



E-470 Board of Directors  
 Chair – Commissioner Chaz Tedesco (Adams County)  
 Vice Chair – Council Member John Diak (Parker)  
 Treasurer – Council Member Craig Hurst (Commerce City)  
 Secretary – Council Member Francoise Bergan (City of Aurora)

**May 13, 2021**  
**9:00 a.m.**

**22470 E. Stephen D. Hogan Parkway**  
**Aurora, Colorado 80018**

ALL PARTICIPATION IN THIS MEETING WILL BE VIA ONLINE AND TELEPHONE CONFERENCE IN ORDER TO PRESERVE THE HEALTH, SAFETY, AND WELFARE OF THE PUBLIC IN LIGHT OF THE IMMINENT THREAT CAUSED BY THE COVID-19 PANDEMIC AND DUE TO THE STATE OF EMERGENCY DECLARED BY GOVERNOR POLIS, AS AMENDED AND EXTENDED, CORRESPONDING EXECUTIVE ORDERS AND PUBLIC HEALTH ORDERS, AS AMENDED AND EXTENDED, AND CDC RECOMMENDATIONS AGAINST GATHERING IN LARGE GROUPS IN ORDER TO MITIGATE THE SPREAD OF THE COVID-19 VIRUS.

Zoom Meeting Info for Non-Panelists  
<https://us02web.zoom.us/j/86228128530>  
 Dial-In Information: 253-215-8782  
 Webinar ID: 862 2812 8530

1. Call to Order .....Chair Chaz Tedesco
2. Pledge of Allegiance .....Chair Chaz Tedesco
3. Public Comment ..... Chair Chaz Tedesco
4. Consent Calendar .....Chair Chaz Tedesco
  - a. Approve Meeting Minutes of April 8, 2021
  - b. Approve Meeting Minutes of April 22, 2021 Special Meeting
  - c. Approve Increase to GMCO NTE by \$400,000
5. Finance Department..... Jason Myers
  - a. KPMG 2020 Financial Statement Audit – Results and Acceptance
  - b. E-470 Annual Report Briefing
  - c. Dashboard Report for 1<sup>st</sup> Quarter – Financial Condition Briefing
  - d. Series 2021 Bond Resolution - Approval
6. Operations Department.....Jessica Carson
  - a. WSP Extension – Approval
  - b. Operations Q1 Dashboard Report
7. Executive Director Report ..... Tim Stewart
8. Executive Session.....Chair Chaz Tedesco  
*Executive session, pursuant to C.R.S., Section 24-6-402(4)(b) and Section 24-6-402(4)(e) for the purposes of receiving legal advice on specific legal questions and determining positions relative to matters that may be subject to negotiations regarding the Authority’s Tolling Services Agreements with the Colorado Department of Transportation and the High Performance Transportation Enterprise and future actions related thereto.*
9. Other Business..... Chair Chaz Tedesco
10. Adjourn Meeting .....Chair Chaz Tedesco

**The next anticipated E-470 Board of Directors Meeting will be June 10, 2021 at 9:00 a.m. via Zoom and at the AHF Offices, 22470 E. Stephen D. Hogan Parkway, Aurora, Colorado 80018**

**RECORD OF PROCEEDINGS**

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MINUTES OF THE SPECIAL MEETING OF THE BOARD OF DIRECTORS

OF THE

E-470 PUBLIC HIGHWAY AUTHORITY

Held: Thursday, April 8, 2021, at 9:00 a.m. All participation in this meeting was via online and telephone conference in order to preserve the health, safety, and welfare of the public in light of the imminent threat caused by the COVID-19 pandemic and due to the state of emergency declared by Governor Polis, as amended and extended, corresponding executive orders and public health orders, as amended and extended, and CDC recommendations against gathering in large groups in order to mitigate the spread of the COVID-19 virus. Zoom Meeting - <https://us02web.zoom.us/j/83075638749> - Dial in Information: 253-215-8782 Webinar ID: 830 7563 8749.

