

**AMES TRANSIT AGENCY BOARD OF TRUSTEES**  
**CYRIDE CONFERENCE ROOM**

March 29, 2011

1. CALL TO ORDER: 5:00 P.M.
2. Approval of February 17, 2011 Minutes
3. Public Comments
4. Bus Shelter Procurement Approval
5. Facility Flood Claim Update and Construction Closeout
6. Federal Transit Administration Title VI Policy Approval
7. FY09/FY10 Federal Earmarks - Grant Approval
8. CyRide Equal Employment Opportunity (EEO) Plan Elements
9. Transit Director's Report
10. Set Time and Place of Next Meeting
11. Adjourn

## AMES TRANSIT AGENCY BOARD OF TRUSTEES

AMES, IOWA

February 17, 2011

The Ames Transit Agency Board of Trustees met on February 17, 2011 at 5:00 p.m. in CyRide's Conference Room. President Anders called the meeting to order at 5:08 p.m. Trustees in attendance were Anders, Pinegar, Choi, and Schainker. Absent: Trustees Madden, Wacha.

**APPROVAL OF MINUTES:** Trustee Pinegar made a motion to approve the minutes from the January 20, 2011 Ames Transit Agency Board of Trustees Meeting and the minutes from the February 4, 2011 meeting. Trustee Choi seconded. Ayes: 4, Nays: 0. (Motion carried unanimously.)

**BUS TRACKING:** Director Kyras summarized a meeting held on February 2, 2011 with the GSB regarding three software/hardware package options available for the purchase of a bus tracking technology program with the vendor, NEXTbus. The three options reviewed were: 1- Base Option, 2- Base Option with 4 Smaller Signs, and 3- Base Option with 4 Larger Signs. She indicated she received positive and supportive feedback from those in attendance at the GSB meeting to purchasing the NEXTbus system. The GSB account balance was discussed at the meeting.

Trustee Madden arrived at 5:11 p.m.

Upon review, it was decided any of the options could be supported by the GSB Trust Fund. Option 2, which includes four smaller signs on campus, was chosen by GSB.

Director Kyras discussed the next steps that could be taken if the Board decided to proceed with the purchase of this system. If the Transit Board decided to approve the purchase at this meeting, the next step would be to obtain a purchasing policy waiver from the City Council at the March 1, 2011 Council meeting, as NEXTbus is the only system that matches the demand for text messaging, telephone service and has more robust technology than other service providers. Director Kyras also stated that she obtained information from Iowa City regarding their selection of NEXTbus and the waiver of their purchasing policy. Iowa City found that NEXTbus was the only company able to meet the parameters that they were demanding. She indicated, after obtaining the waiver, the next step would be to have the City Council approve a contract from NEXTbus at their March 22, 2011 meeting.

Trustee Schainker discussed having signage off-campus, to show integration in the system. Trustee Choi voiced a concern for the additional costs in adding signs off-campus. Further discussion took place regarding the signs on-campus. Trustee Choi stated that the 4 signs/2stops on-campus could possibly serve as a pilot program, so that the costs could be better understood. Director Kyras added that the costs for each sign is on-going, aside from the initial set up costs, and indicated that each signed added an

estimated \$20 operating fee and a \$20 cell phone or Ethernet fee, for a total of around \$40 per sign, per month. There were additional concerns expressed about the funding beyond the 3<sup>rd</sup> year. Trustee Schainker asked if there were considerations by the GSB to go beyond the 3-year funding. Director Kyras referenced the GSB resolution, which states they will fund for at least the next 2 years, after the first year, citing the “at least” language. Trustee Anders added that at some point he would like to see a sign off-campus, to show commitment to the public’s needs as well. It was also discussed that more community presence could be obtained in places with existing signs in the community or campus that may be able to receive RSS feeds with the NEXTbus information, with no additional costs to CyRide. Trustee Pinegar added that every bus stop sign would have a sticker that could be scanned with a Smartphone to obtain the NEXTbus information.

Trustee Pinegar made a motion to approve alternative 1, approving implementation of the bus tracking system with a purchasing policy waiver to contract directly with NEXTbus. Motion seconded by Trustee Choi. Ayes: 5, Nays: 0. (Motion carried unanimously).

#### **INTERMODAL FACILITY PROJECT/CONSTRUCTION MANAGEMENT**

**CONTRACT:** Director Kyras reviewed the Project Management and Construction Agreement, noting that the most recent changes are in red type. Prior to the meeting, John Harvey, Project Manager, of ISU Facilities Planning and Management reviewed the agreement with Director Kyras. Both of these documents were presented for review to the City Attorney, Doug Marek. Director Kyras stated that City Attorney Marek’s changes are in red and that Marek wanted this in an agreement format with the compensation laid out more clearly. Specifically, requesting that additional documentation regarding the compensation and an invoice from Iowa State University for the cost.

Director Kyras shared that the FTA has requested several changes to the agreement as well. Mr. Harvey indicated that he concurred with the changes stating that Iowa State University already does the items they are requesting as part of their normal process.

Director Kyras also added that the most current agreement is fashioned after the Furman Aquatic Center Agreement. Further, she stated that the amount that was originally budgeted was \$440,000 for project/construction management services, but the project estimate has since been reduced to \$345,210.

Trustee Schainker made a motion to approve alternative 2, which includes the “not to exceed language”. Motion seconded by Trustee Choi. Trustee Madden abstained from voting. Ayes: 4 Nays: 0. (Motion carried.)

**INTERMODAL FACILITY OPERATING AGREEMENT:** Director Kyras indicated that the Federal Transit Agency had requested several changes to the agreement. She added that the original goal was to have this agreement complete before awarding the construction bids for the Intermodal Facility, for which the FTA’s deadline for award of the construc-

tion bid is March 15, 2011. Discussion ensued regarding certain clauses in the agreement. Trustee Madden expressed concern about clauses in the agreement that give the Ames Transit Agency Director sole discretion in terminating the agreement. He stated that he did not see that many of the clauses were relevant around the operating agreement under FTA provided money. Director Kyras provided an example of parking revenue that would be generated by the Intermodal Facility. She indicated that the FTA sees this as money generated by their asset. Trustee Madden explained that the revenue would not be realized unless it is being spent by the Transit Agency. He would like to see that the parties that have investment in the Intermodal Facility be reimbursed first, before being utilized by the Transit Agency.

