

1
2 CHICAGO TRANSIT AUTHORITY
3 March 2023 REGULAR BOARD MEETING
4

5 Held via videoconference

6 on

7 March 8th, 2023

8 at

9 10:04 a.m.

10 at

11 567 West Lake Street, 2nd Floor,
12 Chicago, Illinois 60661
13

14
15 STENOGRAPHIC REPORT OF PROCEEDINGS via
16 videoconference had in the above-entitled cause
17 held at the Chicago Transit Authority Headquarters,
18 567 West Lake Street, 2nd Floor, Chicago, Illinois,
19 Lester L. Barclay, presiding.
20

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22
23 REPORTED BY: Margaret E. Mecklenborg, CSR

24 LICENSE NO.: 084-004495



1 BOARD MEMBERS:

2 MR. LESTER L. BARCLAY, Chairman;

3 DR. L. BERNARD JAKES, Director;

4 MS. NEEMA JHA, Director;

5 MS. MICHELE A. LEE, Director;

6 REV. JOHNNY L. MILLER, Director;

7 MR. DORVAL R. CARTER, JR., President;

8 MR. KENT S. RAY, General Counsel.

9 MS. GEORGETTE L. GREENLEE, Secretary.

10 ABSENT:

11 MS. ROSA ORTIZ, Director.

12 SPEAKERS:

13 MR. KEANO F. GOTTLICHER

14 PRESENTERS:

15 MR. JUANPABLO PRIETO,
16 Director, Diversity Programs;

17 MR. WILLIAM MOONEY,
18 Chief Infrastructure Officer;

19 ALSO PRESENT:

20 MR. DONALD BONDS, Chief Transit Officer;

21 MR. MARC BUHMANN, Videographer;

22 MR. JAY CHAROENRATH, General Manager,
23 Bus Engineering and Heavy Maintenance
24 and Instruction;

MS. TAMMY CHASE, Director of Communications and
Media Relations;

MR. MICHAEL CONNELLY, Chief Planning Officer;



1 ALSO PRESENT:(Continued)

2 MS. MICHELE CURRAN, Vice President,
Budget & Capital Finance;

3 MR. JEREMY FINE, Chief Financial Officer;

4 MR. ANDREW FULLER, Chief Internal Auditor;

5 MS. CAROLINE GALLAGHER,
6 Chief Strategy, Data and Technology Officer;

7 MS. ELSA GUTIERREZ, Vice President, Planning;

8 MS. SONJA HARGROVE, General Manager,
Strategic and Business Operations;

9 MS. NORA LEERHSEN, Chief of Staff;

10 MS. ELLEN MCCORMACK, Vice President of
11 Purchasing and Supply Chain;

12 MR. THOMAS MCKONE,
13 Chief Administrative Officer;

14 MS. APRIL MORGAN,
Chief of Staff, Office of the Chairman;

15 MR. HERB NITZ,
16 Director, Technology Engineering;

17 MS. SANJA NOBLE,
Director of Treasury Operations;

18 MS. MOLLY POPPE, Chief Innovation Officer;

19 MS. LISA SMITH,
20 Director of Budget;

21 MR. SAMUEL SMITH,
Vice President, Legislative Affairs;

22 MR. BRIAN STEELE,
23 Vice President of Communication and Marketing;

24 MS. NANCY-ELLEN ZUSMAN,
Chief Safety & Security Officer.



1 (whereupon the meeting
2 convened at 10:04 a.m.
3 as follows:)

4 SECRETARY GREENLEE: Good morning. I will turn
5 the meeting over to Chairman Barclay.

6 CHAIRMAN BARCLAY: Good morning. I would like
7 to call to order the regularly scheduled meeting of
8 the Chicago Transit Board for March 8th, 2023.
9 Georgette, please, call the roll.

10 SECRETARY GREENLEE: Director Jha?

11 DIRECTOR JHA: Here.

12 SECRETARY GREENLEE: Director Lee?

13 MR. NITZ: Director Lee just dropped and pulled
14 back in. Give her a minute to get audio.

15 DIRECTOR LEE: Sorry. I second.

16 SECRETARY GREENLEE: So you're -- you're here,
17 Director Lee?

18 DIRECTOR LEE: I'm here. Are we seconding?
19 I -- I don't know what I missed.

20 SECRETARY GREENLEE: We're glad you're here
21 with us. Director Miller?

22 DIRECTOR LEE: Yeah. I'm here. Yes.

23 DIRECTOR MILLER: Here.

24 SECRETARY GREENLEE: Director Jakes?



1 DIRECTOR JAKES: Here.

2 SECRETARY GREENLEE: Chairman Barclay?

3 CHAIRMAN BARCLAY: Here.

4 SECRETARY GREENLEE: Chairman, you have a
5 quorum with five members in attendance.

6 CHAIRMAN BARCLAY: Our first order of business
7 is public comment. Georgette?

8 SECRETARY GREENLEE: Chairman, this month there
9 is one public comment. Mr. Gottlicher has --

10 MR. GOTTLICHER: Well, good morning.

11 SECRETARY GREENLEE: -- requested to make a
12 public comment. Mr. Gottlicher, you may speak.
13 You have three minutes.

14 MR. GOTTLICHER: Thank you. Good morning,
15 President Carter, ladies and gentlemen of the
16 Board. Thank you for the opportunity to present my
17 comments on behalf of Commuters Take Action, a
18 collective of local -- local transit riders. It's
19 been over six months since the Meeting the Moment
20 plan was announced. All of us were excited by the
21 outlined improvements and the promise to
22 communicate honestly with riders. While there have
23 been steps in the right direction, we continue to
24 be disappointed by President Carter's reports that



1 cloud this group. In last month's updates,
2 Mr. Carter was proud of the improved service
3 percentages. However, he failed to conceptualize
4 these to one important factor. The only reason bus
5 service seemed to improve in January was because of
6 the schedule changes. These, quote, optimizations,
7 end quote, as Carter and his team calls them are in
8 reality service cuts. The busy 79th Street bus was
9 cut by 17 percent. Chicago Avenue by 12 percent.
10 LaSalle bus by 38 percent just to give some
11 examples. Overall buses were cut by 10 percent and
12 rail by 17. The CTA figures if it can't deliver
13 more service, they'll just quietly adjust the
14 benchmark. Yes, we did ask for more accurate
15 schedules but it's also important to let the riders
16 know how this is achieved. By cutting service.
17 And this is something that Carter has not admitted.
18 If you like to see how much each line was cut for
19 yourself, please, visit our website at
20 CTAAction.org. And then we have the troubled Blue
21 Line. In last month's update, Carter offhandedly
22 mentioned that the Blue Line schedule was further,
23 quote, optimized. But he didn't bother to let the
24 riders know. The schedules posted at the station



1 still say effective October 23rd, 2022. How can
2 the CTA update schedules and not let the riders
3 know? This is pure negligence at this point.
4 Through these further optimizations that CTA calls
5 them, the Blue Line schedule -- schedule is cut
6 down 39 percent compared to pre-Covid. And to make
7 matters worse not even the designated timetable is
8 followed. Throughout February there were many days
9 that only 70 to 80 percent of this new schedule
10 fulfilled. In number of total trains, the Blue
11 Line is at its worst --

12 SECRETARY GREENLEE: You have one minute.

13 MR. GOTTLICHER: -- since we started -- since
14 we started tracking it. Yep. Thank you. Since we
15 started tracking it in November 2021. Let me
16 rephrase. The Blue Line is actually getting worse,
17 not better. Even more trains. Not silly video
18 streams. I'm sure Carter will be happy to announce
19 that the overall percentage of 'L' service
20 delivered has gone up by 2 percent February but
21 this is only due -- due to these Blue Line schedule
22 changes. All other lines except for the Pink one
23 have gotten worse. The overall trend of daily
24 trips across the system have shown no improvement



1 since between June 2022 and today. We continue to
2 see only about 1100 daily trips. How can Carter's
3 team claim that they, quote, have no issues
4 recruiting people for rail operation --

5 SECRETARY GREENLEE: 20 seconds remaining.

6 MR. GOTTLICHER: -- end quote, when there's not
7 even a glimpse of improvement. No updates on rail
8 operator hiring are ever given. Members of the
9 Board, let me offer you a helping hand on behalf of
10 Commuters Take Action. President Carter and his
11 team have been playing you and the public for a
12 fool. The updates he gives are incomplete and fail
13 to capture the real rider experience.

14 SECRETARY GREENLEE: That's time.

15 MR. GOTTLICHER: It would -- thank you.

16 DIRECTOR MILLER: Thank you.

17 CHAIRMAN BARCLAY: Thank you, sir, for your
18 comments. I'm sure President Carter will be
19 addressing some of those in his remarks today or at
20 a later time. Our next order of business is the
21 president's report. President Carter?

22 PRESIDENT CARTER: Thank you, Mr. Chairman. So
23 one of the benefits of updating this body regarding
24 CTA's Meeting the Moment action plan each month is



1 that it does provide me with an opportunity to
2 discuss both the issues and challenges this agency
3 faces along with our accomplishments and
4 achievements. It also provides me the opportunity
5 to be transparent with you in ensuring that you are
6 fully apprised and crystal clear about CTA's
7 successes and its problems. Both the good and the
8 bad. I think this is paramount for me because I
9 know that we cannot move the ball forward for this
10 agency with anything less than an honest and open
11 discussion in this forum. Now you just heard from
12 our commenter who suggested that in some way I'm
13 sugarcoating the information that I'm giving to you
14 and I want you to know that I've been very clear
15 with every one of my reports that the optimization
16 of our service has been the basis for the
17 percentages of service delivered. I've also been
18 very clear since I -- since I introduced the
19 Meeting the Moment plan that service optimization
20 was a reaction to the fact that I did not have
21 sufficient workforce to meet normal service levels.
22 And, in fact, the organization that's complaining
23 to me about transparency was the same organization
24 that complained about the lack of accuracy when I



1 had published schedules that were not being met
2 because I didn't have the workforce to meet it. I
3 understand that the foundation to getting our
4 service back to normal is rebuilding our workforce
5 at -- while at the same time managing our service
6 levels until we are back to normal. And you should
7 know to that end, each day there are a number of
8 CTA employees who are focused on hiring more bus
9 operators and bus mechanics and rail operators as
10 well as crunching numbers, looking at ridership and
11 headways, annualizing the methods that affect our
12 operations so that we can optimize our service and
13 schedules to ensure that we are serving our
14 customers to the best of our ability. Still other
15 employees are using traditional and new mediums and
16 technologies to engage and inform the people who
17 rely on us to live their lives every day. And I
18 want you to know that this is a complicated effort
19 that requires balancing a number of issues all at
20 the same time so that we can provide the best
21 service possible on a day-to-day basis. My staff
22 are focused on this challenge every day and will
23 continue to be focused until we can return to a
24 normal level of service in the future. Some of the



1 programs and initiatives provided for more
2 immediate results like the schedule adjustments
3 that we have been making. Others will bear slow
4 but steady fruit over time like our ongoing and
5 aggressive hiring and recruitment and marketing
6 campaigns. But everything that we do we will
7 present to you and to our customers and to the
8 general public with the transparency that I believe
9 we owe them as we continue this effort. I would
10 point out that the information that our commenter
11 was giving to you today is based on the data that
12 I'm putting out to the public about what's
13 happening with ridership on all of our lines and
14 all of our buses and all of our rail lines every
15 single day. I am not hiding this information or
16 data. I am trying to give you an interpretation of
17 what you should take away from that data which is
18 part of my responsibility as President and CEO of
19 this agency. And I will continue to give you my
20 best advice on how we are utilizing this data to
21 improve our service on a day-to-day basis.

