assessment to provide additional insights on each finalist, and other support. TransPro identified a proven leader from our database of executives who would be a perfect match for the COO position, as they had an extensive track record of cultivating operational excellence in a unionized environment. At the end of the recruitment process, they proved to be the most qualified candidate and the best fit for the organization.

MATA
MEMPHIS AREA TRANSIT AUTHORITY

Approach to Accomplish Statement of Work

TransPro understands that the COMET seeks support for the recruitment of an Executive Director, which is critical to a strong transit management team over several years. TransPro is fully equipped to provide all the services requested in this solicitation.

Due to TransPro's national relationships, TransPro will concurrently cast a wide net, but with surgical precision to engage candidates that will flourish at COMET. Some recruiters provide agencies with a usual cast of candidates compiled from previous searches for other clients that bear no resemblance to the COMET. While TransPro has a network, we will work quickly to understand what success looks like to find a diverse and qualified panel of candidates matched to the unique needs of COMET.

Through our work across the country in strategic planning, process improvement, leadership development, executive search, compensation analysis, succession planning, and much more, TransPro has met, worked with, and advised hundreds of public sector executives from local, state, federal agencies. Our staff has also developed relationships with private sector leaders from the largest management firms, many of whom have led successful careers in the public sector.

TransPro commits to work with COMET to help you achieve your goals and we will work with the COMET's senior leadership to define success for your organization, to recruit and hire the professional most aligned with your vision of success.

This approach ensures that we achieve alignment to deliver the most qualified candidates with the right mix of experience, diversity, and skills to lead the agency in pursuit of its highest priority goals. Our collaborative process builds in multiple opportunities for interaction with COMET's selection team.

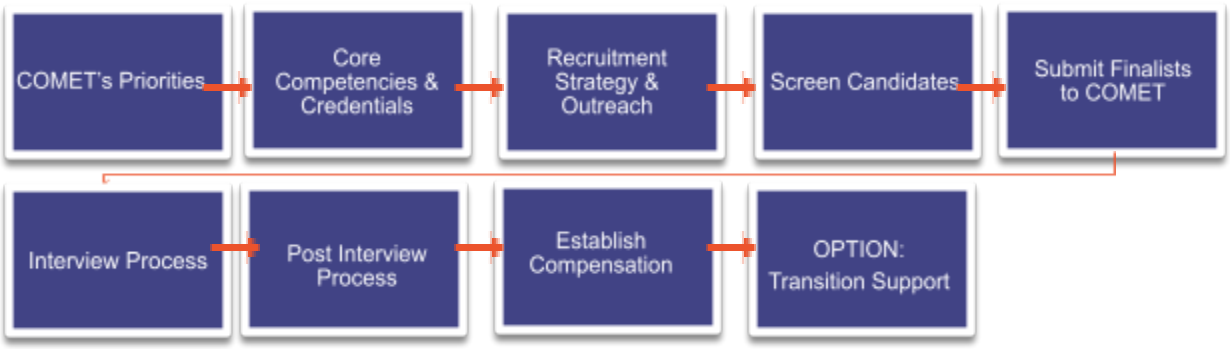
TransPro In Action

The Value of Alignment

TransPro was engaged by Long Beach Transit to recruit a Director of Maintenance. Our process identified a strong candidate who, though they did not have a transit background, possessed strong service vision, and aligned with LBT's values. The candidate was hired and continues in the position. TransPro has since led three other executive searches for LBT.

Project Approach

The TransPro team values the importance of knowing our clients' business, goals, corporate culture, and leadership style. Our executive search methodology customizes a brand statement and recruitment plan designed to achieve performance goals.



Task 1: COMET's Priorities

From our decades of experience leading organizations and advising Executive Management Teams, we understand the importance of establishing and aligning on the agency's overall strategic direction and highest priorities. TransPro understands how these outcomes are being measured and will collaborate with the CEO/General Manager and senior leadership to ensure COMET is resourced with professionals driven to achieve these outcomes.

There are many qualified candidates for the various roles, but transit agencies that achieve the highest levels of success are led by executives who possess the skills, values, and strategic alignment with the direction of the organization.

In addition to our understanding of your strategic plan, we will take the following steps to identify the best candidates for the two positions:

> Review any existing documents that establish relevant information.

> Lead an executive search committee team workshop to establish and/or confirm strategic priorities, expectations for the Executives, and gaps that may exist in the agency's current capabilities to deliver on its strategic priorities. (*For expediency and/or ongoing restrictions due to COVID-19, this can be conducted as a virtual workshop)*

> Solicit additional information through interviews with members of the Executive Team, potentially the Board, employees, and key stakeholders, and community leaders as directed by the Selection Committee.

> Solicit input from the Selection Committee, through meetings and/or interviews to understand the role, responsibilities, qualifications, and appropriate experience needed for the position.

Task 2: Core Competencies and Credentials

Once we have established the agency's priorities and identified gaps, TransPro will develop the core competencies and credentials that will be required for the executives to be successful in the role. This links the agency's strategic requirements with the candidates' capacities and past performance.