Director Kyras stated that the contract values in the Operating Agreement were a determining factor in the clauses that the FTA was requesting within the agreement. She added that if the revenue is coming back to the Transit Agency, the board would decide how it is used. Director Kyras also stated that the FTA is requiring that the Ames Transit Agency Director be listed in the clauses because CyRide is the legal entity receiving the funds and the Director is the person who has been given the authority to sign on behalf of the agency and administering the grants on behalf of the Board of Trustees. She offered that an alternate person could be identified as the person administering the grants.

Trustee Schainker stated that according to the agreement, the Transit Agency is an ongoing entity with sufficient funds being verified or controlled by the City Manager and VP of Business Finance. Director Kyras confirmed that the FTA would like language in the agreement stating the account balances could be transferred to the Transit Agency more frequently than at the termination of the agreement.

Trustee Madden also pointed out an issue with the Ames Transit Agency Director having sole power in the Dispute Resolution clause, as it is not unbiased. Director Kyras indicated she would turn to the board for direction on a matter of this nature and not make a unilateral decision. Further discussions and a request was made by Trustee Madden develop a separate memorandum or Board of Director's Resolution about the steps to follow regarding the termination under this clause in the contract.

Trustee Madden motioned to accept the agreement, with the understanding that a clarifying memorandum or Board of Director's Resolution would be done to clarify the process. Motion seconded by Trustee Schainker. Ayes: 5, Nays: 0. (Motion carried unanimously.)

**INTERGOVERNMENTAL AGREEMENT:** Director Kyras shared that the City Attorney has reviewed this agreement. She explained that the length of the agreement changed from a 5-year agreement, to a 10-year agreement and that CyRide is now identified as an agency of the City of Ames. There were updated copies of the agreement distributed. Director Kyras added that the approval would be needed by the Transit Board, GSB, City Council and then the Board of Regents and ISU.

Trustee Pinegar made a motion to approve alternative 1, with the agreement effective from 2011-2021. Motion seconded by Trustee Madden. Ayes: 5, Nays: 0. (Motion carried unanimously.)

**REGIONAL SERVICES:** Director Kyras shared that she was prompted by an Ames City Council member to explore the regional transportation services available for commuters into and out of Ames. Statistics were reviewed regarding the employment dynamics of those who work in Ames and where they live, as well as where people live that work in Des Moines. She shared that expected fuel increases could cause more requests for an alternative transportation service. Trustee Madden stated that long-term strategies should include exploring Regional Services, but current workloads would limit short-term devotion of resources. Director Kyras stated that she attended a Des Moines Metropolitan Planning Organization meeting to review a proposal from a private carrier looking to provide service from Des Moines to Ames. At this meeting, Director Kyras shared her opinion that the private carrier may be looking at an incorrect business model to meet the needs of those commuting. She stated that she would like to continue to be a part of conversations regarding Regional Transit, in order to be aware of future plans, but would not actively analyze regional service options.

**TRANSIT DIRECTOR'S REPORT:**

- Director Kyras reported that the FTA is asking if Ames Transit Agency would be interested in seeking funding for the second phase of the Intermodal Facility. She shared that because of FTA stipulations, the construction of a surfaced parking lot in phase one would need to be demolished for phase two of the construction project and the value of the surfaced lot would need to be repaid to the FTA. Director Kyras said that John Harvey, Project Manager for Iowa State University, would be reporting back on the cost of the lot.

Trustee Madden expressed that the Ames Transit Agency should maintain interest in additional funding, since there is uncertainty on the timeline of such availability. Director Kyras shared that according to the FTA, there could be a significant amount of funding available in the near future, but it would most likely require a local match of twenty percent. The cost of repayment of the demolished surface parking lot would be in addition to the in-kind contribution of the land used to meet the 20% local match requirement. There were further discussions about the concern of availability of parking in the campus town area. Based on the conversation, Director Kyras determined that the consensus was that Ames Transit Agency would still be interested in additional funding for further construction of the Intermodal Facility Project and that she would convey this interest to the FTA.

- Performance Measurement for the Intermodal Facility will be done over the next 4 years to assess the number of passengers on the various carriers that will be using the Intermodal Facility. Director Kyras asked if the board would prefer a groundbreaking or a ribbon-cutting ceremony for the Intermodal Facility. The board consensus was to have a ribbon-cutting ceremony.

- Seven bids were received for fuel purchase contracts. Contracts will cover 4 time periods, at a rate between \$3.02 and \$3.07 per gallon. Only \$2.50 per gallon was budgeted for fuel. The contracts will make up 54% of the annual diesel consumption, with around 168,000 gallons. The total of the contracts is \$511,698, which averages \$3.05 per gallon. The contracted rates will begin in August and continue through this time next year.
- Director Kyras met with Congressional staff in Washington D.C. at the end of January. She found out that there were no earmarks for funding and that there will be Federal Transit cuts. The extent of the cuts could result in funding similar to that of 2008, or \$170,000 less than what is currently received.

**QUARTERLY REPORT (OCT - DEC 2010):** Director Kyras shared with board members the trends in statistics for the fourth quarter of 2010. Ridership remained stable, increasing .2%. System-wide trends show farebox revenues have increased 6.8% in the second quarter. Mechanical problems also rose due to issues with the new buses. A majority of the mechanical issues are a result of the sonar, used to open the doors, which has since been resolved. There was also an instance where the cleaning of several buses drained the batteries over the Thanksgiving Break, which skewed the number of mechanical issues.

Other trends included a decrease in negative customer comments and driver late arrivals, a decrease in Dial-A-Ride ridership, and an increase in Moonlight Express ridership.

Trustee Choi posed a question of the current mileage per gallon of the Hybrid buses. Director Kyras responded that the buses are currently operating as diesel buses because of the variance in how we drive and how the buses were programmed and tested. The manufacturer is currently gathering data to develop a new program to resolve mileage per gallon issues.