22 So let me talk about where we are today.
23 I want to begin by giving you some decidedly good
24 news. On February 28th, CTA welcomed fifty new



1 graduates of our new employee training programs.
2 These new additions to the CTA family of employees
3 included individuals who both drive buses and
4 trains, help to repair our fleet, assist customers
5 at rail stations and train future newly hired team
6 members. while I am always careful to recognize
7 that our effort to resolve our significant hiring
8 needs is more akin to a marathon than a sprint, it
9 is important to know that we are constantly hiring
10 and I am very happy to see these continued monthly
11 additions to our staffing numbers. I am also happy
12 to share that we are currently hiring more bus
13 operators than we are losing to attrition and that
14 our head count of bus operators is higher today
15 than it has been in six months. we have another
16 bus operator, bus mechanic hiring fair coming up on
17 Friday from 9:00 a.m. to 3:00 p.m. right here at
18 our headquarters located at 567 West Lake Street in
19 Chicago. I would like to ask the Board to utilize
20 your networks to help spread the word and to anyone
21 watching the proceeding on Utube I cannot stress
22 this fact often or loudly enough. CTA is hiring.
23 we offer great pay and benefits, paid training, a
24 hiring bonus, pension options, paid time off and



1 free transit travel on CTA, Metra and Pace. You
2 may also be eligible to receive up to \$3,000 in
3 incentives. So if you are looking for a job, we
4 hope that we'll see you at our job fair later this
5 week. I'd also like to note that our progress is
6 not limited to just the bus side of our operations.
7 In April we are looking forward to graduating our
8 next class of rail operators who are currently in
9 training and in addition to those employees we have
10 already begun training for the following group of
11 rail operators. In fact, we will have continuous
12 and concurrent rail operating training programs
13 running throughout the year. And, additionally,
14 earlier this year Olive-Harvey College hosted the
15 first commercial learner's permit class of the
16 year. As you know, these permit classes are
17 offered at no cost to our bus operator job
18 applicants and are necessary to obtain a class B
19 commercial driver's license. We are hopeful that
20 by -- by coordinating with and partnering with
21 Olive-Harvey College we're going to identify even a
22 larger pool of -- of individuals to pursue bus
23 operator positions here at CTA. We are also
24 enhancing our efforts to build our workforce by



1 increasing our Veterans employment outreach. In
2 mid February, CTA entered into a memorandum of
3 understanding with the U.S. Army to join the
4 partnership for your success program or PaYS which
5 is a recruitment initiative that prepares Army
6 soldiers for their future after honorably serving
7 our country. This partnership is the latest in a
8 series of initiatives that CTA has undertaken to
9 recruit and support the veteran workforce. The
10 Army PaYS partnership provides the CTA with a new
11 direct recruiting channel for veteran men and women
12 of the U.S. Army, the US Army Reserves, the Army
13 National Guard and the Reserve Officers' Training
14 Corps. A vital asset as we continue to
15 aggressively recruit and strengthen our workforce.
16 You should know that some of our best employees
17 including those who've risen to our leadership
18 ranks like Don Bonds who is our Chief Transit
19 officer are veterans in the Armed Forces. I could
20 say unequivocally that we should always be looking
21 to military veterans who are among our most
22 dedicated and hard working employees to join our
23 team.

24 A key Meeting the Moment initiative that



1 will help us move forward with our schedule --
2 schedule and service optimization efforts is our
3 new rail spring pick which will go into effect on
4 March 26th. As you are aware, we began our rail
5 optimization efforts last fall and saw significant
6 results including improved service delivery which
7 is at almost 83 percent up from 40 -- from
8 72 percent beforehand. And yes, let me be clear.
9 The optimization efforts is a direct result of
10 adjustment to our service levels to align them with
11 the existing workforce that we have today. I want
12 to be clear that these -- these numbers represent
13 our new schedules are more accurately reflecting
14 the service that we're able to currently put out.
15 This means more reliable service, fewer gaps and
16 more accurate tracking by our tracker software.
17 All of which were the goals that I announced when I
18 implemented the Meeting the Moment plan. It does
19 not mean yet that we are running more trains or
20 buses than we have been providing before the
21 pandemic. The spring 2023 pick will include
22 service optimization changes across a number of
23 rail lines and day types and will result in
24 scheduled train runs that better align once again



1 with our current workforce level. The most
2 significant optimization measures will happen on
3 our busiest lines, the Red and Blue Lines. The
4 optimization considerations related to this pick
5 will also allow us to update the travel times on
6 the Forest Park branch of the Blue Line which
7 impacts our service. Of particular note are we
8 going to be doing more of what we call short terms
9 at UIC Halsted which will provide more service in
10 the busiest part of the Blue Line O'Hare branch
11 while not increasing workforce requirements and
12 accounting for revised travel time on Forest Park
13 branch. This change is a good step that will
14 directly and immediately benefit the overcrowding
15 issues our customers have been experiencing on that
16 branch of the Blue Line.

17 Another significant part of our action
18 plan has been our commitment to thinking about new
19 challenges presented by the pandemic that have
20 exacerbated existing issues. On February 28th, we
21 announced our latest effort to marry out-of-the-box
22 thinking with available technology to benefit our
23 customers and it has been very well received. This
24 week CTA unveiled a new live video feed of the



1 selected Blue Line platforms that provides video of
2 each weekday morning's rush period from 7:00 a.m.
3 until 10:00 a.m. The live stream feed provides
4 customers with real time information on platform
5 crowding conditions and how CTA service is
6 supporting the morning commute which helps them to
7 make better decisions regarding the best time for
8 them to ride according to their individual needs.
9 This new feature is one way that we are trying to
10 improve trip planning communication tools for our
11 customers. They are part of CTA's larger effort to
12 provide tools to help CTA customers better plan and
13 manage their commutes. And this is just one of the
14 many ways we sought to improve service for Blue
15 Line customers. We've also shifted other resources
16 to the Blue Line by assigning more management
17 personnel to closely monitor the rush hour service.
18 We also have introduced frequent platform
19 announcements to let customers waiting on platforms
20 receive realtime system status, the location of the
21 next trains and when exit train have been deployed.
22 We will continue to introduce new features and
23 services for the foreseeable future and to look for
24 ways to enhance the CTA rail travel experience



1 especially on our busiest lines.

2 This month's interactive scorecard also
3 shows continued progress on schedule optimization.
4 Our rail service delivery compared to new schedules
5 increased to almost 83 percent from 75 percent in
6 December and 80 percent to January. Once again let
7 me be clear that these are optimized schedules.

8 They are not the same level of service that we were
9 providing prepandemic but they do more accurately
10 reflect the level of service we could put out given
11 the workforce challenges that we're facing. I
12 think it's also important for me to remind the
13 Board that these workforce challenges that we are
14 facing are not unusual to CTA. They are happening
15 throughout this entire transit industry and I can
16 tell you from having had numerous conversations
17 with private sector companies it is also happening
18 within the private sector. Everyone is trying to
19 hire as quickly as possible to get their manpower
20 up to the level that it should be and we are part
21 of that effort. And we're going to continue to
22 keep moving forward to increase our hiring until we
23 can get back to a normal level of service as I
24 committed to when I announced my Meeting the Moment



1 plan. In addition to increased service delivery,
2 double and triple headways on rail -- on the rail
3 lines continue to trend better than they did in the
4 older schedules. Additionally, big gaps between
5 buses are down to 6.5 percent showing continued
6 progress towards reliable service. Another notable
7 success is the hiring of 149 bus operators so far
8 this year. We have already reached 20 percent of
9 our annual goal to hire 700 operators in just
10 months. I am also encouraged by the annual
11 ridership growth we experienced from 2021 to 2022
12 which went from 196 million to 243.5 million
13 systemwide. We are continuing to work to ensure
14 that our CTA customers hopefully will continue to
15 return to transit even more in 2023.

16 Our scorecard continues to be an effective
17 tool for aggregating our accomplishments, tracking
18 key performance metrics, engaging the impact of our
19 action plan on our system which is why we continue
20 to revise and enhance it on a rolling basis. It is
21 also a significant component to my overall level of
22 transparency to what is happening at CTA and how we
23 are delivering service on a daily basis. There is
24 also an especially human component to our action



1 plan however driven less by data and technology and
2 more by direct outreach to those who may need
3 assistance. When I unveiled our action plan last
4 August, I made it clear that I was also interested
5 in a new expanded approach to the challenge we face
6 in terms of how best to serve some of our unhoused
7 customers and the complicated dynamics we confront
8 while serving a portion of our customer base that
9 is experiencing homelessness. Last year we
10 initiated meetings with Thresholds and Haymarket
11 Center and acknowledged the well-respected
12 organizations with expertise in helping individuals
13 that are experiencing mental health and substance
14 abuse challenges. Since that time, we have
15 contracts with both of them and they are now
16 deploying their outreach specialists into our
17 system. Thresholds has been performing outreach on
18 the Red Line trains since January and continue to
19 add outreach workers to support that effort.
20 Haymarket has begun their outreach on the Blue Line
21 and they continue to engage individuals in need of
22 their assistance on the system, providing them with
23 support and services when the opportunity arises.
24 My goal is to continue to expand this outreach.



1 while our core business will always be to provide
2 bus and train rides, I believe that we have reached
3 a time where transit simply has to think
4 differently about how to best aid the individuals
5 in getting the assistance that they need. CTA is
6 not a shelter of last resort but we owe it to our
7 unsheltered residents to help which is exactly what
8 we're trying to doing.

9 I would like to close with something that
10 not only benefits CTA customers but has provided an
11 opportunity for us to work with another service
12 board Pace to advance regional fare integration and
13 make some of our fare offerings more seamless to
14 travel across the region. Effective February 20th,
15 CTA and Pace began accepting unlimited ride passes
16 across both agencies including one-day and
17 three-day unlimited ride passes making seamless bus
18 travel across the city and suburbs even easier. As
19 a transit agency leader, my goal is to always
20 remove the hurdles of taking public transit and to
21 ensure Chicagoans and visitors alike can travel
22 easily across Chicago and its suburbs. Thirty-five
23 of which I would remind you are served by CTA
24 directly. This initiative helps further that goal



1 and makes transit even more affordable and
2 equitable. So in closing, I'd like to remind you
3 that we are solidly committed to making real
4 progress on our action plan every day and,
5 moreover, we place a very high premium on being
6 transparent about every step we take. That's why I
7 appreciate the opportunity to brief you on our work
8 each month and I look forward to updating you
9 further in April. Thank you, Chairman. That
10 completes my report and I'm happy to answer any
11 questions.

12 CHAIRMAN BARCLAY: Thank you, President Carter,
13 for the update. As I mentioned in the staff
14 briefing the other day, I'm encouraged by the
15 progress the team is making. As we're all aware,
16 we have -- still have a lot of work to addressing
17 our challenges. But I would like to see us getting
18 the message out about where and how we're improving
19 and delivering on the plan. One way of doing this
20 is reconvening our Citizens Advisory Board. The
21 CAP experienced a transitional period in membership
22 over the course of the pandemic. Under those
23 transitions being my own from CAB chair to chair of
24 the Chicago Transit Board. CTA is currently in the



1 process of reconvening the CAB and we project they
2 will meet this spring. The Board recognizes the
3 importance of having this group table to represent
4 the needs and concerns of our ridership. And as a
5 former member of the CAB, I've experienced
6 firsthand how that seat at the table also gives
7 members the opportunity to learn more about the
8 inner workings of the Chicago Transit Authority and
9 the extensive efforts taken to address complex
10 challenges and concerns. Both CTA and our
11 ridership greatly benefit from the Citizens
12 Advisory Board particularly at this critical
13 juncture where CTA is working to restore ridership
14 amidst challenges brought on by the pandemic. I
15 look forward to reconvening this body. I'd now
16 like to open the floor to other directors for
17 comments and questions on the President's report.

18 DIRECTOR JAKES: well, I'll begin. Thank you
19 for your report, President Carter. I think your
20 report definitely handles the critiques very well.
21 But I think it's also important that the public
22 knows that as directors we're not here just to rub
23 you on the back and just give you an attaboy. You
24 know, we're -- we're also here to challenge you.



1 But we also in listening to you especially
2 post-pandemic you -- you and your team have done a
3 marvelous job and in essence creating a -- helping
4 to do what everybody else is having to do and
5 that's to find this new norm. Even though you've
6 had to use old methods to find a new normal. I
7 think that you all have done a marvelous job and
8 continue to do a marvelous job. Especially with
9 the hiring piece. Personally I'm always moved when
10 I hear that you and your team are very intentional
11 about caring for and I like the word you use
12 unsheltered citizens in our city because it's
13 something -- it's not anything you -- you have to
14 do but it's something that you are doing. So I
15 want to commend you and your team on that and just
16 say that keep up the -- the great work and continue
17 to face the challenges head on. So thank you.

18 PRESIDENT CARTER: Thank you, Director. And --
19 and just so I am clear, I don't want anyone to
20 think that I'm happy with where we're at right now
21 because I'm not. I understand that we still have a
22 lot of work to do to get back to normal. What I'm
23 trying to convey in my reports and -- and -- and in
24 the -- the data that we're showing you is that



1 we're working hard to do that. And I am -- I am
2 very optimistic that over the course of the year
3 you are going to start to see improvements both in
4 terms of the quality of service as well as the
5 level of service that we're providing. But as you
6 can imagine, it's an uphill battle that we've been
7 fighting. I think the -- the -- the best news that
8 I could give you out of my report today is that
9 we're now hiring more than we're losing which means
10 I'm not making the hole any deeper and I can start
11 to dig out of it which is to me was -- was a -- a
12 major milestone in the work that we're trying to
13 accomplish here and I think a lot of it has been
14 the direct result of both our hiring initiatives
15 that this Board approved that have allowed me to
16 offer bonuses to -- to applicants who -- who apply
17 at CTA and also retention bonuses that you approved
18 that I believe are having some impact on retaining
19 those employees who might have been thinking about
20 leaving CTA. Stabilizing the workforce is the
21 foundation to everything else that we're trying to
22 do here. And I think you've seen the first step of
23 that. And I think that that will then lead to
24 further improvements in the things that you're



1 hearing complaints about. Particularly from the
2 commenters today.

