



## **Citizens Advisory Committee Minutes**

Wednesday, October 13, 2021

Location: via: Zoom

### **Attendance:**

**New Jersey:** Reggie Haynes, Alan Becker, Steve Benigno, Joe Russell, Ben Saracco, Straso Jovanovski, Marty King, Pam Mack-Brooks, Joe Russell

**Pennsylvania:** Larry Davis, Dan McArdle, Tyrone Wesley, Bob Melikian

**Emeritus Member(s):** Jeff Kessler, Judy Boldurian

### **Potential Member(s):**

**DRPA/PATCO:** John Hanson, CEO; Jim White, CFO; John Rink, GM; Mike Venuto, CE; Barbara Wagner, Executive Assistant

### **Public Member(s):**

### **Call to Order**

A motion was made to approve the September 8, 2021 minutes. The minutes were approved.

### **CFO James White**

CFO White reported that in terms of the DRPA traffic and revenues, we are still seeing positive numbers although we are still hovering around 90% of 2019 pre-Covid activity. Our numbers are such that traffic and revenues are better than budget. At this point, I have projected out at least \$20M ahead of budget. I am going to work on the numbers tonight and we may project out higher than the \$20M that I just mentioned. Again, to provide some context, we are still going to be somewhere in the \$20M to \$30M range less than 2019 pre-Covid numbers.

We continue to place a constraint on hiring. We are around 8% below budget because of the cost constraints that we have placed in hiring, except in the case of high priority hiring. We are in the process of putting together the Capital Budget for 2022. It's a 5-year capital program. We are having operating budget hearings so we can come in as slim as possible both on the capital side

and the operating side. We are going to see a paring back on some of our expenditures in 2022 and 2023 to meet some of our financial forecasts and targets. I read an article the other day, and we seem to be close to where other organizations are, as it appears to be that we are right around the same area that everybody else is and still waiting to see what happens with Covid and how close we can come back to 100% over the next year.

On the PATCO side, we are seeing continued nice numbers. It's been inching up a bit and John Rink will speak to this. We've had a number of days where ridership has been over 16K riders at least 4 or 5 over the last 2-3 weeks. So, we are seeing some continued positive signs from the PATCO numbers but, again, the numbers are still significantly below 2020 numbers and 2019 numbers.

CEO Hanson added that it's budget time at the DRPA and PATCO, so we are working on the budgets although we are ahead of last year's budget. As CFO White reported, we are significantly behind 2019's performance.

CEO Hanson further added that we are continuing to work on all our projects and as the project manager on the Glassboro Camden Line (GCL).

#### **Are we in any violation of bond covenants?**

Bob Melikian

CFO White reported that at the November finance committee, we had to present the 509 net revenue requirement that says that our net DRPA revenues can satisfy one of two calculations related to our total annual debt service on our revenue bonds and on the PATCO subsidy in the second calculation. So, unlike last year when I was sweating up to the last minute given where we stand in terms of the traffic and revenues this year, we won't have any problem exceeding that net revenue requirement and that's an important requirement because it can trigger a toll increase if we were unable to satisfy that or other remedies. So, we are in good shape in terms of our bond covenants.

#### **CEO John Hanson**

CEO Hanson reported that we're getting a new Deputy CEO as former Deputy CEO, Maria Wing, resigned from the Authority. His name is Obra Kernodle, who is an individual who worked on Governor Wolfe's staff. He's on the SEPTA Board and on the Gaming Board in Pennsylvania. He's someone we know from the Wolfe Administration as he used to come to our meetings fairly frequently in the beginning, so I know him well. He's a smart guy, a problem solver, energetic, very positive, and very business minded. I am looking forward to having him onboard.

#### **Is there a plan to raise bridge tolls in 2022?**

CEO Hanson reported that there is no plan to raise the bridge toll in January. He reported that we were in a position, pre-pandemic, that we would not have a toll increase until another 15 years or more because of the financial situation we were in. However, the pandemic has changed that.

