

**ORIGINAL**

CHICAGO TRANSIT AUTHORITY  
AUGUST 2023 REGULAR BOARD MEETING

Held  
on  
August 29th, 2023  
at  
10:09 a.m.  
at  
567 West Lake Street, 2nd Floor,  
Chicago, Illinois 60661

STENOGRAPHIC REPORT OF PROCEEDINGS had in  
the above-entitled cause held at the Chicago  
Transit Authority Headquarters, 567 West Lake  
Street, 2nd Floor, Chicago, Illinois, Lester L.  
Barclay, presiding.

REPORTED BY: Margaret E. Mecklenborg, CSR  
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1 BOARD MEMBERS:

2 MR. LESTER L. BARCLAY, Chairman;  
3 MS. NEEMA JHA, Director;  
4 MS. MICHELE A. LEE, Director;  
5 REV. JOHNNY L. MILLER, Director;  
6 MS. ROSA ORTIZ, Director;  
7 MR. DORVAL R. CARTER, JR., President;  
8 MR. KENT S. RAY, General Counsel;  
9 MS. GEORGETTE L. GREENLEE, Secretary.

10 ABSENT:

11 REV. DR. BERNARD JAKES, Director.

12 PUBLIC SPEAKERS:

13 MS. FATIMA AYYEH;  
14 MR. BRANDON MCFADDEN;  
15 MS. EMILEE CHACLAS;  
16 MS. SATIVA VOLBRECHT;  
17 MR. BILL MORTON;  
18 MS. TRUDY LEONG;  
19 MR. KYLE SUSSMAN(Not Present).

20 ALSO PRESENT:

21 MS. DENISE BARRETTO,  
22 Chief Equity and Engagement Officer;  
23  
24 MS. ERIN ALEMAN, Executive Director of the  
Chicago Metropolitan Agency for Planning;  
MS. LAURA WILKISON,  
Senior Director and Policy Advisor,  
Chicago Metropolitan Agency for Planning;  
MS. KATANYA RABY,  
Chairperson of the Citizens Advisory Board;  
  
MR. ROBERT JOHNSON,  
Vice Chairman of the Citizen Advisory Board.

1 (Whereupon, the following  
2 proceedings commenced at  
3 10:09 a.m.)

4 SECRETARY GREENLEE: Good morning. My name is  
5 Georgette Greenlee. I'm the Secretary of the  
6 Chicago Transit Authority's Board. And we are here  
7 today for the August 29th meeting of the Chicago  
8 Transit Authority Board of Directors. Chairman  
9 Barclay?

10 CHAIRMAN BARCLAY: Good morning. I'd like to  
11 call to order the meeting of the Chicago Transit  
12 Board for August 29th, 2023. Georgette, please,  
13 call the roll.

14 SECRETARY GREENLEE: Director Jha?

15 DIRECTOR JHA: Yes.

16 SECRETARY GREENLEE: Director Ortiz?

17 DIRECTOR ORTIZ: Here.

18 SECRETARY GREENLEE: Director Miller?

19 DIRECTOR MILLER: Here.

20 SECRETARY GREENLEE: Director Lee?

21 DIRECTOR LEE: Here.

22 SECRETARY GREENLEE: Chairman Barclay, we do  
23 have a quorum.

24 CHAIRMAN BARCLAY: Thank you. Our first order

1 of business is public comment. Georgette?

2 SECRETARY GREENLEE: Mr. Chairman, we have  
3 seven public comment -- commenter -- commentators  
4 this morning. Sativa Volbrecht, Joseph Michalski,  
5 Fatima Ayyeh, Brandon McFadden, Emilee Chaclos,  
6 Bill Morton and Trudy Leong have registered. Three  
7 have yet not arrived. I will note that for the  
8 record. And Kyle Sussman has sent a public comment  
9 to be read into the record. To our public  
10 commenters, welcome. We are glad that you are here  
11 on today. I would like to remind each one of you  
12 that you have three minutes with which to present  
13 your public comment and that you should not direct  
14 your comments to any person in particular who is  
15 here today or who is not here. And with that, I  
16 believe we will start with -- is it Fatima?

17 MS. AYYEH: You want me to be sitting here?

18 SECRETARY GREENLEE: Please.

19 MS. AYYEH: Thank you everybody for letting me  
20 speak. I'm going to be speaking about safety and  
21 reliability of the CTA and hopefully it will help  
22 improve the experience for everybody. First, I'm  
23 going to be speaking about safety. I used to live  
24 in the Edgewater neighborhood. I used to take the

1 Red Line up from work and back from work. And one  
2 of my experiences was there was a man with a large  
3 knife on the platform and he was waving it around  
4 in front of this lady. He ends up going into our  
5 car. We all leave our car to the next car. The  
6 train is stalled. Nothing happened. Nobody came.  
7 Police, the train conductor, nobody helped. And  
8 then he ended up leaving. And this was on the  
9 Wilson stop. And I know there are a lot of people  
10 that are probably on drugs or something. He  
11 probably wasn't on -- in his right mind but that  
12 was when I ended up moving to Printer's Row which  
13 is walking distance from work because I couldn't  
14 take the CTA. I didn't want to be a statistic.  
15 Because safety is very important to me. I've had  
16 other experiences of sexual harassment and  
17 screaming at me, et cetera. I don't see any  
18 security or personnel who would be able to help on  
19 the CTA or on the platforms. So that is one of my  
20 major issues with the CTA and my own safety  
21 of -- and just being comfortable taking the CTA if  
22 I were to go to work or anywhere else. So I  
23 generally -- now I've moved to the near west side  
24 so I can like easily bike to work.

1 SECRETARY GREENLEE: You have one minute.

2 MS. AYYEH: Okay. So for reliability I would  
3 take the bus -- the 20 bus off of Madison and I've  
4 used the Ventra app and it would tell me I have two  
5 or three minutes for the bus to arrive but then it  
6 wouldn't arrive. So I would wait and sometimes it  
7 would be ten minutes, fifteen minutes, even half an  
8 hour and it wouldn't arrive. And then I end up  
9 being late to work or wherever I was going. So now  
10 I strictly just bike anywhere I go just because I  
11 know that I'll be able to get to my destination at  
12 a good amount of time and not be late. So those  
13 are my two major points. And I hope they were  
14 clear -- clear and okay. Thank you so much.

15 SECRETARY GREENLEE: Thank you. Brandon  
16 McFadden?

17 MR. MCFADDEN: Good morning, members of the  
18 Board and President. My name is Brandon McFadden,  
19 an organizer with Commuters Take Action a local  
20 collective of riders advocating for better transit.  
21 First, Commuters Take Action would like to thank  
22 and congratulate the frontline employees of the CTA  
23 who are more consistently running over 90 percent  
24 of scheduled system service. Of course it is

1 important to remember that this increase is largely  
2 due to the 18 percent reductions of scheduled  
3 service implemented between October 2022 and today.  
4 In June of last year, I started tracking the  
5 movement of all eight rail lines throughout the  
6 system using both the CTA's developer API and other  
7 publicly available resources. By monitoring  
8 specific stations across the system, I can  
9 determine the number of arrivals as well as the  
10 intervals that they arrive at. This data is  
11 collected and analyzed like the CTA's new  
12 performance scorecard. Over the last year the  
13 dataset has amassed 500,000 arrivals and it has  
14 allowed data analysts like myself the opportunities  
15 that aren't available to the public. In the spirit  
16 of transparency, it would be nice to have the CTA  
17 expose the datasets used for the performance  
18 scorecard for others to leverage through the power  
19 BI data marketplace. In the CTA's performance  
20 scorecard, gaps in service are indicated using  
21 arrival intervals or headways that are double or  
22 triple the schedule. While double and triple  
23 headways are down overall as a result of the  
24 schedule reduction. During the fifteen-minute

1 interval schedule this metric would not capture a  
2 twenty-nine minute service gap which is still  
3 significant. Commuters Take Action has started  
4 reviewing the consistency of arrivals flagging  
5 intervals that are within -- that are within  
6 50 percent of the train ahead. For example, a  
7 20-minute headway following a 15-minute headway  
8 would be considered consistent while a 23-minute  
9 headway would not. While I don't have time to go  
10 into detail, our analysis has found that of the  
11 trains dispatched between 60 and 70 percent of  
12 those trains have headways within these parameters.  
13 However, still having 30 to 40 percent of trains  
14 arriving inconsistently makes trip planning  
15 difficult or frustrating for riders. Especially  
16 when those inconsistent arrivals are not paired  
17 with service alerts highlighting the reason for the  
18 gap.

19 SECRETARY GREENLEE: You have one minute.

20 MS. MCFADDEN: Of course not all gaps are  
21 within the control of the CTA. As disruptions can  
22 occur due to outside factors like a PIU activation  
23 or unauthorized individuals that are in the right  
24 of way. But when delays occur, more effort should



1 be put in to spacing trains out or short turning  
2 them to avoid trains traveling impacts to their  
3 terminus. To close, Commuters Take Action would  
4 like to extend an open invitation to both the Board  
5 and the CTA to contribute and offer direct feedback  
6 as you continue to work through the challenges  
7 amplified by the pandemic. Likewise, feel free to  
8 reach out to us at any time with any  
9 transit-related topic. We'd love to be more  
10 engaged. After all, we share a common goal. A  
11 frequent, safe and reliable transit system for all  
12 Chicagoans. Thank you.

13 SECRETARY GREENLEE: Thank you. Emilee  
14 Chac1as?

15 MS. CHACLAS: Good morning. My name is Emilee  
16 Chac1as and I've been a resident of Chicago and a  
17 CTA rider for the last four years. I'm here today  
18 because I'm deeply invested but also really  
19 concerned with the health of our public transit  
20 system. Recently I was waiting at a bus stop and  
21 three scheduled buses in a row did not show up.  
22 And this was in the middle of the day on a weekend.  
23 We waited an extra 45 minutes without shade in the  
24 sun before giving up and ending up having a friend

1 pick us up. And unfortunately that's not an  
2 isolated experience of getting ghosted by our  
3 public transit. The issues with service have been  
4 come -- have become something that I expect each  
5 and every time I ride the train or a bus. For  
6 example, today I almost missed the cutoff for  
7 speaking with you due to one of my trains being  
8 delayed. And I left my home with the Ventra app  
9 projecting I'd be twenty-five minutes early. The  
10 CTA station boards, the transit app, Google Maps  
11 app and Ventra tracking often report different  
12 schedules and making -- and that makes trip  
13 planning really frustrating and sometimes  
14 impossible. I honestly always feel like I'm taking  
15 a gamble on which app or schedule might be right  
16 because the schedules across platforms are not  
17 often unanimous. On top of that, trips with  
18 transfers that rely on multiple schedules aligning  
19 very perfectly often feel especially risky and  
20 don't accurately estimate time travel transparency  
21 to riders. Looking at performance metrics and  
22 reports for hiring that you all have put out  
23 recently, I can see why there are so many issues.  
24 The hiring data for rail operators and flaggers

1 look staggeringly low in comparison to bus operator  
2 hiring. And I wonder just what's happening here.  
3 The class sizes in hiring for rail operators and  
4 flaggers does need to be prioritized and expanded  
5 to create meaningful improvement to service issues  
6 that riders are facing. Additionally, the CTA's  
7 responsibility for safety issues aren't --

8 SECRETARY GREENLEE: You have one minute.

9 MS. CHACLAS: Okay. No worries. The CTA's  
10 response to safety issues aren't earning ridership  
11 back as fast as needed because the solutions  
12 offered are not centering rider experience. Safety  
13 doesn't mean raising the height of turnstiles,  
14 employing canine units or stop and frisking people.  
15 Alternatively a real safety concern is 100-plus  
16 degree heat and your bus not showing up on time.  
17 How many people might have experienced that just  
18 last week and will again this week when we know  
19 temperatures will raise above 110. To create  
20 safety is public transit that comes on time and  
21 frequent intervals and riders knowing they can  
22 easily and quickly connect with someone like an  
23 unarmed conductor with deescalation training that  
24 can help with anything that comes up on a ride

1 whether they or someone around them needs  
2 assistance. Please, hear us. We are here to work  
3 with you. I am not interested in any more service  
4 cuts and I'm sure we agree there. I want to help  
5 to stop the need for any more. That starts with  
6 earning riders --

7 SECRETARY GREENLEE: Time.

8 MS. CHACLAS: Thank you.

9 SECRETARY GREENLEE: Thank you. Fatima Ayyeh?

10 MS. AYYEH: Oh, I just went.

11 SECRETARY GREENLEE: I'm sorry. Sativa  
12 Volbrecht?

13 MS. VOLBRECHT: Hello. My name is Sativa. I  
14 moved to Hyde Park about seven years ago. And  
15 right now I live in the Bronze- -- in Bronzeville  
16 in the Grand Boulevard area. I don't have a car or  
17 bike so I rely on the CT -- CTA to move around the  
18 city. I use the CTA almost every day for  
19 everything from work to appointments to like  
20 religious activities. I typically take the Green,  
21 Blue or Red Line trains. I very frequency take  
22 buses. Personally I take a lot of pride in  
23 Chicago's public transportation system. I think  
24 that it's one of the best in the country and one of

1 the best things about our city. However, one of my  
2 most vivid memories about the CTA is last winter  
3 when I missed my bus by a few minutes and when I  
4 checked when the next bus would be coming it said  
5 twenty-five minutes. So normally when that  
6 happens, I take ride shares so that I won't be  
7 late. But at that time I had just barely gotten my  
8 new job and I couldn't afford to so instead I had  
9 to wait for the bus for a half an hour in  
10 single-digit weather. While they think the CTA has  
11 made improvements in operating their reduced  
12 schedule, I think that more frequent buses would  
13 mean more -- more reliability for users and it  
14 would stop situations like these from happening.  
15 In my opinion around ten minutes in between buses  
16 is ideal. More frequent schedules have been linked  
17 to more ridership in public transportation systems  
18 and I think implementing that system would help  
19 boost CTA ridership back to pre-pandemic levels.  
20 Additionally, I'd like to talk about the lack of  
21 cleanliness and upkeep of south side train stations  
22 and bus stops. In particular the 47th Red Line  
23 Station frequently is very dirty. I feel like  
24 south side train stops and bus stops are often less

1 maintained than downtown and north side stops.  
2 They have more trash in the station as well as  
3 outside the station. For example, the 47th Red  
4 Line stop often has trash at the bus stops that are  
5 right outside. Lack of maintenance at these stops  
6 seem less welcoming to users and the lack of  
7 maintenance contributes to the already existing  
8 negative stigma --

9 SECRETARY GREENLEE: You have one minute.

10 MS. CHACLAS: That discourages use of these  
11 train stations and bus stops. And ultimately I  
12 believe that we deserve as much cleanliness and  
13 attention as the rest of the city. Thanks.