3 CHAIRMAN BARCLAY: Any other comments from any
4 other directors?

5 DIRECTOR MILLER: Thank you, Mr. President, for
6 the update and for sharing with us. We see about
7 20 percent of the goal of reaching the 700 and I
8 was just sharing with people that you said, the
9 Board and everybody else to help get the message
10 out on what we have improved with the incentive and
11 all to know that CTA is still a good place to work.
12 I was just sharing on this weekend some pastors and
13 some other people about the opportunity. I took
14 the wife to the eye clinic yesterday and we do have
15 one guy thirty years that's getting ready to
16 retire. And I guess after thirty years I was
17 sharing with him and he knew about it. But that
18 has become our responsibility too not only as Board
19 members but those of us in the community to let the
20 community know that you're hiring and what -- what
21 is going on at CTA. Good things that are going on.
22 So we thank you for the report and I'm committing
23 to continue to share this information at even calls
24 or meetings if it's agreeable with you all to try



1 to make us more vocal about promoting CTA.

2 CHAIRMAN BARCLAY: Thank you. Again thank you,
3 President Carter, for your report. Our next order
4 of business is the approval of the minutes of the
5 Regular Board Meeting of February 8th, 2023. May I
6 have a motion to approve?

7 DIRECTOR JHA: So move.

8 DIRECTOR LEE: Second.

9 SECRETARY GREENLEE: The motion has been made
10 by Director Jha and seconded by Director Lee.
11 Director Jha?

12 DIRECTOR JHA: Yes.

13 SECRETARY GREENLEE: Director Lee?

14 DIRECTOR LEE: Yes.

15 SECRETARY GREENLEE: Director Miller?

16 DIRECTOR MILLER: Yes.

17 SECRETARY GREENLEE: Director Jakes?

18 DIRECTOR JAKES: Yes.

19 SECRETARY GREENLEE: Chairman Barclay?

20 CHAIRMAN BARCLAY: Yes.

21 SECRETARY GREENLEE: Chairman, the motion
22 passes.

23 CHAIRMAN BARCLAY: Thank you. Our next order
24 of business is executive session. It's my



1 understanding, Kent, that there is an -- there is
2 an executive session today.

3 MR. RAY: Yes, Chairman. We will have a closed
4 executive session pursuant to Section 2, Paragraph
5 C, Subparagraphs 1 and 21, of the Illinois Open
6 Meetings Act.

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

10 DIRECTOR JHA: So moved.

11 DIRECTOR LEE: Second.

12 SECRETARY GREENLEE: The motion has been made
13 and seconded. Director Jha?

14 DIRECTOR JHA: Yes.

15 SECRETARY GREENLEE: Director Lee?

16 DIRECTOR LEE: Yes.

17 SECRETARY GREENLEE: Director Miller?

18 DIRECTOR MILLER: Yes.

19 SECRETARY GREENLEE: Director Jakes?

20 DIRECTOR JAKES: Yes.

21 SECRETARY GREENLEE: Chairman Barclay?

22 CHAIRMAN BARCLAY: Yes.

23 SECRETARY GREENLEE: The motion passes.

24



1 (whereupon, the Board recessed
2 into Executive Session
3 at 10:33 a.m.)

4 (whereupon the meeting
5 reconvened at 10:54 a.m.
6 as follows:)

7 SECRETARY GREENLEE: Chairman Barclay?

8 CHAIRMAN BARCLAY: We will now address board
9 agenda item 5-A.

10 SECRETARY GREENLEE: Will we entertain a motion
11 to return to --

12 CHAIRMAN BARCLAY: Sorry.

13 SECRETARY GREENLEE: -- to return to open
14 session?

15 CHAIRMAN BARCLAY: I will now entertain a
16 motion to return to open session.

17 DIRECTOR JHA: So move.

18 DIRECTOR LEE: Second.

19 SECRETARY GREENLEE: Director Jha?

20 DIRECTOR JHA: Yes.

21 SECRETARY GREENLEE: Director Lee?

22 DIRECTOR LEE: Yes.

23 SECRETARY GREENLEE: Director Miller?

24 DIRECTOR MILLER: Yes.



1 SECRETARY GREENLEE: Director Jakes?

2 DIRECTOR JAKES: Yes.

3 SECRETARY GREENLEE: Chairman Barclay?

4 CHAIRMAN BARCLAY: Yes.

5 SECRETARY GREENLEE: The motion to return to
6 open session passes.

7 CHAIRMAN BARCLAY: We will now address board
8 agenda item 5-A. Kent?

9 MR. RAY: Thank you, Chairman. Item 5-A
10 involves the Board's review of a Section 28 Hearing
11 Committee's recommendation regarding CTA's
12 discharge of Shaney Harden. Ms. Harden requested a
13 hearing to contest her discharge under Section 28
14 of the Metropolitan Transit Authority Act. The
15 hearing was held before an appointed committee.
16 After considering all of the evidence presented in
17 the hearing, the committee has recommended that
18 this Board sustain Ms. Harden's discharge.

19 SECRETARY GREENLEE: Do we have a motion to
20 approve?

21 DIRECTOR JHA: So move.

22 DIRECTOR LEE: Second.

23 SECRETARY GREENLEE: Director Jha?

24 DIRECTOR JHA: Yes.



1 SECRETARY GREENLEE: Director Lee?

2 DIRECTOR LEE: Yes.

3 SECRETARY GREENLEE: Director Miller?

4 DIRECTOR MILLER: Yes.

5 SECRETARY GREENLEE: Director Jakes?

6 DIRECTOR JAKES: Yes.

7 SECRETARY GREENLEE: Chairman Barclay?

8 CHAIRMAN BARCLAY: Yes.

9 SECRETARY GREENLEE: The motion passes.

10 MR. RAY: As a point of clarification, was that
11 a motion to approve sustaining the committee's
12 recommendation?

13 CHAIRMAN BARCLAY: Yes.

14 MR. RAY: Thank you.

15 SECRETARY GREENLEE: The next executive session
16 item for consideration is board agenda item 5-B.
17 Kent?

18 MR. RAY: Thank you, Chairman. For item 5-B
19 the Board reviewed prior closed session meeting
20 minutes in accordance with the requirements of
21 Section 2.06 of the Illinois Openings Meetings Act.

22 CHAIRMAN BARCLAY: Thank you, Kent. May I have
23 a motion for the Chicago Transit Board to authorize
24 the release of all executive session minutes for



1 the years 2021 through 2022 with the exception of
2 all minutes or portions of minutes concerning
3 section 8 hearings, litigation and the settlement
4 of litigation leaving all other previously
5 unreleased minutes undisclosed with all released
6 items being available for public inspection?

7 DIRECTOR JHA: So move.

8 DIRECTOR LEE: Second.

9 SECRETARY GREENLEE: Director Jha?

10 DIRECTOR JHA: Yes.

11 SECRETARY GREENLEE: Director Lee?

12 DIRECTOR LEE: Yes.

13 SECRETARY GREENLEE: Director Miller?

14 DIRECTOR MILLER: Yes.

15 SECRETARY GREENLEE: Director Jakes?

16 DIRECTOR JAKES: Yes.

17 SECRETARY GREENLEE: Chairman Barclay?

18 CHAIRMAN BARCLAY: Yes.

19 SECRETARY GREENLEE: The motion passes.

20 CHAIRMAN BARCLAY: Our next order of business
21 is board matters. Georgette, do we have any board
22 matters for the agenda?

23 SECRETARY GREENLEE: Chairman Barclay, we have
24 no board matters for the agenda.



1 CHAIRMAN BARCLAY: Our next order of business
2 is a report from the Committee on Strategic
3 Planning and Service Delivery. Director Miller?

4 DIRECTOR MILLER: Thank you, Chairman Barclay.
5 The Committee on Strategic Planning and Service
6 Delivery met earlier this morning. The committee
7 approved the minutes of February
8 the 28th(sic), 2023 committee minutes. The
9 committee reviewed one ordinance. The ordinance
10 authorized the discontinuance of bus route number
11 98 Avon Express. The committee placed the
12 ordinance on the omnibus and approved and recommend
13 the omnibus for Board approval. That concludes my
14 report, Chairman Barclay.

15 CHAIRMAN BARCLAY: Thank you, Director Miller.

16 DIRECTOR MILLER: Our next order of business is
17 a report from the Committee of Finance, Audit and
18 Budget. Director Jakes?

19 SECRETARY GREENLEE: Chairman Barclay, if I
20 may, should we approve the omnibus as stated by
21 Director Miller --

22 CHAIRMAN BARCLAY: Sorry.

23 SECRETARY GREENLEE: -- by a motion?

24 DIRECTOR JHA: So move.



1 DIRECTOR LEE: Second.
2 SECRETARY GREENLEE: Director Jha?
3 DIRECTOR JHA: Yes.
4 SECRETARY GREENLEE: Director Lee?
5 DIRECTOR LEE: Yes.
6 SECRETARY GREENLEE: Director Jakes?
7 DIRECTOR JAKES: Yes.
8 SECRETARY GREENLEE: Chairman Barclay?
9 CHAIRMAN BARCLAY: Yes.
10 SECRETARY GREENLEE: The motion has been
11 approved.

12 CHAIRMAN BARCLAY: Thank you. Our next order
13 of business is a report from the Committee on
14 Finance, Audit and Budget. Director Jakes?

15 DIRECTOR JAKES: The Committee on Finance,
16 Audit and Budget met earlier this morning and
17 approved the February 8th, 2023 committee minutes
18 and reviewed the finance report. The committee
19 reviewed fifteen contracts and placed them on the
20 omnibus and recommend Board approval of the
21 omnibus. That concludes the finance, audit and
22 budget report, Chairman Barclay.

23 CHAIRMAN BARCLAY: Thank you, Director Jakes.
24 I will now entertain a motion to approve the



1 omnibus as stated by Director Jakes.

2 DIRECTOR JHA: So move.

3 DIRECTOR LEE: Second.

4 SECRETARY GREENLEE: The motion has been moved
5 and seconded. Director Jha?

6 DIRECTOR JHA: Yes.

7 SECRETARY GREENLEE: Director Lee?

8 DIRECTOR LEE: Yes.

9 SECRETARY GREENLEE: Director Miller?

10 DIRECTOR MILLER: Yes.

11 SECRETARY GREENLEE: Director Jakes?

12 DIRECTOR JAKES: Yes.

13 SECRETARY GREENLEE: Chairman Barclay?

14 CHAIRMAN BARCLAY: Yes.

15 SECRETARY GREENLEE: The motion passes.

16 CHAIRMAN BARCLAY: Our next order of business
17 is the construction report. Bill Mooney?

18 MR. MOONEY: Good morning. Bill Mooney, your
19 Chief Infrastructure Officer, with your monthly
20 construction project update briefing. I'll begin
21 where we do most months now on the CDOT Lake and
22 Damen Station project. The project moves forward
23 on schedule and within budget. And most of the
24 work has been really focused around preparing new



1 columns. I showed you some work around shoring of
2 the -- of the -- of the existing structure to be
3 able to prepare it to size it for the new platforms
4 that will be installed as part of the station. We
5 have some photos of that. Here you see the full --
6 the full bent here which is the cross stringer and
7 associated beams that are shored, prepped, ready
8 and carried and so -- and they're also installing
9 the new columns that will be much size -- much
10 larger size as well as for the bigger foundation
11 that was installed at a future point. This will
12 allow them to be able to use this point as a
13 loading point for the platform.

14 Next slide. And here's kind of another
15 major structural element of this station. I've
16 tendered some of the work around this previously.
17 This is the -- this is the core of the whole
18 building itself and ultimately this is where they
19 get -- the bridge that connects the station house
20 over on Damen Avenue to the new platforms as well
21 as the -- on both sides of the street. So it's
22 kind of a pivotal point and tie-in. And so this is
23 the foundation of that stair tower and elevator
24 tower and ultimately the bridge foundations that



1 they're building up. Next slide. Our next project
2 is our non-revenue rail vehicle maintenance
3 facility three, four on schedule and on budget.
4 We've been looking at some of the photos on the
5 progress. All the precast panels are in place.
6 The last one was installed last month. Most of the
7 focus in the prior -- in this month as I've showed
8 you at the beginning of last month was on the
9 internal steel erection. So here's kind of all
10 that steel in place. We're just finishing up the
11 detailing work on it. And the next slide. Most of
12 the focus has really been beyond that on roofing.
13 Roofing is really -- this is actually a structural
14 component of the roofing. It's really important to
15 tie in all those precast panel walls in -- in this
16 sort. They're quickly coming to the end of this
17 underlayer and then they'll top it with a typical
18 asphalt topping from there.

