



Operations Committee Meeting Agenda

April 11, 2022, 10:00 AM
101 Queen City Road, Burlington VT 05401

The mission of GMT is to promote and operate safe, convenient, accessible, innovative, and sustainable public transportation services in northwest and central Vermont that reduce congestion and pollution, encourage transit oriented development, and enhance the quality of life for all.

Attendees may join in-person or remotely via Zoom.

To join the meeting via Zoom:

Video Conference: <https://us02web.zoom.us/j/81497617945>

Phone-in Audio Only: (646) 558-8656

Meeting ID: 814 9761 7945

- 10:00 AM. 1. Open Meeting
- 10:01 AM 2. Adjustment of the Agenda
- 10:02 AM 3. Public Comment
- 10:04 AM 4. Approval of Committee Minutes (February 7, 2022)
- 10:05 AM 5. Monthly Transit, Fleet & Facility Operations Update
- 10:15 AM 6. FTA Low-No Grant & Fleet Applications Update
- 10:30 AM 7. Urban Fare Collection Resumption Update
- 10:55 AM 8. Adjourn

<p>People & Co-worker Staffing</p>	<ul style="list-style-type: none"> • Overall Operations staffing improved to nearly 87% of its 152 budgeted positions. Retention has improved and turnover slowed appreciably, helping our newest team members to fully engage with their new teams. • Maintenance staffing continues to improve, with a critical hire onboarding in April that will significantly improve our support of St. Albans light duty vehicles (see below). • The successful conclusion of our seasonal Mountain Division services in Sugarbush and Stowe was an extraordinary success against so many odds – and provides Operations with some respite and capacity to regroup. We are grateful for each of our incredible Seasonal Bus Operators, Jeremy Whiting, Justin Chamberlin (of Berlin Maintenance), our Berlin Operations service management and dispatch staff, and of course, the GMT Planning and Marketing staff for an incredible season. We have so much to build upon and move forward together to make the 22-23 season even better!
<p>Fleet Performance</p>	<ul style="list-style-type: none"> • Maintenance chargeable roadcalls continued to favorably outperform monthly FYTD averages, now at 5.4 occurrences per 100,000 miles. Overall fleet miles, a measure of duty cycle, increased over 3.8% from February due to the 31 calendar day month. • Mean Distance Between Failure (MDBF) continued an impressive run against year-to-date metrics, with March hitting 18,500 miles compared to FYTD MDBF of 13,703 (though down slightly from a February high). Notably, the heavy urban diesel fleet MDBF continues to outperform FYTD, at 11,100 miles for March, and only slightly off the February performance apex. We are grateful for each of our Maintenance Division co-workers for their incredible resiliency, resourcefulness and resolve keeping the oldest public diesel fleet in New England running. • Preventative maintenance inspections in March were completed within 86.2% of goal, an improvement over the month prior. Urban Burlington Diesel fleet PM performance improved substantially from February levels, now at 96.6% of goal. Our gasoline fleet PM program was challenged by our remote support of the Franklin/St. Albans rural fleet serviced by the Burlington shop, which was not able to complete an unusual surge of St Albans units becoming concurrently due for service.

Operations Staffing

March 2022

Division	Unit	Title	Budget	Staffed	Need	Coverage
Burlington	Operations	Bus Operator FT	68	64	4	94%
		Bus Operator PT	8	7	1	88%
		Supervisor	4	4	0	100%
	Subtotal	Operations	80	75	5	93.8%
	Stations	DTC & Stations	2.7	2.7	0.0	100%
	Maintenance	Master	9	5	4	56%
		Journeyman	3	3	0	100%
		Apprentice	1	0	1	100%
		Body/Exterior Repair	1	1	0	100%
		Washrack CDL	3	1	2	33%
		Custodial CDL	1	0	1	0%
		Custodial	3	3	0	100%
		Parts/Materiel	1	1	0	100%
	Subtotal	Maintenance	22	14	8	63.6%
Subtotal	All	104.7	91.7	13	87.6%	
St. Albans	Operations	Bus Operator FT	7	7	0	100%
		Bus Operator PT	5	1	2	60%
		Operator PT Van	3	3	0	100%
		Supervisor	1	1	0	100%
	Maintenance	Custodial	0.2	0.2	0	100%
	Subtotal	St. Albans	16.2	12.2	2	87.7%
Berlin	Operations	Bus Operator FT	21	19	2	90%
		Operator PT Van	2	2	0	100%
		Supervisor	2	2	0	100%
		Dispatcher	2	2	0	100%
	Stations	MTC Agent	1.2	1.2	0	100%
	Maintenance	Master	2	1	1	50%
		Custodial	1	1	0	100%
	Subtotal	Berlin	31.2	28.2	3	90.4%
Total	All	March	152.1	132.1	18	86.9%
		February	152.1	130.4	19.7	85.7%
		Trend		1.7	1.7	↑