This information will be used in two ways:

> First, it will be used as an input to develop and/or refining a candidate profile and job description that clearly describes the responsibilities and expectations for the role, as well as the qualities that COMET seeks in the position.

> Second, it will be used as an input to the evaluation criteria for both the initial screening and formal interviewing of candidates. Having pre-defined evaluation criteria is critical to ensuring a thorough, transparent, and fair process that guards against selecting a candidate who may be impressive in many ways but is not necessarily best equipped to perform well in the areas most critical to COMET's success.

Task 3: Recruitment Strategy & Outreach

With input from COMET, we will refine our recruitment strategy to effectively target qualified candidates who match COMET's criteria for a new Executive Director. We are committed to delivering a multitude of candidates and applicants with extensive backgrounds and experiences. Diversity, Equity, and Inclusion is at the forefront of our recruitment efforts, and we strive to provide different backgrounds and

skill sets for our client needs. Our strategy will leverage our 20+ years of experience in the public sector and include multiple tiers of outreach:

> **Personal Relationships**: TransPro's proven relationships and reputation within the public sector (both public and private) will yield a numerous and diverse slate of potential candidates. Beginning with leaders who have experience at comparable municipalities, we will discreetly reach out to the most promising candidates to gauge interest in the role. Our personal relationships have helped Tampa, Indianapolis, and Toledo fill positions in days, rather than months.

> **Social Networks**: We will also leverage talent pipelines and industry referrals through our extensive social networks to cast a wider net and further ensure that we can deliver the most qualified list of interested candidates possible.

> **Strategic Marketing**: TransPro has an on-staff graphic designer who creates all marketing materials (brochures and advertisements) to support our executive search work. We strategically advertise in appropriate publications and web-based platforms as well as industry associations such as the International City/County Management Association (ICMA). (For example, LinkedIn and Mass Transit). *Ad content will be shared with COMET prior to execution.*

Task 4: Screen Candidates

TransPro will conduct an initial screening of all qualified candidates before submitting a short list to COMET for consideration. Our screening process will include:

> Receive and review resumes and qualifications against our established evaluation criteria.

> For those who pass the initial review, we will conduct a preliminary screening interview to identify whether the candidate possesses core competencies and values aligned with the organization.

During our initial screening, we will place a strong emphasis on the skill set relating to the delivery of high-quality customer service. Customer satisfaction is an area of expertise for TransPro. This phase of screening will involve telephone or video conference interviews.

TransPro In Action

Successful Placements Mean Reliable, Long-term Team Members

TransPro's national search and screening of candidates for a Director level position for a public sector organization in Las Vegas, NV resulted in the placement of a candidate who, five years later, still works for the organization. Executive Leadership continues to be pleased with their performance.

Many placement firms simply drop the candidate in the organization and wish everyone good luck ... TransPro has a full suite of options available to help the new executive and the agency to excel.

Task 5: Submit Finalists to COMET and Determine Interview Candidates

Based on our initial screening, only candidates who have our highest confidence will be submitted to COMET for consideration and formal interviewing. We would look to provide a short list of four (4) to six (6) candidates. As part of this submission, we will provide COMET with a written report, including the following information:

> Comprehensive candidate overview/profile
> Resume
> Organization match summary
> Salary expectation

As part of this task, we will also assist COMET in the evaluation of the candidates and select the top two (2) to four (4) for interviewing.

OPTION – Should tCOMET leadership desire, TransPro is able to utilize a variety of personality assessments and identification tools which provides insight into behavioral traits of each candidate. We have administered these assessments to leaders in many settings and have found it to be a useful and instructive evaluation tool.

Task 6: Candidate Interview

Based on our coordination with the COMET Search Committee and interview panel, final interviews will be organized and scheduled. As part of this process, we will complete the following tasks:

> TransPro will coordinate with the COMET interview panel and candidates to schedule the final interviews

> In coordination with the Search Committee, we will develop the interview questions for the final interviews

> TransPro will be in attendance for all the interviews with COMET in a virtual capacity

> After completion of each interview there will be a panel debrief and TransPro will coordinate a discussion on the candidate

TransPro will continue to receive and screen candidates during the interview process. If any additional candidates meet the above stated criteria, they will also be presented to COMET for review.

Task 7: Post Interview Process

After completion of the interviews, TransPro will complete a background check of the preferred candidate. The check will include the following reviews for the Board's preferred candidate:

> A check of three (3) professional references to evaluate their past job performance
> A criminal background check
> Educational and employment verification

As part of this task, TransPro will provide COMET with a written report, including a summary of all completed checks for each candidate requested for final review, and decision-making process. If other checks are required, TransPro will collaborate with COMET to accommodate requirements.