Attendance: A special meeting of the Board of Directors of the E-470 Public Highway Authority was held as scheduled and in accordance with applicable statutes of the State of Colorado, with the following directors present:

Chaz Tedesco, Adams County Commissioner  
George Teal, Douglas County Commissioner  
Craig Hurst, Councilmember Commerce City  
Bill Holen, Arapahoe County Commissioner  
John Diak, Councilmember Town of Parker/DRCOG  
Francoise Bergan, Mayor Pro Tem City of Aurora  
Matt Johnston, Mayor Pro Tem, City of Brighton

Wynne Shaw, Councilmember City of Lone Tree (*non-voting*)  
Lori Saine, Commissioner Weld County (*non-voting*)  
Peggy Catlin, RTD (*non-voting*)  
Kelly Brown, CDOT HPTE (*non-voting*)

Also present were: Laura Hefta, Councilmember, Town of Parker (alternate); Jim Brady, construction manager, Jessica Carson, operations director, Annie Disney, staff accountant, Geoffrey Doctoroff, risk management supervisor, Ryan Dole, senior financial analyst, Bruce Emberley, operations and tolling services manager, Terry Fabrizio, operations coordinator, Mark Gronowski, solutions delivery manager, Mike Hancock, procurement supervisor, Jacob Kramer, HR manager, Vince Larson, IT contractor, Moss Levenson, financial analyst 2, Diane Lundquist, executive assistant, Jason Myers, finance director, Derek Slack, roadway maintenance manager, Ken Smith, information technology director, Tim Stewart, executive director, Cassandra Sulmeisters, marketing specialist, Briana Summers, accounting supervisor, Neil Thomson, engineering and roadway maintenance director, Ryan Thornton, IT infrastructure and operations senior manager,

and Chuck Weiss, engineering manager E-470 Public Highway Authority; Earnest Baulkmon, Susan Ermish, Jack Nichols, Benton Thurkill and Landei Sharp, WSP; Michael Lund, Stifel; Dave Kristick, Atkins; Pedro Costa, Linda Nguyen, Mark Shotkoski and Benton Tempas, NWP LLC; Antii Suhonen, JP Morgan; Brian Duggan, D2C; Kirk Strassman, Conduent; and Tamara Seaver, Icenogle Seaver Pogue, P.C.

Call to Order: Commissioner Tedesco, noting the presence of a quorum of the directors, called the special meeting to order at 9:05 a.m.

Pledge of Allegiance: Commissioner Tedesco led all present in the Pledge of Allegiance.

Public Comment: None.

Consent Calendar: Commissioner Holen moved approval of the consent agenda, comprising meeting minutes of March 11, 2021 and Amendment to IGA with 64<sup>th</sup> Avenue ARI Authority regarding Interchange Expansion. The motion was seconded by Commissioner Teal and approved unanimously by the Board.

Engineering and Roadway Maintenance Department: Mr. Thomson addressed the Board of Directors and introduced the engineering topics for discussion.

Resolution 2021-01 Approval: Mr. Weiss then reviewed with the Board the Sable Boulevard Interchange request received from The City of Brighton, seeking to replace the previously approved Potomac Interchange with one at Sable Boulevard. He noted for the Board Resolution 05-01 which specifies the criteria and process to amend Authority-approved interchanges and then reviewed the status of the Sable Boulevard request. He noted he anticipated the interchange would be a traditional diamond interchange. He then reviewed the results of the feasibility study required by Resolution 05-01 which led to staff's recommendation to approve the interchange. He noted Adams County's support for the Sable Boulevard Interchange. Mr. Myers then addressed the Board and provided the results of the financial analysis conducted pursuant to the requirements of Resolution 05-01 and the attendant toll revenue and expected return on investment. Commissioner Teal inquired about the toll revenue calculations and Mr. Myers responded that CDM Smith, the Authority's traffic and revenue consultant, is currently updating toll revenue calculations for this interchange. Mayor Pro-Tem Bergan commented regarding the Roadway Committee presentation on the interchange and the scale of anticipated development planned in the area. Vice-Chair Diak noted the relocated interchange is a function of need on the North side in Adams County. Councilmember Shaw inquired about connectivity to I-76 and Mr. Weiss reported that E-470 will have a direct connection to I-76 and noted Sable has a connection to I-76 further south. Finally, Mayor Pro-Tem Johnston noted his comments were relayed by the other members and mentioned the massive regional development efforts in the area. Commissioner Teal then moved that the Board of Directors approve Resolution 2021-01 amending the list of approved interchanges contained in Resolution 05-01 by adding the Sable Boulevard Interchange and removing the Potomac Interchange.