14 SECRETARY GREENLEE: Thank you. Trudy Leong?

15 MS. LEONG: Good morning, President Carter and  
16 CTA Board. Thank you for having us. Please,  
17 consider live streaming more CTA cameras as a  
18 deterrent to crime. Then the people who are  
19 wanting to do crime they won't know if maybe at  
20 that time they're being watched by a great measure  
21 of our population, of our fellow riders and also of  
22 maybe armchair video enthusiasts. We also  
23 appreciate meeting with Bill Mooney and Jeff Wilson  
24 on August 3rd last month -- well, this month. And

1 we appreciate all the information. And we really  
2 appreciate all the work that you do. And I do want  
3 to follow up on trying to contact the CTA Red Line  
4 Station parking lot where there is a severe  
5 cleanliness problem and try -- you said that CTA is  
6 not responsible for that. That is a  
7 privately-owned garage. But still we're -- we'll  
8 see what we can do. But if -- if you can maybe in  
9 the future, CTA could have a little part in -- in  
10 asking and in that contract to that -- that garage  
11 needs to be maintained per CTA operating guide- --  
12 guidelines. Thank you so much.

13 DIRECTOR MILLER: Thank you.

14 SECRETARY GREENLEE: Thank you. Bill Morton?

15 MR. MORTON: I'm Bill Morton. I'm President of  
16 the Rogers Park Chamber of Commerce where we  
17 represent our businesses, residents, community  
18 organizations and non-profit organizations in our  
19 community. I'd like -- like my colleague Trudy  
20 Leong stated, on August 3rd we did meet with Bill  
21 Moody(sic) and -- Bill Mooney and Jeff Wilson at  
22 the Red-Purple Line Modernization. The issue  
23 that -- that we have in Rogers Park, the issue of  
24 our constituents is ADA accessibility on the Jarvis

1 Red Line and the Morse Red Line. We -- we met  
2 with -- we met with Bill and Jeff about this and  
3 they -- they really informed us very well as to  
4 what the process is, what the phases are,  
5 how -- how funding is accessed and how long  
6 the -- the timetable could possibly be. They  
7 didn't give us an ETA. I would -- I -- I  
8 understand that there are other issues and there  
9 are so many different stations in the city of  
10 Chicago. But we have people in the Rogers Park  
11 community, seniors, people with disabilities,  
12 families with strollers, people coming from Jewel  
13 on -- on Howard Station with a whole bunch of  
14 groceries. Actually -- actually not the Jewel.  
15 The Morse Market because its Morse Station, not  
16 Howard. But we have a lot of people who cannot  
17 access your services. You're missing a customer  
18 base but -- but more importantly than that is that  
19 our residents cannot use your services. And -- and  
20 we -- we need to be ADA accessible by law. Thank  
21 you very much.

22 SECRETARY GREENLEE: Thank you. Mr. Chairman,  
23 I'm going to read into the record the public  
24 comment from Kyle Sussman. Hello. I would like to



1 submit the following public comment for the  
2 August 29th board meeting. I was just in New York  
3 City, a city that any true Chicagoan would like to  
4 think we hold our own against. However, we are  
5 shockingly dissimilar on one count. Train and bus  
6 service levels. I took the train probably fifteen  
7 or so times in my trip and only twice needed to  
8 wait more than eight minutes for the train with the  
9 norm being a wait of two to four minutes. I  
10 understand how the NTA has more revenue to support  
11 such a service level but it is also true that CTA  
12 is losing more loyal passengers every day because  
13 of the poor service levels and the need to wait  
14 more than eight minutes for a train or bus. We  
15 need to devise a long-term strategic vision around  
16 trying to induce ridership back to the CTA by  
17 increasing service levels to a point where a train  
18 is quicker than most car trips. Then we will see  
19 an increase in ridership and therefore revenue and  
20 be able to rightfully claim to our New York City  
21 friends that Chicago is no second city when it  
22 comes to public transit -- transit. Best, Kyle  
23 Sussman.

24 Chairman Barclay, that ends the registered

1 public comments for today. I believe that we do  
2 have someone who has arrived today and requested to  
3 speak. We have at this point had seven public  
4 comments.

5 CHAIRMAN BARCLAY: At this point that we  
6 reached our limit and we have a full agenda today  
7 so we need to move on unless they were registered.

8 SECRETARY GREENLEE: Thank you, Mr. Chairman.

9 CHAIRMAN BARCLAY: Thank you to all the public  
10 commentators. We appreciate you. We hear you.  
11 And I'm going to ask President Carter and I'm sure  
12 he and his staff members have been taking notes  
13 about some of the comments that you've made today.  
14 We value your input. And as citizens of the city  
15 of Chicago and surrounding suburbs, we appreciate  
16 taking the time to share your thoughts and concerns  
17 with us as the Board of Directors. So I'm going to  
18 ask President Carter to -- you know, to basically  
19 hone in on some of these and try to connect with  
20 some of you with further dialogue. Thank you very  
21 much for your comments. At this point our next  
22 item of business on the agenda is President -- is  
23 the President's report to be given by our President  
24 Dorval Carter.

1           PRESIDENT CARTER: Thank you, Mr. Chairman.  
2           And before I begin my report, we heard a lot of  
3           comments today from -- from our customers with  
4           regards to the challenges that we're all facing in  
5           terms of service that we're providing and the  
6           quality of that service that they are experiencing.  
7           And I -- I want to make the point that we share the  
8           concerns that you have about the quality of our  
9           service and we are certainly working diligently to  
10          improve it. There's going to be a presentation  
11          that's going to happen later in this board meeting  
12          from CMAP the MPO organization that are going to be  
13          presenting to -- to our Board their proposed  
14          recommendations for CMAP around the funding issues  
15          that are certainly significant to the overall  
16          ability of CTA to improve its service and to really  
17          put it in any position to compete as a -- as a  
18          world-class transit system within our country and  
19          around the globe. I hope that you will  
20          listen -- if you're still here, that you will  
21          listen to that presentation and you will hear a  
22          number of the recommendations they're making  
23          because there's going to come a point in time over  
24          the course of the next year where your voices along

1 with the voices of our other customers and  
2 stakeholders are going to be critical to the  
3 conversation down in Springfield as we really try  
4 to lock in the level of funding that will allow us  
5 to address many of the complaints and concerns that  
6 you're raising. I welcome the opportunity to work  
7 in tandem with my customers that we pursue the  
8 mutual -- mutual goals of improving our transit  
9 system and putting us in a position where  
10 you're -- you're receiving the quality of  
11 transportation services that we all want to deliver  
12 here. We certainly in spite of those issues will  
13 continue to work every day to improve on what we're  
14 doing right now. I recognize that not everyone has  
15 a positive experience riding the CTA on a regular  
16 basis. We will continue to work to improve that.  
17 And that's one of the things that I've been working  
18 on with our Meeting the Moment plan which I'm about  
19 to talk about during my remarks. But I did feel it  
20 was important for me to take this moment to  
21 basically let you hear from me directly and that I  
22 am not insensitive to or unable to appreciate what  
23 you're raising with us. It has been the focus of  
24 my entire team for the past year and will continue

1 to be our focus moving forward. But we need help.  
2 And we're looking to get help from those who can  
3 help us do that. And I think you all can play a  
4 critical role in that conversation just like you're  
5 playing a critical role in providing the feedback  
6 to both my staff as well as to the Board in  
7 meetings like we're having today. So thank you as  
8 well for your input and your comments today.

9 with that, let me move on to my remarks  
10 for the day. As I indicated just now, we just  
11 recently reached a milestone of our Meeting the  
12 Moment action plan and I'd like to take a moment to  
13 at least highlight some of the progress and  
14 improvements that we've made since we started  
15 working on this plan as we attempt to really start  
16 to restore our service and improve the overall CTA  
17 customer experience. On August 11th, 2023, we  
18 marked the one-year anniversary of the unveiling of  
19 our plan and I think it's important to briefly  
20 acknowledge the execution of that effort, the  
21 successes that we've achieved as well as the  
22 challenges that still lay ahead. Some of which you  
23 obviously heard from some of our commenters today.  
24 As you're aware, providing quality public transit

1 service in a post-pandemic America has been a  
2 national issue facing public transit agencies  
3 around the country. Especially large and legacy  
4 systems like CTA. In response, we have all worked  
5 diligently to improve our service and the programs  
6 during this most difficult public health challenge  
7 of our lifetimes. Even as many industries return  
8 to normal over the past two years, we continue to  
9 experience what one journalist recently referred to  
10 as the transit version of long Covid. And I think  
11 that's a very apt description. I constantly  
12 acknowledge that we still face challenges whenever  
13 I discuss the current state of our services and I  
14 am also very excited about some of our successes  
15 which we have realized in large part because of the  
16 planning, execution and hard work of my staff.  
17 This includes every one of our nearly 10,000  
18 employees at every level within our organization.  
19 From our dedicated, hard-working frontline  
20 employees to the senior leadership with whom I work  
21 to execute our day-to-day strategies as well as  
22 every other person who has worked in support of our  
23 mission and our customers during this very  
24 difficult time.

1 I'd like to take a moment to provide just  
2 a few highlights of our efforts. As you're aware,  
3 we have been heavily focused on attracting new  
4 hires and maintaining great employees which is the  
5 biggest factor in improving our service. To  
6 address those needs, we've created the most  
7 aggressive and comprehensive recruitment and hiring  
8 program this agency has ever had and implement new  
9 and attractive hiring and retention bonuses and  
10 incentives. Since August of 2022, we have held  
11 over ten one-stop-shopping job fairs and have had  
12 over 2800 attendees. As a result, year-to-date the  
13 CTA has already hired more employees in 2023 than  
14 in any previous recent year including 600 newly  
15 hired bus operators which is as many bus operators  
16 that we -- as we have historically hired in a  
17 twelve-month period. We have also hired 85 bus  
18 operators(sic) this year and today most of our bus  
19 mechanics vacancies have been filled. I'm sorry.  
20 I meant to say 85 bus mechanics, not bus operators.  
21 We've optimized our service schedules to match our  
22 current workforce levels and kept an eye on key  
23 performance areas which along with our new hires  
24 have combined to produce the very encouraging

1 service delivery improvements and trends we've been  
2 seeing for months on our bus and rail sides. And I  
3 wish to point out that it doesn't mean that every  
4 day, every trip and every run goes exactly as we  
5 planned. We've certainly have heard today and I  
6 don't discount or -- or -- or, you know, take issue  
7 with the comments and the -- the experiences that  
8 the customers that you heard from today talked  
9 about. I think it's important to keep in mind the  
10 volume of service that we provide on a day-to-day  
11 basis twenty-four hours a day, seven days a week  
12 and within that service there are going to be  
13 issues and challenges.

14 My -- my goal when I put the Meeting the  
15 Moment plan in place was to mitigate that as best  
16 as we could. Especially giving the workforce  
17 challenges that we're facing. And I believe if you  
18 look at the holistic view of everything that we've  
19 done, we've accomplished some of that but with a  
20 very clear understanding -- and I want to be clear  
21 about this. We still have a lot more to do. I  
22 still need to bring my service levels back up to  
23 where they were pre-pandemic. That would certainly  
24 speak to the frequency issues that you are hearing



1 some of our customers talk about. Our more  
2 frequent service will come when I can add  
3 additional service into our system and we have  
4 mentioned to you even in -- in our previous  
5 customer surveys that frequency of service is one  
6 of the key drivers to customers using CTA more  
7 and -- and increasing our ridership over the long  
8 term. Certainly I'm encouraged by the -- by the  
9 hiring numbers that I talked about to know that in  
10 the future we are going to start increasing our  
11 service and you're going to start seeing some of  
12 that occur with the budget that I'll be announcing  
13 for the upcoming year. It is certainly the goal of  
14 us to get to that point. We are going to continue  
15 to hire at a rate that will allow us to get to that  
16 point and as those numbers continue to increase, we  
17 will start putting service back in that I had to  
18 optimize in order to basically meet the -- the  
19 reliability expectations that I was trying to meet  
20 for majority of our customers.

21 We also continue to -- we also continue to  
22 post our expanded interactive bus and scorecard  
23 on-line which highlights and advises our  
24 stakeholders of our progress itself and also

1 informs the public about challenges we are facing  
2 and we are working to overcome. One of the things  
3 that I mentioned to the Board when I -- when I  
4 produced and -- and showed you the interactive  
5 scorecard is that I do not view it as a stagnant  
6 document. It is an interim document that we will  
7 continue to improve and add to over time. So when  
8 we hear feedback from some of our customers about  
9 the type of data and information they would like to  
10 see, that is certainly additional information that  
11 we can take a look at and determine the best way to  
12 start to incorporate that into the data that we  
13 produce. The goal here is to be as transparent as  
14 possible while providing the customers with -- with  
15 real information that's easy to digest and  
16 understand across the service that we're providing  
17 and how it's impacting our customers on a  
18 day-to-day basis. That is our ongoing goal and  
19 goal that we continue to meet as we continue to  
20 improve our monthly reporting data on a regular  
21 basis. Along with the hiring bonuses and retention  
22 efforts as I mentioned a moment ago, we've also  
23 made other investments with our employees in mind  
24 like upgrades to employee facilities and enhanced

1 benefits. We've also increased the number of  
2 employee recognition programs and employee  
3 appreciate -- appreciation events that we've hosted  
4 in -- in an effort to continue to improve the  
5 retention rates among the existing employees that  
6 we have which is part of our ability to increase  
7 our overall workforce numbers as we go forward.  
8 We've also redesigned our bus tracker website and  
9 made it more mobile and responsive which is a key  
10 achievement as part of our strategy to upgrade our  
11 digital tools. We've also introduced a redesigned  
12 bus tracker website, implemented a new interactive  
13 performance metric staff board and will soon  
14 introduce our new chatbot which will provide  
15 automated assistance information to our customers  
16 allowing more customers real-time feedback to CTA  
17 about service and upgrade issues that they may be  
18 experiencing on our system.