Includes hourly co-workers only

GMT Fleet Snapshot Report

March 2022	Trend	March 2022				FY22 Monthly YTD Average			
Measure		Diesel	Electric	Gasoline	All	Diesel	Electric	Gasoline	All
Fleet Total Miles Operated	↑	144,297	1,282	94,942	240,521	139,578	2,088	77,585	219,251
Fleet Mean Distance Operated	↑	2,122	641	2,208	2,129	2,053	1,044	1,804	1,940
Chargeable Road Calls	↓	13	0	0	13	15.2	0.1	0.7	16.0
Chargeable Roadcalls per 100K miles	↓	9.0	0.0	0.0	5.4	10.9	5.3	0.9	7.3
Fleet Mean Distance Between Failure	↑	11,100	N/A	94,942	18,502	9,169	18,795	116,377	13,703
PM Inspections completed (#)	↓	28	0	11	39	26.1	0.2	15.6	41.9
PM Inspections completed in limits (%)	↓	96.6%	100.0%	61.9%	86.2%	92.7%	100.0%	88.9%	93.4%

	Diesel	Electric	Gasoline
Active Fleet Age	9.4	2.4	3.2
Asset Useful Life Life Used	78.3%	20.0%	64%

Electric Fleet Update

- The Proterra electric fleet performance improved to 1,282 miles operated as unit 991 returned to service for three weeks of March after long awaited repairs to the auxiliary diesel cabin heater were completed by the provider. Unit 990 remains out of service due to the same diesel auxiliary cabin heating system and operated zero miles in March. Issues related to parts availability and component repair support continue to be the root cause, as it has been since January. The arrival of a major component has been received and we expect to have both Proterra buses in operation by April 15.
- Charger time-of-day control system operability continued with technical testing so that beneficial use of this contractual requirement can be fulfilled. Expanded testing was scheduled during April as there are no time period limits during this time of year.

Updates

- We are thrilled to welcome Romeo Von Hermann on his promotion as our first Supervisor, Customer and Station Services! Romeo will develop, support and work closely with operations and community resources with our DTC and MTC business functions, our lost property reunification program, our customer service recovery efforts, and unifying our DTC and MTC staff into an integrated organization with a fully trained, supported and cross-functional team with a full seat at the Operations table.
- Substantial training programs have been completed in Maintenance for urban bus multiplexing systems and a week-long program for general Gillig mechanical systems. This was a major undertaking and effort to get these industry resources engaged and committed to GMT, and we look forward to more offerings in the coming months.

- De-escalation training for bus operators, station service and supervisor staffs began and is well underway across all of GMT. This vital training provides real skills in how to avoid, address and respond to uncooperative community members. We are grateful to our training team for their efforts to bring this to GMT.
- Substantial work with restoring fare collection continues for a planned July resumption. Significant fare box repair training is scheduled over the next six weeks. Details of the fare collection resumption are included in this April committee package.
- Co-worker facility space improvement projects continue to make progress, with painting and facility refreshes underway and/or complete for the Burlington driver and dispatch rooms, the Berlin driver room, and for the GMT training rooms in Burlington. St. Albans driver and dispatch rooms, the DTC booth and DTC driver quiet room, are scheduled for their turn as our business partners become available, as are several other deferred projects.
- Major upgrades to the Berlin exterior facility security camera and gate systems were substantially completed. These were undertaken after direct threats were made against staff, and past catalytic converters theft from the fleet.
- Operations has launched its pilot programs for a greatly enhanced Fleet Management Information System (FMIS) and Safety Management System (SMS). Chevin Fleetwave will eventually replace our antiquated and poorly supported legacy FMIS product, Dossier. Chevin will be used across a far broader array of asset classes and subclasses, including facility systems, and will vastly improve warranty management. Operations is now beginning efforts to centralize safety management within the JJ Keller SMS product, with hazardous material communications our first project. The Keller SMS product will also vastly improve access to training modules and compliance reporting tools for all occupational classifications.
- Operations continues to work closely with Gillig on the final delivery packages of our six new G27-class urban diesel transit buses. Gillig remains on time (and even a little early) for a June delivery of three 35-foot and three 40-foot buses that will feature a number of new onboard improvements, most importantly a vastly improved wheelchair securement system that reduces awkward close contact with customers and task time to secure a wheeled mobility device, notably three wheeled scooters. High contrast vertical stanchions for sight-reduced customers are additional ADA systems that were incorporated into this order. Our 35-foot bus seating was changed to allow better circulation on the main deck and access to the back upper deck seats and rear exit doors to reduce front door crowding as well.