The motion was seconded by Mayor Pro-Tem Bergan and approved unanimously by the Board of Directors.

CMF Architect  
Contract  
Approval:

Mr. Slack reviewed with the Board the anticipated move of the Central Maintenance Facility (CMF) to an area located within several remnant parcels across the street from the Administrative Headquarters Facility due to the sale of the current CMF area to Aurora Highlands, LLC. Mr. Slack noted the new CMF will be constructed to accommodate future Authority growth and he noted floodplain and water quality issues to be factored into the design. He then reviewed the project timeline noting proposals for design were received on March 9<sup>th</sup> and presented to the Roadway Committee on March 25<sup>th</sup>. He reported that construction was expected to be complete before 2024 when the Authority must move out of the existing CMF. Mr. Slack then reviewed the evaluation criteria for architectural services pre-construction and the scope of the work. He noted 7 proposals were received and, on a best value basis, staff is recommending D2C for contract award. He noted D2C was the architect for both the MSS-A Expansion and Administrative Headquarters Facility security project as well as other metro-area projects for public entities, that their price was competitive and their local team of architects were very responsive. Commissioner Teal asked why moving from the current CMF was necessary and Mr. Slack reported this was required by the sale of the current CMF site to Aurora Highlands, LLC. Following additional Board discussion, Councilmember Hurst, moved that the Board of Directors approve award of a contract for the planning and design services to D2C Architects, Inc. for a not to exceed amount of \$1,132,000.00, and to authorize the Executive Director to execute the contract, subject to the approval of General Counsel. The motion was seconded by Commissioner Teal and approved unanimously by the Board of Directors.

Road Widening  
Consultant  
Contract  
Approval:

Mr. Brady reviewed with the Board the scope of the next anticipated road widening project from I-70 to the 104<sup>th</sup> Avenue Interchange. He noted the various interchanges involved in the 11-mile project and commented on additional project aspects, including Toll Plaza C and D reconfiguration as well as extension of the Authority's multiple-use trail. He reviewed the project timeline, noting the project would commence in 2021 and construction would be complete by end of 2024. He then noted the 3 proposals were received for the 4-year contract, that the proposals were reviewed by staff and the staff recommendation for contract award is to Felsburg, Holt & Ullevig, Inc. (FHU). Further noting they presented the best value to the Authority citing the Authority's prior experience with FHU as well as their competitive pricing. Commissioner Tedesco inquired about the 64<sup>th</sup> Avenue Interchange being included in the project and Mr. Brady reviewed again the 5 interchanges, including 64<sup>th</sup>, which are all part of the project scope for preliminary design. Staff are discussing an IGA with the 64th Avenue ARI Authority to determine responsibility for final design and construction of the expanded interchange. Following board discussion, Mayor Pro-Tem Bergan moved that the Board of Directors approve award of the preliminary design services contract for the 11-mile road widening project to Felsburg, Holt & Ullevig, Inc. for an amount not-to-exceed \$1,500,000 and that the Board authorize the Executive Director to execute the contract, subject to the review and approval of General

Counsel. The motion was seconded by Commissioner Teal and approved unanimously by the Board of Directors.

Information  
Technology  
Department:

Mr. Stewart introduced Mr. Smith regarding a Board report on the Authority's Back Office rewrite project.