Right now, we are looking at the possibility of 2023 or our target of 2024. It's going to depend on how fast the traffic comes back or if it even comes back both on the DRPA side and ridership on the PATCO side. Our goal is not until 2024 and that's what the Board wants from us. If we fall short, it will be in 2023 but not before that.

**Do any inflationary pressures influence your decision?**

Bob Melikian

CEO Hanson reported that inflationary pressures don't hit us too hard. The big issue is the capital budget and right now we are trying not to initiate any new capital projects because we have one of the biggest amounts of work ever underway. So, we are not going to initiate new ones and the projects we have are under contract for price. If there are inflationary pressures on those projects, they are going to be on the contractor and not on the DRPA.

**Are there issues with labor contracts, health care benefits, and other things or do you have that scoped out for the next year or two?**

Bob Melikian

CEO Hanson reported that all our labor contracts are up. With respect to benefits, the numbers have come in for next year and they're not too bad. We've been flat for a long time and have been experiencing modest increases on the health benefits but it's all tenable. Again, the operating budget does have impact, but it doesn't have as much of an impact as our capital budget on our need for toll increases. We are in pretty good shape, however, if there are dramatic increases or if we start to see inflation on the order of what we saw in the late 70's, beginning of the 80's, and during the Carter Administration or stagflation (if you remember that term from the Nixon Administration), if those kind of things happen then we could have an issue, but for right now, we think that 2023, at a minimum, 2024 is our goal.

Jeff Kessler added that at the MTA Board meetings in New York, several of their vendors are coming back to them saying that the scope of existing contracts need to be reduced because of inflation and, obviously, if the contract is already finalized, they are arguing those out in the courts. He reported that the MTA is trying to rush to finalize a bunch of contracts that are not yet signed but are in the negotiation phase because of anticipated increase in costs with the influx in infrastructure dollars that's likely coming.

**Are there any outstanding contracts that are in the negotiation phase that have not yet been finalized and executed?**

CE Venuto reported that we haven't had a lot of new projects and we are at an aggressive time right now with the projects that we do have, so we haven't bid on any new projects recently. We had bids that came in on a project last Friday and didn't see a big jump in prices which we thought may have happened. We do have the Franklin Square project for the reopening of Franklin Square out to bid and those bids are due within the next few weeks. We are paying close attention to see what the possible price increases are and how that will affect contractors going forward. Presently, the Franklin Square Project is the biggest project we have out for bid.

## **CE Mike Venuto**

### **What is the status of ongoing construction and road closures on the bridges and access roads?**

CE Venuto reported that we have been undergoing a lot of major projects, both on the bridges and PATCO. As far as current road closures on the bridges and access roads, at the Ben Franklin Bridge suspension span project, we are continuing that work which consists of five projects including the dehumidification of the main cable, a significant amount of structural steel, overall maintenance painting, expansion of the north walkway on the Camden side, and upgrading the lighting and decorative lighting system. That project is ongoing, and it is estimated at \$194M project. Regarding road closures, we do put out daily lane closures in the westbound direction after rush hour, so you will see a traffic pattern out there after the 9:30 a.m. morning rush. We then close that outside lane for the work during the day. In the past couple of weeks, we have been doing some evening work so that pattern will stay out through the evening hours and on Sundays. Prior to the morning rush by 5:30 a.m., that pattern will be picked up, the westbound direction will be clear for the morning rush, and then we'll put that pattern back out. So that's the biggest impact on the Ben Franklin Bridge. Of course, we'll have other daily closures for other work we are doing from a maintenance standpoint.