**TIME AND PLACE OF NEXT MEETING:** March 29, 2011 at 5:00 p.m. in the CyRide Conference Room.

**ADJOURN:** Meeting adjourned at 6:12 p.m.

---

Robert Anders, President

---

Julie Merges, Recording Secretary

**CITY OF AMES, Iowa**

**MEMO TO:** Ames Transit Board of Trustees

**FROM:** Sheri Kyras

**DATE:** March 29, 2011

**SUBJECT:** Bus Shelter Procurement Approval

**BACKGROUND:** As part of an overall strategy to provide excellent transit service to the community, CyRide has been working on a plan to systemically improve bus stop locations. In 2008, an inventory and prioritization of bus stop improvements was conducted. Since then, CyRide has budgeted local dollars and secured grants to start these improvements. In total, CyRide has \$199,061 available for this transit enhancement. Funding for these improvements is secured from Iowa Department of Transportation grants at \$50,000 per year. Over the next five-year period, \$449,061 will be available for bus stop improvements (\$199,061 current + \$250,000 future).

**INFORMATION:** Staff has reviewed various amenities and completed a Request for Proposal (No. 2011-054) for new bus shelters to make riding CyRide more comfortable for its customers. Requests were sent to seven shelter manufacturers, with two submitting responses. Proposals were evaluated (see attached analysis) with Columbia Equipment of Jamaica, NY receiving the highest ranking based on a technical evaluation. Specifically, Columbia Equipment scored 6.697 with the other proposer, Brasco International, scoring 6.553. Further, while the Columbia shelters are slightly more expensive, staff believes that the extra cost is justified based on two criteria:

- Recommendations from peer transit systems
- Review of structural materials provided in RFP (Columbia provided detailed descriptions/certifications where Brasco provided a statement that it met the specifications)

The scope of work for the Request for Proposal calls for an award of up to 30 shelters/accessories over a five-year period. The maximum possible contract amount for the five-year term would be \$300,000 with no minimum quantity guarantee. CyRide's Capital Improvement Plan anticipates the purchase and installation of up to five shelter/accessories each year, at an approximate cost of \$10,000 per shelter plus installation. Concrete work for shelter improvements is covered under a separate contract, but would be funded under the shelter line item in the Capital Improvement budget.

The design of these shelters will be developed during a joint CyRide/manufacturer meeting, once contract approval is received. The purpose of this meeting will be to provide a more customized look for the shelters as opposed to the standard “off-the-rack” design. Staff will provide the Board with an image of this design once this process is completed.

It is staff’s intent to purchase and work toward implementation of the first five shelters over this next summer/fall. Based on the Bus Stop Improvement Plan, the map on the following page illustrates the top priorities for these improvements. Staff will work with City and ISU staff to determine which five locations can be implemented this year.

If a bus shelter contract is approved by the Transit Board of Trustees, the Iowa Department of Transportation will need to concur in the award.

**ALTERNATIVES:**

1. Approve contract award to Columbia Equipment Company of Jamaica, NY for the purchase of up to 30 bus shelters over a five-year period for a not-to-exceed amount of \$300,000, contingent upon Iowa Department of Transportation concurrence.
2. Do not approve award of a bus shelter contract at this time.

**RECOMMENDATION:**

The Transit Director recommends approval of alternative #1 to purchase up to 30 shelters over the next five years in an effort to improve service to CyRide customers as shelters are one of the most requested passenger amenities.



Bus Shelter Procurement RFP 2011-054 Scores							
	Brasco International Inc.	Columbia Equipment Company					
<b>Evaluator</b>							
Rich L.	2.27	2.29					
Shari A.	2.28	2.36					
James R.	2.003	2.047					
<b>Total</b>	<b>6.553</b>	<b>6.697</b>					



**CITY OF AMES, Iowa**

**MEMO TO:** Ames Transit Board of Trustees

**FROM:** Sheri Kyras

**DATE:** March 29, 2011

**SUBJECT:** Facility Flood Claim Update and Construction Closeout

**BACKGROUND:** In August 2010, CyRide's facility received approximately 12 inches of water from the Squaw Creek flooding event. Since that time, staff has worked to recover from the aftermath of the flood.

**INFORMATION:** The facility and equipment clean up and repairs have now been completed and the results of this effort are detailed below.

**Insurance/FEMA Claim Update**

CyRide has been working with FM Global, the City of Ames' liability carrier, to clean up and repair all affected portions of the facility. Initial estimates developed last fall for the cost of this effort were approximately \$900,000. The final actual cost is detailed in the attached sheet, which indicates a total loss of \$819,507.35. The actual costs were lower than anticipated as the construction and architectural service expenditures were lower than originally estimated. All bills and invoices have been provided to FM Global and this firm is currently reviewing the documentation for consideration of final closeout of the claim. This is anticipated within the next 30 days. To date, FM Global has paid the City \$700,000 in progress payments leaving a final payment request of \$94,507.35 (less \$25,000 insurance deductible).

Staff has worked with FEMA to request reimbursement for the \$25,000 insurance deductible. All required paperwork and documentation has been completed and are awaiting results of the federal government's review of this claim.

**Construction Closeout**

A contract was awarded to HPC Construction in August 2010 for reconstruction of CyRide's first floor office area. The total cost of this contract was \$423,102; however, the final actual cost under this contract is \$332,887. A contract change order of \$90,215 reflecting the reduction in the original cost of the contract will need to be approved before final closeout as well. In addition, CyRide will be applying for reimbursement of the sales tax from materials purchased for this project; therefore, the actual construction cost will be less than the final contract amount.

The building repairs were completed in late November and all punch list items have been completed. As the facility was completed in 2008 and reconstructed back to its original condition, there was no operating or maintenance manuals or As-Built drawings required under this contract. CyRide is awaiting final paperwork for the following three closeout documents:

- **Lien Waivers** – The City’s Finance Department has reviewed the list of subcontractors and is awaiting lien waivers from a number of these firms. This documentation is anticipated within the next week.
- **Sworn Statement from the Contractor** – State law requires that the contractor notify all subcontractors 10 days prior to requesting retainage under the contract. CyRide is anticipating receipt of this sworn statement within the next week.
- **State Sales Tax Reimbursement Forms** – HPC will provide CyRide with the state-required forms to request reimbursement of the sales tax for material purchased for this construction project. CyRide is anticipating receipt of these forms within the next week.