Back Office  
Architecture,  
Platform  
Selection  
Process and  
Recommended  
Platform:

Mr. Smith noted the back office is over 15 years old, is somewhat inflexible and in need of updating. He then introduced Mr. Larson who addressed the Board regarding the proposed high-level architecture for the rewrite which is to take a modular approach by separating the project into 2 subcategories: operational back office and commercial back office with the former being technical and the latter being more customer facing. He noted the modular approach reduces risk and that a combination of off-the-shelf and full custom development would be used. He then reported on the application platform approach and how it translates to overall reduced cost and risk. Mr. Larson then reviewed statistics from Gartner Group, a leading industry analyst for relevant work, and reported on the platform comparisons by Gartner. He shared Gartner's "magic quadrant" diagrams showing Salesforce being rated as superior to Microsoft and ServiceNow (the other potential vendors), with Salesforce being a clear industry leader since 2016. He then compared the 3 vendor products and services in more detail along with their costs, noting for the Board that Salesforce came out ahead on cost, adaptability and functionality. He also compared Salesforce platform costs with the current costs. He then recommended award of the back office rewrite contract be awarded to Salesforce. Commissioner Tedesco expressed appreciation for the presentation and noted Mr. Smith had already answered a number of questions from the IT Committee. Commissioner Teal echoed Commissioner Tedesco's comments. Commissioner Teal then moved the Board approve entering a 3-year contract with Salesforce (Salesforce.com) Inc. to provide the application platform for the Authority's back office system rewrite for an amount not to exceed the sum of \$2,671,900 over the 3-year contract term; all subject to the review and final approval of the Executive Director and General Counsel. The motion was seconded by Councilmember Hurst and approved unanimously by the Board.

Operations  
Department:

Annual  
Accident  
Analysis:

Ms. Carson introduced Mr. Doctoroff to provide the Board with the annual accident analysis for calendar year 2020. Mr. Doctoroff reported on accidents by year, noting the 2020 year decrease correlating it to COVID-related traffic reductions. Mr. Doctoroff reported that there were no accident fatalities in 2020. He then reviewed the 2020 accidents by location as well as deer-vehicle collisions and wrong way driver incidents. Mr. Doctoroff reported on average times to clear accidents by level of accident and Mayor Pro-Tem Bergan asked about effects of weather and lighting related to wrong way drivers and Mr. Doctoroff responded to the question. Councilmember Hurst asked that the Authority consider development of wildlife underpasses to facilitate wildlife migration and safety as well as customer safety. The request was noted by Commissioner Tedesco. Mr. Doctoroff then provided a property damage report.

Customer Service Brief: Ms. Carson introduced Mr. Emberley who provided a customer service overview to the Board. He began by outlining the Authority's customer base and then reviewed the question types fielded by the Authority on a regular basis. He reported on the handling of customer contacts and issues and on the Authority's performance relative to other customer service agencies, noting the Authority's scores exceeded those of other customer service businesses across various industries, including several in the tolling industry. He further noted many in the tolling industry are just beginning to collect this data and their data is not yet available. Mr. Emberley then reported on technology deployed in customer service functions and the addition of web chat being considered in the near future and the improvement for customer services with the back office rewrite project. Commissioner Tedesco noted he was briefed and commended Ms. Carson and her team.

Executive Director Report: Mr. Stewart introduced Mr. Slack who reported on the mid-March snowstorm and changes to prior snow totals and information provided to the Board prior to a very snowy March. Mayor Pro-Tem Bergan inquired about the number of plows used by the Authority. Mr. Slack reported that the Snow Removal Contractor is required to field 22 plows if called for by the Authority and additionally have 4 other plows available in case one of the 22 contracted plows is disabled. Councilmember Hurst asked about storm events and Mr. Slack reported that his mission has been to maintain the best level of service possible in storm events. Mr. Thurkill then reported on roadside assistance during the storm as well as staff and customers sheltering at the AHF during the storm.