Task 8: Establish Compensation

Once a candidate is selected, we will provide counsel to COMET on an appropriate compensation package. Based on our experience as executives making compensation decisions and helping agencies establish compensation philosophies, we have developed a methodology that is based on the following factors:

Factor	Descr.	Impact on Comp
Salary	$146,580	
Performance	4.33	↑
Experience	20+ yrs	↑
Education	Masters	↑
Ability to Replace Skills	Possible	—
Flight Risk	Low	↓
Compensation History	+27% since 2010 (3-5% per yr)	—

> Market compensation
> Past performance results
> Experience
> Education
> Ability to replace skills
> Compensation history

Throughout the search process, TransPro will keep candidates appraised of their status and notify applicants who are not selected.

We will re-institute a search at no fee to COMET should a candidate that we place leave the agency within one (1) year – either through resignation or termination.

TRANSPRO RECENTLY WORKED WITH A MUNICIPALITY IN FLORIDA TO ESTABLISH A COMPENSATION PHILOSOPHY THAT WILL ENABLE THEM TO ATTRACT AND RETAIN HIGH-QUALITY CANDIDATES. TRANSPRO ALSO CONDUCTED AN ANALYSIS TO DETERMINE WHETHER SALARY ADJUSTMENTS WOULD BE RECOMMENDED FOR SEVERAL KEY ROLES. THIS INCLUDED COMPARISON TO PEER MUNICIPALITIES, LOCAL GOVERNMENT AGENCIES, INDUSTRY SURVEYS, AND INTERNAL DATA REVIEW.

TRANSPRO IN ACTION

Task 9: Optional Transition

This request for proposals did not seek support of the candidate through their transition into the new position. However, this step in our process helps to set the stage for the new staff member's success.

Placement Guarantee

If the selected individual leaves for any reason other than an act of God (such as total incapacitation or death) within the first year, TransPro shall repeat the search at no charge. TransPro also agrees to repeat the search, at no additional charge, if COMET is not satisfied with the candidates presented. In addition, TransPro shall not approach the selected individual for any other position if the individual is employed by COMET for at least five years.

Final Deliverables

TransPro will prepare a final deliverables package consisting of the following:

> Candidate screening results showing statistically the qualifications of all applicants and how the candidates were screened as qualified/non-qualified;
> Results of internet search;
> Initial screening interview report;

> Final screening matrix showing how candidates were evaluated; and
> Reference/background check results

Potential Impediments, Obstacles, or Problems

Our process is designed to mitigate against potential challenges that would negatively impact upon work performance and proposed solutions. Below is a discussion of potential challenges and how our process seeks to mitigate against them.

Potential Challenge	Mitigation Strategy
Schedule Delay	After kicking off the search with an alignment on schedule, we institute a biweekly status meeting with the COMET. This keeps the search and interim deadlines in front of all parties, helping to keep the search on track. We also aim to block potential interview time slots for the COMET's leadership well in advance to avoid delays towards the end of the search.
Loss of Candidates	Sometimes candidates are pursuing multiple opportunities with their own timelines. This is one of the reasons we aim to remain on schedule, as a shorter search timeframe reduces the risk of a promising candidate accepting another offer. We also aim to understand early on whether a candidate is pursuing other opportunities and keep COMET apprised.
Lack of Diversity	While we do not have full control over the candidate pool, we take steps to increase the likelihood of a diverse pool, such as ensuring that we maintain a diverse professional network and posting opportunities in outlets targeting specific groups (e.g. COMTO, WTS).
Unclear or Changing Role Expectations	If key parties to the hiring decision are not actively engaged early in the process, there is a risk that the shortlisted candidates are not the best match for the role. Therefore, we spend time upfront to ensure we are asking the right questions of the right people, as not all expectations are necessarily gleaned from the job description itself. For example, in one search we learned that the Hiring Manager preferred a candidate who would have interest in and capability to eventually grow into a Chief Executive role.

Based on our extensive firsthand experience in understanding what makes great transit leaders and conducting effective executive searches, we are confident that we are the best partner for COMET in Executive Search Services.

Typical Search Timeline

	TASK	NTP	2 weeks	4 weeks	1 week	2 weeks	1 week	1 week	1 month
1	COMET's Priorities								
2	Core Competencies & Credentials								
3	Recruitment Strategy & Outreach								
4	Screen Candidates								
5	Submit Top 10-15 Finalists								
6	Interview Process								
7	Post Interview Process								
8	Establish Compensation								
9	OPTION: Transition Support								

Price Proposal

TransPro Executive Search's firm fixed price for conducting the services described in this quote is a flat fee of **$30,000** (a percentage of which is paid upon completion of each milestone).

The following is a summary of TransPro's preferred payment terms. Our team will collaborate with COMET if other terms for payment are preferred:

- Posting of position (30%)
- Initial Candidate Screening (30%)
- Submittal of Candidates (30%)
- Placement of Candidates (10%)

Candidate interview-related expenses will be reimbursed either directly to the candidate or TransPro.

TO: The COMET Board of Directors
FROM: LeRoy DesChamps, Chief Operating Officer
DATE: February 15, 2023
SUBJECT: Administration and Operations Report: Activities from January 19, 2023 to February 15, 2023.