The final pay application requesting retainage of \$16,644.35 is attached. The remaining balance (\$316,242.65) has been paid to HPC.

If approved by the Transit Board at this meeting, approval of the retainage, change order reducing the total contract amount and acceptance of the public improvement will be included on the April 12<sup>th</sup> Ames City Council meeting completing the final approval step and completion of the project.

**ALTERNATIVES:**

1. Approve final payment in the amount of \$16,644.35, for retainage to HPC Construction for the reconstruction of CyRide’s office building, contingent upon receipt of all lien waivers, sworn statement from the Contractor and sales tax forms as well as approval of a deduct contract change order in the amount of \$90,215.
2. Defer this item to the April Transit Board meeting.

**RECOMMENDATION:**

The Transit Director recommends approval of alternative #1 thereby approving final payment of the retainage, contingent upon receiving final documentation. HPC Construction has completed the reconstruction of CyRide’s office facility to building specification as outlined in the construction contract.

## Estimate of Known CyRide Flood-Related Costs

<b>#</b>	<b><u>Category</u></b>	<b><u>Estimated Expense</u></b>
1	<b>*Disaster Recovery</b> – American Technologies, Inc., Clean-Up, Remove Contaminated Materials, Repair Equipment, Restore Vital Documents	343,675.43
2	<b>Content Loss</b> – Refrigerators, Copiers, Bus Seat Cloth, transit schedules	\$72,437.46
3	<b>Temporary Housing</b> – 2 Construction Trailers (3 months)	\$6,840.00
4	<b>CyRide/Information Services Wages</b> – Moving buses, securing building, initial cleaning, City of Ames Information Service’s time for relocation and move back of servers, computers, phones	\$9,309.96
5	<b>*Landscape Restoration</b> – Replant damaged landscaping, check/repair underground water storage tank/system	\$3,748.00
6	<b>Architectural Services</b> – ASK Studio, construction coordination, change order approval, oversight	\$18,743.40
7	<b>Construction</b> – Harold Pike Construction, reconstruct first level offices	\$332,887.00
8	<b>Elevator Repair</b> (Otis Elevator)	\$6,063.00
9	<b>CyRide Recovery Cost</b> (Roto-Rooter, Hydro Klean, Cleaning Supplies)	\$10,522.91
10	<b>Office Relocation</b> (Electrical/Mechanical Setup for Trailers, Relocation of Dispatch Radio System, etc.)	\$3,712.41
11	<b>Office Move In</b> – Furniture reinstallation, move dispatch \$5,538.64 radio system, disconnect temporary trailers, etc.	
12	<b>Office Supply Replacement</b> (bus transfers, toilet paper, etc.)	\$853.93
13	<b>Lost Revenue</b> (Aug. 11-13)	\$512.20
14	<b>Employee Personal Losses</b>	\$166.93
15	<b>Miscellaneous</b>	<u>\$4,496.08</u>
	<b>TOTAL</b>	<b>\$819,507.35</b>

TO OWNER: City of Ames, Transit Department  
 1700 University Blvd  
 Ames IA 50010

PROJECT: CyRide Bus Maintenance Facility  
 Flood Damage 2010

APPLICATION NO.: #4 (Final) Distribution to:  
 PERIOD TO: 1/28/11  OWNER  
 PROJECT NOS.:  ARCHITECT  
 CONTRACTOR

FROM CONTRACTOR: HPC, L.L.C.  
 120 N. Sherman Ave  
 Ames, Iowa 50010

VIA ARCHITECT: Architects Schipper Kastner  
 3716 Ingersoll Ave #A  
 Des Moines IA 50312

CONTRACT FOR: CONTRACT DATE: September 14, 2010

**CONTRACTOR'S APPLICATION FOR PAYMENT**  
 Application is made for payment, as shown below, in connection with the Contract.  
 Continuation Sheet, AIA Document G703, is attached.

1. ORIGINAL CONTRACT SUM .....\$ 423,102.00

2. Net change by Change Orders .....\$ ( 90,215.00)

3. CONTRACT SUM TO DATE (Line 1 + 2) .....\$ 332,887.00

4. TOTAL COMPLETED & STORED TO DATE .....\$ 332,887.00  
 (Column G on G703)

5. RETAINAGE:  
 a. 0% of Completed Work \$ 0.00  
 (Columns D + E on G703)  
 b. 0% of Stored Material \$ \_\_\_\_\_  
 (Column F on G703)  
 Total Retainage (Line 5a + 5b or Total in Column I of G703) .....\$ 0.00

6. TOTAL EARNED LESS RETAINAGE .....\$ 332,887.00  
 (Line 4 less Line 5 Total)

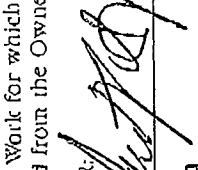
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT .....\$ 316,242.65  
 (Line 6 from prior Certificate)

8. CURRENT PAYMENT DUE .....\$ 16,644.35

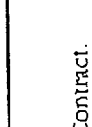
9. BALANCE TO FINISH, INCLUDING RETAINAGE .....\$ 0.00  
 (Line 3 less Line 6)

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner		90,215.00
Total approved this Month		90,215.00
<b>TOTALS</b>		<b>90,215.00</b>
<b>NET CHANGES by Change Order</b>		<b>90,215.00</b>

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due

CONTRACTOR:   
 By: \_\_\_\_\_ Date: 3/16/11

State of: Iowa  
 County of: Story  
 Subscribed and sworn to before me this 16th day of March, 2011

Notary Public:   
 My Commission expires: 3/26/11



**ARCHITECT'S CERTIFICATE FOR PAYMENT**

In accordance with the Contract Documents, based on on-site observations and the data comprising this application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED .....\$ \_\_\_\_\_  
 (Attach explanation if amount certified differs from the amount applied for. Initial all figures on this Application and on the Continuation Sheet that are changed to conform to the amount certified.)