Mr. Stewart noted his hope that the May Board meeting be in-person. He then noted Mr. Farber's ask to brief the Board regarding HPTE tolling services agreement and related and mentioned that a special meeting would likely be needed in April for Board discussion of the same.

Other Business: Mayor Pro-Tem Bergan asked about signage covered in plastic per a report from a constituent. Messrs. Slack and Brady responded.

Adjournment: There being no further business to come before the Board, upon motion by Mayor Pro-Tem Bergan, second by Councilmember Diak, the Board adjourned the meeting at 11:19 a.m.

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Chair of the Meeting

**Agenda Item 4b. Approve Meeting Minutes of April 22, 2021**

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF DIRECTORS

OF THE

E-470 PUBLIC HIGHWAY AUTHORITY

Held: Thursday, April 22, 2021, at 11:00 a.m. All participation in this meeting was via online and telephone conference in order to preserve the health, safety, and welfare of the public in light of the imminent threat caused by the COVID-19 pandemic and due to the state of emergency declared by Governor Polis, as amended and extended, corresponding executive orders and public health orders, as amended and extended, and CDC recommendations against gathering in large groups in order to mitigate the spread of the COVID-19 virus. Zoom Meeting - <https://us02web.zoom.us/j/85732300597> Dial-In Information: 669-900-9128 Webinar ID: 857 3230 0597.

Attendance: A special meeting of the Board of Directors of the E-470 Public Highway Authority was held as scheduled and in accordance with applicable statutes of the State of Colorado, with the following directors present:

Chaz Tedesco, Adams County Commissioner  
George Teal, Douglas County Commissioner  
Craig Hurst, Councilmember Commerce City  
Bill Holen, Arapahoe County Commissioner  
John Diak, Councilmember Town of Parker/DRCOG  
Francoise Bergan, Mayor Pro Tem City of Aurora  
Jessica Sandgren, Mayor Pro Tem, City of Thornton

Lori Saine, Commissioner Weld County (*non-voting*)  
Peggy Catlin, RTD (*non-voting*)  
Nick Farber, CDOT HPTE (*non-voting*)

Also present were: Kelly Brown, CDOT HPTE (alternate); Jessica Carson, operations director, Bruce Emberley, operations and tolling services manager, Terry Fabrizio, operations coordinator, Jaime Heitman, controller, Moss Levenson, financial analyst 2, Diane Lundquist, executive assistant, Jason Myers, finance director, Ken Smith, information technology director, Tim Stewart, executive director, Cassandra Sulmeisters, marketing specialist and Neil Thomson, engineering and roadway maintenance director, E-470 Public Highway Authority; Cecil Gutierrez, Board member, Karen Stuart, Board member, Shannon Gifford, Commissioner, David Spector, Consultant, Cesar Diaz-Plaza Perez, Consultant, Rami Harb, Consultant, Vince Dolan, Consultant, Piper Darlington, Staff and Maria Johnson, Staff, CDOT-HPTE; Margaret Bowes, I-70 Coalition; Brian McNiff, Kapsch TrafficCom North America, Kay Hruska, visitor; Michael Lund and Bryan Stelmack, Stifel; Susan Ermish, WSP; Dave Kristick and Steven Corbin, Atkins; Kirk Strassman

and Chris Gilligan, Conduent; and Tamara Seaver, Icenogle Seaver Pogue, P.C.

Call to Order: Commissioner Tedesco, noting the presence of a quorum of the directors, called the special meeting to order at 11:05 a.m.

Pledge of Allegiance: Commissioner Tedesco led all present in the Pledge of Allegiance.

Public Comment: None.