Administration, Operations, Customer Experience and Human Resources (LeRoy DesChamps, Jackie Bowers, and Patricia Geddis)

- Completed staff Mid-Year reviews and met with all Directors to discuss and review goals for the remaining Fiscal year. All Directors completed and reviewed Mid-Year reviews with their staff.
- Worked with Legal to prepare for Employee Grievance Hearing scheduled for February 22, 2023. Coordinated with staff and Legal to provide FOIA request from former employee attorney.
- Processes all pre-screening requirements for the Marketing Intern and Board Clerk and Community Program Specialist positions. On Boarded New Marketing Intern on January 31, 2023. Job offer extended and accepted by Board Clerk and Community Programs Specialist candidate. Date of hire scheduled for February 21, 2023.
- Working with staff in restructuring the Planning Department to include a Director/Manager and Planning Analyst which will be included in the 2023/2024 Fiscal Year Budget.
- Placed advertisement and posted the Planning and Development Manager position national and locally.
- Coordinated and participated in monthly Check-In meeting with Federal Transportation Association.
- Participated in monthly SC PEBA Meeting for Optional Employers about Benefits changes and updates.
- Attended bi-weekly and monthly meetings with Brownstone, Davis and Floyd and Cherokee, Inc. for the Lucius Road SuperStop project. Working with Project Lead to address any project issues. Project is currently on schedule and in final stage of completion.
- Completed the City of Columbia annual industrial operators training course and quizzes for The COMET's SWPPP (Stormwater Pollution Protection Plan).
- Attended CAPT (Carolinas Association for Passenger Trains) board of directors meeting at main library on Assembly Street.
- Attended Emergency Personnel Meeting regarding the South Main Street construction project.
- Attended Transitions Public Safety Meeting at Columbia Police Department Headquarters.
- Attended the USC and The COMET regular meetings regarding service updates.
- Presented The COMET Status Report to the Transportation Penny Advisory Committee (TPAC).
- Periodically performed site visits of shelters and bus stops in Downtown area and SuperStops to monitor cleanliness and loitering.
- Attended monthly RATP Dev Safety and Training class.

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- Participating in meetings with RATP Dev staff to review and discuss plan of action for reporting and the data management system. Working with Staff and RATP Dev on action plan to address On Time Performance issues in reaching goal of 85%.
- Continue to assist with the evaluation of On Time Performance of the transit system routes.
- Attending weekly meetings with the Center for Transportation and the Environment/CTE and other vendors on the Low/No Emission Buses project. Project is currently on schedule.
- Monitor RATP Dev staff and all daily operations which includes all other contractors and vendors.
- Visited COMET Central to observe and monitor The COMET staff, Contractor's staff and cleanliness of building.
- Completed and Participated in the class for CPR Training, Certification and Recertification.
- Coordinated and performed the Customer Experience Representatives Mid-Year Performance Reviews.
- Prepare and present the monthly Customer Experience Department Report during The COMET Staff meeting and The COMET/RATP Dev/TCS Staff meeting.
- Monitor the Customer Experience Call Center and provided constant feedback on performance and service.
- Continuously document the Weekly Call Log to record the weekly number of and various call types received in the Call Center to determine most common issues and methods to resolve.
- Continuously discuss fares, schedule changes to The COMET's routes, what is new with The COMET, and best customer service practices with Customer Experience Representatives.
- Through The COMET Solutions for Transit system, expeditiously monitor customer inquiries, concerns and complaints related to services, ensuring that they are coded properly and closed out accordingly.
- Continuously provide telephone assistance to incoming customer inquiries, to include escalated transfer calls from CER's and other departments.
- Attended all scheduled staff meetings.

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Monthly Activity Report

Finance Department and Information Technology Department
(Rosalyn Andrews, Crystal Willis, Amaris Ray-Pope, and IT1 Solutions)

Dec 22 – Jan 23

Work Summary

IT Dept

Security and business continuity

- Windows & application updates
- Network and NVR updates

Projects & Setups

- OTP Improvement Project (meetings/testing)
- Network documentation and maintenance
- Equipment inventory & organization
- Laptop & Soft phone deployment
- Trapeze project
- Deploy MFA solution

Maintenance/Troubleshooting

- Account recovery
- Workstation & Network troubleshooting
- UPS troubleshooting
- Cradlepoint router maintenance
- Technical support: conf rm, network assets & services

Accounting Dept

Day to Day

- Counted farebox revenue, and COMET Central pass sales receipts
- Processed ticket orders (customers, replenish CSR, 3rd party vendors)
- Processed payroll, payables, and receivables (invoices and payments)
- Bank reconciliations
- Submitted SC DOR Fuel Motor Application
- Finance Committee Meeting Packet
- Month end preparations
- Monthly and Bi-Weekly Meetings, Conferences (USC, Brownstone)

- ❖ Mid-Year reviews
- ❖ CPR Training
- ❖ Safety Meeting
- ❖ Update MOU Midlands Tech College

Regulatory Compliance & Civil Rights Report
(Arlene Prince, Michelle Ransom, Brittany Higgins)
Reporting Period–January 25, 2023 to February 21, 2023