ARCHITECT: \_\_\_\_\_ Date: \_\_\_\_\_

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

AIA DOCUMENT G702 • APPLICATION AND CERTIFICATE FOR PAYMENT • 1992 EDITION • AIA® • ©1992 • THE AMERICAN INSTITUTE OF ARCHITECTS, 1735 NEW YORK AVENUE, N.W., WASHINGTON, D.C. 20005-5293 • WARNING: Unlicensed photocopying violates U.S. copyright laws and will subject the violator to legal prosecution.

G702-1992



# CYRIDE BUS MAINTENANCE FACILITY FLOOD DAMAGE REPAIR 2010

Application: 4

	Description of Work	Scheduled Value	Previous Period	This Period	Stored Materials	Total Completed	%	Balance To Finish	Retainage
1	Bond, Permits, Insurance	14,403.000	10,800.00			10,800.00	75	3,603.00	0.00
2	General Requirements	22,661.000	22,661.00			22,661.00	100	0.00	0.00
3	Sitework - Building Demo	7,379.000	7,379.00			7,379.00	100	0.00	0.00
4	- Landscaping	4,851.000				0.00	0	4,851.00	0.00
5	Finish Carpentry & Casework	45,044.000	34,800.00			34,800.00	77	10,244.00	0.00
6	HM Doors, Frames & Hardware	46,062.000	43,830.00			43,830.00	95	2,232.00	0.00
7	Gypsum Board Assemblies	28,875.000	28,875.00			28,875.00	100	0.00	0.00
8	Tile & Stone	47,286.000	44,918.00			44,918.00	95	2,368.00	0.00
9	Acoustical Ceilings	3,465.000	1,730.00			1,730.00	50	1,735.00	0.00
10	Resilient Flooring & Carpet	50,282.000	50,282.00			50,282.00	100	0.00	0.00
11	Paints, Coatings & Wall Coverings	20,790.000	18,715.00			18,715.00	90	2,075.00	0.00
12	Toilet Compartments & Accessories	17,972.000	16,175.00			16,175.00	90	1,797.00	0.00
13	Lockers	2,926.000	2,926.00			2,926.00	100	0.00	0.00
14	Operable Panel Partitions	9,289.000	5,570.00			5,570.00	60	3,719.00	0.00
15	Mechanical - Reinstall Plumbing Fixtures	19,000.000	19,000.00			19,000.00	100	0.00	0.00
16	Electrical	4,043.000	4,043.00			4,043.00	100	0.00	0.00
	Contingency	57,591.000				0.00	0	57,591.00	0.00
	Duct Cleaning	14,703.000	14,703.00			14,703.00	100	0.00	0.00
	West Restrooms - additional lights	2,960.000	2,960.00			2,960.00	100	0.00	0.00
	Repair exterior light fixtures	760.000	760.00			760.00	100	0.00	0.00
	West Restrooms - repair shower & diffusers	455.000	455.00			455.00	100	0.00	0.00
	West Restrooms - sink repair	355.000	355.00			355.00	100	0.00	0.00
	West Restrooms - new toilet & two sinks	1,950.000	1,950.00			1,950.00	100	0.00	0.00
	<b>GRAND TOTALS</b>	<b>423,102.000</b>	<b>332,887.00</b>	<b>0.00</b>	<b>0.00</b>	<b>332,887.00</b>	<b>79</b>	<b>90,215.00</b>	<b>0.00</b>

**CITY OF AMES, Iowa**

**MEMO TO:** Ames Transit Board of Trustees

**FROM:** Sheri Kyras

**DATE:** March 29, 2011

**SUBJECT:** Federal Transit Administration Title VI Policy Approval

**BACKGROUND:** As a recipient of federal funding, CyRide certifies each year that it will carry out a program in compliance with Title VI of the Civil Rights Act of 1964 assuring that the provision of transit services in Ames are not discriminatory. As such, CyRide is required to comply in the following areas:

- To develop Title VI Policy & Complaint Procedures
- To record Title VI Investigations, Complaints and Lawsuits
- To provide Meaningful Access to Limited English Proficiency persons
- To notify beneficiaries of their protection under Title VI
- To provide additional information upon request
- To prepare and submit a Title VI program
- Conduct an analysis of Construction projects (completed within environmental documentation to FTA)
- Promote inclusive public participation
- To provide an annual Title VI Certification and Assurance

**INFORMATION:** CyRide has never officially received approval of its Title VI program (i.e. approval letter) from FTA, although CyRide staff has submitted its program information to FTA numerous times over the years as required. Since the dispersion of TIGGER, TIGER and other large discretionary funding over the past year to CyRide, FTA is working diligently to officially approve CyRide's Civil Rights program. As such, staff has been directed to make numerous modifications in its existing program. These changes include the following:

- Revising access to the Board of Trustee's contact information to make this information easier to locate.
- Updating the private transit provider information to reflect current providers.
- Adding a statement to "Operate its transportation service and programs without regard to race, color, and national origin.
- Modifying responsibility for the Title VI program to the Assistant Director of Operations who handles all Title VI complaints as opposed to CyRide's EEO Officer.



- Including, within the policy, the Title VI complaint procedures as well as where/who to ask for additional information regarding the program. (This was previously listed on CyRide's website, but now is embedded into the policy.)

In light of these changes, there is one action that will need to be approved by the Transit Board of Trustees before CyRide's program can be approved by FTA– approval of the revised Title VI Statement of Policy (attached.)

FTA has reviewed CyRide's Title VI program with these policy changes and is currently working through its process of formal approval of CyRide's program. Their official approval is anticipated prior to CyRide's Title VI program audit on April 19-21, 2011.

**ALTERNATIVES:**

1. Approve the Title VI Statement of Policy and transmission to the FTA for review.
2. Approve the Title VI Statement of Policy with additional changes as directed by the Board.
3. Do not approve the Title VI Statement of Policy modifications.

**RECOMMENDATION:**

The Transit Director recommends approval of Alternative #1 to approve the Title VI Policy changes. This is the final piece needed for submittal to the Federal Transit Administration to receive approval of CyRide's Title VI program prior to the Title VI audit in April.

## **TITLE VI "STATEMENT OF POLICY"**

Ames Transit Agency (CyRide) is the city bus system for Ames, Iowa. The Agency was created under a 28-E agreement between the City of Ames, Iowa State University and ISU's Government of the Student Body. CyRide provides regular and circulator bus service as well as ADA Dial-A-Ride services for the Ames community.