19 Next slide. And with roofs comes drains.
20 So one of the, you know, key aspects of any roof is
21 actually having the right drain structures to be
22 able to get the water off the roof and route it too
23 and it's something you may remember early on in the
24 project. It took a lot of underwater storage



1 retention on this project. We had to carry a ton
2 of water on the site itself before we could release
3 it into the system. Next slide. This is our
4 Canal, Barry, Damen substation project. It
5 proceeds forward on budget and on schedule.
6 Looking forward to some of the activities. A lot
7 of the work has been focused kind of around the
8 Damen substation and getting going on kind of that
9 Barry really with the Belmont crossover work that
10 the Board recently approved as part of the package.
11 Next slide. So here we are at Damen. So they have
12 been pouring the grade beams from the micropiles
13 and some of the form work here. There they are
14 putting in the -- in the final kind of pieces of
15 that and started to pour the concrete. This will
16 be the foundation of the new substation at Damen.
17 It ties into all those new foundation work that
18 we've seen previously in the months and here the
19 walls start building up. They kind of are like
20 starting to get out of the ground and you'll start
21 seeing some of the vertical height in this project
22 shortly. Next slide. This is at Barry. So
23 underneath kind of where the new substation is at
24 they actually have a signal room in the subway



1 there. So they had to reroute the power for that
2 signal room to be able to make way for the conduit.
3 They're going to have to come in with the new
4 underground substation there. And so this is some
5 work they were able to start before they really get
6 going on that site for the substation.

7 Next slide. And now we're rip-roaring on
8 the crossover. So it's pretty exciting to get this
9 crossover that dates back to the 1950s replaced.

10 This is the new steel and ties. So they've
11 assembled them offsite there and make sure all the
12 parts fit together and ultimately they take it
13 apart in sections so they can roll it into the
14 subway in larger pieces and change it over in a
15 series of weekend line cuts. Next slide. And on
16 the RPM we proceed forward tight to schedule and
17 within the budget. We can move to kind of the
18 progress. So we continue on the RPB area. This is
19 the area between Madison and Belmont, the
20 Red-Purple Bypass with the stage two work which is
21 mostly the area between Addison and Clark junction.
22 I've shown these kind of over the last couple of
23 months and installation of steel beams and concrete
24 and prefab beams there and they're starting to get



1 ready for the deck pours and building track on top
2 of that. Up on the Lawrence Bryn Mawr section, the
3 LBMM area, we have finished all the precast
4 segmental fabrication for installation of this
5 space and most of the work has been focused on
6 track installations and preparing for stage B which
7 is going to be later this summer. As we move
8 forward there they're also prepping the new temp
9 stations at Bryn Mawr and Argyle. That station is
10 coming to be a project. And we continue to work on
11 the equipment and testing and for the last quarter
12 signal improvements that kind of trail with the
13 space changes on both sides as well as improvement
14 upon it. Let's look at some photos. So here we
15 are on the -- and this is in the RPB area. It's
16 part of the MM number two milestone. So this is
17 the area between Madison and Clark junction and
18 I've shown you the prefab beams previously and this
19 is kind of detailing out that work and getting it
20 ready for that -- to start building out the deck
21 work.

22 Next slide. And this is actually the
23 renewal of the old Ravenswood tracks here on the
24 Brown Line here that's been ongoing for a while.



1 And there's some photos of -- of them installing
2 the micropiles and this is them actually cutting
3 off the column base of the existing column base so
4 they can form a new column base to a new foundation
5 that -- that's an existing structure. Next slide.
6 Here is some of the advance. Last month I showed
7 you kind of them prepping the foundation for the
8 station house at Bryn Mawr. Here you can see
9 the -- the stairs that will ultimately go up to the
10 temporary platform on the next staging that they're
11 trying to install at Bryn Mawr. Next slide. And
12 part of the -- now that we got all the segments in
13 place and they've built track in most of these
14 areas, they'll be installing the sound wall. This
15 is a really important part to be able to make this
16 a quiet track. It helps push any sound that does
17 occur on the track to go up as well as providing
18 protection for the workers up at that level as
19 well. Next slide. And as I mentioned, we're
20 continuing on track work. So last month they were
21 actually continuing with forming. This is at
22 the -- what is ultimately the middle track on --
23 near winona where they have a series of
24 interlockings that help control the train movement



1 ultimating getting in and out of the main tracks
2 and the middle track. This will also be used as
3 part of the normal routing during stage for the
4 temporary stations. So here they've got all the
5 special work in place. They're just getting ready
6 to pour the concrete and form that all in to one
7 big block of the body.

8 Next slide. Okay. We continue our
9 ongoing committee outreach as part of the project.
10 We routinely meet with the 44th ward and 48th ward
11 offices as well as various neighborhood groups that
12 are invested. In the last month we sat with the
13 Wilson Neighbors Association as well as the
14 Edgewater Chamber of Commerce and one of the most
15 exciting things we did is over on January 28th we
16 kind of stood in the Argyle Lunar New Year parade
17 with our friends in transit operations. We brought
18 out the mini train. It was a very cold and snowy
19 day but everyone really enjoyed being out there
20 and -- and being able to take part in that event.
21 And as always we continue to hold our virtual
22 office hours and answering any questions of the
23 constituents as they come about. And with that
24 I'll turn it over to JuanPablo to talk about our



1 workforce update.

2 MR. PRIETO: Thanks, Bill. Good morning,
3 Directors. JuanPablo Prieto, Director of Diversity
4 Programs. CTA Diversity continues to meet with the
5 contractor monthly to discuss DBE and workforce
6 outreach and compliance. We continue to send out
7 opportunities along with the prime to the DBE
8 community so that they're aware of the trade
9 packages and how to submit their bids. Open career
10 opportunities with the prime and their subs are
11 sent to both of our workforce partners Chicago Cook
12 Workforce Partnership and Hire 360 so they can
13 refer interested and qualified candidates that meet
14 our workforce goals. We have transitioned our
15 outreach strategy for both DBE and workforce to
16 quarterly events that will present upcoming
17 opportunities across all of our projects. Our next
18 workforce event which will include opportunities on
19 RPM will be March 20th. We will report out on that
20 event next month. As of February 28th, DBEs have
21 been awarded over 237 million dollars between the
22 design and construction packages. This accounts
23 for 89 unique DBE firms. 34 of which are new to
24 CTA. On the workforce side as of February -- as of



1 the end of February, 1,813 unique individuals have
2 worked over 1.1 million labor hours and earned over
3 67.5 million dollars. That concludes my portion of
4 the report. I'll turn it back over to Bill.

5 MR. MOONEY: Thank you, JuanPablo. With that
6 I'd like to pause and turn it over to the president
7 for some additional remarks.

8 DIRECTOR JHA: I have a question --

9 PRESIDENT CARTER: Thank you, Bill.

10 DIRECTOR JHA: -- if that's okay. The 1800
11 number what is -- what -- where is the -- what --
12 oh, gosh. I can't get my words right. In relation
13 to what is the total number do we -- do we know
14 overall impact versus that 1800 number what the
15 percentage of that is total?

16 MR. PRIETO: So the 1800 unique individuals
17 those are trade workers on our -- that have worked
18 on RPM on the design build project.

19 PRESIDENT CARTER: Is your -- is your question
20 you want to know what -- what is the -- what
21 percentage of that is the total number?

22 DIRECTOR JHA: Yes.

23 MR. PRIETO: Percentage of the total number of
24 what? I'm sorry.



1 PRESIDENT CARTER: workers.

2 DIRECTOR JHA: Yeah. That -- that 1800 number
3 represents what? I'm sorry. I didn't quite get
4 it.

5 MR. PRIETO: Right. Those are all the trade
6 labor workers that have worked on the design build
7 project.

8 PRESIDENT CARTER: No. JuanPablo, I think what
9 she wants to know and that's out of a number of how
10 many workers that worked on the project.

11 DIRECTOR JHA: Yeah.

12 MR. PRIETO: Oh, that worked across -- out --
13 even outside of the trade labor?

14 PRESIDENT CARTER: Yeah.

15 MR. PRIETO: I can get that number for you.

16 PRESIDENT CARTER: Or even within the trade
17 labor. I think she's -- she's just trying to get
18 an understanding of what percentage does that
19 represent of the total percentage of the workforce
20 you're counting.

21 MR. PRIETO: So the 1800 is the total
22 labor -- trade labor workforce. Outside of trade
23 labor I'd have to get that number for you to get
24 the total number of -- of individuals that have



1 worked on RPM.

2 DIRECTOR JHA: Yeah. I -- I think it would be
3 good to know the scale of this program how many
4 people it's touching.

5 MR. PRIETO: Yes.

6 DIRECTOR JHA: And how are we looking at
7 differentiation in terms of -- you know, because,
8 you know, diversity is so much more. Right?

9 MR. PRIETO: Yeah.

10 DIRECTOR JHA: Than just one aspect. I'd love
11 to see kind of how are you breaking that down in
12 terms of the -- the people that we're impacting.

13 MR. PRIETO: Definitely. Yes.

14 PRESIDENT CARTER: And we can give you a lot
15 more detail behind that number and also around the
16 program as a whole. So why don't -- why don't we
17 plan to put that presentation together for you.

18 DIRECTOR JHA: Yeah. I -- I would love
19 to -- I'd love to be part of that. Thank you.

20 PRESIDENT CARTER: And we -- and we can share
21 with the rest of the Board as well.

22 MR. PRIETO: Thank you.

23 PRESIDENT CARTER: So I -- I -- I think
24 your -- your comments actually feed very nicely



1 into something that -- that I wanted to show the
2 Board at the end of the construction report which
3 is really focused on exactly this issue, Director
4 Jha, that you -- you are raising which is how is
5 this project impacting, you know, in a very direct
6 way of the workforce of the people that we're
7 trying to have engaged in this project. And one of
8 the things that many of you are aware of that I'm a
9 very firm believer in the fact that we should be
10 leveraging our -- our federal dollars and our
11 capital projects to not just build infrastructure
12 but also to create opportunities for those who may
13 not have those opportunities but for our work be
14 it -- be it individuals or be it contractors. And
15 the RPM project has been I think a great example of
16 the work and effort that we try to put into that
17 type of philosophy. We have developed and --
18 and -- and grown a number of successful small
19 businesses and workforce opportunity programs that
20 are actually used as a model for other similar
21 programs throughout the city. And while I think
22 there is always more work to be done, I believe,
23 you know, that now is really a good time to share
24 with you some of the stories of the people who in



1 their own words have been impacted by CTA and the
2 RPM project and how its changed their lives for the
3 better. This is an initiative that the RPM team
4 have worked to really -- to get -- to tell a better
5 story of the impact of this project to those
6 individuals and to those companies. And each month
7 we're going to be rolling out another video that
8 kind of gives an inside look into these workers as
9 well as the small businesses that -- that have been
10 participating in the RPM project in many
11 capacities. And a final -- one final point before
12 we show the video that I think is really important.
13 of course each one of these videos was shot and
14 produced by a disadvantaged business enterprise
15 company that is working on this project. So this
16 is also the work-product of a company that has also
17 been the beneficiary of the project itself. And so
18 with that I'm going to let Herb play the video and
19 let you see some of the impact of what we're doing
20 in the words of people who are actually doing it.

21 (video played.)

22 DIRECTOR JAKES: Awesome.

23 PRESIDENT CARTER: So as I've indicated, part
24 of the selling point that I've made for both RPM



1 and -- and I am making current for RLE is that, you
2 know, these are not projects that stand in
3 isolation to the communities that we serve. They
4 are projects that actually support the communities
5 that we serve both in terms of the transportation
6 improvements but also in terms of the jobs and
7 opportunities that we create from the work of the
8 project itself. And so we're going to be showing
9 more of these types of videos going forward
10 and -- and I -- I anticipate and certainly plan to
11 do the very same thing on RLE when that project
12 gets underway. So I thought you would enjoy seeing
13 at least one personal story of what RPM has done
14 for this one individual and -- and, like I said,
15 it's one of many that we're going to be talking
16 about.

17 DIRECTOR JHA: That is -- this is so great.
18 Thank you. It's really good to see individual
19 story. It touches your heart more than anything
20 else. No numbers can do that. Right? It -- a
21 story has so much more power than data can ever
22 have. And I think this reminds you of that. I
23 would love -- I kind of want to go back to that
24 conversation I was having earlier about I think it



1 was about -- about equipment. I think we were
2 talking about a contract where we only got one bid
3 and its -- its -- and there was a DBE number that
4 was zero in that. Right? How can this
5 organization knowing that we have massive projects
6 that run in billions all the time create maybe some
7 sort of a program and maybe you're already doing
8 that and I'm not aware of it. Some sort of an
9 apprentice program where we can identify folks like
10 this individual we just saw who has great potential
11 to get to a point where they can be considered for
12 a project even though they don't have resources.
13 Right?