- **Brief snapshot of activities performed by the Director of Regulatory Compliance & Civil Rights Officer (Prince)**
  - Worked on Title VI Compliance Plan. Met with various members of The COMET Team to obtain updated information. The Plan is scheduled to expire by June 1, 2023.
  - Reviewed and pinned Certifications and Assurances for the agency compliance in obtaining future grants through FTA. Coordinated with legal office for completion of all required signatures.
  - Completed the Safety and Security CEO Certification that is due by end of February 2023. Coordinated with appropriate individuals on data entered and submitted in NTD system.
  - Prepared EEO Report as follow up to Semi-Annual Review conducted during January 2023. Provided a copy to General Manager and EEO Representative for RATP Dev.
  - Conducted mid-year employee performance review.
  - Coordinated with contractors on the completion and submission of annual review of drug and alcohol documents.
- **The Regional Grants and Coordination Manager (Ransom) prepared several grant applications to request future funding for agency's initiatives as follows:**
- Submitted monthly vanpool data to NTD
  - Input invoice data for grant-eligible expenses.
  - Compiled and submitted quarterly financial reports and milestone progress reports for all active grants.
  - Compiled eligible expenses for submittal of invoice to CMCOG for 5307 grants
  - Completed NTD census data task.
  - Finalized and closed out grant SC-2020-020.
- **Activities attended by Regulatory Compliance & Civil Rights Officer (Prince)**
  - Attended Transit Retreat in Myrtle Bach, SC from January 31-February 3, 2023. The Transit Retreat focused on Transit leaders, Mobility Managers and Advocates from across the nation. Targeted opportunities were available to engage with peers, national partners and vendors in a relaxed, scenic setting.
  - Participated in meetings with TripSpark (vendor) for the Certification Eligibility and Service Infraction modules.
  - Attended in-person CPR Training to complete the training necessary to meet re-certification requirements.
  - Attend monthly Safety Meeting and Safety Committee Meeting planned and facilitated by the contractor as apart of contractual and compliance requirements.
- **Activities attended by Grants & Regional Coordination Manager (Ransom)**
  - Participated in 2020 Census and Implications for FTA Programs webinar
  - Participated in Buy America Requirements webinar
  - Attended CMCOG Board of Directors meeting
  - Attended CMCOG Transportation Subcommittee meeting
  - Participated in monthly check in meeting with FTA

- Participated in a CMRTA/SCDOT update meeting
- Participated in weekly Low/No grant stakeholders meeting
- Attended RATP Dev safety training

- **Mobility Management Initiatives that occurred during the Reporting Period (Higgins)**
  - ***Pick Up Program (PUP) & Volunteer Transportation Reimbursement Program (V-TRIP)***
    - The PUP program has **39** individuals enrolled. In January, **100** trips were taken by **18** individuals.
    - The VTrip program has **11** individuals enrolled with crossover from PUP. **Three** individuals used VTrip in January taking **111** trips.
  - ***Travel Navigator/Travel Ambassador***
    - During the month of January, there were **two** individual ride-a-long travel trainings. **Four** different individuals learned about V-TRIP and PUP over the phone. **One** person learned about V-TRIP and PUP in person. **One** person needed an hour's worth of time mobility planning.
  - ***The COMET Accessibility Advisory Committee (AAC)***
    - The ACC committee meeting was held on January 19, 2023. Its next meeting will be held in April 2023. The status of website and schedule accessibility was discussed. Discussion in the meeting determined that disability culture training for the drivers, formerly disability awareness, needed to be started again.
  - ***<u>Accomplishments</u>***
    - The Independent Living Specialist and Americorps members at Able SC were given a presentation on a general overview of the transportation system. A few of those members were identified to start providing travel training. Two Independent Living Specialists and Two Americorps members will have additional training in February in order for them to start conducting travel training with individual consumers.

M/DBE Tracking
Local Funds Only
July 1, 2020 - December 31, 2022

Fiscal Year Summary (July 1, 2020 - December 31, 2022)	
Vendors Paid - Contracts with M/DBE Goal	$ 47,312,065.02
# M/DBEs Paid*	$ 12,248,957.94
The COMET M/DBE Goal	25%
M/DBE Goal Percentage Achieved	25.9%
# Vendors with M/DBE Goal	20

Note: Data reviewed from The COMET's Check Register from July 2020 -December 2022