CyRide is governed by its Board of Trustees of which Board Members can be contacted through CyRide's website at [www.cyride.com](http://www.cyride.com). The CyRide Board determines the level and nature of services to be provided by purchase of service agreements with private contract carriers (Durham, Heartland Senior Services, etc.) and by direct service operation by CyRide staff.

CyRide is committed to a policy of non-discrimination in the conduct of its business, including its Title VI responsibilities - the delivery of equitable and accessible transportation services. CyRide recognizes its responsibility to the Ames community in which it operates and to the society it serves. It is CyRide's policy to utilize its best efforts to assure that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under its program of transit service delivery and related benefits.

Toward this end, it is CyRide's objective to:

- A. Operate its transportation service and programs without regard to race, color, and national origin;
- B. Identify and address, as appropriate, disproportionately high and adverse human health and environmental effects, including social and economic effects of programs and activities on minority populations and low-income populations;
- C. Promote the full and fair participation of all affected populations in transportation decision making;
- D. Prevent the denial, reduction, or delay in benefits related to programs and activities that benefit minority populations or low-income populations;
- E. Ensure meaningful access to programs and activities by persons with limited English proficiency.

The responsibility for carrying out CyRide's commitment to this program rests with the Director of Transit. CyRide's Assistant Director of Operations is responsible for the day-to-day operations of this Program and the investigation of Title VI complaints. However, all managers, supervisors and employees share in the responsibility for making CyRide's Title VI Program a success.

To obtain additional information concerning CyRide's Title VI obligations or if you have questions regarding the complaint procedure, please call (515) 292-1100 and ask to speak with CyRide's Assistant Director of Operations.

## Complaint Procedures

**If you believe that you have been excluded from participation in, denied the benefits of, or subjected to discrimination based on race, color or national origin under CyRide's transit service delivery or related benefits, you may file a complaint or concern with the CyRide's Assistant Director for Operations, 1700 University Blvd., Ames, IA 50010; by telephone (515) 292-1100; or by email at [cyride@cyride.com](mailto:cyride@cyride.com). We encourage you to make your complaint in writing, however comments can also be submitted verbally.**

The Assistant Director of Operations will review and investigate every complaint promptly. At a minimum the Assistant Director will:

- Identify and review all relevant documents, practices and procedures;
- Identify and interview persons with knowledge of the Title VI violation, i.e., the person making the complaint; witnesses or anyone identified by the Complainant; anyone who may have been subject to similar activity, or anyone with relevant information.

Upon completion of the investigation, the Assistant Director of Operations will complete a final report for the Director of Transit. If a Title VI violation is found to exist, remedial steps as appropriate and necessary will be taken immediately. The Complainant will also receive a final report together with any remedial steps. The investigation process and final report should take no longer than twenty-five (25) business days. If no violation is found and the complainant wishes to appeal the decision, he or she may appeal directly to the Director of Transit, 1700 University Boulevard, Ames, IA 50010. Complaints may also be filed with the following three organizations no later than 180 days after the date of the alleged discrimination:

### **Ames Human Relations Commission**

c/o City Manager's Office  
City of Ames  
515 Clark Avenue  
Ames, IA 50010  
515-239-5101  
Ames Online Complaint Form:  
[http://www.cityofames.org/CityClerk/Documents/MiscDocuments/AHRC\\_Complaint%20Form.pdf](http://www.cityofames.org/CityClerk/Documents/MiscDocuments/AHRC_Complaint%20Form.pdf)

### **Iowa Civil Rights Commission**

400 East 14<sup>th</sup> Street  
Des Moines, IA 50319-1004  
515-281-4121  
800-457-4416  
How To File:  
[http://www.iowa.gov/government/crc/file\\_complaint/index.html](http://www.iowa.gov/government/crc/file_complaint/index.html)

### **Federal Transit Administration's Office of Civil Rights**

Attention: Title VI Program Coordinator  
East Building, 5<sup>th</sup> Floor – TCR  
1200 New Jersey Ave., SE  
Washington, DC 20590  
[http://www.fta.dot.gov/civilrights/title6/civil\\_rights\\_5104.html](http://www.fta.dot.gov/civilrights/title6/civil_rights_5104.html)

The Assistant Director of Operations shall maintain a log of Title VI complaints received from this process which log shall include the date the complaint was filed; a summary of the allegations; the status of the complaint; and actions taken by the City of Ames/Ames Transit Agency(CyRide) in response to the complaint. Should CyRide receive a Title VI complaint in the form of a formal charge or lawsuit, the complaint will be forwarded directly to the City of Ames' Attorney.

Signed: \_\_\_\_\_  
Ames Transit Agency, Board of Trustees President

Date: \_\_\_\_\_  
March 29, 2011

**CITY OF AMES, Iowa**

**MEMO TO:** Ames Transit Board of Trustees

**FROM:** Sheri Kyras

**DATE:** March 29, 2011

**SUBJECT:** FY09/FY10 Federal Earmarks – Grant Approval

**BACKGROUND:** On November 18, 2010, the Board approved Option 12, Phase 1A, Alternative #2 as the desired direction for CyRide’s facility expansion and directed staff to prepare a Request for Qualifications for selection of architectural/engineering services to develop final engineering documents for this project. Thereafter, CyRide staff began working with the Federal Transit Administration to explain this direction and obtain formal environmental approval, which was completed in February 2011.

**INFORMATION:** CyRide staff is now requesting formal approval from CyRide’s Board of Trustees to file and execute a federal Section 5309 grant application to secure the final two discretionary earmarks shown below totaling \$1,201,440 within an approved grant for construction of Phase 1A. (See attached authorizing resolution). Staff is concerned that Congress, through their recent discussions of transportation funding cuts, may decide to withdraw previously earmarked transit funding if this funding is not in an approved grant. Discussions have already transpired to cut other transportation earmarks. Furthermore, the FY09 earmark will expire on September 30, 2011 if not approved within a grant.