For the Walt Whitman, we have been doing a major project - \$74M project - over the last two years to rehabilitate that corridor from the toll plaza out to Passyunk Avenue. For many months, we had long term closures out there from Broad Street to Passyunk. We did that through the summer and were able to complete that by the end of summer to be able to have full lanes. We will have some daily closures to do a punch list to finish that work. That job should be ending by the end of the year as we are ahead of schedule. We have one more sign gantry to put up on the Route 76 corridor. To put that up, we don't have to do full closures only 20-minute intermittent closures. We'll close the roadway for 20 minutes, set it up, release traffic, then close again for 20 minutes. It usually takes three 20-minute closures to get the sign gantry in place. We have one more to do.

At the Commodore Barry Bridge and the Betsy Ross Bridge, we have maintenance closures for maintenance work, and there will be daily lane closures moving forward.

CE Venuto added that this Committee has, at times, asked for updates on the elevator projects in the remaining six PATCO stations. He reported that at the end of that project, they will be ADA compatible. The elevators are coming out of the ground at those two locations.

We also talked about the Baird Pier that is adjacent to the Ben Franklin Bridge on the Camden side that was experiencing some deterioration on the inshore end. CE Venuto reported that work is complete.

CE Venuto prepared a presentation to the CAC Committee on the work done at Baird Pier and the elevator work at 12<sup>th</sup>/13<sup>th</sup> & Locust Streets and City Hall.

CE Venuto reported that there are two stations left with the remaining stations being complete that are single elevator stations. 12<sup>th</sup>/13<sup>th</sup> & Locust Streets and City Hall both have two elevators. There's an elevator from street level down to the concourse and from the concourse down to the platform. At 12<sup>th</sup>/13<sup>th</sup> & Locust, a photograph shows the elevator shaft for elevator #1 which now extends above street level and photographs of the excavated, poured concrete shaft where we had to relocate some utilities. Elevator #2 will run from the concourse to the platform. The structural steel has been put in place in preparation of inspection, so we can begin building the elevator cabs. It is a big milestone to get to this point for this project.

At City Hall in Camden, we had a number of difficulties at the City Hall construction site. We ran into an underground obstruction involving a duct bank that we didn't know was there. We had to prepare a redesign and a retooling through the winter months which delayed some of the construction, but we are finally moving forward. The sump drains and the water proofing mat was installed for the elevator pit to be poured. Elevator #2, from the concourse to the platform, the constructural steel has been installed including the rails and cables. We expect the elevators will be done by the spring /summer of 2022. We are working closely with the contractor to see if we can get the elevators staffed at the same time and build the cabs, concurrently, as opposed to having a single crew that would only work on one at a time. We will keep you updated on the progress.

GM Rink added the elevators at 12<sup>th</sup>/13<sup>th</sup> should be done by June, and City Hall by September 2022.

**Are they hydraulic elevators and do they run up and down one floor?**

Bob Melikian

CE Venuto reported that yes, the elevators run up and down one floor and they are hydraulic elevators.

**In Camden, were you able to use the station underground infrastructure that was already there?**

Bob Melikian

CE Venuto reported that the station is under the location, and we were able to cut through the existing wall and tie into the pillars where the elevator will be installed. Larry Davis asked John Rink if this is the area where the tour was taken years ago. GM Rink said the tour did not take place in the closed area. The new elevator coming down into the concourse comes through the wall right where the TVM's are in the City Hall concourse that had to be relocated. There's a bump out right now in the existing concourse. Where the new elevator goes, there will also be an additional stair tower so there will be two stair exits and an elevator to the street level.

CE Venuto further reported on the Baird Pier on the Camden side adjacent to the Ben Franklin Bridge. He reported that we had some deterioration, some erosion, and some settlement at the

inshore end. We also had some settlement with the brick walkway and some damage to the fence. We placed a steel plate to cover up the deterioration. Over the last couple of months, we had a contractor out there to restore the area where we had some washouts. Below deck, we also had some washouts and some erosion which caused the retaining walls to settle, and we lost some of that walkway. The project is now complete, and we were able to stabilize the area. We built retaining walls, filtered fabric, backfilled the stone, poured new concrete blocks, replaced brickwork with a new base layer underneath, re-set walls, added gray stone behind the fence and poured pre-cast concrete blocks with a filtered fabric to prevent erosion and to shore up that area. We also built-up the fencing and now the job is complete. CE Venuto added that because this project was brought up by the Citizens Advisory Committee, we wanted to present the final project to the committee.