Operations Staff Summary

Urban Fare Collection Resumption Update

April 5, 2022

Prepared by: Connie Englert

Summary

- The collection of Burlington “urban” transit fares is currently slated to resume at the start of the July 1, 2022 Fiscal Year. With the July 4 holiday, staff has been working with an expected resumption of fare collection on Tuesday, July 5, 2022.
- While there is advocacy and outreach efforts to forestall the return of fare collection, there are a number of long lead time and critical path elements that are not able to be held in abeyance without substantial risk to the prescribed start dates.
- Fares were last collected on March 20, 2020, more than 24 months ago. While it would reasonable to assume that the GMT fare collection system to spin back to life with little effort, the fare collection equipment, co-worker and market turnover, and public safety environment have all undergone substantial change in the elapsed time.

Challenges

Equipment:

- Most GMT fareboxes are well beyond their useful life. Of the 68 buses equipped with fareboxes, 65% of the fleet has functionally obsolete Genfare “CENTSaBILL” (aka CAB), which were first introduced in 1986 and last offered in 2014. Many parts in the CAB boxes are unavailable, requiring scavenging and “cannibalizing” parts from other retired boxes to keep equipment functional. The balance of the fleet has more recent Genfare “Fast Fare” boxes that are installed on new buses as they are delivered. However, even these boxes are considered past their product lifecycle, and many of the typical features like smartcard fare tapping was never used by GMT, requiring mechanized ticket feeders and trim units to process the majority of fare transactions for both old and new fareboxes alike.
- GMT had issued upwards of 45,000 fare transfers each month at an annual cost of approximately \$14,000. This is expected to increase due to paper and commodities like magnetic slurry paint continue to increase.
- Fare collection equipment has been unmaintained during the last two years and has been exposed to the extensive elements that wear them, notably dust and vibration. GMT is testing how much of the collection equipment is even operable but we are expecting a high number of problems that will need attention and detract our maintenance staff from the fleet they are short-handed to support.

	<p>Personnel:</p> <ul style="list-style-type: none"> ▪ There are no longer any GMT mechanics who have been factory trained in maintaining these fareboxes. Farebox management and support is typically managed by a revenue department, not fleet maintenance, though that is not the case at GMT. When GMT mechanics are maintaining fare collection equipment, transit fleets are not being worked on. ▪ There are no revenue or fare enforcement personnel. This task falls to a single on-duty shift supervisor, who also supports all other operational support needs of the Bus Operators, including accident and incident response, disruptive passengers and detours. ▪ Unbonded and unarmed supervisors had typically transported cash from the transit centers to the revenue counting office. <p>Market & Community Turnover</p> <ul style="list-style-type: none"> ▪ As an educational hub, there is a natural and substantial turnover in new users to the GMT network each year. With fares uncollected in over two years, ramping everyone up on the basics like what the fare is, the transfer policy, its exceptions, how and where to purchase passes and fare media will be a substantial effort. ▪ GMT, like many transit agencies, has and continues to struggle with community conduct on its services since 2020. Fare collection and its enforcement has typically been a flashpoint when potential operator assault will only get more challenging.
<p>Updates:</p>	<p>The following issue face the Operations team to resume fare collection:</p> <p>Training There are no incumbent maintenance employees who have been factory trained to support, troubleshoot and repair fareboxes. Training for Bus Operators, including those hired within the last two years, is a substantial cost above and beyond technical factory training that maintenance will receive.</p> <p><i>Action:</i> GMT has committed \$39,000 in factory training and equipment to support our maintenance and planning staff in supporting fare collection equipment. GMT is committing its Training Division to provide Bus Operators with new and refresh training to nearly 75 front line employees.</p> <p>Transfer policy: GMT had a long-standing policy of issuing connecting transfer tickets upon *leaving* a bus, regardless of when the original fare was paid. GMT is among (and perhaps is) the only agency left to have this practice. This practice allows 1) “round the world” continuous riding, as a new transfer is</p>