14 PRESIDENT CARTER: Right.

15 DIRECTOR JHA: I think a lot of times what
16 happens is not all of us start at -- from the same
17 foundation. And the fact that the foundation is
18 not leveled means that even though you are -- the
19 opportunity is there the qualification does
20 not -- the criteria does not meet. So how do we
21 get folks to meet the criteria so then we're
22 looking -- you know, we're providing a level
23 playing field? So that's the challenge.

24 PRESIDENT CARTER: No. I -- it is a challenge.



1 And one of the things that we did with the RPM
2 project is create a program to do exactly that.
3 Our workforce development program which brings in
4 our outside -- outside partners of ours that JP can
5 probably talk -- talk to you better than I can was
6 intended to create a pipeline for individuals to
7 basically get into these types of programs so that
8 they can -- they can start at the -- at the, you
9 know, low rung of the ladder and work their way up
10 through the -- through the course of the project
11 and the -- the reason this project was such a great
12 opportunity for that is because it's so long. You
13 know, most -- a lot of our construction projects
14 may last for, you know, twelve to twenty-four to
15 thirty-six months. This one is like five years.
16 And we knew going in that this was a unique
17 opportunity for us to really develop a pipeline and
18 really take away particularly with some of the
19 unions the excuses that we can't find anybody to
20 come into our programs to basically be qualified to
21 do this work. And I -- I -- I believe it's also
22 going to create a similar pipeline that's going to
23 go right into RLE when we get that underway. I
24 would -- I would love to give you and -- and the



1 rest of the Board a more detailed presentation on
2 our whole workforce development program, the way we
3 set it up, the numbers that -- that we've generated
4 under it and the fact that as I indicated earlier
5 it -- it became a model that the City has adopted
6 and integrated into other projects that they're
7 doing, mega projects that they're doing because
8 of -- of the work that we did here. It's something
9 that we're very proud of. It's something that I
10 have promoted, you know, nationally as a way to
11 really support equity around major infrastructure
12 projects. And -- and I think that, you know, as I
13 think about it most of you were not here when RPM
14 started and so you were not necessarily privy to
15 all the conversations we had around this aspect of
16 the project and now would be a good time for us to
17 both, you know, inform you about how this works as
18 well as give you an update on the performance of
19 the efforts that we've undertaken particularly in
20 this area. Targeting in particular those
21 communities that are underserved, low income,
22 economically depressed and really working to find
23 opportunities for them either on our projects or on
24 other projects throughout the city that they might



1 be qualified for. So we -- we've done a lot of
2 work in that area and -- and I'd be happy to give
3 you a more detailed briefing on all of that.

4 DIRECTOR JHA: Thank you. I -- I would love
5 that I know personally.

6 PRESIDENT CARTER: Yeah. No. I -- I think
7 it's -- it would be a good thing for the entire
8 Board. As I said, a lot of you weren't here at the
9 beginning stages of this project and so you never
10 heard the conversations that we had around what we
11 wanted to do that at the time was very unique. I
12 don't think anybody else was looking at the
13 projects the way we were. And it was part of the
14 basis for the level of support that we got to fund
15 the project by making it very clear that this is
16 not going to be a project in which the only people
17 who benefit from it are the north side of the city.

18 CHAIRMAN BARCLAY: Yeah. Recognizing that some
19 of this work is very specialized, it still bothers
20 me sometimes when I see zero percentage of DBE
21 participation and -- and I have to vote on a
22 contract that we knew a year from -- from before it
23 was going to come up and we haven't been able to
24 find anyone or plug anyone in or bring somebody



1 along, that company bring somebody along.

2 PRESIDENT CARTER: Yeah. We --

3 CHAIRMAN BARCLAY: And to me -- go ahead.

4 PRESIDENT CARTER: Okay. I was going to say we
5 share your frustration. I -- I don't like a
6 contract that has zero percent DBE participation
7 either. And one of the things that I've been
8 working on, Chairman, is really trying to expand
9 the database from which we can pull DBEs. And part
10 of the challenge here is that we are somewhat
11 limited in terms of who we can identify for goals
12 based on who's in our pool of potentially eligible
13 DBEs to participate and work on a project. And
14 that's driven as much by federal law as it is
15 anything else. So I can't just put a goal and hope
16 somebody can be found to do it. We're -- you know,
17 we're required to basically defend the basis for
18 how we come up with the goal on each individual
19 contract. Some of the things you see us do on a
20 daily basis the way we break up contracts and do
21 other things are intended to really enhance those
22 opportunities and also develop companies to
23 basically take on bigger and more complicated roles
24 in terms of contracting at CTA. The other thing



1 that we've done though is we've also tried to
2 expand our -- our base of -- of potential DBEs and
3 one of the things we did just in the last couple of
4 months is enter into a MOU with SEPTA in
5 Philadelphia to basically allow DBEs that they have
6 qualified out of their DBE pool work to do work on
7 CTA projects and vice versa. Because one of the
8 things that I know on a -- from a national level is
9 that because we don't have a national database, a
10 clearing house for DBEs, it's really hard for me to
11 go across the country or anywhere else to find DBEs
12 who may be qualified to do specialized work. I
13 think that there are opportunities to not only
14 pursue that but then to bring those companies to
15 Chicago to benefit people here in Chicago on
16 projects in Chicago. But right now there's
17 no -- there's no uniform way for me to do that.
18 And that's one of the things that I've been
19 advocating the Department of Transportation to
20 implement as part of my equity in infrastructure
21 project that -- that this Board is aware of and
22 that I -- I've talked about in the past. The first
23 step to making that happen was to really try -- try
24 to pilot that concept with another transit agency



1 which is what we've done with SEPTA in which I hope
2 is going to generate opportunities that we did not
3 have before. But in the meantime, you're right. I
4 mean zero percent DBE goals are not -- are
5 certainly not an example of success when there are
6 companies that could do this work. And I know that
7 JuanPablo and his team do work regularly with the
8 DBE community to try to get them to -- to expand
9 their -- their certification, eligibility criteria
10 and other things to allow them to be considered for
11 more -- more work. And yes. We do work with the
12 primes also to try to encourage them through
13 mentoring programs and through other efforts to
14 basically develop DBEs to work on their projects
15 when there are limited opportunities. Some of the
16 projects as you know the opportunities that are
17 basically -- or the lack of opportunities are
18 basically tied to the type of work that's being
19 done in that there aren't subcontracting
20 opportunities available to do the work. But some
21 of them as you're rightfully pointing out are there
22 are subcontracting opportunities and we don't have
23 a DBE who can actually do that work. Those are the
24 ones that I agree we need to continue to work hard



1 to try to eliminate as much as possible so that
2 when we are doing these things we are creating
3 opportunities for everyone to take advantage of
4 them.

5 CHAIRMAN BARCLAY: Thank you.

6 DIRECTOR MILLER: Mr. Chairman and President --
7 President Carter, JuanPablo, as we're breaking down
8 the 18 percent could we also get a report on the
9 breakdown of the DBEs, who they are on these
10 projects to? If they're going to ask for that once
11 before if JuanPablo can get us that.

12 PRESIDENT CARTER: Yes. We can get you both.

13 DIRECTOR MILLER: Okay. Thank you.

14 CHAIRMAN BARCLAY: Any further questions,
15 comments? Thank you, Bill and JuanPablo. Our
16 final order of business is new business, Georgette.
17 Georgette, is there any new business?

18 SECRETARY GREENLEE: Mr. Chairman, there is no
19 new business.

20 CHAIRMAN BARCLAY: Since there is no further
21 business to come before the Board, may I have a
22 motion to adjourn the Chicago Transit Board meeting
23 of March 8th, 2023?

24 DIRECTOR JHA: So move.



1 DIRECTOR LEE: Second.

2 SECRETARY GREENLEE: A motion has been made and
3 seconded. Director Jha?

4 DIRECTOR JHA: Yes.

5 SECRETARY GREENLEE: Director Lee?

6 DIRECTOR LEE: Yes.

7 SECRETARY GREENLEE: Director Miller?

8 DIRECTOR MILLER: Yes.

9 SECRETARY GREENLEE: Director Jakes?

10 DIRECTOR JAKES: Yes.

11 SECRETARY GREENLEE: Chairman Barclay?

12 CHAIRMAN BARCLAY: Yes. And thank you

13 Ms. Greenlee for your first --

14 DIRECTOR JHA: Applause.

15 SECRETARY GREENLEE: Thank you very much.

16 DIRECTOR JHA: Woo-hoo.

17 SECRETARY GREENLEE: The motion passes. We are
18 adjourned.

19 (whereupon, the meeting
20 adjourned at 11:26 a.m.)