	<b>Local</b>	<b>Federal</b>	<b>Total</b>
<b>FY09 Earmark</b>	\$112,860	\$451,440	\$564,300
<b>FY10 Earmark</b>	\$187,500	\$750,000	\$937,500
<b>TOTAL</b>	<b>\$300,360</b>	<b>\$1,201,440</b>	<b>\$1,501,800</b>

This funding is a portion of the overall funding identified for the four facility priorities of:

1. Flood protection
2. Bus storage expansion
3. Raising of the ceiling height
4. Structural repairs

The remaining funding is already secured within approved grant IA-04-0111 and within a State Public Transit Infrastructure Grant (PTIG) grant contract. The total funding available is \$4,851,000 (\$970,200 local) which was previously discussed and approved by the board at the

November 2010 meeting. Local dollars to match these federal earmarks were formally approved in the 2012-2016 Capital Improvement Plan.

**ALTERNATIVES:**

1. Approval for staff to file and execute a federal Section 5309 grant application for use of the FY09 and FY10 federal earmarks totaling \$1,201,440.
2. Do not approve filing and executing a grant application for the FY09 and FY10 federal earmarks at this time.
3. Do not request the FY09 or FY10 federal earmark funds.

**RECOMMENDATION:**

The Transit Director recommends approval of Alternative #1 to file and execute a federal grant amendment to include the FY09 and FY10 federal earmarks into the grant, securing all available funding for construction of CyRide's building. With buses being parked outside, it is critical to secure funding at this time for construction of Phase 1A and to protect the facility from future potential flooding.

**Authorizing Resolution**  
**Grant IA-04-0111-03**

Resolution authorizing the filing of applications with the Federal Transit Administration, an operating administration of the United States Department of Transportation, for Federal transportation assistance authorized by 49 U.S.C chapter 53, title 23 United States Code and other Federal statutes administered by the Federal Transit Administration.

WHEREAS, the Federal Transportation Administrator has been delegated authority to award Federal financial assistance for a transportation project;

WHEREAS, the grant or cooperative agreement for Federal Financial assistance will impose certain obligations upon the Applicant, and may require the Applicant to provide the local share of the project cost;

WHEREAS, the Ames Transit Agency has or will provide all annual certifications and assurances to the Federal Transit Administration required for the project.

NOW, THEREFORE, BE IT RESOLVED BY AMES TRANSIT AGENCY BOARD OF TRUSTEES

1. The Transit Director or his/her designee is authorized to execute and file application for Federal assistance on behalf of Ames Transit Agency with the Federal Transit Administration for Federal Assistance authorized by 49.U.S.C. chapter 53, Title 23, United States Code, or other Federal statutes authorizing a project administered by the Federal Transit Administration. The applicant has received authority from the Iowa Department of Transportation to apply for this statutory SAFETEA-LU earmark assistance.
2. The Transit Director or his/her designee is authorized to execute and file with its application the annual certification and assurances and other document the Federal Transportation Administration requires before awarding a Federal assistance grant or cooperative agreement.
3. The Transit Director or his/her designee is authorized to execute grant and cooperative agreements with the Federal Transit Administration on behalf of Ames Transit Agency.

CERTIFICATION

The undersigned duly qualified President - Board of Directors, acting on behalf of the Ames Transit Agency, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Ames Transit Board of Trustees held on March 29, 2011

\_\_\_\_\_  
(Signature of Recording Officer)

President, Board of Directors  
(Title of Recording Officer)

March 29, 2011  
(Date)



**CITY OF AMES, Iowa**

**MEMO TO:** Ames Transit Board of Trustees

**FROM:** Sheri Kyras

**DATE:** March 29, 2011

**SUBJECT:** CyRide Equal Employment Opportunity (EEO) Plan Elements

**BACKGROUND:** Last November, the Federal Transit Administration notified CyRide that it would need to significantly modify its Equal Employment Opportunity (EEO) Plan and program to specifically meet the criteria established in Federal Circular 4704.1, "Equal Employment Opportunity Program Guidelines for Grant Recipients". The notification requested that CyRide begin working toward making changes in its program; however, at that time indicated that grant approvals would not be delayed while CyRide was in the process of making these modifications.

Prior to this notification, CyRide had provided the Federal Transit Administration with the City of Ames EEO Plan developed by the Human Resources Department as CyRide employees are City of Ames employees. However, upon notification of this change, staff began to gain an understanding of the requirements and develop a program that would specifically comply with the requirements in the circular.

The circular requires transit systems receiving federal dollars, and with more than 50 employees, to have a formal EEO program/plan that follows its specific requirements. CyRide currently has 156 employees. The first step in developing the elements of a CyRide EEO plan was discussed at the Transit Board of Trustees meeting in January with a separate EEO Policy Statement that would apply to CyRide employees only.

This policy was adopted by the Transit Board at that meeting. Since adoption of the policy, staff has been developing a separate EEO and Affirmative Action Plan to address the remaining requirements.

Three weeks ago, the Federal Transit Administration reversed their decision to delay grants until an EEO Plan was approved by the FTA. At this time, CyRide has three pending grant actions that are now being held up by this action and within the last few days were notified that FTA will no longer release funds to CyRide until the plan is approved.

**INFORMATION:** In light of quickly trying to comply with this new CyRide requirement, staff would like to share major elements of the plan with the Transit Board as significant departures from the way CyRide has operated in the past will need to be accomplished to meet these requirements. These elements will be briefly discussed.

## **Application of Plan**

CyRide employees are employees of the City of Ames and as such, all city policies and procedures apply to its employees. However, CyRide employees will need to be exempted from the City of Ames EEO policies and plan and will follow a new CyRide EEO program that complies with the FTA's EEO Circular.

## **Job Descriptions/Performance Evaluation/Establishment of an EEO Officer and Manager**

City of Ames job descriptions for all CyRide managers that hire, file, discipline and promote employees will need to be modified to include specific language in the circular. Employees in eight positions will either be responsible for, or assist with meeting diversity goals and setting policy that would allow for the goals to be met. The specific language to be included in the job descriptions is attached. Additionally, annual performance evaluations will need to include an assessment of these manager's performance in meeting EEO goals.