19 This year we've improved the customer  
20 experience in our facilities in several ways  
21 including upgrades in fares to twenty-nine rail  
22 stations. We've expanded our cleaning regimen to  
23 include more powerwashing and I've hired fifty new  
24 employees to work as part of our janitorial staff

1 and I've entered into a two million dollar contract  
2 with social service agencies Threshold and the  
3 Haymarket Group to address issues related to  
4 unhoused individuals on our system. We have also  
5 continued to work closely with our law enforcement  
6 partners in the Chicago Police Department to  
7 explore additional strategies that have  
8 successfully improved safety and security on our  
9 system. And, in fact, crime is down 9 percent  
10 since January of this year. Throughout the past  
11 year we have executed our plan. We've expanded it  
12 by adding new initiatives or adjusting our  
13 initial -- initial plan as necessary always  
14 attempting to react nimbly and carefully to a  
15 post-pandemic reality that CTA has never faced  
16 before. Everything we've done that at first  
17 considered measures that would best serve our  
18 customer in the short term but every day since  
19 unveiling our plan, we continue to look towards the  
20 weeks and months that were to come remembering that  
21 we were moving through uncharted waters. Something  
22 that we continue to do even as I speak. I also  
23 want to thank the customers that have returned to  
24 transit. Our ridership has grown consistently

1 throughout 2023 and we are now providing more than  
2 900,000 rides systemwide on an average weekday. In  
3 fact, on August 3rd, the first day of Lallapalooza,  
4 we nearly hit 1 million rides missing that  
5 milestone by only 143 rides on that particular day.  
6 We have known for a very long time that our  
7 ridership will return slowly but that has not  
8 stopped us from making every effort to reach out to  
9 them via social media and networking and internal  
10 campaign and otherwise lobbying potential customers  
11 to ride our buses and trains to work, to school and  
12 for recreation. I am very encouraged for the  
13 future and I'm very proud of the work we've all  
14 done to make these improvements possible. I want  
15 to thank this Board for your support over the past  
16 year and pledge that CTA staff will continue to  
17 earn that support in the weeks and months to come.  
18 As I indicated before, we still have a lot of work  
19 to do but things are better today than they were a  
20 year ago.

21 We have also taken another very positive  
22 step towards a better CTA for our customers and  
23 employees recently that I wanted to share with you.  
24 As you know, transit equity is a very -- it's very

1 important to me and it's a priority for CTA.  
2 Throughout my career in public transit and  
3 especially during the time as CTA President,  
4 diversity, equity, inclusion, belonging and  
5 accessibility have continued to inform every  
6 policy-making decision that I've made. The work  
7 study and professional development necessary to  
8 create more equitable workplaces continues to  
9 evolve, expanding curricula and resources along  
10 with new workplace applications, help businesses  
11 resolve and identify old inequities on improving  
12 the corporate culture to better serve the customers  
13 and employees. I believe that advancing racial  
14 equity at CTA requires a full-time, experienced  
15 professional that will focus on operationalized  
16 equity internally and externally in coordinating  
17 those efforts across the CTA. And that is why we  
18 have brought on board Denise Barreto who is our new  
19 Chief Equity and Engagement Officer. And Denise is  
20 here with us today. Denise, will you stand?  
21 Denise comes to us from Cook County government  
22 which she served as their inaugural director of  
23 equity and inclusion where she lead the development  
24 of key racial equity programs and policies. Denise

1 has a welcome experience working with equity issues  
2 and we are very excited to have her join the CTA  
3 family. She will bring fresh ideas to CTA  
4 advancing the work that we are currently doing and  
5 bringing to bear her wealth of experience and  
6 talent to expand on it as well. I have also asked  
7 Denise to work with elected officials and the  
8 communities that we serve as part of her overall  
9 portfolio. She shares my vision and commitment to  
10 serving our stakeholders and will keep developing  
11 new strategies for better outreach through our  
12 government and community relations department. I'm  
13 excited for her to begin this important work that  
14 she is going to be doing on behalf of CTA and I  
15 look forward to all of you getting to know Denise  
16 better as she continues to establish herself within  
17 CTA for the work that I believe is very important  
18 to be institutionalized as an agency as we move  
19 forward.

20 One of the other things that I wanted to  
21 talk to you about is the effort that we're engaged  
22 around capital project outreach. CTA is currently  
23 engaged in several transformational capital  
24 projects across our system including the Red and

1 Purple Modernization project, the Red Line  
2 extension, the multi-phase Forest Park branch  
3 rebuild, the All Stations Accessibility Program and  
4 the Western Brown Line station rehabilitation.  
5 These investments are not only great opportunities  
6 for our prime contractors and small and  
7 disadvantaged business enterprise community but  
8 they are also great opportunities for individuals  
9 who are looking for jobs. To help connect job  
10 seekers looking for careers in construction with  
11 CTA job opportunities, on August 8th CTA hosted an  
12 outreach event that allowed those individuals to  
13 engage in workforce agency contractors and union  
14 representatives including the Chicago Cook  
15 Workforce Partnership, Hire360, the Operating  
16 Engineer's Union and two electrician union locals.  
17 We will continue to provide these types of  
18 opportunities for those looking to work with CTA  
19 whether they are just starting out in their career,  
20 hoping to switch things up professionally or eyeing  
21 opportunities in transit-related construction.  
22 This is yet another way in which we seek to be a  
23 good neighbor to the communities that we serve.

24 Finally, I would like to close to



1 something that I discussed with the Board but not  
2 as often publically as I probably would like to.  
3 As you know, last October I was elected Chair of  
4 the American Public Transportation Association or  
5 APTA which represents more than 1500 public and  
6 private sector member organizations. My election  
7 was a tremendous honor that allowed me to join the  
8 ranks of a very small group of experienced and  
9 thoughtful public transit officials who brought  
10 with them their own vision for how best to move our  
11 industry forward. This group includes a host of  
12 acknowledged public transportation luminaries, one  
13 of which is Nuria Fernandez who is currently the  
14 administrator of the Federal Transit  
15 Administration, a person who once worked here at  
16 CTA.

17 I have served in leadership roles with  
18 APTA since my appointment as President of CTA in  
19 2015 and have been an active and enthusiastic  
20 active member and supporter since the beginning of  
21 my career. Before being elected Chair, I served as  
22 a member of the Board of Directors and Executive  
23 Committee and as Chair of the Legislative and  
24 Legislative Steering Committee. And prior to that

1 I chaired the Research, Communication and Advocacy  
2 Committee which oversees the largest portion of  
3 APTA's budget for the implementation of the  
4 research and overall advocacy strategy. These  
5 positions gave me a valuable insight into the  
6 considerations that APTA makes every day in terms  
7 of how to engage, expand and fund its efforts to  
8 study and grow public transit. As Chair, I've  
9 advocated for increased public transit investments  
10 in every community across the country including  
11 Chicago. I've also guided our industry as we plot  
12 the future of American public transit. That is an  
13 especially serious endeavor in a post-pandemic  
14 America as so many transit agencies including our  
15 own are seeking to find their way forward.  
16 Supporting public transit agencies has been an  
17 especially meaningful -- meaningful and  
18 particularly challenging responsibility during this  
19 historic, critical time. My presence at APTA has  
20 helped me to produce real and tangible financial  
21 benefits for CTA and I'd like to walk through a few  
22 of those for you.

23 I was at the table as APTA's legislative  
24 Chair when we worked with Congress to do billions

1 in emergency covid federal relief funding in  
2 public -- for the public transit industry including  
3 2.2 billion that went to CTA. During that same  
4 time I was also involved in implementing the  
5 industry's funding strategy when the  
6 Infrastructure, Investment and Jobs Act was -- was  
7 passed. We were able to create a new program  
8 within that -- that bill with the intended purpose  
9 of replacing old rail cars. An issue that is  
10 specifically of concern to CTA. CTA applied for  
11 funding under that program and I am proud to say  
12 that we received 200 million dollars to replace  
13 CTA's oldest rail cars which is to date the single  
14 largest award from that particular program. I've  
15 also utilized my time as an APTA leader to work  
16 with Senator Tammy Duckworth for the adoption of  
17 our All Stations Accessibility Program at the  
18 federal level which has helped put CTA in the  
19 frontline for over 118 million dollars in federal  
20 ASAP funds which we received last December which is  
21 allowing me to move much more faster towards my  
22 goal of a fully accessible rail system sooner  
23 rather than later. My role as an APTA leader has  
24 allowed me to successfully advocate federal

1     lawmakers for a more robust federal formula program  
2     which included a funding increase of more than  
3     30 percent that all transit agencies now enjoy.  
4     And for CTA that has meant an increase of almost  
5     half a billion dollars over a five-year period.

6             I think it's important for you to  
7     understand that no matter where I am or what I am  
8     doing I am always thinking about the city of  
9     Chicago, CTA and its customers, planning for our  
10    future and gathering new ideas to benefit my  
11    agency, its employees and the people we serve. As  
12    a result, my time as APTA Chair has provided  
13    another extraordinary benefit to me as CTA  
14    president which is what I wanted to speak to you  
15    about today. I am very excited about all that I  
16    have learned and seen over the past ten months and  
17    I have no doubt that this experience will yield  
18    tremendous results for this agency in the months  
19    and years to come. Well after my tenure as Chair  
20    has ended. Every APTA Chair is asked to represent  
21    our industry and speak on its behalf at national  
22    and international gatherings. As a result, since  
23    last October I've participated in APTA organized  
24    conferences, meetings and events across the

1 country. I have been excited by the fact that this  
2 experience has provided me with a platform to help  
3 expand the national conversations around transit  
4 equity and amplify the need for increased transit  
5 funding at the federal and local levels and to  
6 highlight other vital issues that are front of mind  
7 for transit CEOs, board members and businesses --  
8 businesses that serve and work with the public  
9 transportation agencies. Beyond our country's  
10 borders, I've also had the opportunity to lead  
11 delegations for study missions to Spain and  
12 Australia and to address the UIC world high speed  
13 rail contest in Marrakesh, Morocco representing the  
14 United States public transit industry. I should  
15 note that my participation in these activities came  
16 at no expense to our agency. My time abroad was  
17 funded by APTA and not CTA. Still, this agency and  
18 its customers will reap the benefits of those  
19 experiences. During these trips I've been joined  
20 by transit professionals, private sector executives  
21 and federal officials as we've learned about the  
22 best practices, unique programs and new cutting  
23 edge technologies that our sister public transit  
24 agencies overseas have adopted. The study mission

1 in New Zealand and Australia earlier this month,  
2 for instance, took our delegation to Auckland,  
3 Melbourne, Brisbane and Sydney. And every city we  
4 toured, the public transit systems we saw  
5 construction sites for major capital projects and  
6 heard background on their agency's history and how  
7 these multi-million dollar investments will  
8 ultimately serve their customers and top transit  
9 officials as well who at that time discussed how  
10 these agencies are handling basically the same kind  
11 of issues that we are being confronted with here in  
12 the United States. Initiatives that they are using  
13 to address their -- their challenges by fleet  
14 decarbonization, rebuilding ridership and enhancing  
15 the customer experience. In Melbourne I provided a  
16 keynote address before 300 of Australia's public  
17 transit thought leaders at a conference hosted by  
18 the Public Transport Association of Australia New  
19 Zealand. During my presentation I had the  
20 opportunity to discuss the successes and challenges  
21 that lay before America's public transit industry.  
22 I also used that opportunity to shine a light on  
23 CTA and the hard work that we are doing to improve  
24 our service, increase our workforce and address

1 other challenges facing our agency in a  
2 post-pandemic Chicago. I can tell you that my  
3 address was well-received and was attended by many  
4 officials in the Australian public transit  
5 including the Victorian Minister for Public  
6 Transport and the Head of Transport for Brisbane.  
7 Perhaps the most important thing to come out of my  
8 Australian and New Zealand experience was the  
9 information that our sister agency shared with us.  
10 They generously discussed the hard-won lessons  
11 learned from the pandemic, their view of innovative  
12 technologies within our industry and the new ways  
13 that they seek to approach challenges that most  
14 public transit agencies are experiencing. For  
15 example, we had the opportunity to visit Sydney,  
16 Australia's rail operations control center.

17 As you are aware, we are going through the  
18 process of building a no -- new control center  
19 right now. So I was obviously very interested in  
20 hearing about their facilities and their system. I  
21 learned that Sydney's control system entrance  
22 operations, management, communications, planning  
23 and representatives from other department into a  
24 single building. This allows for a holistic

1 agency-wide approach to managing incidents in a  
2 quick and effective manner and I was very impressed  
3 with both the thoughtfulness and the execution of  
4 their system. I've already tasked my senior  
5 leaders with discussing the benefits of operation  
6 management and their approach. While Sydney's  
7 system isn't completely unique, Sydney was  
8 unquestionably an example of what an  
9 industry-leading integration control center should  
10 look like and how it should operate. I believe  
11 that further discussions with their transit  
12 professionals may allow us to glean ideas that will  
13 improve upon our plans to build our own control  
14 center here at CTA. And this is but one example of  
15 Australia's approach to managing their transit  
16 system that we can obviously learn from and bring  
17 back to incorporate into transit agencies here in  
18 the US.

19 I also found myself impressed with, maybe  
20 even the slightest bit envious of, their approach  
21 and their significant commitments to funding public  
22 transit. As well the public policy statements that  
23 they make about the importance of mobility to their  
24 country and to their economic vitality.



1 Coincidentally, Transportation For America, an  
2 advocacy organization made up of local, regional  
3 and state leaders, recently published an article in  
4 its Teach For America blog that compares support  
5 for public transit in the US versus Australia.  
6 While this article was published a week after I  
7 returned from APTA study mission, both its  
8 publication and conclusions that it drew made clear  
9 why these types of study missions are important and  
10 also reflected my experience while I was there.  
11 And I'd like to share a quote with you. The blog  
12 shared the lesson learned while composing the  
13 article. It read: Even the best US states have a  
14 long ways to go compared to their international  
15 peers. This point became clear in our conversation  
16 with Australian experts while doing this research.  
17 It's easy to dismiss international transit  
18 comparisons as apples to oranges. But that excuse  
19 crumbles when the comparison is being made to a  
20 true peer like Australia. Both countries are  
21 large, developed, constitutional republics with low  
22 national population densities and strong  
23 sub-national governments. While Australia's  
24 transit system is far from perfect, the United

1 States can learn a lot from our friends across the  
2 Pacific. And that, Directors, is exactly what I  
3 was doing.

4 I have many ideas that have come from my  
5 travel experiences as APTA Chair and I will be  
6 bringing them forward as best practices for CTA  
7 when they make practical and financial sense to us.  
8 My point, however, is that these new experiences  
9 have challenged me to think differently about some  
10 of the issues that we face and some of the new  
11 avenues that we will investigate moving forward. I  
12 want to add that as I fulfill my term as APTA's  
13 Chair and the commitments required of me  
14 personally, I never disconnected from my staff, our  
15 mission or my dedication to this great agency.  
16 Throughout my term as Chair, I've worked tirelessly  
17 to successfully implement and advance our  
18 post-pandemic action plan and we are now seeing  
19 those results. In closing, I am very proud of my  
20 time as APTA Chair which will end this October but  
21 I have been excited to serve our great industry and  
22 am equally excited to bring these new ideas back  
23 home here in Chicago. There are many ways that we  
24 can continue to improve our agency as we move

1 forward. Being open to and receiving new ideas  
2 across the globe I think is the critical step to  
3 doing what I've committed to doing to this Board  
4 which is turning the CTA into a world-class transit  
5 system. Thank you, Mr. Chairman, and I'm happy to  
6 answer any questions the Board may have.