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24



<p>brings 51:3</p> <p>brought 23:14 42:17</p> <p>Brown 40:24</p> <p>Bryn 40:2,9 41:8,11</p> <p>budget 33:18 34:14,16,22 35:23 37:3 38:5 39:17</p> <p>build 13:24 44:18 45:6 47:11</p> <p>building 36:18 37:1 38:19 40:1,20</p> <p>built 41:13</p> <p>bus 6:4,8,10 10:8,9 12:12,14,16 13:6,17, 22 19:7 21:2,17 33:10</p> <p>buses 6:11 11:14 12:3 15:20 19:5</p> <p>busiest 16:3,10 18:1</p> <p>business 5:6 8:20 21:1 27:4, 24 32:20 33:1,16 34:13 35:16 48:14</p> <p>businesses 47:19 48:9</p> <p>busy 6:8</p> <p>Bypass 39:20</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>CAB 22:23 23:1,5</p> <p>call 4:7,9 16:8</p> <p>calls 6:7 7:4 26:23</p> <p>campaigns 11:6</p> <p>Canal 38:4</p> <p>candidates 43:13</p> <p>CAP 22:21</p> <p>capacities 48:11</p> <p>capital 47:11</p> <p>capture 8:13</p> <p>career 43:9</p> <p>careful 12:6</p> <p>caring 24:11</p> <p>carried 36:8</p> <p>carry 38:1</p> <p>Carter 5:15 6:2,7,17,21 7:18 8:10,18,21,22 22:12 23:19 24:18 27:3 44:9,19 45:1,8, 14,16 46:14,20,23 48:23 50:14,24 53:6</p>	<p>54:2,4</p> <p>Carter's 5:24 8:2</p> <p>CDOT 35:21</p> <p>Center 20:11</p> <p>CEO 11:18</p> <p>certification 56:9</p> <p>chair 22:23</p> <p>Chairman 4:5,6 5:2,3,4,6,8 8:17,22 22:9,12 26:3 27:2,19,20,21,23 28:3,7,21,22 29:7,8, 12,15 30:3,4,7,9 31:7,8,13,18,22 32:17,18,20,23 33:1, 4,14,15,19,22 34:8, 9,12,22,23 35:13,14, 16 53:18 54:3,8</p> <p>challenge 10:22 20:5 23:24 50:23,24 54:10</p> <p>challenges 9:2 16:19 18:11,13 20:14 22:17 23:10, 14 24:17</p> <p>Chamber 42:14</p> <p>change 16:13 39:14</p> <p>changed 48:2</p> <p>channel 14:11</p> <p>Chicago 4:8 6:9 12:19 21:22 22:24 23:8 31:23 43:11 55:15,16</p> <p>Chicagoans 21:21</p> <p>Chief 14:18 35:19</p> <p>citizens 22:20 23:11 24:12</p> <p>city 21:18 24:12 47:21 52:5,24 53:17</p> <p>claim 8:3</p> <p>clarification 31:10</p> <p>Clark 39:21 40:17</p> <p>class 13:8,15,18</p> <p>classes 13:16</p> <p>clear 9:6,14,18 15:8,12 18:7 20:4 24:19 53:15</p> <p>clearing 55:10</p> <p>clinic 26:14</p> <p>close 21:9</p> <p>closed 28:3 31:19</p> <p>closely 17:17</p> <p>closing 22:2</p> <p>cloud 6:1</p>	<p>cold 42:18</p> <p>collective 5:18</p> <p>College 13:14,21</p> <p>column 41:3,4</p> <p>columns 36:1,9</p> <p>commend 24:15</p> <p>comment 5:7,9,12</p> <p>commenter 9:12 11:10</p> <p>commenters 26:2</p> <p>comments 5:17 8:18 23:17 26:3 46:24</p> <p>Commerce 42:14</p> <p>commercial 13:15,19</p> <p>commitment 16:18</p> <p>committed 18:24 22:3</p> <p>committee 30:15,17 33:2,5,6,8, 9,11,17 34:13,15,17, 18 42:9</p> <p>committee's 30:11 31:11</p> <p>committing 26:22</p> <p>communicate 5:22</p> <p>communication 17:10</p> <p>communities 49:3,4 52:21</p> <p>community 26:19,20 43:8 56:8</p> <p>commute 17:6</p> <p>Commuters 5:17 8:10</p> <p>commutes 17:13</p> <p>companies 18:17 48:6 54:22 55:14 56:6</p> <p>company 48:15,16 54:1</p> <p>compared 7:6 18:4</p> <p>complained 9:24</p> <p>complaining 9:22</p> <p>complaints 26:1</p> <p>completes 22:10</p> <p>complex 23:9</p> <p>compliance 43:6</p> <p>complicated 10:18 20:7 54:23</p> <p>component 19:21,24 37:14</p> <p>concept 55:24</p> <p>conceptualize 6:3</p> <p>concerns 23:4,10</p>	<p>concludes 33:13 34:21 44:3</p> <p>concrete 38:15 39:23 42:6</p> <p>concurrent 13:12</p> <p>conditions 17:5</p> <p>conduit 39:2</p> <p>confront 20:7</p> <p>connects 36:19</p> <p>consideration 9:12 11:10</p> <p>considerations 16:4</p> <p>considered 50:11 56:10</p> <p>constantly 12:9</p> <p>constituents 42:23</p> <p>construction 35:17,20 43:22 47:2 51:13</p> <p>contest 30:13</p> <p>continue 5:23 8:1 10:23 11:9, 19 14:14 17:22 18:21 19:3,14,19 20:18,21,24 24:8,16 26:23 39:18 40:10 42:8,21 43:6 56:24</p> <p>continued 12:10 18:3 19:5</p> <p>continues 19:16 43:4</p> <p>continuing 19:13 41:20,21</p> <p>continuous 13:11</p> <p>contract 50:2 53:22 54:6,19</p> <p>contracting 54:24</p> <p>contractor 43:5</p> <p>contractors 47:14</p> <p>contracts 20:15 34:19 54:20</p> <p>control 41:24</p> <p>convened 4:2</p> <p>conversation 49:24</p> <p>conversations 18:16 52:15 53:10</p> <p>convey 24:23</p> <p>Cook 43:11</p> <p>coordinating 13:20</p> <p>core 21:1 36:17</p> <p>Corps 14:14</p> <p>cost 13:17</p> <p>counsel 28:9</p> <p>count 12:14</p> <p>counting 45:20</p>	<p>country 14:7 55:11</p> <p>couple 39:22 55:3</p> <p>create 47:12 49:7 50:6 51:2,6,22</p> <p>creating 24:3</p> <p>criteria 50:20,21 56:9</p> <p>critical 23:12</p> <p>critiques 23:20</p> <p>cross 36:6</p> <p>crossover 38:9 39:8,9</p> <p>crowding 17:5</p> <p>crunching 10:10</p> <p>crystal 9:6</p> <p>CTA 6:12 7:2,4 10:8 11:24 12:2,22 13:1, 23 14:2,8,10 16:24 17:5,12,24 18:14 19:14,22 21:5,10,15, 23 22:24 23:10,13 25:17,20 26:11,21 27:1 43:4,24 48:1 54:24 55:7</p> <p>CTA's 8:24 9:6 17:11 30:11</p> <p>Ctaction.org. 6:20</p> <p>current 16:1 49:1</p> <p>customer 20:8</p> <p>customers 10:14 11:7 12:4 16:15,23 17:4,11,12, 15,19 19:14 20:7 21:10</p> <p>cut 6:9,11,18 7:5</p> <p>cuts 6:8 39:15</p> <p>cutting 6:16 41:2</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>daily 7:23 8:2 19:23 54:20</p> <p>Damen 35:22 36:20 38:4,8, 11,16</p> <p>data 11:11,16,17,20 20:1 24:24 49:21</p> <p>database 54:9 55:9</p> <p>dates 39:9</p> <p>day 10:7,17,22 11:15 15:23 22:4,14 42:19</p> <p>day-to-day 10:21 11:21</p> <p>days 7:8</p> <p>DBE 43:5,7,15,23 50:3 53:20 54:6 55:6 56:4,8,23</p>	<p>DBES 43:20 54:9,13 55:2, 5,10,11 56:14</p> <p>December 18:6</p> <p>decidedly 11:23</p> <p>decisions 17:7</p> <p>deck 40:1,20</p> <p>dedicated 14:22</p> <p>deeper 25:10</p> <p>defend 54:17</p> <p>deliver 6:12</p> <p>delivered 7:20 9:17</p> <p>delivering 19:23 22:19</p> <p>delivery 15:6 18:4 19:1 33:3, 6</p> <p>Department 55:19</p> <p>deployed 17:21</p> <p>deploying 20:16</p> <p>depressed 52:22</p> <p>design 43:22 44:18 45:6</p> <p>designated 7:7</p> <p>detail 46:15</p> <p>detailed 52:1 53:3</p> <p>detailing 37:11 40:19</p> <p>development 51:17 54:22 56:14</p> <p>developed 47:17</p> <p>development 51:3 52:2</p> <p>differentiation 46:7</p> <p>differently 21:4</p> <p>dig 25:11</p> <p>direct 14:11 15:9 20:2 25:14 47:5</p> <p>direction 5:23</p> <p>directly 16:14 21:24</p> <p>Director 4:10,11,12,13,15,17, 18,21,22,23,24 5:1 8:16 23:18 24:18 26:5 27:7,8,10,11, 12,13,14,15,16,17, 18 28:10,11,13,14, 15,16,17,18,19,20, 22,23,24 30:1,2,21, 22,23,24 31:1,2,3,4, 5,6 32:7,8,9,10,11, 12,13,14,15,16 33:3, 4,15,16,18,21,24 34:1,2,3,4,5,6,7,14, 15,23 35:1,2,3,5,6,7, 8,9,10,11,12 43:3 44:8,10,22 45:2,11</p>
--	---	--	--	--	--



<p>46:2,6,10,18 47:3 48:22 49:17 50:15 53:4</p> <p>directors 23:16,22 26:4 43:3</p> <p>disadvantaged 48:14</p> <p>disappointed 5:24</p> <p>discharge 30:12,13,18</p> <p>discontinuance 33:10</p> <p>discuss 9:2 43:5</p> <p>discussion 9:11</p> <p>diversity 43:3,4 46:8</p> <p>dollars 43:21 44:3 47:10</p> <p>Don 14:18</p> <p>double 19:2</p> <p>drain 37:21</p> <p>drains 37:19</p> <p>drive 12:3</p> <p>driven 20:1 54:14</p> <p>driver's 13:19</p> <p>dropped 4:13</p> <p>due 7:21</p> <p>dynamics 20:7</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>earlier 13:14 33:6 34:16 49:24 52:4</p> <p>early 37:23</p> <p>earned 44:2</p> <p>easier 21:18</p> <p>easily 21:22</p> <p>economically 52:22</p> <p>Edgewater 42:14</p> <p>effect 15:3</p> <p>effective 7:1 19:16 21:14</p> <p>effort 10:18 11:9 12:7 16:21 17:11 18:21 20:19 47:16</p> <p>efforts 13:24 15:2,5,9 23:9 52:19 56:13</p> <p>element 36:15</p> <p>elevator 36:23</p> <p>eligibility 56:9</p> <p>eligible 13:2 54:12</p> <p>employee 12:1</p>	<p>employees 10:8,15 12:2 13:9 14:16,22 25:19</p> <p>employment 14:1</p> <p>encourage 56:12</p> <p>encouraged 19:10 22:14</p> <p>end 6:7 8:6 10:7 37:16 44:1 47:2</p> <p>engage 10:16 20:21</p> <p>engaged 47:7</p> <p>engaging 19:18</p> <p>enhance 17:24 19:20 54:21</p> <p>enhancing 13:24</p> <p>enjoy 49:12</p> <p>enjoyed 42:19</p> <p>ensure 10:13 19:13 21:21</p> <p>ensuring 9:5</p> <p>enter 55:4</p> <p>entered 14:2</p> <p>enterprise 48:14</p> <p>entertain 28:7 29:10,15 34:24</p> <p>entire 18:15 53:7</p> <p>equipment 40:11 50:1</p> <p>equitable 22:2</p> <p>equity 52:11 55:20</p> <p>erection 37:9</p> <p>essence 24:3</p> <p>event 42:20 43:18,20</p> <p>events 43:16</p> <p>evidence 30:16</p> <p>exacerbated 16:20</p> <p>examples 6:11</p> <p>exception 32:1</p> <p>excited 5:20</p> <p>exciting 39:8 42:15</p> <p>excuses 51:19</p> <p>executive 27:24 28:2,4,8 29:2 31:15,24</p> <p>existing 15:11 16:20 36:2 41:3,5</p> <p>exit 17:21</p> <p>expand 20:24 54:8 55:2 56:8</p> <p>expanded 20:5</p>	<p>experience 8:13 17:24</p> <p>experienced 19:11 22:21 23:5</p> <p>experiencing 16:15 20:9,13</p> <p>expertise 20:12</p> <p>Express 33:11</p> <p>extensive 23:9</p> <p>eye 26:14</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>fabrication 40:4</p> <p>face 20:5 24:17</p> <p>faces 9:3</p> <p>facility 37:3</p> <p>facing 18:11,14</p> <p>fact 9:20,22 12:22 13:11 47:9 50:17 52:4</p> <p>factor 6:4</p> <p>fail 8:12</p> <p>failed 6:3</p> <p>fair 12:16 13:4</p> <p>fall 15:5</p> <p>family 12:2</p> <p>fare 21:12,13</p> <p>feature 17:9</p> <p>features 17:22</p> <p>February 7:8,20 11:24 14:2 16:20 21:14 27:5 33:7 34:17 43:20,24 44:1</p> <p>federal 47:10 54:14</p> <p>feed 16:24 17:3 46:24</p> <p>fewer 15:15</p> <p>field 50:23</p> <p>fifteen 34:19</p> <p>fifty 11:24</p> <p>fighting 25:7</p> <p>figures 6:12</p> <p>final 38:14 48:11</p> <p>finance 33:17 34:14,15,18, 21</p> <p>find 24:5,6 51:19 52:22 53:24 55:11</p> <p>finished 40:3</p>	<p>finishing 37:10</p> <p>firm 47:9</p> <p>firms 43:23</p> <p>firsthand 23:6</p> <p>fit 39:12</p> <p>fleet 12:4</p> <p>floor 23:16</p> <p>focus 37:7,12</p> <p>focused 10:8,22,23 35:24 38:7 40:5 47:3</p> <p>folks 50:9,21</p> <p>fool 8:12</p> <p>Forces 14:19</p> <p>foreseeable 17:23</p> <p>Forest 16:6,12</p> <p>form 38:13 41:4 42:6</p> <p>forming 41:21</p> <p>forum 9:11</p> <p>forward 9:9 13:7 15:1 18:22 22:8 23:15 35:22 38:5,6 39:16 40:8 49:9</p> <p>found 54:16</p> <p>foundation 10:3 25:21 36:10,23 38:16,17 41:4,7 50:17</p> <p>foundations 36:24</p> <p>free 13:1</p> <p>frequent 17:18</p> <p>Friday 12:17</p> <p>friends 42:17</p> <p>fruit 11:4</p> <p>frustration 54:5</p> <p>fulfilled 7:10</p> <p>full 36:5,6</p> <p>fully 9:6</p> <p>fund 53:14</p> <p>future 10:24 12:5 14:6 17:23 36:11</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>gaps 15:15 19:4</p> <p>general 11:8</p> <p>generate 56:2</p>	<p>generated 52:3</p> <p>gentlemen 5:15</p> <p>Georgette 4:9 5:7 32:21</p> <p>give 4:14 6:10 11:16,19 23:23 25:8 46:14 51:24 52:18 53:2</p> <p>giving 9:13 11:11,23</p> <p>glad 4:20</p> <p>glimpse 8:7</p> <p>goal 19:9 20:24 21:19,24 26:7 54:15,18</p> <p>goals 15:17 43:14 54:11 56:4</p> <p>good 4:4,6 5:10,14 9:7 11:23 16:13 26:11, 21 35:18 43:2 46:3 47:23 49:18 52:16 53:7</p> <p>gosh 44:12</p> <p>Gottlicher 5:9,10,12,14 7:13 8:6,15</p> <p>grade 38:12 9:11</p> <p>graduates 12:1</p> <p>graduating 13:7</p> <p>great 12:23 24:16 47:15 49:17 50:10 51:11</p> <p>greatly 23:11</p> <p>GREENLEE 4:4,10,12,16,20,24 5:2,4,8,11 7:12 8:5, 14 27:9,13,15,17,19, 21 28:12,15,17,19, 21,23 29:7,10,13,19, 21,23 30:1,3,5,19,23 31:1,3,5,7,9,15 32:9, 11,13,15,17,19,23 33:19,23 34:2,4,6,8, 10 35:4,7,9,11,13,15</p> <p>ground 38:20</p> <p>group 6:1 13:10 23:3</p> <p>groups 42:11</p> <p>grown 47:18</p> <p>growth 19:11</p> <p>Guard 14:13</p> <p>guess 26:16</p> <p>guy 26:15</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>Halsted 16:9</p> <p>hand 8:9</p> <p>handles 23:20</p>	<p>happen 16:2 55:23</p> <p>happening 11:13 18:14,17 19:22</p> <p>happy 7:18 12:10,11 22:10 24:20 53:2</p> <p>hard 14:22 25:1 55:10 56:24</p> <p>Harden 30:12</p> <p>Harden's 30:18</p> <p>Haymarket 20:10,20</p> <p>head 12:14 24:17</p> <p>headquarters 12:18</p> <p>headways 10:11 19:2</p> <p>health 20:13</p> <p>hear 24:10</p> <p>heard 9:11 53:10</p> <p>hearing 26:1 30:10,13,15,17</p> <p>hearings 32:3</p> <p>heart 49:19</p> <p>height 38:21</p> <p>held 30:15</p> <p>helping 8:9 20:12 24:3</p> <p>helps 17:6 21:24 41:16</p> <p>Herb 48:18</p> <p>hiding 11:15</p> <p>high 22:5</p> <p>higher 12:14</p> <p>hire 18:19 19:9 43:12</p> <p>hired 12:5</p> <p>hiring 8:8 10:8 11:5 12:7,9, 12,16,22,24 18:22 19:7 24:9 25:9,14 26:20</p> <p>hold 42:21</p> <p>hole 25:10</p> <p>homelessness 20:9</p> <p>honest 9:10</p> <p>honestly 5:22</p> <p>honorably 14:6</p> <p>hope 13:4 54:15 56:1</p> <p>hopeful 13:19</p> <p>hosted 13:14</p> <p>hour 17:17</p>
--	--	--	--	--	--