**Payments being verified for RATP Dev/Payments reflect up thru December 2022

	The COMET/Contractors Vendor Name	The COMET Paid Vendor YTD	Amount DBE Paid YTD* (Direct/Indirect)	Contract M/DBE Requirement	Percentage of Goal Achieved
1	A James Global Services	$ 198,122.90	$ 198,122.90	100%	100%
2	AOS Specialty Contractors (20%)	$ 351,297.40	$ 351,297.40	100%	100%
3	Able South Carolina	$ 295,506.22	$ 4,543.13	2%	2%
4	Amerigas	$ 849,905.25	$ 9,360.00	2%	1%
5	B & C Associates	$ 252,632.10	$ 252,632.10	100%	100%
6	Brownstone Construction Group (MBE) (20%)	$ 156,209.86	$ 150,441.26	2%	96%
7	Burr Furman McNair	$ 542,821.97	$ 73,730.00	2%	14%
8	Capital Building Services	$ 116,854.61	$ 116,854.61	100%	100%
9	Chernoff Newman	$ 114,425.00	$ 4,050.00	2%	4%
10	CR Jackson Inc (20%)	$ 128,835.66	$ 14,668.00	5%	11%
11	DESA	$ 9,750.00	$ 9,750.00	100%	100%
12	Flock and Rally	$ 739,436.73	$ 739,436.73	100%	100%
13	IT1 Solutions (20%)	$ 50,665.00	$ 325.14	2%	1%
14	New Age Protection	$ 490,141.08	$ 490,141.08	100%	100%
15	PJ Noble & Associates	$ 5,040.00	$ 5,040.00	100%	100%
16	RATP Dev**	$ 42,372,309.32	$ 9,779,736.41	20.06%	23%
17	Strategic Mapping (20%)	$ 367,110.40	$ 18,390.00	7%	5%
18	Tolar Manufacturing (20%)	$ 181,832.60	$ 6,454.66	2%	4%
19	Transit Mgmt Oversight & Solutions	$ 17,014.92	$ 17,014.92	100%	100%
20	Walker White (20%)	$ 72,154.00	$ 6,969.60	12%	10%
	Total Payments	$ 47,312,065.02	$ 12,248,957.94		25.9%

M/DBE Tracking
July 1, 2020 - December 2022

	DBE Firm	The COMET Vendor	Service Description	The COMET Paid Vendor YTD	Amount DBE Paid YTD**
1	A James Global Services	A James Global Services	Landscaping	$ 198,122.90	$ 198,122.90
2	AOS Specialty	AOS Specialty	Bus Stop Amenities	$ 351,297.40	$ 351,297.40
3	Flock and Rally	Able South Carolina	Certification/Mobility Management	$ 295,506.22	$ 4,543.13
4	Apex Construction	Amerigas	Propane Fuel	$ 849,905.25	$ 9,360.00
5	B & C Associates	B & C Associates	Janitorial	$ 252,632.10	$ 252,632.10
6	Brownstone Construction Group (MBE)	Brownstone Construction Group (MBE)	Architectural & Engineering	$ 152,813.61	$ 147,045.01
	CES Group Engineers	Brownstone Construction Group (MBE)	Civil Engineering, Surveying, Environmental	$ 3,396.25	$ 3,396.25
7	Gaffney Lewis LLC	Burr Furman McNair	Legal Services	$ 542,821.97	$ 73,730.00
8	Capital Building Services	Capital Building Services	Janitorial/Landscaping	$ 116,854.61	$ 116,854.61
9	Heyward Bannister/Banco-Bannister	Chernoff Newman	PR/Website	$ 114,425.00	$ 4,050.00
10	AOS Specialty	CR Jackson Inc	Parking Lot Repair	$ 128,835.66	$ 14,668.00
11	DESA	DESA	Outreach	$ 9,750.00	$ 9,750.00
12	Flock and Rally	Flock and Rally	Marketing	$ 739,436.73	$ 739,436.73
13	No Info to Date	IT1 Solutions	IT	$ 50,665.00	$ 325.14
14	New Age Protection	New Age Protection	Security	$ 490,141.08	$ 490,141.08
15	PJ Noble & Associates	PJ Noble & Associates	DBE Public Particpation	$ 5,040.00	$ 5,040.00
16		RATP Dev	Fixed Route/Paratransit Oper	$ 42,372,309.32	
	Transport Care Services	RATP Dev	Paratransit, Bus Cleaning		$ 8,762,693.51
	Capital Building Services	RATP Dev	Bus Stop Maintenance, Vehicle Detailing		$ 377,033.00
	Nissi Group	RATP Dev	NTD Reporting		$ 29,568.00
	Hard Hat	RATP Dev	Safety Equipment		$ 7,800.79
	A Customer Point of View	RATP Dev	Mystery Rider		$ 64,042.00
	Ed Rush	RATP Dev	Uniforms		$ 371,600.51
	Alpha Business Solutions	RATP Dev	Office Supplies		$ 15,388.80
	Rely Supply	RATP Dev	Oil, Lube, etc.		$ 151,609.80
17	Elite Professionals	Strategic Mapping	ITS	$ 367,110.40	$ 18,390.00
18	Davis Freight Mgmt	Tolar Manufacturing	Bus Shelters	$ 181,832.60	$ 6,454.66
19	Transit Mgmt Oversight & Solutions	Transit Mgmt Oversight & Solutions	Triennial Review Prep	$ 17,014.92	$ 17,014.92
20	Wallace Mechanic Supply	Walker White	HVAC Replacement	$ 72,154.00	$ 6,969.60
	Total Payments			**$ 47,312,065.02**	**$ 12,248,957.94**