7 CHAIRMAN BARCLAY: Thank you, President Carter,  
8 for your report. First, I want to thank you for  
9 sharing some of your experiences as Chairperson of  
10 APTA. That broadens the scope for all of us and we  
11 benefit as an agency and as a city from your  
12 experiences on a world-class stage. So we thank  
13 you for -- for sharing some of that insight and  
14 we're certainly looking forward to you applying  
15 some of what you've learned from your experiences  
16 over this past year. I -- I also want to thank you  
17 and your staff for allowing me to participate in a  
18 recent meeting and roundtable where we were able to  
19 discuss with the press some of the improvements  
20 that we're making in the Meeting the Moment program  
21 which is celebrating its first year. And we're  
22 very thankful for the insight and for the  
23 transparency. Because we heard some of the  
24 comments today earlier about some of the -- the

1 metrics that are used and how we can improve on  
2 those things. But all of that is geared towards  
3 improving the customer experience. And, you know,  
4 it's -- it's very good because a year ago we were  
5 just introducing this. But your staff was -- did a  
6 wonderful job over the course of the past year sort  
7 of, you know, opening -- bearing everything to the  
8 public and saying, hey, these are the areas where  
9 we're improving but these are the areas that where  
10 we could even do better and to -- to some degree  
11 these are the areas that we have failed. So that  
12 kind of transparency I think is very, very  
13 important to the agency and the overall experience  
14 that our customers have here in Chicago.

15 I also want to -- to -- to welcome  
16 Ms. Barreto to -- as she takes her new role. And  
17 I'm -- I'm very pleased to see you. And I've  
18 shared that -- that April Morgan, Chief of Staff of  
19 the Board, is going to set up a meeting so we can  
20 have a better conversation and get to know each  
21 other as we work together on equity and inclusion  
22 on those areas. You know, one thing I heard from  
23 one of the public commenters was that, you know,  
24 sometimes the stations up north are different than

1 the stations on the south side. And I see that  
2 myself. When I drive by and I see the trash and I  
3 have those same concerns about how they are  
4 developing on the north side at our stations versus  
5 on the south side. And -- and there is an issue  
6 that needs to be addressed regarding that. So I  
7 just want to thank you for an opportunity for  
8 sharing this with us this morning. You know,  
9 I'm -- I enjoy my experiences as chairman. You  
10 know, I attended the Bud Billiken Parade on behalf  
11 of the CTA to see the workers, the employees there  
12 that are part of the community that are  
13 well-respected and the citizens who appreciate the  
14 work, the hard work that the 10,000 employees that  
15 CTA has does. They have a lot of positive feedback  
16 for CTA. Including bring back the super Sunday  
17 transfer.

18 PRESIDENT CARTER: Every parade.

19 CHAIRMAN BARCLAY: We heard that. But thank  
20 you for your report and I'd like to open it up to  
21 anyone else for any comments from the Board.

22 SECRETARY GREENLEE: Director Jha?

23 DIRECTOR JHA: Thank you for sharing. We'd  
24 love to hear what are some of the three things that

1 you are coming back and really looking at based on  
2 your travel experience over the year what those  
3 areas are.

4 PRESIDENT CARTER: I think the first area is  
5 funding. And you're going to hear from CMAP in a  
6 few minutes. CMAP was the -- the beneficiary of my  
7 vision on funding in a meeting they had which was  
8 literally after I returned from one of my trips.  
9 And I'm happy to say that part of what they had  
10 developed in their presentation is a reflection of  
11 the conversation about what it's really going to  
12 take to have a world-class transit system in  
13 this -- in this region. And when I say region, I'm  
14 not just talking about CTA. I'm talking about  
15 Metra and Pace. When you go and see a world-class  
16 transit system, you begin to understand and  
17 appreciate what we could have here. And the way  
18 I -- the way I have tended to describe CTA's -- you  
19 know, not CTA's but the region's transportation  
20 system it's like when you go to buy a house and the  
21 house needs a little work. It needs to be -- it  
22 needs to be rebuilt. It needs some rehab, so on  
23 and so forth. But you have that saying through the  
24 housing -- housing industry that the house has good

1 bones. You can see the potential there. That's  
2 what our regional transportation system looks like  
3 right now. It is structurally a solid system.  
4 It is -- it has the geographic coverage, the  
5 connectivity, the ability to expand in ways that  
6 could allow us to do so much more in this region.  
7 What it's lacking is the funding to make that  
8 happen. And if we invest in this transportation  
9 system the way other countries are investing in  
10 their transportation system, you will see similar  
11 results in terms of the improvement of service and  
12 quality of service that's being provided not only  
13 by CTA but by Metra and by Pace to all of our  
14 customers. Our able-bodied and disabled customers  
15 as well as everyone else that needs mobility to get  
16 around the system. The other thing that I took  
17 away was just the way in which they approach public  
18 transportation as a policy pattern. Mobility in  
19 many of these countries is viewed on the same level  
20 as housing, healthcare, education. These are  
21 fundamental governmental functions for which there  
22 is a fundamental belief that it needs to be  
23 properly addressed and supported. It isn't viewed  
24 as a set step child to other policy initiatives but

1 it is right up there with the rest of them. And I  
2 think that's something that we really need to work  
3 at in our country to understand because mobility is  
4 so foundational to so much else that one can  
5 accomplish in life. We certainly heard  
6 from -- from some of our customers today about how  
7 important CTA is to their ability to get to their  
8 jobs, to be able to live where they want to live in  
9 our community and other things that make our city  
10 so viable and -- and so, you know, invigorating  
11 as -- as a community. We have an obligation to  
12 figure out a way to make it better. And we need  
13 the support to make that happen. We need the  
14 policies that drive the ridership and the revenues  
15 to support what we're trying to do. We need  
16 the -- the ultimate financial basis to do all of  
17 that. The third thing that I took away was just  
18 some of the operational efficiencies and  
19 effectiveness that they're implementing in their  
20 systems. And I gave you one example of that around  
21 their control center. I saw many different  
22 examples of that. If you look at a city like  
23 Brisbane in -- in Australia, they have the biggest  
24 bus network of any system in the entire world.



1 They have found a way to create a bus system -- and  
2 get this. And I -- I'm going to look to our  
3 customers here because they would appreciate this.  
4 They run buses on three minute headways. Buses.  
5 Think about that. And I -- and I sat there in  
6 amazement as I listened to them telling it but do  
7 you know what -- do you know why they're able to do  
8 that? Because they've invested in dedicated bus  
9 ways that allow those buses to move quickly and  
10 efficiently throughout their system. These are  
11 things that we should be talking about. These are  
12 things that I know my customers want. These are  
13 things that could ultimately improve this city,  
14 this region, this state.

15 And I'm hopeful that as we go down to  
16 Springfield next year this will be a part of the  
17 conversation that we're going to have. And I  
18 definitely don't mean to steal all the thunder of  
19 my CMAP colleagues who are coming up here in a few  
20 minutes to talk to you but they heard me talk about  
21 all this. We have a unique opportunity here in  
22 Illinois right now to really reimagine what we want  
23 the future of public transportation to be in the  
24 area of this state that is always viewed as the

1 economic engine for everything else that we do.  
2 And I'm prepared to bring all of these ideas that I  
3 have learned over the course of this year, all of  
4 the -- the information that I could bring to bear,  
5 all the advocacy that I understand as having served  
6 on a national level for this type of a conversation  
7 to bear on the conversation in Illinois to  
8 hopefully put us in a position where the future  
9 conversation about public transportation in this  
10 city is as bright as the potential for improvement  
11 economically for the city. And if we do this the  
12 right way, we're going to be in a position to  
13 really do things that no one ever imagined we would  
14 be able to accomplish in a city like Chicago. And  
15 I can talk for another hour.

16 SECRETARY GREENLEE: Director -- Director  
17 Ortiz?

18 DIRECTOR ORTIZ: Thank you for sharing.

19 SECRETARY GREENLEE: Director Miller?

20 DIRECTOR MILLER: I want to just say ditto to  
21 what our Chairman said and thank our President and  
22 also for our visitors for addressing those who  
23 brought comments today. And hopefully our chatbot  
24 is going to help with some of the frustration.

1 Speaker number three talked about the difference in  
2 the app scheduling and all of that. So I hope our  
3 chatbot and random things that they're doing. But  
4 a year later we are making some improvement and we  
5 hope it's going to happen. Thanks.

6 SECRETARY GREENLEE: Director Lee?

7 DIRECTOR LEE: I just want to say thank you for  
8 your comments and just looking forward to -- it's a  
9 real inflexion point we're at and I'm -- I'm  
10 encouraged by what we're hearing and thank you  
11 again for the public comments but we're looking  
12 forward to a bright future. So I'm excited.

13 CHAIRMAN BARCLAY: Thank you again, President  
14 Carter. Our next order of business is the approval  
15 of the minutes of the regular board meeting of  
16 July 12th, 2023. May I have motion to approve?

17 DIRECTOR LEE: So moved.

18 DIRECTOR MILLER: Second.

19 SECRETARY GREENLEE: It's been moved by  
20 Director Lee and seconded by Director Miller.  
21 We'll take a roll call vote. Director Jha?

22 DIRECTOR JHA: Yes.

23 SECRETARY GREENLEE: Director Ortiz?

24 DIRECTOR ORTIZ: Yes.

1 SECRETARY GREENLEE: Chairman Barclay?

2 CHAIRMAN BARCLAY: Yes.

3 SECRETARY GREENLEE: Director Miller?

4 DIRECTOR MILLER: Yes.

5 SECRETARY GREENLEE: Director Lee?

6 DIRECTOR LEE: Yes.

7 SECRETARY GREENLEE: Chairman Barclay, the  
8 motion to approve the minutes from the meeting of  
9 July 12th, 2023 has passed.

10 CHAIRMAN BARCLAY: Thank you. Our next order  
11 of business is a presentation from the Chicago  
12 Metropolitan Agency for Planning.

13 MS. ALEMAN: Hi. Good morning. Thank you so  
14 much for having us today. I'm Erin Aleman,  
15 Executive Director of the Chicago Metropolitan  
16 Agency for Planning. With me is Laura Wilkison,  
17 Senior Director and Policy Advisor. Laura has  
18 really been leading the day-to-day of this work but  
19 just to start maybe in brief. CMAP is the regional  
20 planning agency for northeastern Illinois. We  
21 cover seven counties. We cover 84 municipalities.  
22 Nearly eight and a half million residents call the  
23 Chicago region home. And we were directed by the  
24 General Assembly about a year ago to really look at

1 the future funding -- the future funding fiscal  
2 cliff that all of our transit agencies are facing  
3 here and put together some draft recommendations to  
4 the General Assembly, to the Governor's office on  
5 how we might address these challenges but also  
6 think about it as an opportunity. As you heard  
7 President Carter say, that it is a moment in time  
8 where we can be visionary where we need to be  
9 thinking about how crucial transit is to our region  
10 and coming up with some bold solutions here. So we  
11 are calling this our Plan of Action For Regional  
12 Transit or PART program. Again just -- thank you  
13 for advancing the slides. I promise I will say  
14 next. For just as a foundation I touched on this.  
15 But really what the General Assembly asked us to do  
16 was just this. We need to look at the long-term  
17 financial viability of the system. We need to be  
18 thinking about the coordination of our system.  
19 It's not just CTA but it's Metra and Pace and the  
20 combination of those three agencies really  
21 interconnects our region in a meaningful way. But  
22 you heard safety, security, cleanliness,  
23 efficiency. They're concerns that the public have.  
24 And as we think about our customers, right, putting

1 them front and center in this conversation is  
2 really important. We were also asked to really  
3 think about how racial equity, climate change and  
4 how transit can help support the growth of our  
5 regional economy. And then also build this work on  
6 RTA, the Regional Transportation Authority's  
7 strategic planning efforts, that we would look at  
8 the recovery ratio, how we pay for transit  
9 operations, how we fund the transit whether it's  
10 through sales taxes, the formulas and  
11 distributions, how our governance structures work  
12 today and how they might -- we might reimagine them  
13 to work in the future. And then essentially  
14 anything else we discovered along the way that we  
15 should be recommending to the General Assembly.

16 Next, please. I've been starting these  
17 conversations with really just the people. The  
18 people who ride transit are our top priority. It  
19 -- it facilitates -- our transit system facilitates  
20 people not only getting to visit friends but it  
21 facilitates them being able to get to educational  
22 opportunities, to be able to get to healthcare  
23 opportunities, to get to jobs and that -- that's  
24 really the crux of our transit system. It's the

1 people. Next slide. And we have talked a lot  
2 about how important transit is to our overarching  
3 regional economy here. And over this past couple  
4 years we've been working to bring our county  
5 partners and the city together to think about an  
6 economic partnership so that we think, move and act  
7 as one region. And this transit conversation too  
8 permeates that economic development world as it  
9 does folks who are working in many other  
10 issues -- issue areas. Next slide. In addition, I  
11 think many of you are aware that big businesses  
12 care about transit. That's one of the reason why  
13 Google chose the Thompson Center as a location. It  
14 connects them and it provides their employees with  
15 a highly competitive workspace and access like none  
16 other by being able to be right co-located with our  
17 regional transit system here at the Thompson  
18 Center.

19 Next slide. And thinking too about how  
20 our modes work together. Right? It's not just the  
21 transit system but it really can compliment the  
22 roads that we have and recognizing that when we  
23 have construction our transit operators can expand  
24 and contract that system to help meet the needs of

1 people getting to and from work and we would be  
2 remiss if we didn't have a transit system that has  
3 the capacity and capability to be able to be  
4 responsive in the moment when things become under  
5 construction.

6 Next slide. Again this nexus between  
7 transit and climate. As we look to the future and  
8 we really want to achieve our goals of meeting the  
9 emissions -- greenhouse gas emissions reductions by  
10 our 2050 plan goals. Here is says we're only  
11 reducing our greenhouse gas emissions in the  
12 transportation sector by one percent per year.  
13 Before we had ourselves on the back for that small  
14 reduction, we need to be reducing our  
15 transportation emissions by over 5 percent per year  
16 in order to really achieve that net zero of  
17 greenhouse gas emissions by 2040 here. And so the  
18 opportunity again for our transit system to be able  
19 to be a bold part of that solution is top of -- top  
20 of mind for all of us as we've been approaching  
21 this work.