issued for anyone leaving a bus, regardless of when the original fare was paid so long as the transfer was issued 70 minutes before; 2) forces exiting passengers to come to the front door, slowing boarding as the exit traffic ties up the driver instead of exiting from the rear door; 3) drivers would “force print” a large number of transfers prior to arriving at the DTC and other terminals to minimize exit times, and any unused transfers would be thrown out as they were time limited. At 0.25 cents EACH, this is an unnecessary cost.

Recommendation: Issue transfers to passenger upon boarding and paying of an eligible fare only. Transfers would remain time limited to 70 minutes as before. After 70 minutes of time, a transfer would no longer be valid and a new fare needed to continue traveling. Transfers would not be issued once the customer has left the farebox as there is no verification that an eligible fare was paid. Passengers “short dropping” or evading a fare would not be eligible for a transfer to downline services.

Reduced fare eligibility verification

GMT allows any boarding passenger to claim eligibility for half-fare status from the Bus Operator without identification or documentation. Operators and Supervisors are not permitted to question any claim for half-fare eligibility. As a result, there is a substantial use of the half-fare exemption with no practical ability to enforce the fare, thereby cascading into a pattern of scofflaw behaviours that erode system control and fairness to all passengers.

Unfortunately, the FTA does not include income as a categorical allowance for half fare eligibility. GMT could, through its fare policy, offer a low income reduced fare program as many agencies have done. Bus Operators are often faced with customers of need having to misstate their eligibility for a reduced fare in order to ride due to their income, placing all parties in an unfortunate and recurring cycle of false claims in order to ride GMT each day and each trip, perpetuating the struggle and stigma these individuals face.

Peer agency programs have, for example, extended up to 20 free rides each month to self-certified income eligible individuals. A GMT reduced fare eligibility program that includes low income individuals would help improve compliance with fare policy, reduce conflict at the farebox, reduce stigma of evading the fare or being challenged to pay a fare, or having to falsely claim eligibility for disability. This would also allow GMT to seek additional community partnerships for funding this program and improving access to transportation.

Recommendation:

- 1) Develop a new, expanded reduced fare eligibility program that is more inclusive, expansive and offers better controls.
- 2) Review peer best practice for identification and verification programs, including self-certifications that streamline program distribution, reduce cost, and expand compliance.
- 3) Reduced fare eligibility would no longer be made at the farebox and Bus Operators would have fewer points of potential conflict.
- 4) Launch program in late 2022.

July 5, 2022 Start Date

July 5 is the peak vacation week schedule for customers, employers, and GMT, as it is for most organizations. The restoration of fare collection will require every available resource to best support our Bus Operators and customers at every turn during this confusing and cumbersome process. Eliminating planned vacations, or attempting to implement this major project with limited resources, will have many unforeseen, frustrating and unnecessary consequences.

There is no statutory requirement for July 5, as July 1 is the start of the Fiscal Year. July 5 has been an arbitrary restoration date based on a budgeted number. "Grace periods" have been discussed, but these are unnecessary given the substantial communication program that is planned prior to restoration. Grace periods "open the door" to continue prodding for exemptions that places Bus Operators in a compromised and potentially prone situation well after the grace period ends.

Recommendation:

Start fare collection on Monday, July 11, 2022. Offer no grace periods as the program communication program is the de facto "grace period".

Cash handling

DTC is a major point of cash sales. Operations supervisors had been assigned to transport cash from an on-site safe to the main office. These employees are unbonded and unarmed employees operating in good faith. With a notable loss of civility in recent months, this standing practice is no longer considered reasonable to resume.

Recommendation:

Contract with a cash services third-party firm to securely pickup, process and deposit cash proceeds from the DTC and MTC. This would be done by bonded, insured and trained entities who can safely manage these services.