CEO Hanson added that this was an issue that was raised by members of the Citizen Advisory Committee who pointed us to it and Mike and I went out there, look at it, and made the decisions based on the input and feedback by the Citizens Advisory Committee to undertake this project.

### **What type of an inspection program do you have for the pier going forward?**

Steve Benigno

CE Venuto reported that there are two things that we do: when we do the Biennial Inspections every two years we walk around the entire property, but it's not something that's done in depth, they do ancillary walks on the property. We also have Bridge Operations do an inspection and they're always walking around the property. A couple of years ago, we did a formal inspection of Baird Pier, which is how we learned the conditions of the pier, outshore and inshore. We don't inspect on regular interval inspections like we do on our bridges, but we have the report to know what the conditions are, and we use that report as a basis on our work going forward.

### **Solar Project Update. Is it live at any station? If so, have there been any savings realized?**

CE Venuto reported that at One Port Center, our main office, we are producing solar power there. During the daylight hours we are producing enough power to offset the demands of our One Port Center facility and our excess power gets uploaded to the grid. We went through the testing phase, switched the billing from PSE&G to Sun Power, so I can't really answer the part about savings as far as a numerical value. In another month or so, we will be collecting that data to see where we come in per month. In future months, I will be able to better answer.

The work at Ferry Avenue is complete. Testing is going to begin next week, so once we can prove that it works, we will get permission from PSE&G to show its power producing. That can take anywhere from a couple of days to a week. We believe we will be producing energy in another 10-15 days or so and Ferry Avenue will be fully online.

At Lindenwold and the Commodore Barry Bridge, the construction process is complete. We are now going through the documentation process to get to the point where we can get PSE&G, or in the case of the Commodore Barry Bridge, Atlantic City Electric, out there for the testing process within the next month. These two projects are a few weeks behind Ferry Avenue.

At Ashland, Woodcrest, and the Betsy Ross Bridge construction is finishing. The Betsy Ross Bridge is further along, Ashland not too far behind, and Woodcrest we are still working out there with a little more construction to do. They are about another 30 days behind and we'll start to see them getting ready for testing, as well.

**Do you think everything will be on online by the end of the year?**

Bob Melikian

CE Venuto reported that absolutely, that is the plan and the target goal to get everything online by the end of the year.

**Is there any metric that will be able to measure if there is an economic savings?**

Bob Melikian

CE Venuto reported that we will compare it year after year for the power savings. It will be a little bit different as far as the usage this year from last year, or even the year before, given the amount of energy used in the building itself. We will look at it every year and will have some metrics that we'll look at from month to month to see what we're using compared to what we're paying and then we'll see what our bills are compared to what the current prices are for power.

CEO Hanson added that the ultimate metric is what we're paying vs. what we would be paying, not even what we have paid in the past. What is the price now vs. what we're paying. So, the way we structured this deal, we didn't put any money up front and it's not our project even though it's on our property. Sun Power is building it and we entered into a purchase power agreement to take all the power. We estimate that that will approach 60% of the power needed to run PATCO and the price in the purchase power agreement is already cheaper than what we pay now. The real thing to do is to look at the rate for the kilowatt hour that we're paying under the agreement vs. what it would cost us on the open market. Certainly, we will be able to do that analysis and will be happy to present that in the future.

**Are we locked into the kilowatt price?**

Alan Becker

CE Venuto reported that there is a price that the DRPA is contractually bound to; however, there are clauses in the contract where the cost could go up or down. There's multiple criteria that they would have to submit to say this now causes a change but no matter what we are locked into it could never be adjusted more than 95% of current market value. It's a two-sided answer. Yes, we are locked into numbers, but not to say it could change under extenuating circumstances. If it does happen, a complete set of procedures and documentation will have to be provided to even get to that point.