22 Next slide. And then again the things  
23 that the City of Chicago and compliment the CTA  
24 that are -- that are really setting us up for



1 success here. The Connected Communities Ordinance  
2 that was passed in July of 2022 really contemplates  
3 that nexus between the way we use our land and how  
4 transit plays into it. If you're not thinking  
5 about those opportunities and those places where  
6 you can have walkability and access to transit at  
7 the same time, we're missing an opportunity. But I  
8 also just want to compliment Chicago and CTA as a  
9 partner here for being future focused and thinking  
10 about how we might better utilize our land around  
11 our transit -- our stations as assets.

12 Next slide. All right. So to get into  
13 this work we've been since January convening  
14 stakeholders from across the region. The  
15 legislation mandated that we bring business to the  
16 labor, environmental organizations and academia to  
17 the table but then also that the CMAP Board which  
18 is made up of regional representatives from across  
19 the seven counties here and the MPO Policy  
20 Committee which is our transportation agency  
21 stakeholders contemplate these -- this work as  
22 well. So we have been thinking about this work in  
23 three different ways. First, what is the system  
24 that we want? What's that future state that you

1 heard President Carter say and how do you make sure  
2 that we aren't going back just to 2019? Because I  
3 think as you heard from riders here today, riders  
4 probably across the Board the system that we had in  
5 2019 wasn't meeting all of our needs. And so as we  
6 contemplate that future state, what are the things  
7 we want. And then we started to talk about how to  
8 pay for it and governance. So that's how my -- my  
9 next few slides will go here. But, you know, we  
10 heard from riders that we need to rebuild public  
11 confidence and ensure that travelers can seamlessly  
12 and affordably access regional opportunities. And  
13 we think in order to be able to do that we need to  
14 invest differently in our bus network systems  
15 really making sure that our roadway agencies are  
16 partners in this process, buses have been nimble  
17 and flexible throughout the pandemic and able to be  
18 more responsive than our rail. That we need to be  
19 thinking about accessibility and process system and  
20 moving towards the state of fully accessible. I  
21 know that CTA's ASAP program has had a huge  
22 influence on the way that Congress has been  
23 thinking about funding transit moving forward but  
24 that that should be a floor and not a ceiling here.

1 That we should be making sure that our system is  
2 publically accessible in all places and shapes.

3 But there are ways for us to think about  
4 being responsive to new changing travel patterns.  
5 Again as we've seen ridership change, Mondays are  
6 pretty quiet, Fridays are a little quiet. Right?  
7 But people are taking trips throughout the day as  
8 opposed to those peak a.m. and p.m. rushes and that  
9 really means that people who are reliant on transit  
10 are doing their daily coordination on transit.  
11 They're taking it to go to the grocery store.  
12 They're taking it to doctor's visits. Maybe  
13 they're taking it to the public library or a  
14 concert. Right? And so these are all assets that  
15 we should be focused on as we think about the  
16 system we want. Again thinking about safety,  
17 security and cleanliness again. You know, we've  
18 seen other places across the country fund transit  
19 ambassador programs that have been really helpful.  
20 How can we make sure that as we think about funding  
21 for the future state of the system that we're  
22 building in some of those opportunities as well.

23 Next slide here. We've also heard that  
24 fare integration and affordability is really

1 important. That we have free systems. They all  
2 have a service called ventra but they all have a  
3 different monthly cost for those passes and that as  
4 a user of the system, it would be optimal for them  
5 to get on, to be able to use their card but then  
6 also let the service boards, the agencies,  
7 providers work out how the funding cost allocations  
8 work on the back end. We've been talking about  
9 regional rail. That European model of rail that  
10 shows up maybe even five minutes past the hour  
11 every hour. How can Metra -- how can we provide  
12 the funding to Metra to be able to do that through  
13 this process? And then again I mentioned a little  
14 bit of our transit support of land use and  
15 development patterns as well. But the State should  
16 incentivize communities that want to really densify  
17 their station -- their station areas and think  
18 about maybe making those more opportune areas for  
19 people to -- to be able to get on transit to  
20 facilitate their daily needs.

21 Next slide. Okay. So a couple  
22 highlights. I talked about some of these. So I'll  
23 run through them quickly a little bit here. But  
24 next slide is better buses. Again as we think

1 about priority infrastructure how can we make sure  
2 that our road agencies are designing the roads with  
3 buses in mind so that the buses aren't just stuck  
4 in traffic with the rest of the cars. I know that  
5 CTA and CDOT have been working on some -- some bus  
6 lanes across the city but there are places where we  
7 should be doing this across the entirety of the  
8 region and so I'm just talking not only to CTA but  
9 I'm talking to -- to folks in Will County and Lake  
10 County. There's some opportunities for us to  
11 really just be making transformational changes.  
12 Again thinking about automated enforcement and what  
13 that might cost and so really as we put this plan  
14 together we were also working with the teams here  
15 at CTA to understand what the full cost would be of  
16 doing some of these things so that we can be asking  
17 for the appropriate amount of money from the  
18 General Assembly.

19 Next slide. Again I won't go into this  
20 too much here but that full fare integration, you  
21 know, when you go to other cities across  
22 the -- around the world you're getting one pass and  
23 you're using it for everything and, you know, you  
24 don't necessarily think a whole lot about it. But

1 here, you know, if you're a Metra user, you buy  
2 your monthly Metra pass. And if you're a CTA user,  
3 you buy your monthly CTA pass. And so where are  
4 there some places for us to be visionary in  
5 bringing that together for the -- for the public.  
6 Again that does have some capital costs that we  
7 wanted to put on the table as well. But then again  
8 thinking about sort of those micro mobility options  
9 that could be connected as well whether it's  
10 scooters or Divvy. All of those things are part of  
11 this comprehensive mobility system.

12 Next slide. I think I did not touch on  
13 this earlier but I think it's really important that  
14 we think about fare levels and affordability. I  
15 recognize that all of our service providers -- many  
16 of us recognize that you all were doing things to  
17 be innovative to attract people back to the system  
18 but in the long run making sure that the fares are  
19 responsive to the -- the -- the increases and the  
20 demand and are reasonable but that you're pairing  
21 that really with low-income household subsidies at  
22 the same time so that you have a market rate price  
23 but then you're also making sure that you have the  
24 supportive tools for youth, for seniors, for

1 low-income households across the board. So  
2 we're -- we're pairing those two things together  
3 because we think it's so important that our transit  
4 system does help facilitate and serve more  
5 low-income households on getting to more daily  
6 needs and that's really important to that equity of  
7 the system here. Next slide. I touched on this  
8 too. You know, safety, security and cleanliness it  
9 costs money. And so we want to be thinking about  
10 what is the cost to make sure that we have the  
11 adequate level of staffing on being able to address  
12 some of these needs whether it's cleanliness or  
13 whether it's investing in physical infrastructure  
14 that might improve the rider experience. Again  
15 thinking around lighting around bus stations and  
16 stops. Thinking about public restroom access for  
17 people across the region and how important that is  
18 as well as a part of this conversation.

19 Next slide. Okay. So the fun stuff. How  
20 do we pay for this? Right? Next slide, please. I  
21 think you all are all well aware but just to -- to  
22 highlight here. This really is looking at the  
23 revenues to the service boards from 2007 to 2022.  
24 You'll see starting in 2020 those red bars there

1 are the federal aid that has been supplementing the  
2 operations -- operational funding to all of our  
3 transit systems here. It comprises of about  
4 20 percent of the fares across the region but that  
5 we need to -- that's really what we're looking at  
6 solving for when we're talking about state  
7 recommendations for funding. Next slide. So to  
8 that end, we've been putting together some proposed  
9 packages for funding to help address that  
10 20 percent gap here. Next slide. So part of this  
11 includes a number of baseline strategies. Things  
12 that don't require new net resources but things  
13 that would make a big difference in the operational  
14 funding for all three of our agencies. And then we  
15 looked at a series of packages. Right? What if  
16 we're just addressing the 730 million dollar gap.  
17 What is that going to take in terms of funding?  
18 But really what we've heard from our transit  
19 agencies is that we shouldn't be talking about  
20 that. Nobody wants what we had in 2019. We all  
21 want something that is better, that is different,  
22 that is more responsive and visionary. So I will  
23 focus today on the meaningful investments and the  
24 transformational change. Again those packages both



1 have significant price tags that come along with  
2 them. The meaningful investment package is about 1  
3 billion dollars annually in operating funding. The  
4 transformational change package which would  
5 incorporate all of the things that I talked about,  
6 better bus lanes, ADA accessibility,  
7 safety-security strategies, would be 1.5 billion  
8 dollars annually with some annual capital costs and  
9 investments that would come along with this. Again  
10 CTA, Metra and Pace together is what those numbers  
11 are for here.

12 The next slide. I'm going to walk through  
13 some of the strategies that we are putting forth to  
14 talk to the -- the General Assembly with first and  
15 foremost. This baseline actions you'll see in all  
16 of our packages here that we think that, you know,  
17 there does need to be increased state support for  
18 paratransit service to the tune of about  
19 220 million dollars. Right now what the state  
20 provides is about 8 million dollars annually that  
21 comes off the top because it's required but that  
22 really when you look across the country, when you  
23 look at other major metropolitan regions, states  
24 are providing more financial funding to help their

1 agencies meet those paratransit goals. Excuse me.  
2 That we really need to be thinking about fully  
3 funding the state and reduced fare mandates. Again  
4 unfunded mandates that continue to eat away at the  
5 opportunities for the agencies to meet their daily  
6 operating needs. That we need to remove the state  
7 service fee on the RTA sales tax of about  
8 30 million dollars annually. And again that we've  
9 been talking with our transit service providers to  
10 see what cost savings they might be able to bring  
11 to the table as well and that this is through joint  
12 purchasing or through, you know, fuel purchasing.  
13 Moving forward is that we think that the transit  
14 agencies themselves come up with about 200 million  
15 dollars in savings annually based on our  
16 conversations with staff and all of the agencies.  
17 In addition, we're thinking about what are the  
18 durable sources of funding that we should be moving  
19 forward with. Plus, perhaps some diminishing  
20 sources of funding as well but recognizing that  
21 those diminishing sources aren't things that we can  
22 rely on sustainably into the future but might be a  
23 good stop-gap measure for us in the interim here.

24 So you'll see things like expanding the

1 sale tax base and lowering the rate. We know that  
2 we have very high sales tax rates in the region.  
3 Rates on goods. But you could expand the sales tax  
4 to services to help broaden that base and modernize  
5 our tax policy. It's really a state-wide  
6 conversation. But the opportunity would be, you  
7 know, to the tune of about 5 -- 315 million dollars  
8 annually. You know, we also are looking at other  
9 new sales tax matches going through some existing  
10 formulas. Expanding commercial parking taxes in  
11 transit rich areas. One of the things that also  
12 does is that, you know, provides maybe  
13 opportunities for people to make a modal shift to  
14 take transit instead. And then there are some  
15 other ideas that we have there whether it's  
16 in-region vehicle registration surcharge of  
17 10 dollars per car that could go transit. Again as  
18 we get into those diminishing sources you could  
19 raise the RTA sales tax. The state could choose to  
20 raise the RTA sales tax by about a quarter percent.  
21 Again that would come up with about 545 million  
22 dollars annually. You could look at tolling and  
23 adding an increment on tolling as well. But I  
24 think again as we -- as I lay these out, I want to

1 really highlight the fact that there is not one  
2 single source of revenue that is going to help us  
3 achieve that 730 million dollars nor that  
4 1.5 billion dollars. So we are going to be needing  
5 the State and the region to look at lots of  
6 different options to be able to bring to the table  
7 sort of a collection of resources that would help  
8 support our transit system operators.

9 Next slide. The meaningful change package  
10 again includes all of those baseline items. It  
11 includes a number of the same durable sources. You  
12 could think about -- we've got some additional  
13 options in here. You could think about maybe an  
14 in-region motor fuel tax surcharge at 5 cents per  
15 gallon. That would raise about 135 million dollars  
16 annually for transit. Again I know we did just  
17 raise the gas tax -- the motor fuel tax and index  
18 it to inflation in 2019. The State did. But as we  
19 think about again how do we help support our  
20 transit system. These systems are all very  
21 interconnected and so the idea is that we should  
22 use our transportation resources to support our  
23 transportation system holistically and not sort be  
24 dividing it up by roads and bridges and transit but

1 the state is needing to start thinking about the  
2 whole transit system.

3           Okay. I'll keep going then. So next  
4 slide. I touched on this a little bit. We want to  
5 make sure that we are setting our transit agency  
6 partners up for success here. That while we're  
7 talking about operations mostly and operational  
8 funding, we do recognize that there are some  
9 capital investment needs that would have to be met  
10 in order for us to achieve some of these things.  
11 Like full fare integration for example. You know,  
12 the Metra system doesn't have sort of that tap on  
13 system in place right now so they would need some  
14 capital costs to be able to invest in that moving  
15 forward. For some of the real-time data  
16 information that would have to happen at stations  
17 we recognize that there are hard capital costs to  
18 put the fiber in to connect the system. Again and  
19 there's some ongoing maintenance costs. But we do  
20 have some short-term and long-term capital options  
21 as well that would help invest. Things like  
22 flexing our -- our federal highway dollars to be  
23 more multimodal. Federal transit dollars across  
24 the region. And some very future focused things

1 like road usage charge as we begin to see our  
2 vehicles transition over to be more electric in the  
3 future.

4 Next slide. Okay. So part of this  
5 discussion has also been about how do we make this  
6 happen. What are the structures and what are the  
7 responsibilities of our transit agencies and are  
8 there things that we should be looking at in terms  
9 of governance to better facilitate this multimodal  
10 system here. And so the next slide talks about  
11 where we are. So we've been drafting some -- we've  
12 explored case studies, drafting reform options,  
13 recommendation in looking at governance models for  
14 transit across the entire country and around the  
15 world. We right now are refining and finalizing  
16 recommendations for our board meeting and our MPO  
17 meeting in September and October here.

18 Next slide. Thank you. So one of the  
19 things we wanted to do is really start with some  
20 foundational structure for what we were talking  
21 about when we're talking about governance is that  
22 we need to be thinking about new methods of funding  
23 to better align with regional goals. That we need  
24 some -- a greater level of centralization of

1 certain functions. That fare policy is the top  
2 example of that. But that we should think about  
3 sort of regional perspectives on regional governing  
4 boards to reduce colloquial views of transit  
5 issues. But that we also need to provide local  
6 avenues for local input. We hear that, you know,  
7 stakeholders across the region whether you're an  
8 elected official or whether you're a resident you  
9 want to be able to have that avenue to access board  
10 members and -- and the staff of transit agencies.  
11 Another top priority I think is really going back  
12 and looking at this 50 percent farebox recovery  
13 ratio requirement that is set in statute.