M/DBE Tracking
RATP Dev Payments
7/1/20-12/31/22

Fiscal Year Summary (July 1, 2020 - December 31, 2022)			RATP Dev Contractors	Type of Work or Products	Contract Period	RATP Dev Paid Vendor YTD	RATP Dev Contract M/DBE Requirement	Percentage of Goal Achieved
The COMET Paid RATP Dev*	$ 42,372,309.32	1	Transport Care Services	Operate DART services, vehicle cleaning	7/1/20 - current (5 yr term)	$ 8,762,693.51	18.41%	20.7%
M/DBEs Paid**	$ 9,779,736.41	2	Capital Building Services	Bus Stop cleaning/maintenance & vehicle detailing services	7/1/20 - current (5 yr term)	$ 377,033.00	1.14%	0.9%
The COMET M/DBE Goal	20.06%	3	Nissi Group	Trip sampling for NTD Reports	7/1/20 - current (5 yr term)	$ 29,568.00	0.14%	0.1%
M/DBE Goal Percentage Achieved	23.1%	4	Hard Hat Transportation	Safety, facility and office supplies and equipment	7/1/20 - current (5 yr term)	$ 7,800.79	0.02%	0.0%
		5	A Customer's Point of View	Mystery rides/observations on Fixed Routes	7/1/20 - current (5 yr term)	$ 64,042.00	0.20%	0.2%
Note: Data reviewed from The COMET's Check Register*		6	Ed Rush Consulting & Dev	Operator uniforms	7/1/20 - current (5 yr term)	$ 371,600.51	0.14%	0.9%
Note: Verified data provided by RATP Dev from July 2020 -December 2022**		7	Alpha Business Solutions	Office supplies	7/1/20 - current (5 yr term)	$ 15,388.80		0.0%
THE COMET CENTRAL MIDLANDS TRANSIT		8	Rely Supply	Lube, oil, coolants, etc.	7/1/20 - current (5 yr term)	$ 151,609.80		0.4%
			Total Payments			$ 9,779,736.41		23.1%

M/DBE Tracking
RATP Dev Payments
7/1/21-12/31/22

Fiscal Year Summary (July 1, 2022 - December 31, 2022)	
The COMET Paid RATP Dev*	$ 8,272,206.53
# M/DBEs Paid**	$ 2,552,307.76
The COMET M/DBE Goal	20.06%
M/DBE Goal Percentage Achieved	30.9%
Note: Data reviewed from The COMET's Check Register*	
Note: Verified data provided by RATP Dev from July 2022-December 2022**	

	RATP Dev Contractors	Type of Work or Products	RATP Dev Paid Vendor YTD	RATP Dev Contract M/DBE Requirement	Percentage of Goal Achieved
1	Transport Care Services	Operate DART services, vehicle cleaning	$ 2,303,130.31	18.41%	27.8%
2	Capital Building Services	Bus Stop cleaning/maintenance & vehicle detailing services	$ 83,330.00	1.14%	1.0%
3	Nissi Group	Trip sampling for NTD Reports	$ 5,789.00	0.14%	0.1%
4	Hard Hat Transportation	Safety, facility and office supplies and equipment	$ -	0.02%	0.0%
5	A Customer's Point of View	Mystery rides/observations on Fixed Routes	$ 29,085.00	0.20%	0.4%
6	Ed Rush Consulting & Dev	Operator uniforms	$ 77,600.99	0.14%	0.9%
7	Alpha Business Solutions	Office supplies	$ 510.86		0.0%
8	Rely Supply	Lube, oil, coolants, etc.	$ 52,861.60		0.6%
	Total Payments		**$ 2,552,307.76**		**30.9%**

THE COMET
CENTRAL MIDLANDS TRANSIT

DEPARTMENT OF MARKETING AND COMMUNITY AFFAIRS

(For Period of January 20, 2023 – February 20, 2023)

- Pamela Bynoe-Reed, Director of Marketing & Community Affairs/Public Information Officer

Contributing Team Members

- Blake Gibbons, Transit Services Intern (contributing from Planning and Development)
- Mariana Paredes, Marketing Intern
- Olivia Dozier, Communications Intern

BLAKE

Marketing & Community Affairs:

- Continued monitoring and replying to customer inquiries on social media
- Onboarding of Oliva Dozier with organizational overview and marketing responsibilities
- Attended City of Columbia BPAC meetings

Planning & Development Department:

- Coordination with Trillium and Strategic Mapping on schedule/system enhancements
- Continued meetings with AOS and Gateway Advertising.
- Started updated of Title VI/LEP documentation
- Started ridership reporting/APC enhancements
- Continued work with Lucius & River rerouting plans

MARIANA

- Review and schedule content for the month of February
- Discuss master's Week meeting
- Update employee birthday list
- Print COMET on the GO
- Presidents' day organic post
- Meet with WLTX
- Designed flyer for RATP DEV

OLIVIA

- I began the onboarding process.
- I toured the company and met the staff.
- I created a press release about an award won by The COMETs budgeting team.
- I shadowed Patricia in Customer Service.
- Met with WLTX to listen in on a meeting about future advertisement plans.
- Learned how to navigate Hootsuite and The COMETs social media platforms.
- Researched DART transit system, and I did an extensive look at The COMETs website.