Under the regulations, CyRide must identify an EEO Officer and EEO Manager. The EEO Officer must be an individual within CyRide who does not hire, fire, promote or discipline any employees to avoid a conflict of interest. The regulation also states that this cannot be a Human Resources Department employee. CyRide's Transit Planner will fill these responsibilities and her job title will be changed to Transit Planner/EEO Officer. Additionally, CyRide's Transit Director will be required to fill the role of EEO Manager with specific job requirements to be added to this job description as well.

## **Utilization Analysis**

One of the data requirements of the EEO Plan is to analyze the number/percentage of minority and female individuals within specific census-defined EEO job categories. CyRide positions fall within eight of these categories. The attached "Current Workforce Analysis" identifies the results of this analysis, indicating that CyRide is currently underutilized in three of the eight categories. Staff is determining what actions can be taken in the future to work toward a more balanced workforce, which is challenging in a university community where a majority of minorities and women are focused on gaining an education and not employment.

Other sections of the document that staff are currently working on are:

- An analysis of the impact that discipline, promotion and hiring decisions have had on minorities and females.
- An analysis of employment practices to determine if these policies have had any disparate impact on women and minorities.
- Discussion of policies that will be established to monitor CyRide's EEO program and develop a reporting mechanism at all levels within the department.
- Discussion of how CyRide will inform and disseminate information to minority and female organizations regarding employment opportunities.

It is staff's intention to complete the full document within the next two weeks and submit a draft to the Federal Transit Administration at that time. Therefore, a copy of this submission will be available at the May Transit Board meeting. In the meantime, the purpose of this agenda item is to inform and provide an understanding to board members about why these policy changes are being required.

# Job Description Changes

## Transit Planner

- Change title to “Transit Planner/EEO Officer”
- Add following language to “Example of Duties”:

Serves as the EEO Officer for the transit system responsible for a successful program that meets Federal Transit Administration regulations and performs, at a minimum, the following duties:

1. Develops and recommends EEO policy, a written EEO program, and internal and external communication procedures;
2. Assists management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and developing programs to achieve goals;
3. Designs, implements and monitors internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed;
4. Reports periodically to the Transit Director on progress of each division in relation to the agency’s goals;
5. Serves as liaison between the agency, Federal, State and local governments, regulatory agencies, minority, handicapped and women’s organizations, and other community groups;
6. Assures that current legal information affecting affirmative action is disseminated to responsible officials;
7. Assists in recruiting minority, handicapped and women applicants and establishing outreach sources for use by hiring officials;
8. Concurs in all hires and promotions; and
9. Processes employment discrimination complaints.

## Assistant Transit Director – Fleet & Facilities, Assistant Transit Director – Operations, Assistant Transit Operations Supervisor, Transit Operations Assistant, Transit Trainer, Maintenance Coordinator

- Add following language to “Example of Duties”:

“Responsible for assisting in implementing a successful Equal Employment Opportunity (EEO)/Affirmative Action (AA) program within CyRide by: assisting in identifying problems areas and establishing division goals, promoting CyRide’s EEO program within professional organizations, participating in periodic audits to help identify and remove barriers to EEO-AA goals, participating in discussions regarding CyRide’s EEO program, reviewing the qualifications of all employees to assure that goals are met, participating in investigations or complaints alleging discrimination, and in supporting career counseling for all employees.”

## **Director of Transit**

- Add following language to “Example of Duties”:

Is responsible for ensuring EEO Program requirements within the transit agency are implemented in compliance with the provisions of Section 19 of the Urban Mass Transportation Act of 1964, as amended, as they relate to all Federal Transit Administration programs.

# **Transit Director's Report**

## **March 2011**

### **1. Bus Tracking Procurement Update**

The bus tracking procurement and implementation project did not receive approval for a waiver from the purchasing policies; therefore, CyRide, will follow the City's policy and develop a Request for Proposal (RFP) to procure this system. It is anticipated that this bid can be completed by fall/winter and will be brought to the Transit Board of Trustees when the bids have been received, evaluated and a recommendation for action provided to the Board at that time. Staff will be working toward having the system operational by the fall 2012 semester.

### **2. Charter Evaluation**

CyRide has been contacted by the US DOT Office of Inspector General who will be visiting Ames on April 12, 2011 to review how the new charter regulations are impacting CyRide and the Ames Community. They are also holding similar meetings in Des Moines with the transit system, private operators and non-profit organizations. While in Ames, they will be meeting with CyRide staff, ISU officials, the Ames Convention and Visitor's Bureau and CIT/Midwest Transportation. It is hoped that discussions such as these will lead to fewer restrictions on use of CyRide vehicles for community transportation needs.

### **3. Intermodal Facility Update**

The following activities have taken place in the last month:

- Construction contracts were approved on March 1<sup>st</sup>.
- Construction began March 12<sup>th</sup>
- Work completed to date:
  - Perimeter fencing installed
  - Tree removal
- Work anticipated in the next 6 weeks:
  - Removal of the asphalt parking lot
  - Site preparation
  - Site utility installation

The Federal Transit Administration is requiring an extensive progress report each month. This will be prepared and available at each Transit Board meeting for board members or interested parties to review. Portions of this report, that can easily be put into an electronic format, will be placed on CyRide's website.

A web camera of the site has been installed per FTA's request; however, staff is working with ISU on the format of this webpage to conform with FTA requirements. It will be available on CyRide and ISU's Facilities Planning & Management websites for the board and public to follow the progress of this project.

There will be numerous pay application and change order approvals needed throughout the project, however, the timing will not always coincide with regularly scheduled, monthly Transit Board meetings. Therefore, staff requests direction from the Board on how to handle situations where timing is an issue. Several options staff has identified are:

- Schedule Transit Board meetings for the first week of every month during the duration of the Intermodal Project so that and payments can be approved by the board prior to the first council meeting of the month, which is the second Tuesday of the month.
- Schedule special Transit Board conference call meetings in-between regularly scheduled meetings, where necessary, to approve payments prior to City Council action.
- Request action from the City Council and have the Transit Board approve the payment at the next regularly scheduled Board meeting.

# April 2011

<b>Sun</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Thu</b>	<b>Fri</b>	<b>Sat</b>
					<b>1</b>	<b>2</b>
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
						<b>VEISHEA</b>
<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>
<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>
<b>May 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>