14 Recognizing that we've got a couple more years of  
15 the -- a waiver on this. What is the right method  
16 or the right metric that we should be looking at in  
17 terms of fare recovery ratios. And maybe not have  
18 it -- it's the highest in the nation. The next  
19 highest one is 30 percent. So how can you use it  
20 as a tool to do better but not necessarily have it  
21 hamstringing the operations and your ability to be  
22 responsive to new service markets across the  
23 region.

24 Next slide. So when we think about our

1 transit systems, again there are many different  
2 functions that our transit systems provide whether  
3 it's service, funding. There's administrative  
4 services. There's fare policy. There's capital  
5 services. But we were trying to break down sort of  
6 what are the functions and what functions would  
7 help our region, our -- our transit operators act  
8 more like a regional -- regional coordinated effort  
9 here.

10 Next slide. So you'll see, you know, this  
11 is just an example when we're looking across the  
12 country. You can view all of these things very  
13 independent or you can start to think about how you  
14 might do them in a more coordinated way. Again  
15 that fare policy. Operational funding. These are  
16 sort of just on the -- the band of from independent  
17 to coordinated where those things might lay. Next  
18 slide. And so we -- the good regional planners  
19 that we are have been going through methodically  
20 all of the scenarios that we could have in our  
21 region. So we looked at minimizing the role of the  
22 RTA but recognizing that doesn't meet our goals and  
23 our challenges that we have here. The status quo  
24 we heard from folks wasn't meeting the needs of



1 today as well. That we could keep the governance  
2 structure the same that we have today, the RTA and  
3 the three service boards but address the funding  
4 allocations. And really those three options we've  
5 taken off the table. And we're debating a series  
6 of four options moving forward that follow under a  
7 header to include of having a stronger regional  
8 coordinating agency and leaving the service board  
9 or integrating service boards into a single agency  
10 here. I'm going to walk through those four options  
11 moving forward. And that sort of -- and then I'll  
12 have next steps here. So again really focusing on  
13 these four options. So you can have a stronger  
14 coordinating agency that would centralize financial  
15 stewardship, fare policy and prioritize capital  
16 funding. We've seen countries like in Germany  
17 they've been having this regional network manager  
18 model that has been pretty successful for them. So  
19 it's the same as that first option but they you  
20 would also centralize capital planning, state of  
21 good repair and expansion projects and they would  
22 central service planning functions related to  
23 prioritizing new markets and setting those  
24 performance standards whether it's sort of that

1 farebox recovery ratio of who you're reaching out  
2 past that service and growth should happen.

3 Let's keep moving because I think the  
4 visuals might help us. So again the stronger  
5 coordinating agency really just moves that fare  
6 policy from the agency's buckets into the stronger  
7 regional agency there but then CTA, Metra and Pace  
8 would still do -- I should have had that bigger.

9 MS. WILKISON: The service planning.

10 MS. ALEMAN: Service planning, day-to-day and  
11 capital planning. The next slide. That regional  
12 network manager then has the fare policy, capital  
13 planning, funding allocation and then regional  
14 service planning as well but the agencies would  
15 still really focus on the operations. The transit  
16 operating and the daily service decisions.

17 Next slide. Another option that's been on  
18 the table and been recommended in future -- or in  
19 past reports is that you would have a regional  
20 board, a regional entity and then you would have  
21 service committees for Metra, CTA, Pace. We've  
22 also heard from the counties across the region that  
23 paratransit is really important. They provide a  
24 lot of those complimentary services to what Pace

1 does today but they would like to have more  
2 coordination around paratransit across the region.  
3 And this last model number four, next slide, is  
4 really sort of what you would do in a region if you  
5 could start from scratch. This is probably the  
6 most pie in the sky but you have a bus division, a  
7 rail division and a paratransit division. Again  
8 these are the -- the four options. We think we are  
9 honing in on options two and options three as  
10 recommendations to the General Assembly. Both  
11 those options provide a whole host of benefits to  
12 our region and help us facilitate a stronger  
13 coordinated regional agency -- or regional transit  
14 system across our region.

15 Next slide. All right. So we are in the  
16 home stretch, the final few months of this work  
17 here. We're continuing to have focus groups with  
18 stakeholders across the region. We're talking with  
19 our counties. We're talking with all the service  
20 boards. So thank you so much for inviting me and  
21 having me here to talk with you about this today  
22 and coordinating with the metropolitan mayor's  
23 office as well really recognizing that local mayors  
24 from across the region do have a role in these

1 conversations. We'll be finalizing the packages  
2 for improvement and the funding packages and  
3 the -- well, we are at the moment back at the  
4 office continuing to narrow those governance  
5 options and continuing to develop them based on  
6 feedback from our Board, from the MPO and that we  
7 will have a board and MPO Policy Committee meeting  
8 on September 13th. President Carter does sit on  
9 the MPO Policy Committee and has a vote there as  
10 long as -- as well as all of our transit agencies,  
11 our county board chairs, CDOT, IDOT, RTA as well.  
12 So the 13th is really discussion. We'll be  
13 providing both bodies with that first draft that  
14 we're looking at of recommendations and then  
15 October 11th we will come back with a final draft  
16 with a recommendation that the Board and the MPO  
17 Policy Committee pass a resolution of support to  
18 send this report to the General Assembly at the  
19 governor's office. And then the work really  
20 begins. Right? That we need to be in Springfield  
21 talking about why it's so important that we invest  
22 substantially in our transit system.

23 So I think that is it from me from  
24 the -- the presentation front. Again Laura and I

1 are here and happy to answer any questions that you  
2 might have. But all of this information is posted  
3 on our website including a number of summary memos  
4 and reports and details and soon all of the -- the  
5 full draft will be available on our website as  
6 well.

7 CHAIRMAN BARCLAY: Thank you for your  
8 presentation. I appreciate your efforts in  
9 formulating these recommendations to address  
10 funding challenges in our public transportation  
11 system in this region. As the recommendations  
12 continue, I hope that equity is first and foremost  
13 considered in your final recommendations. I'd like  
14 to open it up to any other board members that have  
15 any questions or comments?

16 SECRETARY GREENLEE: Director Lee?

17 DIRECTOR LEE: Sure. I just have a couple. So  
18 thank you for the presentation. Very informative  
19 and comprehensive and I -- I like the direction  
20 that we're moving towards for a more just like a  
21 holistic approach to transit. This is good. Just  
22 a question regarding like the bus infrastructure.  
23 Are we also considering like the infrastructure  
24 around -- you were talking about roadways. But are

1 we talking about like also bus stops and like  
2 access to sidewalks, these kind of things like to  
3 get to the bus stop for accessibility?

4 MS. ALEMAN: Yes. That is also part of the  
5 conversation. Part of the -- that enhances that  
6 1.5 billion dollars annually we think would bring  
7 again the funding to facilitate some of those  
8 capital investments --

9 DIRECTOR LEE: Sure. Good to ask. Because you  
10 can't stop at just the roads.

11 MS. ALEMAN: Yeah.

12 DIRECTOR LEE: Because if you can't get to the  
13 bus stop, you're not getting on the bus.

14 MS. ALEMAN: That's right.

15 DIRECTOR LEE: Okay. So next question I guess  
16 I was wondering about the inclusion of like the  
17 elevators in the capital infrastructure kind of  
18 things because elevators as we know are very  
19 expensive and like maintenance of such things. And  
20 so I just wanted to double check if that is also  
21 being considered.

22 MS. ALEMAN: It is. And so while it may not be  
23 enough to on day one that 1.5 billion dollars  
24 wouldn't be enough to address all of the elevator

1 needs in the ADA accessibility needs in the system,  
2 it would allow the agencies to plan and create sort  
3 of a capital improvement plan where they could make  
4 more substantial progress on --

5 DIRECTOR LEE: Sure.

6 MS. ALEMAN: -- accelerating their plans for  
7 station accessibility.

8 DIRECTOR LEE: I like accelerating progress.  
9 That's good. So last question. Regarding -- like  
10 I know you touched on paratransit multiple times.  
11 And increasing funding is great but are we also  
12 including considerations for like level of service.  
13 Because great that you give them more money. Not  
14 good that if the service levels are continually bad  
15 so.

16 MS. ALEMAN: Yeah. I know, Laura, you've been  
17 in the weeds on this a little bit more than I have.

18 MS. WILKISON: Yeah. It's kind of like if  
19 we're talking about bus headways. Right? It's can  
20 you make it -- can you make it -- what you want can  
21 you actually have the ability to do. And I think a  
22 lot about what we talk about with paratransit is  
23 making sure that that level of service gets better.  
24 I think we talked about transit in general like we

1 need to make sure that reliability and frequency  
2 are really the cornerstones of any of the transit  
3 system. So I do think that's something that we're  
4 addressing in there and making sure that if we want  
5 it to be a better system we're going to have to  
6 fund it. And going back to that visionary  
7 conversation is what do we want and then how do we  
8 fund those versus how do we work with what we've  
9 been given and I think that's the different  
10 situation --

11 DIRECTOR LEE: It's just been so siloed and  
12 fragmented. So if you're just a user paratransit  
13 in one county versus another it's -- it's very  
14 frustrating. So I just wanted to double click on  
15 that one.

16 MS. WILKISON: And we talk about kind of  
17 consolidating that work too. We've got a lot of  
18 counties that have started consolidating within  
19 their counties but not all of the counties. So  
20 it's something we're aiming towards.

21 DIRECTOR LEE: Thank you. Those are my  
22 questions. Thank you.

23 MS. WILKISON: Thank you.

24 SECRETARY GREENLEE: Director Miller?



1           DIRECTOR MILLER: Thank you. Thanks for the  
2 presentation. A lot of work has been put in to it.  
3 I just kind of want to know the RTA has had a plan  
4 and still presented a plan how to -- how -- is it  
5 merging or what? How is that -- your plan  
6 different?

7           MS. ALEMAN: Yeah. So we started off looking  
8 at their strategic plan and really adopting a  
9 number of parallel recommendations that they have  
10 like reduce or waiving the farebox recovery fee but  
11 thinking about new ways of funding the system. And  
12 what we wanted to do is really, you know, take the  
13 next year or two of funding opportunities and dive  
14 in in a little bit more detail together. So we  
15 have built in a number of their recommendations but  
16 we were asked to sort of look at a few things that  
17 were beyond what they usually look at in a  
18 strategic plan.

19           MS. WILKINSON: Yeah. I would just add on. I  
20 think that I kind of called that the phase one and  
21 we're the phase two is what we've built upon their  
22 vision. And they talk about there's some  
23 possibilities for funding. We kind of dive into  
24 these are the good policy decisions for funding.

1 So it's kind of like taking their -- their plan and  
2 building on it. So I don't think there's anything  
3 that's contradictory. We just kind of put more  
4 meat on the bones after the -- in this report.

5 DIRECTOR MILLER: Thank you.

6 SECRETARY GREENLEE: Director Ortiz?

7 DIRECTOR ORTIZ: There is. Thank you for  
8 coming and presenting. I think there's a lot of  
9 value to having CMAP particularly look at our  
10 region and really being able to find more of a  
11 third-party perspective to this work so I  
12 definitely value that. There's a couple of pieces.  
13 Maybe the most important one is very much to your  
14 point is how is equity being really lived through  
15 this entire process. Particularly along the lines  
16 of we all know the city of Chicago, the population  
17 and how is that actually being viewed and practiced  
18 through both the governance, the funding and  
19 decision-making power of all of the options that  
20 are being presented. Right? So I think our  
21 population is very different. The kind of service  
22 we provide is very different. The kind of people  
23 that we serve is also very different. So I would  
24 love to hear more on that. And obviously be

1 supportive of any other recommendations that really  
2 speak to that. I recognize that CMAP and other  
3 agencies respond and are -- serve a broader range  
4 of partners but to the extent that Chicago is still  
5 a big -- bigger factor in all of the different  
6 components I'd love to really see how that is more  
7 of a deep dive into what options there are, that  
8 are clear and that are practical for that to  
9 actually be lived in -- in the way this is  
10 implemented. The other portion is very much, you  
11 know, maybe on the logistics of things. You know,  
12 I think there's a lot of information that beyond  
13 the Board we see even in terms of the day-to-day  
14 information of where are there challenges, where  
15 are there gaps, what are the issues and it would be  
16 great to find that knowledge to be also served in a  
17 regional aspect versus having all these different  
18 people kind of zipped into more specific  
19 components. So it would be great to also  
20 understand where and how different board members or  
21 knowledge or people from the different entities can  
22 actually be consistent across the various boards or  
23 action boards in that sense. And last but not  
24 least, I appreciate that this is a document as we

1 all know and as planners we all put our hearts into  
2 it. We put all our brain power into it but it's  
3 really going to be a matter of how it's going to be  
4 implemented. Right? And how much does the General  
5 Assembly take on from this to actually take it to  
6 action. So if there are any aspects of that that  
7 we can all be helpful, audience members here can be  
8 helpful, I think that is really going to be the  
9 real lift of this work. I think we can all come up  
10 with great solutions. But I think just having the  
11 actual willpower and the actual action power to get  
12 this into action is really the key. So any and all  
13 aspects of how do we actually implement any or all  
14 of the actions that are recommended would be really  
15 helpful.

16 MS. ALEMAN: Great. Thanks, Rosa. Those  
17 are --

18 DIRECTOR ORTIZ: I'm sorry I couldn't speak.

19 MS. ALEMAN: No. We will come back with some  
20 of those ideas too. I think one of the things that  
21 just came to mind as you were describing this is  
22 oftentimes as a planner is, yes, we've taken the  
23 equity but we really do need to be pulling that out  
24 so people can see. Right? I mentioned that we do

1 need to make sure that we have fares that are, you  
2 know, responsive to sort of what different salaries  
3 are right across our region but that for me \$110  
4 monthly CTA pass isn't a big deal but that we need  
5 to be building in the policies where, you know, you  
6 get to the point of spending your \$110 maybe and  
7 you spend it in week three because you don't have  
8 \$110 right up front is that fare capping policy is  
9 a required part to make this equitable. I think  
10 too one of the things that's really hamstrung this  
11 region is that 50 percent farebox recovery ratio.  
12 It ties the hands of our operators in terms of  
13 serving new and emerging markets. And we recognize  
14 that 60 percent of the jobs across our region  
15 cannot be done from home. They are service  
16 industry. They're janitorial. They're food and  
17 beverage manufacturing. You know, they work in the  
18 life sciences and those are the people that we need  
19 to make sure that have access to strong transit and  
20 that you have to build that ridership. Right? You  
21 have trust. You have prove it. You have it be  
22 there consistently and it takes a while to get to  
23 that 50 percent. And that is really I think one of  
24 the huge barriers of equity that our

1 region -- inequity that our region has right now  
2 that the State has put that in place and it has  
3 caused so many places not to be served because it's  
4 too risky. Right? You aren't going to have the  
5 revenues to make the numbers work on the back end.  
6 So we will pull some stuff to be more -- more  
7 responsive but I appreciate your -- your insights  
8 in making sure that we're highlighting and the  
9 Chairman as well but we're highlighting equity as  
10 we bring this report to the General Assembly and  
11 Governor's office.