<p>hours 42:22 44:2</p> <p>house 36:19 41:8 55:10</p> <p>human 19:24</p> <p>hurdles 21:20</p> <hr/> <p style="text-align: center;">I</p> <hr/> <p>identify 13:21 50:9 54:11</p> <p>Illinois 28:5 31:21</p> <p>imagine 25:6</p> <p>immediately 16:14</p> <p>impact 19:18 25:18 44:14 48:5,19</p> <p>impacted 48:1</p> <p>impacting 46:12 47:5</p> <p>impacts 16:7</p> <p>implement 55:20</p> <p>implemented 15:18</p> <p>importance 23:3</p> <p>important 6:4,15 12:9 18:12 23:21 37:14 41:15 48:12</p> <p>improve 6:5 11:21 17:10,14</p> <p>improved 6:2 15:6 26:10</p> <p>improvement 7:24 8:7 40:13</p> <p>improvements 5:21 25:3,24 40:12 49:6</p> <p>improving 22:18</p> <p>incentive 26:10</p> <p>incentives 13:3</p> <p>include 15:21 43:18</p> <p>included 12:3</p> <p>including 14:17 15:6 21:16</p> <p>income 52:21</p> <p>incomplete 8:12</p> <p>increase 18:22</p> <p>increased 18:5 19:1</p> <p>increasing 14:1 16:11</p> <p>individual 17:8 49:14,18 50:10 54:18</p> <p>individuals 12:3 13:22 20:12,21 21:4 44:1,16 45:24 47:14 48:6 51:6</p> <p>industry 18:15</p> <p>inform 10:16 52:17</p>	<p>information 9:13 11:10,15 17:4 26:23</p> <p>infrastructure 35:19 47:11 52:11 55:20</p> <p>initiated 20:10</p> <p>initiative 14:5,24 21:24 48:3</p> <p>initiatives 11:1 14:8 25:14</p> <p>inside 48:8</p> <p>inspection 32:6</p> <p>install 41:11</p> <p>installation 39:23 40:4</p> <p>installations 40:6</p> <p>installed 36:4,11 37:6</p> <p>installing 36:8 41:1,14</p> <p>integrated 52:6</p> <p>integration 21:12</p> <p>intended 51:6 54:21</p> <p>intentional 24:10</p> <p>interactive 18:2</p> <p>interested 20:4 43:13</p> <p>interlockings 41:24</p> <p>internal 37:9</p> <p>interpretation 11:16</p> <p>introduce 17:22</p> <p>introduced 9:18 17:18</p> <p>invested 42:12</p> <p>involves 30:10</p> <p>isolation 49:3</p> <p>issue 47:3</p> <p>issues 8:3 9:2 10:19 16:15, 20</p> <p>item 29:9 30:8,9 31:16,18</p> <p>items 32:6</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>Jakes 4:24 5:1 23:18 27:17,18 28:19,20 30:1,2 31:5,6 32:15, 16 33:18 34:6,7,14, 15,23 35:1,11,12 48:22</p> <p>January 6:5 18:6 20:18 42:15</p> <p>Jha 4:10,11 27:7,10,11, 12 28:10,13,14 29:17,19,20 30:21, 23,24 32:7,9,10</p>	<p>33:24 34:2,3 35:2,5, 6 44:8,10,22 45:2,11 46:2,6,10,18 47:4 49:17 50:15 53:4</p> <p>job 13:3,4,17 24:3,7,8</p> <p>jobs 49:6</p> <p>join 14:3,22</p> <p>JP 51:4</p> <p>Juanpablo 42:24 43:3 44:5 45:8 56:7</p> <p>junction 39:21 40:17</p> <p>juncture 23:13</p> <p>June 8:1</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p>Kent 28:1 30:8 31:17,22</p> <p>key 14:24 19:18 37:20</p> <p>kind 36:14,22 37:9 38:7, 8,14,19,23 39:17,22 40:12,19 41:7 42:16 46:11 48:8 49:23</p> <p>knew 26:17 51:16 53:22</p> <p>knowing 50:5</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p>labor 44:2 45:6,13,17,22, 23</p> <p>lack 9:24 56:17</p> <p>ladder 51:9</p> <p>ladies 5:15</p> <p>Lake 12:18 35:21</p> <p>larger 13:22 17:11 36:10 39:14</p> <p>Lasalle 6:10</p> <p>latest 14:7 16:21</p> <p>law 54:14</p> <p>Lawrence 40:2</p> <p>LBMM 40:3</p> <p>lead 25:23</p> <p>leader 21:19</p> <p>leadership 14:17</p> <p>learn 23:7</p> <p>learner's 13:15</p> <p>leading 25:20 32:4</p> <p>Lee 4:12,13,15,17,18,22 27:8,10,13,14 28:11, 15,16 29:18,21,22</p>	<p>30:22 31:1,2 32:8, 11,12 34:1,4,5 35:3, 7,8</p> <p>level 10:24 16:1 18:8,10, 20,23 19:21 25:5 41:18 50:22 53:14 55:8</p> <p>leveled 50:18</p> <p>levels 9:21 10:6 15:10</p> <p>leveraging 47:10</p> <p>license 13:19</p> <p>limited 13:6 54:11 56:15</p> <p>lines 7:22 11:13,14 15:23 16:3 18:1 19:3</p> <p>listening 24:1</p> <p>litigation 32:3,4</p> <p>live 10:17 16:24 17:3</p> <p>lives 10:17 48:2</p> <p>loading 36:13</p> <p>local 5:18</p> <p>located 12:18</p> <p>location 17:20</p> <p>long 51:12</p> <p>losing 12:13 25:9</p> <p>lot 22:16 24:22 25:13 37:24 38:6 46:14 50:15 51:13 53:1,8</p> <p>loudly 12:22</p> <p>love 46:10,18,19 49:23 51:24 53:4</p> <p>low 51:9 52:21</p> <p>Lunar 42:16</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>made 20:4 27:9 28:12 48:24</p> <p>Madison 39:19 40:17</p> <p>main 42:1</p> <p>maintenance 37:2</p> <p>major 25:12 36:15 52:11</p> <p>make 5:11 7:6 17:7 21:13 27:1 39:2,11 41:15</p> <p>makes 22:1</p> <p>making 11:3 21:17 22:3,15 25:10 49:1 53:15 55:23</p> <p>manage 17:13</p>	<p>management 17:16</p> <p>managing 10:5</p> <p>manpower 18:19</p> <p>marathon 12:8</p> <p>March 4:8 15:4 43:19</p> <p>marketing 11:5</p> <p>marry 16:21</p> <p>marvelous 24:3,7,8</p> <p>massive 50:5</p> <p>matters 7:7 32:21,22,24</p> <p>Mawr 40:2,9 41:8,11</p> <p>means 15:15 25:9 50:18</p> <p>meantime 56:3</p> <p>measures 16:2</p> <p>mechanic 12:16</p> <p>mechanics 10:9</p> <p>mediums 10:15</p> <p>meet 9:21 10:2 23:2 42:10 43:4,13 50:20,21</p> <p>meeting 4:1,5,7 5:19 8:24 9:19 14:24 15:18 18:24 27:5 29:4 31:19</p> <p>meetings 20:10 26:24 28:6 31:21</p> <p>mega 52:7</p> <p>member 23:5</p> <p>members 5:5 8:8 12:6 23:7 26:19</p> <p>membership 22:21</p> <p>memorandum 14:2</p> <p>men 14:11</p> <p>mental 20:13</p> <p>mentioned 6:22 22:13 41:19</p> <p>mentoring 56:13</p> <p>message 22:18 26:9</p> <p>met 10:1 33:6 34:16</p> <p>methods 10:11 24:6</p> <p>Metra 13:1</p> <p>metrics 19:18</p> <p>Metropolitan 30:14</p> <p>micropiles 38:12 41:2</p> <p>mid 14:2</p>	<p>middle 41:22 42:2</p> <p>milestone 25:12 40:16</p> <p>military 14:21</p> <p>Miller 4:21,23 8:16 26:5 27:15,16 28:17,18 29:23,24 31:3,4 32:13,14 33:3,4,15, 16,21 35:9,10</p> <p>million 19:12 43:21 44:2,3</p> <p>mini 42:18</p> <p>minute 4:14 7:12</p> <p>minutes 5:13 27:4 31:20,24 32:2,5 33:7,8 34:17</p> <p>missed 4:19</p> <p>MM 40:16</p> <p>model 47:20 52:5</p> <p>Moment 5:19 8:24 9:19 14:24 15:18 18:24</p> <p>monitor 17:17</p> <p>month 5:8 8:24 22:8 37:6,7, 8 41:6,20 42:12 43:20 48:6</p> <p>month's 6:1,21 18:2</p> <p>monthly 12:10 35:19 43:5</p> <p>months 5:19 12:15 19:10 35:21 38:18 39:23 51:15 55:4</p> <p>Mooney 35:17,18 44:5</p> <p>morning 4:4,6 5:10,14 17:6 33:6 34:16 35:18 43:2</p> <p>morning's 17:2</p> <p>motion 27:6,9,21 28:8,12,23 29:10,16 30:5,19 31:9,11,23 32:19 33:23 34:10,24 35:4, 15</p> <p>MOU 55:4</p> <p>move 9:9 15:1 27:7 29:17 30:21 32:7 33:24 35:2 39:17 40:7</p> <p>moved 24:9 28:10 35:4</p> <p>movement 41:24</p> <p>moves 35:22</p> <p>moving 18:22</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>national 14:13 55:8,9</p> <p>nationally 52:10</p>
---	---	--	--	--	---