**Do you think that what's going on in the country and the world with oil prices and gas prices that this could affect us greatly?**

Alan Becker

CEO Hanson reported that this is going to be a good thing for the DRPA because the oil prices should not affect us. It's an alternative source. The cost and the extenuating circumstances that CE Venuto was talking about has to do with production costs that skyrocketed for repair parts or some of those things, but the reality is that's why we went to this source as opposed to staying on the market. There is very strict criteria under which they can raise the price. The deal allows them to pay for the construction and to make a reasonable profit. It's only things that would impact their profit. Regarding oil prices, who knows what's going to happen because the reality of what drives oil price increases its production and if OPAC and the oil producing countries decide that they are going to constrain production, then that drives prices up. Some of the things that are happening, like what we're doing with solar and those things that are happening, Senator Sweeney is advocating for wind power. As these alternatives go online, it's going to erode the demand for other types of power and as demand goes down, because we're off the market, people will start using wind power off the market and you will see a decrease in demand, which supplies the one side and demands the other. So, I don't think it will impact us adversely.

CEO Hanson concluded that this is going to be a good thing for us because the oil prices should not affect us. It's an alternative source and the extenuating circumstances Mike's talking about has to do with production costs skyrocketing for repair parts, but the reality is that is why we're going with this source as opposed to staying on the market. There is a very strict criteria under which they're able to raise the price. The deal allows them to pay for the construction and make a reasonable profit.

### **PATCO General Manager, John Rink**

GM Rink reported that last week PATCO's ridership crept up to 43.4% of pre-pandemic. Last Thursday was the first day that we exceeded 17K riders for the day. Pre-Covid we were averaging 38K riders per day just to give you a little perspective. We haven't come close to the 50% mark yet, but the past few weeks we've been averaging a 2.4-3% increase each week. We'll be interested to see, from all indications that we have from the various large businesses downtown, that starting mid-October to the end of the month they are going to start bringing their workers back to the offices. So, it will be interesting to see in the next few weeks how our ridership reflects that change.

GM Rink also reported that there will be an upcoming project with engineering involving preservation work at the Westmont and Collingswood Stations with the viaducts. There will be concrete repairs and other things to preserve the asset which entails running all new bird netting underneath the viaducts.

### **What is the impact on SEPTA's pending Key Card Replacement Program on PATCO?**

GM Rink reported that this topic was discussed back in August 2021. As a follow-up to our discussion in August, there is no impact with SEPTA's Key Card system and our Freedom Card. SEPTA sends a daily asterick file to PATCO with the Freedom Cards that have been used along with the SHARE Cards, and then we send the file back to them with positive balances on which cards can be used in their system. These formats are the ones we worked out with SEPTA when the card was designed, so SEPTA changing their software has no impact on our SHARE Card.

### **Why is there a dark car on all the trains lately?**

Judy Boldurian

GM Rink reported that we B-Zone a car either due to a passenger mess or there's an issue with the HVAC system.

### **What machine are you going to buy for the wheels that's coming up in the Board Meeting this week? Does the one you have right now still work?**

Alan Becker

GM Rink reported that the wheel machine is still working but it's at the end of its useful life. It's been in service for more than 23 years and we bought it used. The parts are hard to come by and it's a manual process where a worker manually moves it to true up the wheels. The new one will be state of the art computerized which will cut the amount of time it takes to true the wheels. The computer is programed so the worker won't have to stand there and manually do it.

Alan Becker added that he was looking at the numbers and there's a lot of money being saved, so the price of the machine pays off very quickly. GM Rink said that is correct versus replacing a wheel set. GM Rink hopes we'll have the machine in place next year.