12 DIRECTOR ORTIZ: Thank you for all your work.

13 MS. ALEMAN: Thank you.

14 SECRETARY GREENLEE: Director Jha?

15 DIRECTOR JHA: Yeah. Plus one to everything we  
16 talked about because I don't want to pile on here.  
17 I have two things that I -- maybe we didn't -- we  
18 didn't cover. One is as I see most of the  
19 recommendation I -- I think we are well on our way  
20 in terms of working on those. As you were  
21 analyzing some of the data, did you look at the  
22 spectrum of where we are today and what the gap is  
23 in terms of what's impeding our progress? And  
24 primary to me it seems like it's leading to

1 funding. If we had the money, I think most of the  
2 programs of the recommendation are already well  
3 underway. I mean with the Meeting the Moment, like  
4 most of the reporting and dashboards at least we  
5 see at the Board level we see all of these things  
6 being discussed month after month. So I'd love to  
7 kind of have that point of view shared. As well to  
8 say that, you know, these are things that are  
9 already in motion but there is an impending factor  
10 here that's impeding our progress toward where we  
11 want to be. Right? And then the second part of  
12 that is outside of the ones that we're already  
13 working on from your visionary hat as you wear it  
14 what's something that's like a gotcha or something  
15 new that we -- none of us in the room had thought  
16 of. Right? I would be very interested to hear  
17 what somebody else is doing that maybe, you know,  
18 we could get a head start on. So that's one aspect  
19 of just the recommendation. And the second is the  
20 land use and development. Going back to equity.  
21 Like we heard trash cans and, you know, how parts  
22 of the city is not served the way other parts of  
23 the city are served. Just getting a little bit  
24 more detail around like how are we thinking about

1 prioritizing. What areas we would develop and like  
2 what specific plan around the use of that land and  
3 how the community around it gets more benefitted  
4 versus people that are coming in and out of that  
5 community. Right? So how can we bring that lens  
6 as well in terms of looking at it holistically. So  
7 those would be two of -- two of the things I'd be  
8 really interested in like digging in more.

9 MS. ALEMAN: If -- if I could, I would just say  
10 one thing in terms of impeding progress. And  
11 maybe, Laura, if there's something visionary that  
12 you want to think of while I'm talking about is  
13 that, you know, our transit agency has tout  
14 their -- their cost per ride as being one of the  
15 lowest across the nation. And that's a good thing.  
16 Right? But I also think you could flip that on its  
17 head and say that we have starved our transit  
18 agencies for way too many years. And it's not  
19 about that cost per ride being so low. It's about  
20 is that ride actually fulfilling the needs that are  
21 there and maybe that does cost us a little bit  
22 extra to have that system that President Carter was  
23 talking about. To have the headways that we need  
24 it just does cost money. And so we have to think



1 about, well, how much does it cost to have a fully  
2 functioning economy. How much -- how important is  
3 it that we are investing in, you know, people  
4 without vehicles being able to continue to take  
5 transit to get to jobs and education and putting  
6 some numbers and big picture numbers about how that  
7 really will make our economic growth here. That's  
8 why businesses choose to be here because we have a  
9 transit system that's strong. And so we've been  
10 arguing that maybe that's not the right measure.  
11 Right? Is that we don't want to have the lowest  
12 cost per ride because we've been starving ourselves  
13 and our system.

14 MS. WILKISON: I'll just add on to that. I  
15 mean I think again most of you know that we're more  
16 out talking to the region and, you know, we've been  
17 doing focus groups and working with riders and the  
18 RTA did a lot with paratransit to answer to make  
19 sure we have the rider perspective. I think Erin  
20 started with that. What is the rider getting from  
21 this? What is -- what is the benefit to them? And  
22 I think one of the things that we've been hearing  
23 as we've been going around, right, is that and in  
24 other communities is how is everybody else solving

1 this problem. And we've -- we're sitting in a  
2 system that's set up in 1980 of how were funding  
3 this and still using that same system to fund and  
4 thinking about flipping it again on its head and  
5 saying like how -- what do we want from the system  
6 and then how do we fund it. And people are doing  
7 that differently everywhere. So we've been looking  
8 at case studies. New York is going to do cordon  
9 pricing. Right? So you're going to pay a fee when  
10 you get into the downtown Manhattan area. That's  
11 how they're going to fund their transit system.  
12 San Francisco is -- or San Diego is embarking on  
13 this right now of how are they going to look at the  
14 funding and we're starting to have conversation  
15 with them. So everybody is in a similar situation  
16 but because of how they funded the system they're  
17 addressing it differently. And because we've had  
18 the 50 percent farebox recovery ratio, because we  
19 have 1983 funding distribution, we are being  
20 impacted in a different way. So while, you know,  
21 it's not fun to talk about any of these funding  
22 pieces and I think again what we've been looking at  
23 is how do they affect people, how do they affect  
24 the rider, what is the equity concern because of

1 the situation we've had for the last thirty or  
2 forty years we're -- we're -- we're having to deal  
3 with this in a different way than a lot of other  
4 people are -- are looking at it. They've --  
5 they've paid for it in different ways than we've  
6 been able to. It's not even a choice. It's how  
7 we've been able to in the last thirty or forty  
8 years so.

9 DIRECTOR ORTIZ: Sorry. Last one. On that  
10 note you just helped me think through. Like you  
11 put down what would be the investment. I wonder if  
12 we can be clearer about what would be the benefits  
13 of those investments so that we're able to really  
14 tell the story of this is an investment and here is  
15 our results and this is why we're recommending that  
16 to kind of give a better, bigger picture to people  
17 like this is -- this is the end goal we're  
18 trying to close on.

19 MS. ALEMAN: Yes.

20 DIRECTOR MILLER: Thank you.

21 CHAIRMAN BARCLAY: Thank you very much. We  
22 could have this conversation all day long.

23 MS. ALEMAN: I know. Thank you.

24 CHAIRMAN BARCLAY: Thank you for coming.

1 MS. ALEMAN: I appreciate it. Thank you.

2 CHAIRMAN BARCLAY: Our next order of business  
3 is a report from the Citizens Advisory Board which  
4 will be made by our newly elected Chairperson  
5 Katanya Raby who is present today with our newly  
6 elected Citizens Advisory Board Vice President Rob  
7 Johnson.

8 MS. RABY: Good morning.

9 CHAIRMAN BARCLAY: Good morning.

10 MS. RABY: Chairman Barclay, President Carter,  
11 members of the transit board and all who are with  
12 us today, my name is Katanya Raby and I'm the newly  
13 elected Chairperson of the Citizens Advisory Board.

14 MR. JOHNSON: My name is Rob Johnson and I'm  
15 the newly elected Vice Chairperson of the Citizens  
16 Advisory Board.

17 MS. RABY: We are here today to introduce  
18 ourselves and to provide a summary of the  
19 accomplishments of the Citizens Advisory Board at  
20 our meetings on June 29th and August 23rd. I would  
21 like to invite our Vice Chair Rob Johnson to tell  
22 you about -- a bit about himself.

23 MR. JOHNSON: Sure. Good morning again. Rob  
24 Johnson and I am currently the Director of

1 Community Engagement for BOMA/Chicago, a Building  
2 Owner and Manager Association. I moved to Chicago  
3 in 2006 to attend law school. Prior to that, I was  
4 a military brat so I consider myself an adopted  
5 Chicagoan. Not quite old enough to say full  
6 Chicagoan yet. And in my career I've had stints as  
7 the legislative counsel in Mayor Rahm Emanuel's  
8 Office, Director of Government Affairs for the  
9 Chicago Housing Authority, Deputy Commissioner for  
10 Performance Management at Chicago Department of  
11 Transportation and the public policy manager for  
12 the midwest region for Uber prior to my time at  
13 BOMA/Chicago. Along those ways I've had various  
14 and continued touch points with the Chicago Transit  
15 Authority. I consider it a professional highlight  
16 and also personally. The -- the public transit  
17 options here in Chicago is a big reason why I call  
18 it home today so to be here in front of you in this  
19 role is an immense personal privilege and I'm happy  
20 to be of an asset to you all as well as  
21 constituents in the city of Chicago.

22 MS. RABY: Thanks, Rob. And a little bit about  
23 myself. I am an urban planner and designer and  
24 I -- I am a life-long Chicagoan. I've been riding

1 the CTA since I was a little one. So it's been a  
2 real pleasure to be able to grow up and -- and, you  
3 know, be before you all today as a life-long CTA  
4 rider. I currently am the VP of Planning and  
5 Development at Far South Community Development  
6 Corporation which is a non-profit organization on  
7 the very, very far south side of Chicago. And  
8 we're definitely big supporters of the Red Line  
9 extension. As you all know, we definitely look  
10 forward to rapid transit service in that area in  
11 the very near future. I have experience in working  
12 in various levels of government. Most recently I  
13 worked with the Lightfoot administration and worked  
14 on various transit and equitable transit-oriented  
15 and development policy plans as well as housing  
16 policy for the Lightfoot administration. And then  
17 prior to that, I was actually working with our  
18 colleagues that just left at CMAP, the Chicago  
19 Metropolitan Agency Planning, doing a lot of work  
20 with them on regional planning as well as  
21 transportation and local planning. So I'm really  
22 happy to share my expertise in those fields as well  
23 and be a voice for those who are, you know, of our  
24 city and -- and help to make sure that we are

1 working together to build a stronger and more  
2 amazing transit system.

3 And so with that, I'll just go into a  
4 quick summary of our previous meetings. So on  
5 June 29th each member of the CAB introduced  
6 themselves so we all got to know one another which  
7 was really lovely. We -- several key leaders from  
8 CTA including Chairman Barclay and President Carter  
9 had the opportunity to meet with us and -- and  
10 greet us. As well as other leaders from a variety  
11 of departments. We also received binders with  
12 copies of key state statutes which included the  
13 Metropolitan Transit Act, the Open Meetings Act and  
14 a draft copy of the proposed bylaws for the CAB.  
15 And then on August 23rd we met to elect and to  
16 accept the proposed bylaws and forward them to the  
17 CTA Transit Board for adoption. We also elected  
18 the Chairperson and Vice Chairperson. And Mike  
19 Connelly, the CTA's Chief Planning Officer,  
20 presented the results from the recent customer  
21 service survey. Sorry. And then Sisavanh Baker,  
22 the CTA Ethics Officer, and her team from the  
23 general counsel's office facilitated an ethics  
24 training. And so those are pretty much the items

1 that we have accomplished thus far and we look  
2 forward to continuing to work with you and learn  
3 from you as we, you know, push forward to improve  
4 our experience with CTA. Thank you.

5 DIRECTOR MILLER: Thank you.

6 DIRECTOR ORTIZ: Thank you.

7 CHAIRMAN BARCLAY: Thank you very much.

8 welcome and congratulations on your recent  
9 appointments as Chair and Vice Chair. We all look  
10 forward to working with you and learning from you  
11 about some of the things that you observe and that  
12 you can share with this Board. As you were  
13 talking, I was reflecting. I started in that  
14 position myself a number of years ago. So it's  
15 near and dear to my heart. So gather as much  
16 information and challenge us forward to do better.  
17 That's what we want you to do. To bring us the  
18 tools that will help us, you know, sharpen our  
19 efforts to -- to be a better transit system for the  
20 citizens of Chicago. Thank you very much and  
21 welcome. And we look forward to working with you  
22 in the future.

23 MR. JOHNSON: Thank you.

24 MS. RABY: Thank you, Chairman.



1 CHAIRMAN BARCLAY: Our next order of business  
2 is executive session. It's my understanding, Kent,  
3 that there is an exsection session today.

4 MR. RAY: Yes, Chairman. The Board will move  
5 to go into closed session pursuant to the Illinois  
6 Open Meetings Act, Sections 2(c)(11) and 2(c)(21).

7 CHAIRMAN BARCLAY: I would now entertain a  
8 motion to recess into executive session for reasons  
9 stated by counsel.

10 DIRECTOR LEE: So moved.

11 DIRECTOR MILLER: Second.

12 SECRETARY GREENLEE: It's been moved by  
13 Director Lee and seconded by Director Miller that  
14 we move into executive session for the reasons  
15 stated by Counsel Ken Ray -- Kent Ray. We will  
16 take a roll call vote. Director Jha?

17 DIRECTOR JHA: Yes.

18 SECRETARY GREENLEE: Director Ortiz?

19 DIRECTOR ORTIZ: Yes.

20 SECRETARY GREENLEE: Director Miller?

21 DIRECTOR MILLER: Yes.

22 SECRETARY GREENLEE: Director Lee?

23 DIRECTOR LEE: Yes.

24 SECRETARY GREENLEE: Chairman Barclay?

1 CHAIRMAN BARCLAY: Yes.

2 (Whereupon, the Board recessed  
3 into Executive Session  
4 at 12:00 p.m.)

5 (Whereupon the meeting  
6 reconvened from executive  
7 session at 12:23 p.m.  
8 as follows:)

9 CHAIRMAN BARCLAY: I will now entertain a  
10 motion to return to open session, Georgette.

11 DIRECTOR LEE: So moved.

12 DIRECTOR MILLER: Second.

13 SECRETARY GREENLEE: It's been moved by  
14 Director Lee and seconded Director Miller that we  
15 return to open session. We'll take a roll call  
16 vote. Director Lee?

17 DIRECTOR LEE: Yes.

18 SECRETARY GREENLEE: Director Miller?

19 DIRECTOR MILLER: Yes.

20 SECRETARY GREENLEE: Chairman Barclay?

21 CHAIRMAN BARCLAY: Yes.

22 SECRETARY GREENLEE: Director Ortiz?

23 DIRECTOR ORTIZ: Yes.

24 SECRETARY GREENLEE: Director Jha?

1 DIRECTOR JHA: Yes.

2 SECRETARY GREENLEE: Chairman Barclay, the  
3 motion to return to open session passes.

4 CHAIRMAN BARCLAY: Our next order of  
5 business -- I'm sorry. Just one moment.

6 MR. RAY: Chairman, would you like me to  
7 address item 7-A?

8 CHAIRMAN BARCLAY: Yes, please.

9 MR. RAY: In closed session with respect to  
10 item 7-A, the Board reviewed closed session meeting  
11 minutes from June the 16th, 2023.

12 CHAIRMAN BARCLAY: Thank you, Kent. May I have  
13 a motion to approve the closed session minutes for  
14 June 16th, 2023?