Briefing Regarding CDOT-HPTE Matters: Mr. Stewart introduced Nicholas Farber, Director of the High Performance Transportation Enterprise (“HPTE”). Mr. Farber briefed the board regarding matters related to the parties’ May 7, 2015 Tolling Services Agreement, including directives from the HPTE Board of Directors to HPTE staff to go out for a public solicitation for bids for a new back-office system solution. He then reviewed the goals for the new back-office system, following which he requested, on HPTE’s behalf, a 1-year extension of the current tolling services agreement through June of 2024, with the notice of termination extending to June of 2022. He stressed HPTE’s desire to avoid potential customer confusion and noted they desired the Authority’s participation in the procurement. Following Mr. Farber’s presentation, Mayor Pro-Tem Bergan asked about the procurement process and Mr. Farber stressed avoiding customer confusion and mentioned the desire for information sharing. Commissioner Teal inquired as to the need for a special meeting to address the Board of Directors, and Mr. Farber explained attendant timing considerations. Councilmember Diak then asked about the HPTE goals and expressed his belief that Authority hits most of them now. Mr. Farber expressed the desire to have control and a more nimble back office as well as other factors. Commissioner Tedesco then inquired about previous extension of the tolling services agreement and the timing of raising these issues. Mr. Farber noted the joint procurement on the lane system and the timing of other projects. Commissioner Tedesco asked about HPTE’s expectations for the Authority’s “participation” in the procurement. Mr. Farber confirmed HPTE would like the Authority to bid during the procurement and Commissioner Tedesco noted the request appeared to be an invitation to negotiate against the Authority’s interests. Further Board discussion and questions ensued and Ms. Catlin inquired as to whether the HPTE cost benefit analysis might be made available as there can be issues with comparisons as to different entities.

ExpressToll® Tolling Services Briefing: Mr. Stewart next addressed the Board and introduced a briefing on the current ExpressToll® tolling services provided to HPTE under the parties’ tolling services agreement. Ms. Carson then reviewed various account and customer information, noting the current interoperable transponders across all state of Colorado tolled facilities. She then reviewed the total transactions of the various tolling entities in Colorado by the various Colorado tolled facilities, as well as transaction processing costs.



At this point in the meeting Councilmember Hurst informed the Board that he would recuse himself from participating in the executive session discussion given his employment with the Colorado Department of Transportation and the potential for conflicts of interest or even the appearance of such conflicts. Commissioner Tedesco commended Councilmember Hurst on his awareness of the conflicts issues.

Executive  
Session:

Commissioner Teal then moved that the Board convene in Executive Session, pursuant to C.R.S., Section 24-6-402(4)(b) and Section 24-6-402(4)(e), for the purposes of receiving legal advice on specific legal questions and determining positions relative to matters that may be subject to negotiations regarding the Authority's Tolling Services Agreements with the Colorado Department of Transportation and the High Performance Transportation Enterprise and future actions related thereto.

Commissioner Holen seconded the motion, which was approved by the Board at 11:57 a.m., with Councilmember Hurst abstaining from the vote.

The Executive Session included all voting members of the Board (save for Councilmember Hurst), Mss. Seaver, Catlin and Carson, and Messrs. Stewart, Myers, Smith, and Thomson.

Commissioner Tedesco reconvened open session at 1:25 p.m.

Other Business:

Mr. Stewart reminded the Board of the upcoming May 13, 2021 Board meeting and mentioned that it might be changed to an in-person meeting. He also mentioned the revised Doodle pool seeking availability for a Board retreat.

Adjournment:

There being no further business to come before the Board, upon motion by Commissioner Holen and second by Mayor Pro-Tem Bergan the Board adjourned the meeting at 1:29 p.m.