GMT Urban Fare Collection Reboot							
Project Delivery Plan				Launch Day:	7/5/2022		
Updated:		4/5/2022		Days To Launch	91		
Stage	Task	Tactic	Owner	Due	Status	Cost	Status
Training							
	1.1	Genfare CentsABill Legacy	MX	6/1/2022		\$8,000	Need sole source procurement
	1.2	Genfare SPX	MX	6/1/2022		\$8,000	Need sole source procurement
	1.3	Genfare software	PLN	6/1/2022		\$5,000	Need sole source procurement
	1.4	Genfare SPX training box	MX	6/1/2022		\$18,000	Purchase SPX training box
	1.5	Station POS systems	FIN	6/1/2022			Sales outlet equipment
	1.6	Call center	FIN	6/1/2022			Training phone agents
	1.7	Operator - New	OPX	6/1/2022			Full operator training for new
	1.8	Operator - Refresh	OPX	6/12/2022			Refresh training for all operators
	1.9	Supervisor - field triage	OPX	6/1/2022			Training field unit triage
Communications							
	2.1	April Teaser	MARCOM	4/20/2022			
	2.2	30 Day Countdown	MARCOM	5/20/2022			
	2.3	Bad farebox cover boxes	MARCOM	5/20/2022			Produce
	2.4	Code of Conduct	MARCOM	5/20/2022			Integrate CoC into fare collection
	2.5	Fare agency collection sales	MARCOM	5/20/2022			External sales locations
Fare policy & Collection							
	3.1	Tariff update	FIN	5/1/2022			Updated and provided to Training
	3.2	Transfer policy change	OPX	4/15/2022			Summary to Board Committee
	3.3	Reduced fare POP	OPX	4/15/2022			Summary to Board Committee
	3.4	Interagency	PLN	4/15/2022			Update regional agencies
	3.5	Enforcement policy	OPX	5/1/2022			Summary to Board Committee
	3.6	Zone Issue/TVT/RCT	PLN	5/1/2022			Update multi-zone policies
	3.6	Cash room and handling	FIN	4/15/2022			Stress test system
	3.7	Local agent pass sales	PLN	5/1/2022			Update third-party sales programs
Fare Media							
	4.1	Ticket stock	PLN	6/1/2022		\$20,000	Ordered
	4.2	Reduced fare ID card	PLN	5/1/2022			Summary to Board Committee
	4.3	Token Transit passes	PLN	6/1/2022			App passes ready
	4.4	CoC DoS Citation Books	PLN	6/1/2022			Enforcement citation books
	4.5	Employee farecards	OPS	5/20/2022			
	4.6	GFI Bad List	FIN	5/1/2022			
	4.7	Cash handling procedures	FIN	6/1/2022			Carrier deposit transportation
Equipment Refresh							
	5.1	Develop testing protocol	MX	4/15/2022			
	5.2	Initial Unit Testing	MX	4/15/2022			
	5.2	Probing interface	PLN	4/1/2022			Fleet probing improved and viable
	5.3	Spare parts and tooling	MX	5/15/2022			
Week 1 Blitz							
	6.1	Terminal sales	OPX	7/5/2022			
	6.2	DTC platform	OPX	7/5/2022			
	6.3	Field operations	OPX	7/5/2022			
	6.4	DTC Pre-Blitz	MARCOM	7/5/2022			

Operations Staff Summary	
FTA 5339(c) Low or No Emission Vehicle Program 2022 Application & Partnership Update	April 6, 2022
	Prepared by: Connie Englert

Summary	<ul style="list-style-type: none"> ▪ On March 7, 2022, FTA announced the availability for \$1.1 billion in FY22 grant to help transit agencies purchase or lease low or no emission transit vehicles (aka “LoNo”). The FTA share for low or no emission buses and bus-related equipment is 90 percent of the net project cost. ▪ VTrans, GMT, Marble Valley Regional Transit District (Rutland), and our technical partner VEIC are developing and intend to submit a single Vermont application that enhances our support and collaboration for zero emission transit services. The application builds upon the findings and recommendations of the VTrans Zero-Emission Transition Plan, released in January 2022. ▪ FTA has a strong emphasis on workforce development in this program, which aligns well with GMT’s technical operation needs. This will be a major component of our application. ▪ Applications are due May 31, 2022. VEIC is the project manager for application development in close collaboration with the agency teams. The current task is finalizing the project elements and strategic partnerships, summarized below.
General Approach	<ul style="list-style-type: none"> ▪ Build upon and leverage prior electric transit vehicle investments, experiences, and lessons learned over the last two years into a full scale, service focused program. ▪ Develop a meaningful path forward to full fleet electrification as soon as practicable that ensures reliable, cost effective transit service to our communities and stakeholders. ▪ Sequence and scale a proposal that is “shovel ready” at award, is not contingent on other GMT projects that remain in development, and is the cornerstone for a permanent, long term zero emission vehicle program.
Program Development	<ul style="list-style-type: none"> ▪ The FTA 5339(c) program is unique in that it emphasizes the development of strategic, long term partnerships between the agency, equipment, infrastructure and technical support organizations. The procurement requirements are modified to encourage a broader range of these collaborative teams that streamline procurements.