### **Social Media, Larry Davis**

#### **What steps are being taken to improve masking compliance among riders?**

CEO Hanson reported that we are required by law and, for the most part, riders are wearing masks. We don't see many people not wearing masks. CEO Hanson reported that he uses the line regularly and occasionally sees someone without a mask. The reality is that people who aren't wearing masks, just like the people who are not vaccinated, are pretty militant about it and it becomes a difficult position. He reported that we haven't had a big enough issue to begin taking any kind of enforcement action, but we continue to monitor the trains.

#### **Is the DRPA requiring vaccines or testing for all DRPA/PATCO public employees?**

CEO Hanson reported that, with respect to vaccinations, I offered incentives and we have several incentives for people to be vaccinated. The numbers are climbing, and we are waiting to see what we get before we make any further decisions. The problem is that there are two areas that I'm primarily focused on and that is our train operators and our police officers. They are two of the lower areas, at least from the voluntary submissions of vaccine cards. We are at 61% overall authority wide. Police Officers are over 50% and train operators are a little below that. CEO Hanson added that he looked at the numbers a little while ago and would like to verify the numbers before it's printed out. The problem is that the numbers are still low enough that he's concerned about the impact and our ability to police the bridges or run the trains. We haven't taken those steps yet, but it is something we are considering, continue to plan for, and continue to think about. So, right now, we don't have those types of mandates, but we look hard at it every day. Larry Davis asked if the DRPA has a testing mandate and CEO Hanson responded that we do not.

**Bob Melikian added that he read that some employers are using incentives to get their employees vaccinated by giving them paid time off or extra time off if they get the vaccine. Is that possible under the DRPA budget?**

CEO Hanson reported that we are doing it. That's how we got above 60% and that incentive program stops on November 1, 2021. After that, I'm going to consider using the stick. Bob Melikian added that the stick is extra for health insurance if they don't get vaccinated. CEO Hanson reported that with our union employees, that's not something we can do. He added that all our employees are required to wear masks anytime they are in a public areas and anytime they are interacting with outsiders or coworkers. I've taken severe disciplinary action on those who have been discovered without masks on and will continue to do that. Everybody is masked and everyone will be masked and if they're not masked, they will wind up in an aggressive disciplinary situation, as I have already suspended people for not wearing a mask.

**Update on the GCL:**

CE Venuto reported that we are progressing with the GCL line. We finished the environmental impact study in February of 2021. The next phase is to go into preliminary engineering, so we've been working and getting the request for RFQ out (Request for Qualifications). We've been working with New Jersey Transit as a partnership and the DRPA is working as the Project Manager with a funding partner in South Jersey Transportation Authority. So, over the last couple of months, we've been working with South Jersey Transportation Authority to produce an Inter-Agency Agreement for that funding mechanism. Concurrently, we are going to get the advertisement out for the RFQs for the preliminary engineering and program management staff within the next two weeks.

**Are the rail lines being constructed for the new line or are they going to share lines with Conrail?**

Alan Becker

CEO Hanson reported that the GCL is going to share the right of way with Conrail, but it's going to have its own tracks for the most part. There is a couple of places where it will be on a single track, so we'll be constructing new tracks in the Conrail right of way. Alan Becker mentioned that he was concerned about the scheduling because when Amtrack and Conrail are headed to Florida it takes forever because of who's on the track. CEO Hanson responded that there are some areas where there's going to be one track and we'll work that out, but it should not impact the schedule which is 15-minute headways in each direction. For most of the right of way, it's going to have its own tracks.

**Steve Benigno asked if they had locations for the yards or shop?**

CE Venuto reported that we do have two possible yards but as we get further into the development, there may be the possibility where we only need one depending on whether we share a yard with the River Line. The main yard will be in Glassboro.

**Steve Benigno asked if there will be substations?**

CE Venuto reported that he will get back to the committee as far as the locations of the substations.

**Steve Benigno asked if there will be substations for the cars or will they be diesel?**

CE Venuto reported that the cars are going to be clean diesel powered similar to the River Line technology, so there's not going to be big substations like you would see with PATCO or electrified cars.