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Events (Notable projects may be highlighted.)

- Mama G Black History Presentation on The COMET (February 2023)
- The COMET + RATP Dev tabling at Pink Ice Gala 2023

UPCOMING EVENTS

- (Proposed) St. Patrick's Day in 5 Points (March 2023)
- Allen University ridealong on Soda Cap (in planning process)
- Benedict College ridealong on Soda Cap (in planning process)
- USC Student Forum (March 2023)
- The COMET Academy (Spring 2023)
- Transportation Sponsor – Auntie Karen Legends (Feb 25)
- Putt with Pop – Masters' Week Event (April 5)

- **Major Projects (working)**
  - The COMET/RATP Dev Transportation Apprenticeship Program (TBD 2023)
    - Apprenticeship SC meetings
    - Developing outline
  - Partnership with DHEC's Diabetes Awareness and Prevention Project (November – July 31)
    - One custom wrapped bus for eight months (purchase/Gateway)
    - Paper promos in all buses (comped PSA)
    - Bus featured in scheduled community events (City of Columbia press conference)
    - Awareness advertising in select COMET shelters (purchase direct with Gateway)
  - Plan of Revamp and Relaunch of Soda Cap Connector (ongoing)
    - Hold meetings with Main Street District – Marketing Committee (starting Feb 2023)
    - Held meetings with Historic Columbia and WeGOJA Foundation for identifying historic sites
      - Creating and Implementing DIY and scheduled tours on Soda Cap to launch Spring 2023-delayed due to key staff exit.
    - Rebrand, Planning and Development of new Soda Cap Route Map
    - Rebrand, Planning and Development of new Soda Cap landing page on website
  - "People of The COMET" campaign on bus shelters (ongoing)
    - Candid photos and quotes from riders, bus operators and staff – begun September 1 on shelters. Sent locations to participants.
    - Candid photos and quotes from riders, bus operators and staff – Currently running on social media
  - Planning and Development of New Route Guide Booklet
    - Currently in design. Was awaiting service change in January. Proofs by Feb. 1.
  - Media Partnership with WLTX to debut May 25

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- **Board of Directors and Government Relations**
  - The COMET Special Work Session of the Service Committee (February 1)
  - The COMET Board of Directors Meeting (January)
    - Notices, Deliveries, Meeting Management, Digital
  - The COMET Ad-Hoc Subcommittee Meeting For ED Search (February)
    - Packets, Invitations and Public Notices, Deliveries, Meeting Management, Digital
  - The COMET Finance & Service Committee Meetings (February)
    - Packets, Invitations and Public Notices, Deliveries, Meeting Management, Digital
  - Manage contractor production of minutes.

- **Press releases and Media Advisories**
  - Press release: THE COMET FINANCIAL TEAM RECEIVES ANOTHER PRESTIGIOUS AWARD FROM GFOA (2/15/2023)

- **Articles, Newsletters, Interviews and Blogs**
  - February 2023 Newsletter – Sign up for digital copies at www.catchTheCOMETsc.gov

- **Social Media Highlights**
  - People of The COMET
  - COMET Employee of the Month
  - Condolences to the family of David Caldwell- COMET rider

- **Honors and Awards**
  - Rosalyn and Finance Team win 4th GFOA Award!

- **Presentations**

- **Campaigns and/or Issues Management**
  - People of The COMET campaign
  - Messaging for value of the Penny

- **Professional Development and Industry**
  - TRCP Project A-47 senior research panel. Transit Capacity and Quality of Service Manual, 4th Edition
  - WTS Diversity, Equity and Inclusion Committee (ongoing Leadership Development)

- **Marketing and Public Information Administrative**
  - Website updates (ongoing)
  - Vanpool outreach meeting (ongoing)

- **Community Affairs and Other**
  - Elected representative on Main Street District Board 2022-2025 (P.Bynoe-Reed)
  - Main Street District Long-range Planning Workshop (P. Bynoe-Reed)
  - WTS-SC Board of Directors Meeting (P. Bynoe-Reed)
  - WTS-SC Diversity, Equity and Inclusion Committee (P. Bynoe-Reed)
  - City of Columbia Food Policy Committee (P. Bynoe-Reed)

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- MBLG – Midlands Business Leaders' Group (P. Bynoe-Reed
- Affordable Housing Task Force (P. Bynoe-Reed)
- City of Columbia Bike, Pedestrian Advisory Committee (BPAC) meeting (P. Bynoe-Reed, B. Gibbons)

For information regarding this staff report, please contact Pamela Bynoe-Reed (803) 255-7139 or email pbynoe-reed@TheCOMETSC.gov

Respectfully submitted,

Pamela Bynoe-Reed
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