	<ul style="list-style-type: none"> ▪ Staff have reviewed extensive procurement and technical resource documents and conducted interviews with major suppliers. The Washington (State) Department of Enterprise Services (DES) has the most recent, extensive and broadest spectrum of transit vehicles for GMT to review, including technical, cost and option packages for zero emission buses. ▪ Leveraging past investments was a core focus. Electrical infrastructure, especially from the utility grid, is a complicated, long-lead time element. Charger access, location, and scale was reviewed relative to all operational needs and the unknown redevelopment plans for the 31 Queen City Park Road site that could impact indoor charging access. ▪ Selection of partnerships was deeply rooted in our lessons learned and need for as a more Vermont “belt and suspenders” approach to zero emission fleets. Access to technical services, parts, repairs and focus on unit “up time” was a central tenet, as was a need for product lines that could have broad application across the largest number of Vermont transit agencies, including 30, 35 and 40-foot transit vehicles. ▪ The smaller 30-foot and under electric transit vehicle continues to elude the marketplace with few options available to meaningfully consider. The significant technology and battery costs on a light or mid-duty “cutaway” chassis makes the return on investment (ROI) profile unfavorable, especially when considering the cold weather operating conditions. Staff have been closely following and engaged with a cold-weather, Altoona-designed vehicle over the last four years that is now entering the market. ▪ Substantial training, engineering and workforce development are central to our future programs. Retraining existing talent, and bringing in the next generation of technicians is critical to the success of the GMT program.
<p>Partnerships</p>	<p>Below are the intended partnerships and program elements for this 2022 application:</p> <ol style="list-style-type: none"> 1) At least five (5) 40-foot heavy duty zero emission (ZEB) transit buses with sufficient battery size to operate during winter without an auxiliary diesel heater. These heaters remain a major failure point for our electric fleet and do not have the particulate filter and emissions control systems needed to be considered a true Zero Emission Bus. Based on technical review of procurement documents, peer agency and industry deployments, GMT will move to the New Flyer Xcelsior CHARGE NG (XE40) with its Siemens ELFA 3 electric drive systems as our path forward. New Flyer is the largest transit vehicle manufacturer in North America with the most comprehensive support and training network in New England. Siemens has been building transportation

propulsion systems since the 1890s and is widely used in North American rail and New Flyer buses.



- 2) Without a viable 30-foot community and rural electric vehicle on the market, GMT will partner with Letenda of Montreal for a 30-foot heavy electric transit bus. Supported by a broad investment program that includes HydroQuebec and the Quebec provincial government, Letenda is undergoing its final federal testing programs. The vehicle offers a completely low-floor transit vehicle designed specifically for winter operations. There is no “rear upper deck”, and the vehicle offers up to 24 seats in a far more accessible vehicle well suited for community access services. GMT would be the first operator of these units and will be supported by Letenda’s Quebec technical team. The Letenda Electrip is slightly narrower, and features dual steer axles that allow for a far broader range of streets and driveways.



	<p>3) Charging infrastructure design, project management, construction oversight and commissioning will be managed by New Flyer Infrastructure Solutions (NFIS). Final determination of charging modality (plug-in depot and/or overhead pantograph) continues to be finalized. The space and operational limitations of the bus storage building, the unknown plans for the 31 Queen City Park Road where the Proterra chargers are located, and the need to minimize utility access and transformer cost make siting of new high capacity charger equipment outdoors in a fuel lane-like configuration along the current “scrap line” on Austin Drive across from Barrett Trucking the most viable and universal location.</p> <p>4) Current partnerships with Burlington Electric Company (BEC) will continue and expand with this proposal. Partnerships with our technical staff represented by the Teamsters Local 597 to train, retool and collaborate on workforce development will be a core focus during the mobilization phase of the project.</p>
--	---