CEO Hanson clarified by stating that right now the plan is clean diesel. If there is a viable electric battery solution, and some of those are in development right now, by the time we make the decision we may go to that if it meets our needs. But the reality of clean diesel is it's so clean that studies say it could be cleaner than electric depending upon the source of the electric power in terms of carbon emissions. The clean diesel cars are very environmentally friendly with very low emission and are very low on the carbon footprint. We won't lock in on the final decision for some time.

**How old are the cameras in the parking lots and do they need to be replaced or are they still working?**

GM Rink reported that all the cameras are currently working. Next week at the Board Meeting, we will receive Board approval for a Security Grant to replace two hundred of our older cameras.

**Bob Melikian asked if any of the cameras on the bridges are included.**

CE Venuto reported that we do have cameras on the bridges. We did a camera assessment a year and a half ago. We have been systematically upgrading and replacing cameras as they're ending their useful life and as technology improves.

We also undertook a camera assessment when we put up the solar panels. Certain cameras pick up larger areas of the lot and some of the solar panels impede some of the views, so we are in the pricing stage now with a vendor for new cameras. When we installed the solar panels, we put the underground conduits in to provide opportunities to install cameras where we need them under the panels. So, we are getting prices with a vendor to go ahead and upgrade or install new cameras in the stations. We are going to do the solar panels first and then we'll start focusing on the cameras on the bridges and PATCO in accordance with the grant that GM Rink mentioned.

CEO Hanson added that the maintenance and repair of the cameras is under the direction and control of our Director of Homeland Security.

## **Bob Melikian asked who is the head of Homeland Security?**

CEO Hanson reported that it was Charlie Cunningham who just retired a few weeks ago. Right now, I have asked our Director of Government Relations, Bill Shanahan, who is a retired Lieutenant Colonel from the Army, to take over that position on an active basis. There is a staff at the Police Department located at the Ben Franklin Bridge who work right now under the supervision of the Chief of Police.

## **Old Business:**

GM Rink reported that there are no Public Events scheduled.

Update on CAC Active Membership Drive: To date, there have been no applications received in over a year. Reggie Haynes asked if advertisement could be placed on the station monitors?

GM Rink reported that we constantly run ads on the station monitors and Mike Williams continues to tweet out. GM Rink asked the committee if they would like some changes made to advertisement. Bob Melikian reported that we are not getting any applicants. Larry Davis reported that he has not seen it on PATCO's social media. GM Rink said he will reach out to Mike Williams and get back to the committee. Bob Melikian reported that Strasso Jovanovski e-mailed the committee a few months ago about someone that he recommended, but we didn't receive an application.

GM Rink followed-up that he received a text from Mike Williams and asked that Bob Melikian connect with him to discuss a Campaign idea he has for recruitment that he wants to discuss. Mike Williams would like to focus on each member of the committee to ask why they joined the CAC and what impact, if any, you've had while serving. He has some great ideas and would like to run them by Bob Melikian.

## **New Business:**

Reggie Haynes will work on the CAC active membership list.

Reggie Haynes reported that he had difficulty getting into the Google Group to remove old members and add new members. He added that the account does provide a contact list, but not the actual Google group. He reported that he could not see the active member list so he could clean it up. Daniel McArdle will look into it and get back to Reggie Haynes

Reggie Haynes provided a list of meeting dates for 2022 and asked the committee to review and get back to him with any adjustments they think should be made to the schedule.

There was a request for an introduction of the new Chairwoman, Cherelle Parker; Deputy CEO, Obra Kernodle; and COO, Robert Hicks of Bridge Operation. John Hanson said that he will work that out.

**Next CAC Meeting:** Will be held via Zoom on November 10, 2021, at 6:00 p.m.

**Next DRPA Board Meeting:** Will be held virtually on October 20, 2021, at 9:00 a.m.