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Chair of the Meeting

# E-470 2021 Calendar

Committee Work Sessions will be convened as needed and publicly posted as prescribed by statute and resolution – Please allow 1 ½ Hours for Work Sessions

## January 2021

January 1 New Year's Day – Office Closed  
 January 14 **BOARD MEETING - 9:00 A.M.**  
**Board Officer Nominations and Election**  
 January 18 Martin Luther King, Jr.'s Day  
 -Office Closed  
 January 28 **Roadway Committee – 1:00 P.M.**  
 January 28 **IT and RM Committee – 2:00 P.M.**

## February 2021

February 11 **Executive Committee – 8:00 A.M.**  
 February 11 **BOARD MEETING - 9:00 A.M.**  
 February 15 Presidents' Day – Office Closed  
 February 24 **Ops and Comm – 10:00 A.M.**  
 February 25 **Finance Committee – 9:00 A.M.**  
 February 25 **Roadway Committee – 1:00 P.M.**  
 February 25 **IT and RM Committee – 2:00 P.M.**

## March 2021

March 11 **BOARD MEETING 9:00 A.M.**  
 March 24 **Ops and Comm – 11:00 A.M.**  
 March 25 **Roadway Committee – 1:00 P.M.**  
 March 25 **IT and RM Committee – 2:00 P.M.**

## April 2021

April 8 **Executive Committee – 8:00 A.M.**  
 April 8 **BOARD MEETING - 9:00 A.M.**  
 April 22 **Finance Committee – 9:00 A.M.**  
 April 22 **SPECIAL BOARD MEETING-11 A.M.**

## May 2021

May 13 **BOARD MEETING 9:00 A.M.**  
 May 27 **Roadway Committee – 1:00 P.M.**  
 May 27 **IT and RM Committee – 2:00 P.M.**  
 May 31 Memorial Day – Office Closed

## June 2021

June 10 **BOARD MEETING 9:00 A.M.**  
**Board Health Check Discussion**  
 June 24 **Ops and Comm – 9:00 A.M.**  
 June 24 **Roadway Committee – 1:00 P.M.**  
 June 24 **IT and RM Committee – 2:00 P.M.**

## July 2021

July 5 Independence Day – Observed  
 Office Closed  
 July 8 **Executive Committee – 8:00 A.M.**  
 July 8 **BOARD MEETING 9:00 A.M.**  
 July 22 **Roadway Committee – 1:00 P.M.**  
 July 22 **IT and RM Committee – 2:00 P.M.**

## August 2021

August 12 **BOARD MEETING 9:00 A.M.**  
 August 26 **Ops and Comm – 9:00 A.M.**  
 August 26 **Roadway Committee – 1 P.M.**  
 August 26 **IT and RM Committee – 2:00 P.M.**

## September 2021

September 6 Labor Day – Office Closed  
 September 8 **BOARD RETREAT – 8 A.M. to 8 PM**  
 September 9 **Executive Committee – 8:00 A.M.**  
 September 9 **BOARD MEETING 9:00 A.M.**  
 September 23 **Finance Committee – 9:00 A.M.**  
 September 23 **Roadway Committee – 1:00 P.M.**  
 September 23 **IT and RM Committee – 2:00 P.M.**

## October 2021

October 10 IBTTA 89<sup>th</sup> Annual Meeting and  
 To 12 Exhibition – Anaheim, CA  
 October 14 **BOARD WORKSHOP – 9:00 A.M.**  
 October 28 **Ops and Comm – 9:00 A.M.**  
 October 28 **Roadway Committee – 1:00 P.M.**  
 October 28 **IT and RM Committee – 2:00 P.M.**

## November 2021

November 4 **BOARD MEETING – 9:00 A.M.**  
**Board Health Check Discussion**  
 November 11 Veteran's Day – Office Closed  
 November 18 **Finance Committee – 9:00 A.M.**  
 November 18 **Roadway Committee – 1:00 P.M.**  
 November 18 **IT and RM Committee – 2:00 P.M.**  
 November 25 Thanksgiving – Office Closed  
 and 26

## December 2021

December 9 **Executive Committee – 8:00 A.M.**  
 December 9 **BOARD MEETING 9:00 A.M.**  
 December 16 **Ops and Comm – 9:00 A.M.**  
 December 16 **Roadway Committee – 1:00 P.M.**  
 December 16 **IT and RM Committee – 2:00 P.M.**  
 December 23 Christmas – Office Closed  
 and 24