15 DIRECTOR LEE: So moved.

16 DIRECTOR MILLER: Second.

17 SECRETARY GREENLEE: It's been moved by  
18 Director Lee and seconded by Director Miller that  
19 we approve the closed session minutes for  
20 June 16th, 2023. We'll take a roll call vote.  
21 Director Jha?

22 DIRECTOR JHA: Yes.

23 SECRETARY GREENLEE: Director Ortiz?

24 DIRECTOR ORTIZ: Yes.

1 SECRETARY GREENLEE: Chairman Barclay?

2 CHAIRMAN BARCLAY: Yes.

3 SECRETARY GREENLEE: Director Miller?

4 DIRECTOR MILLER: Yes.

5 SECRETARY GREENLEE: Director Lee?

6 DIRECTOR LEE: Yes.

7 SECRETARY GREENLEE: The motion to approve the  
8 closed session minutes from June 16th, 2023 passes.

9 CHAIRMAN BARCLAY: Our next order of business  
10 is board matters. Georgette, do we have any board  
11 matters?

12 SECRETARY GREENLEE: Chairman Barclay, we have  
13 three board matters on the agenda today. The first  
14 is to approve a resolution changing the date of the  
15 August 20, 2023 Chicago Transit Board meeting  
16 to -- from August 23rd to today, August 29th. The  
17 second is to approve a resolution changing the date  
18 of our next Chicago Transit Board meeting to  
19 September 22nd, 2023. And the third is to approve  
20 a resolution adopting the Citizens Advisory Board  
21 bylaws.

22 PRESIDENT CARTER: So we'll take those one at a  
23 time. May I have a motion to approve the  
24 resolution changing the date of August 2023 Chicago

1 Transit Board meeting from August 23rd, 2023 to  
2 August 29th, 2023?

3 DIRECTOR LEE: So moved.

4 DIRECTOR MILLER: Second.

5 SECRETARY GREENLEE: It's been moved by  
6 Director Lee and seconded by Director Miller.  
7 We'll take a roll call vote. Director Lee?

8 DIRECTOR LEE: Yes.

9 SECRETARY GREENLEE: Director Miller?

10 DIRECTOR MILLER: Yes.

11 SECRETARY GREENLEE: Chairman Barclay?

12 CHAIRMAN BARCLAY: Yes.

13 SECRETARY GREENLEE: Director Ortiz?

14 DIRECTOR ORTIZ: Yes.

15 SECRETARY GREENLEE: Director Jha?

16 DIRECTOR JHA: Yes.

17 SECRETARY GREENLEE: The res- -- the motion to  
18 approve the resolution passes.

19 CHAIRMAN BARCLAY: May I have a motion to  
20 approve a resolution changing the date of the  
21 Chicago Transit Board meeting for September 2023  
22 from September 13 to -- 2023 to September 22nd of  
23 2023?

24 DIRECTOR LEE: So moved.

1 DIRECTOR MILLER: Second.

2 SECRETARY GREENLEE: It's been moved by  
3 Director Lee and seconded by Director Miller.  
4 We'll take a roll call vote. Director Lee?

5 DIRECTOR LEE: Yes.

6 SECRETARY GREENLEE: Director Miller?

7 DIRECTOR MILLER: Yes.

8 SECRETARY GREENLEE: Chairman Barclay?

9 CHAIRMAN BARCLAY: Yes.

10 SECRETARY GREENLEE: Director Ortiz?

11 DIRECTOR ORTIZ: Yes.

12 SECRETARY GREENLEE: Director Jha?

13 DIRECTOR JHA: Yes.

14 SECRETARY GREENLEE: The motion to approve the  
15 resolution changing the September 2023 board  
16 meeting passes.

17 CHAIRMAN BARCLAY: May I have a motion to  
18 approve a resolution approving the adoption of the  
19 Citizens Advisory Board bylaws?

20 DIRECTOR LEE: So moved.

21 DIRECTOR MILLER: Second.

22 SECRETARY GREENLEE: It's been moved by  
23 Director Lee and seconded by Director Miller that  
24 the Citizens Advisory Board bylaws be approved. We

1 will take a roll call vote. Director Lee?

2 DIRECTOR LEE: Yes.

3 SECRETARY GREENLEE: Director Miller?

4 DIRECTOR MILLER: Yes.

5 SECRETARY GREENLEE: Chairman Barclay?

6 CHAIRMAN BARCLAY: Yes.

7 SECRETARY GREENLEE: Director Ortiz?

8 DIRECTOR ORTIZ: Yes.

9 SECRETARY GREENLEE: Director Jha?

10 DIRECTOR JHA: Yes.

11 SECRETARY GREENLEE: The motion to approve the  
12 Citizens Advisory Board bylaws pass -- passes.

13 CHAIRMAN BARCLAY: Our next order of business  
14 is a report from the Strategic Planning and Service  
15 Delivery Committee. Director Miller?

16 DIRECTOR MILLER: The committee met earlier  
17 this morning and approved the May 10th, 2023  
18 committee minutes. The committee reviewed one  
19 ordinance, an ordinance authorizing an agreement  
20 with the University of Chicago for the operation of  
21 bus routes 171, 172 and 192. That concludes my  
22 report, Chairman Barclay.

23 CHAIRMAN BARCLAY: Thank you, Director Miller.

24 DIRECTOR MILLER: Thanks.

1 CHAIRMAN BARCLAY: I will now entertain a  
2 motion to approve the ordinance authorizing an  
3 agreement with the University of Chicago for the  
4 operation of bus routes 171, 172 and 192 followed  
5 by a roll call vote.

6 DIRECTOR LEE: So moved.

7 DIRECTOR MILLER: Second.

8 SECRETARY GREENLEE: It's been moved by  
9 Director Lee and seconded by Director Miller that  
10 the ordinance to approve the agreement with the  
11 University of Chicago for the operation of bus  
12 routes 171, 172 and 192 be approved. We'll take a  
13 roll call vote. Director Lee?

14 DIRECTOR LEE: Yes.

15 SECRETARY GREENLEE: Director Miller?

16 DIRECTOR MILLER: Yes.

17 SECRETARY GREENLEE: Chairman Barclay?

18 CHAIRMAN BARCLAY: Yes.

19 SECRETARY GREENLEE: Director Ortiz?

20 DIRECTOR ORTIZ: Yes.

21 SECRETARY GREENLEE: Director Jha?

22 DIRECTOR JHA: Yes.

23 SECRETARY GREENLEE: The -- the motion passes.

24 CHAIRMAN BARCLAY: Our next order of business



1 is a report from the Committee on Finance, Audit  
2 and Budget which I will present in the absence of  
3 Director Jakes. The committee met earlier this  
4 morning and approved the July 12th, 2023 committee  
5 minutes and reviewed the financial report. The  
6 committee reviewed six ordinances. Review of an  
7 ordinance amending 022-141 approving the fiscal  
8 years 2023 through 2027 Capital Improvement  
9 Program. The review of an ordinance authorizing a  
10 license agreement with the City of Chicago to  
11 install, operate and maintain public health vending  
12 machines at designated rail stations. Review of an  
13 ordinance authorizing an amendment to a retail  
14 concession lease for property located at 15 West  
15 95th Street, Chicago, Illinois Red Line. Review of  
16 an ordinance authorizing a sublease between  
17 Sterling Racine, LLC and Development Now for  
18 Chicago for property located at 120 North  
19 Racine Avenue, Chicago, Illinois. Review of an  
20 ordinance authorizing an agreement with City  
21 Year, Inc. for volunteer service activities.  
22 Review of an ordinance authorizing an  
23 intergovernmental agreement with Cook County for  
24 the Sheriff to provide groundskeeping and

1 maintenance work on CTA property. The committee  
2 also reviewed ten contracts. The committee placed  
3 six ordinance -- six ordinances and ten of the  
4 contracts on the omnibus. The committee approved  
5 and recommended for Board approval six ordinances  
6 and ten contracts. That concludes the report of  
7 the Finance, Audit and Budget Committee. I will  
8 now entertain a motion to approve the omnibus at  
9 this time.

10 DIRECTOR LEE: So moved.

11 DIRECTOR MILLER: Second.

12 SECRETARY GREENLEE: It's been moved by  
13 Director Lee and seconded by Director Miller that  
14 the omnibus from the Finance, Audit and Budget  
15 Committee meeting be approved. We'll take a roll  
16 call vote. Director Lee?

17 DIRECTOR LEE: Yes.

18 SECRETARY GREENLEE: Director Miller?

19 DIRECTOR MILLER: Yes.

20 SECRETARY GREENLEE: Chairman Barclay?

21 CHAIRMAN BARCLAY: Yes.

22 SECRETARY GREENLEE: Director Ortiz?

23 DIRECTOR ORTIZ: Yes.

24 SECRETARY GREENLEE: Director Jha?

1 DIRECTOR JHA: Yes.

2 SECRETARY GREENLEE: The motion passes.

3 CHAIRMAN BARCLAY: Our next order of business  
4 is the construction report but we are deferring  
5 that until next meeting due to some time  
6 constraints and not having a quorum possibly. So  
7 we apologize for that. Our final order of business  
8 is new business. Georgette?

9 SECRETARY GREENLEE: Director Barclay --  
10 Chairman Barclay, there is no new business.

11 CHAIRMAN BARCLAY: Since there's no further  
12 business to come before the Board, may I have a  
13 motion to adjourn the Chicago Transit Board meeting  
14 of August 29th, 2023?

15 DIRECTOR LEE: So moved.

16 DIRECTOR MILLER: Second.

17 SECRETARY GREENLEE: It's been moved by  
18 Director Lee and seconded by Director Miller that  
19 the meeting be adjourned. We'll take a roll call  
20 vote. Director Jha?

21 DIRECTOR JHA: Yes.

22 SECRETARY GREENLEE: Director Ortiz?

23 DIRECTOR ORTIZ: Yes.

24 SECRETARY GREENLEE: Director Miller?

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DIRECTOR MILLER: Yes.

SECRETARY GREENLEE: Director Lee?

DIRECTOR LEE: Yes.

SECRETARY GREENLEE: Chairman Barclay?

CHAIRMAN BARCLAY: Yes. Thank you. Thank you  
to everyone for coming.

(Whereupon, the meeting  
adjourned at 12:31 a.m.)

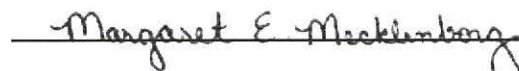
1 STATE OF ILLINOIS )

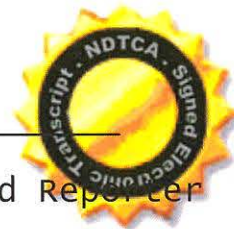
2 ) SS:

3 COUNTY OF C O O K )

4  
5 MARGARET E. MECKLENBORG, as an Officer of  
6 the Court, says that she is a Certified Shorthand  
7 Reporter doing business in the state of Illinois;  
8 that she reported in shorthand the proceedings of  
9 said meeting, and that the foregoing is a true and  
10 correct transcript of her shorthand notes so taken  
11 as aforesaid, and contains the proceedings given at  
12 said meeting via videoconference.

13 IN TESTIMONY WHEREOF: I have hereunto set  
14 my verified digital signature this 1st day of  
15 September , 2023.

16  
17  
18   
19 Illinois Certified Shorthand Reporter



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| <b>zipped</b>          | 2(c)(11)               | <u>5</u>              |                |  |  |
| 83:18                  | 97:6                   | <b>5</b>              |                |  |  |
| <u>0</u>               | 2(c)(21)               | 56:15 67:7 68:14      |                |  |  |
| <b>022-141</b>         | 97:6                   | <b>50</b>             |                |  |  |
| 105:7                  | <b>2.2</b>             | 8:6 71:12 85:11,23    |                |  |  |
| <b>084-004495</b>      | 35:3                   | 90:18                 |                |  |  |
| 1:24                   | <b>20</b>              | <b>500,000</b>        |                |  |  |
| <u>1</u>               | 6:3 64:4,10 100:15     | 7:13                  |                |  |  |
| <b>1</b>               | <b>20-minute</b>       | <b>545</b>            |                |  |  |
| 29:4 65:2              | 8:7                    | 67:21                 |                |  |  |
| <b>1.5</b>             | <b>200</b>             | <b>567</b>            |                |  |  |
| 65:7 68:4 78:6,23      | 35:12 66:14            | 1:11,17               |                |  |  |
| <b>10</b>              | <b>2006</b>            | <u>6</u>              |                |  |  |
| 67:17                  | 93:3                   | <b>60</b>             |                |  |  |
| <b>10,000</b>          | <b>2007</b>            | 8:11 85:14            |                |  |  |
| 22:17 45:14            | 63:23                  | <b>600</b>            |                |  |  |
| <b>10:09</b>           | <b>2015</b>            | 23:14                 |                |  |  |
| 1:9 3:3                | 33:19                  | <b>60661</b>          |                |  |  |
| <b>100-plus</b>        | <b>2019</b>            | 1:12                  |                |  |  |
| 11:15                  | 58:2,5 64:20 68:18     | <u>7</u>              |                |  |  |
| <b>10th</b>            | <b>2020</b>            | <b>7-A</b>            |                |  |  |
| 103:17                 | 63:24                  | 99:7,10               |                |  |  |
| <b>110</b>             | <b>2022</b>            | <b>70</b>             |                |  |  |
| 11:19 85:3,6,8         | 7:3 23:10 57:2 63:23   | 8:11                  |                |  |  |
| <b>118</b>             | <b>2023</b>            | <b>730</b>            |                |  |  |
| 35:19                  | 1:3,7 3:12 21:17 23:13 | 64:16 68:3            |                |  |  |
| <b>11th</b>            | 29:1 51:16 52:9        | <u>8</u>              |                |  |  |
| 21:17 76:15            | 99:11,14,20 100:8,15   | <b>8</b>              |                |  |  |
| <b>12:00</b>           | 100:19,24 101:1,2,21   | 65:20                 |                |  |  |
| 98:4                   | 101:22,23 102:15       | <b>84</b>             |                |  |  |
| <b>12:23</b>           | 103:17 105:4,8         | 52:21                 |                |  |  |
| 98:7                   | 107:14 109:15          | <b>85</b>             |                |  |  |
| <b>12:31</b>           | <b>2027</b>            | 23:17,20              |                |  |  |
| 108:8                  | 105:8                  | <b>8th</b>            |                |  |  |
| <b>120</b>             | <b>2040</b>            | 32:11                 |                |  |  |
| 105:18                 | 56:17                  | <u>9</u>              |                |  |  |
| <b>12th</b>            | <b>2050</b>            |                       |                |  |  |
|                        | 56:10                  |                       |                |  |  |
|                        | <b>220</b>             |                       |                |  |  |
|                        | 65:19                  |                       |                |  |  |
|                        | <b>22nd</b>            |                       |                |  |  |