<p>necessarily 52:14</p> <p>negligence 7:3</p> <p>neighborhood 42:11</p> <p>Neighbors 42:13</p> <p>networks 12:20</p> <p>newly 12:5</p> <p>news 11:24 25:7</p> <p>nicely 46:24</p> <p>NITZ 4:13</p> <p>non-revenue 37:2</p> <p>norm 24:5</p> <p>normal 9:21 10:4,6,24 18:23 24:6,22 42:3</p> <p>north 53:17</p> <p>notable 19:6</p> <p>note 13:5 16:7</p> <p>November 7:15</p> <p>number 7:10 10:7,19 15:22 33:10 40:16 44:11, 13,14,21,23 45:2,9, 15,23,24 46:15 47:18 50:3</p> <p>numbers 10:10 12:11 15:12 49:20 52:3</p> <p>numerous 18:16</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>O'HARE 16:10</p> <p>obtain 13:18</p> <p>occur 41:17</p> <p>October 7:1</p> <p>offer 8:9 12:23 25:16</p> <p>offered 13:17</p> <p>offerings 21:13</p> <p>offhandedly 6:21</p> <p>office 42:22</p> <p>Officer 14:19 35:19</p> <p>Officers' 14:13</p> <p>offices 42:11</p> <p>offsite 39:11</p> <p>older 19:4</p> <p>Olive-harvey 13:14,21</p> <p>omnibus 33:12,13,20 34:20, 21 35:1</p>	<p>one-day 21:16</p> <p>ongoing 11:4 40:24 42:9</p> <p>open 9:10 23:16 28:5 29:13,16 30:6 43:9</p> <p>Opening 31:21</p> <p>operating 13:12</p> <p>operation 8:4</p> <p>operations 10:12 13:6 42:17</p> <p>operator 8:8 12:16 13:17,23</p> <p>operators 10:9 12:13,14 13:8, 11 19:7,9</p> <p>opportunities 43:7,10,17,18 47:12, 13 49:7 52:23 54:22 55:13 56:2,15,16,17, 20,22</p> <p>opportunity 5:16 9:1,4 20:23 21:11 22:7 23:7 26:13 47:19 50:19 51:12,17</p> <p>optimistic 25:2</p> <p>optimization 9:15,19 15:2,5,9,22 16:2,4 18:3</p> <p>optimizations 6:6 7:4</p> <p>optimize 10:12</p> <p>optimized 6:23 18:7</p> <p>options 12:24</p> <p>order 4:7 5:6 8:20 27:3,23 32:20 33:1,16 34:12 35:16</p> <p>ordinance 33:9,12</p> <p>organization 9:22,23 50:5</p> <p>organizations 20:12</p> <p>out-of-the-box 16:21</p> <p>outlined 5:21</p> <p>outreach 14:1 20:2,16,17,19, 20,24 42:9 43:6,15</p> <p>overcrowding 16:14</p> <p>owe 11:9 21:6</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>p.m. 12:17</p> <p>Pace 13:1 21:12,15</p> <p>package 38:10</p> <p>packages 43:9,22</p> <p>paid 12:23,24</p> <p>pandemic 15:21 16:19 22:22 23:14</p>	<p>panel 37:15</p> <p>panels 37:5</p> <p>parade 42:16</p> <p>Paragraph 28:4</p> <p>paramount 9:8</p> <p>Park 16:6,12</p> <p>part 11:18 16:10,17 17:11 18:20 36:4 38:10 40:16 41:12, 15 42:3,9,20 46:19 48:23 53:13 54:9 55:20</p> <p>participate 54:13</p> <p>participating 48:10</p> <p>participation 53:21 54:6</p> <p>partnering 13:20</p> <p>partners 43:11 51:4</p> <p>partnership 14:4,7,10 43:12</p> <p>parts 39:12</p> <p>passes 21:15,17 27:22 28:23 30:6 31:9 32:19 35:15</p> <p>past 55:22</p> <p>pastors 26:12</p> <p>pause 44:6</p> <p>pay 12:23</p> <p>Pays 14:4,10</p> <p>pension 12:24</p> <p>people 8:4 10:16 26:8,13 46:4,12 47:6,24 48:20 53:16 55:15</p> <p>percent 6:9,10,11 7:6,9,20 15:7,8 18:5,6 19:5,8 26:7 54:6 56:4</p> <p>percentage 7:19 44:15,21,23 45:18,19 53:20</p> <p>percentages 6:3 9:17</p> <p>performance 19:18 52:18</p> <p>performing 20:17</p> <p>period 17:2 22:21</p> <p>permit 13:15,16</p> <p>personal 49:13</p> <p>personally 24:9 53:5</p> <p>personnel 17:17</p> <p>Philadelphia 55:5</p> <p>philosophy 47:17</p>	<p>photos 36:5 37:4 40:14 41:1</p> <p>pick 15:3,21 16:4</p> <p>piece 24:9</p> <p>pieces 38:14 39:14</p> <p>pilot 55:24</p> <p>Pink 7:22</p> <p>pipeline 51:6,17,22</p> <p>pivotal 36:22</p> <p>place 22:5 26:11 37:5,10 41:13 42:5</p> <p>plan 5:20 8:24 9:19 15:18 16:18 17:12 19:1,19 20:1,3 22:4,19 46:17 49:10</p> <p>planning 17:10 33:3,5</p> <p>platform 17:4,18 36:13 41:10</p> <p>platforms 17:1,19 36:3,20</p> <p>play 48:18</p> <p>played 48:21</p> <p>playing 8:11 50:23</p> <p>plug 53:24</p> <p>point 7:3 11:10 31:10 36:11,12,13,22 48:11,24 50:11</p> <p>pointing 56:21</p> <p>pool 13:22 54:12 55:6</p> <p>portion 20:8 44:3</p> <p>portions 32:2</p> <p>positions 13:23</p> <p>post-pandemic 24:2</p> <p>posted 6:24</p> <p>potential 50:10 55:2</p> <p>potentially 54:12</p> <p>pour 38:15 42:6</p> <p>pouring 38:12</p> <p>pours 40:1</p> <p>power 39:1 49:21</p> <p>pre-covid 7:6</p> <p>precast 37:5,15 40:3</p> <p>prefab 39:24 40:18</p> <p>premium 22:5</p> <p>prepandemic 18:9</p> <p>prepare 36:3</p>	<p>prepares 14:5</p> <p>preparing 35:24 40:6</p> <p>prepped 36:7</p> <p>prepping 40:8 41:7</p> <p>present 5:16 11:7 43:16</p> <p>presentation 46:17 52:1</p> <p>presented 16:19 30:16</p> <p>president 5:15,24 8:10,18,21, 22 11:18 22:12 23:19 24:18 26:5 27:3 44:6,9,19 45:1, 8,14,16 46:14,20,23 48:23 50:14,24 53:6 54:2,4</p> <p>president's 8:21 23:17</p> <p>pretty 39:8</p> <p>previously 32:4 36:16 38:18 40:18</p> <p>Prieto 43:2,3 44:16,23 45:5,12,15,21 46:5, 9,13,22</p> <p>prime 43:7,10</p> <p>primes 56:12</p> <p>prior 31:19 37:7</p> <p>private 18:17,18</p> <p>privy 52:14</p> <p>problems 9:7</p> <p>proceed 39:16</p> <p>proceeding 12:21</p> <p>proceeds 38:5</p> <p>process 23:1</p> <p>produced 48:14</p> <p>program 14:4 46:3,16 50:7,9 51:2,3 52:2</p> <p>programs 11:1 12:1 13:12 43:4 47:19,21 51:7,20 56:13</p> <p>progress 13:5 18:3 19:6 22:4, 15 37:5 39:18</p> <p>project 23:1 35:20,22 37:1, 24 38:1,4,21 40:10 42:9 44:18 45:7,10 47:5,7,15 48:2,5,10, 15,17 49:8,11 50:12 51:2,10,11 52:16 53:9,15,16 54:13 55:21</p> <p>projects 43:17 47:11 49:2,4 50:5 51:13 52:6,7, 12,23,24 53:13 55:7, 16 56:14,16</p> <p>promise 5:21</p>	<p>promoted 52:10</p> <p>promoting 27:1</p> <p>protection 41:18</p> <p>proud 6:2 52:9</p> <p>provide 9:1 10:20 16:9 17:12 21:1</p> <p>provided 11:1 21:10</p> <p>providing 15:20 18:9 20:22 25:5 41:17 50:22</p> <p>public 5:7,9,12 8:11 11:8, 12 21:20 23:21 32:6</p> <p>published 10:1</p> <p>pull 54:9</p> <p>pulled 4:13</p> <p>pure 7:3</p> <p>pursuant 28:4</p> <p>pursue 13:22 55:14</p> <p>push 41:16</p> <p>put 15:14 18:10 46:17 47:16 54:15</p> <p>putting 11:12 38:14</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>qualification 50:19</p> <p>qualified 43:13 51:20 53:1 55:6,12</p> <p>quality 25:4</p> <p>quarter 40:11</p> <p>quarterly 43:16</p> <p>question 44:8,19</p> <p>questions 22:11 23:17 42:22</p> <p>quickly 18:19 37:16</p> <p>quiet 41:16</p> <p>quietly 6:13</p> <p>quorum 5:5</p> <p>quote 6:6,7,23 8:3,6</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>rail 6:12 8:4,7 10:9 11:14 12:5 13:8,11, 12 15:3,4,23 17:24 18:4 19:2 37:2</p> <p>raising 47:4</p> <p>ranks 14:18</p> <p>Ravenswood 40:23</p>
--	--	---	--	---	--



<p>RAY 28:3 30:9 31:10,14,18 reached 19:8 21:2 reaching 26:7 reaction 9:20 ready 26:15 36:7 40:1,20 42:5 real 8:13 17:4 22:3 reality 6:8 realtime 17:20 reason 6:4 51:11 reasons 28:8 rebuilding 10:4 receive 13:2 17:20 received 16:23 recently 38:10 recess 28:8 recessed 29:1 recognize 12:6 recognizes 23:2 Recognizing 53:18 recommend 33:12 34:20 recommendation 30:11 31:12 recommended 30:17 reconvened 29:5 reconvening 22:20 23:1,15 recruit 14:9,15 recruiting 8:4 14:11 recruitment 11:5 14:5 Red 16:3 20:18 Red-purple 39:20 refer 43:13 reflect 18:10 reflecting 15:13 region 21:14 regional 21:12 Regular 27:5 regularly 4:7 56:7 related 16:4 relation 44:12 release 31:24 38:2</p>	<p>released 32:5 reliable 15:15 19:6 rely 10:17 remaining 8:5 remarks 8:19 44:7 remember 37:23 remind 18:12 21:23 22:2 reminds 49:22 remove 21:20 renewal 40:23 repair 12:4 rephrase 7:16 replaced 39:9 report 8:21 22:10 23:17,19,20 25:8 26:22 27:3 33:2,14,17 34:13,18,22 35:17 43:19 44:4 47:2 reports 5:24 9:15 24:23 represent 15:12 23:3 45:19 represents 45:3 requested 5:11 30:12 required 54:17 requirements 16:11 31:20 requires 10:19 reroute 39:1 Reserve 14:13 Reserves 14:12 residents 21:7 resolve 12:7 resort 21:6 resources 17:15 50:12 responsibility 11:18 26:18 rest 46:21 52:1 restore 23:13 result 15:9,23 25:14 results 11:2 15:6 retaining 25:18 retention 25:17 38:1 retire 26:16 return 10:23 19:15 29:11,13,16 30:5</p>	<p>review 30:10 reviewed 31:19 33:9 34:18,19 revise 19:20 revised 16:12 ride 17:8 21:15,17 rider 8:13 riders 5:18,22 6:15,24 7:2 ridership 10:10 11:13 19:11 23:4,11,13 rides 21:2 rightfully 56:21 rip-roaring 39:7 risen 14:17 RLE 49:1,11 51:23 roles 54:23 roll 4:9 39:13 rolling 19:20 48:7 roof 37:20,22 roofing 37:12,13,14 roofs 37:19 room 38:24 39:2 route 33:10 37:22 routinely 42:10 routing 42:3 RPB 39:18 40:15 RPM 39:16 43:19 44:18 46:1 47:15 48:2,3,10,24 49:13 51:1 52:13 rub 23:22 run 50:6 rung 51:9 running 13:13 15:19 runs 15:24 rush 17:2,17</p>	<p>schedules 6:15,24 7:2 10:1,13 15:13 18:4,7 19:4 scorecard 18:2 19:16 seamless 21:13,17 seat 23:6 seconded 27:10 28:13 35:5 seconding 4:18 seconds 8:5 SECRETARY 4:4,10,12,16,20,24 5:2,4,8,11 7:12 8:5,14 27:9,13,15,17,19,21 28:12,15,17,19,21,23 29:7,10,13,19,21,23 30:1,3,5,19,23 31:1,3,5,7,9,15 32:9,11,13,15,17,19,23 33:19,23 34:2,4,6,8,10 35:4,7,9,11,13,15 section 28:4 30:10,13 31:21 32:3 40:2 sections 39:13 sector 18:17,18 segmental 40:4 segments 41:12 selected 17:1 selling 48:24 send 43:6 SEPTA 55:4 56:1 series 14:8 39:15 41:23 serve 20:6 49:3,5 served 21:23 service 6:2,5,8,13,16 7:19 9:16,17,19,21 10:4,5,12,21,24 11:21 15:2,6,10,14,15,22 16:7,9 17:5,14,17 18:4,8,10,23 19:1,6,23 21:11 25:4,5 33:3,5 services 17:23 20:23 serving 10:13 14:6 20:8 session 27:24 28:2,4,8 29:2,14,16 30:6 31:15,19,24 set 52:3 settlement 32:3 Shaney 30:12 share 12:12 26:23 46:20 47:23 54:5 sharing 26:6,8,12,17 shelter 21:6</p>	<p>shifted 17:15 shored 36:7 shoring 36:1 short 16:8 shortly 38:22 shot 48:13 show 47:1 48:12 showed 36:1 37:7 41:6 showing 19:5 24:24 49:8 shown 7:24 39:22 40:18 shows 18:3 side 13:6 43:24 53:17 sides 36:21 40:13 signal 38:24 39:2 40:12 significant 12:7 15:5 16:2,17 19:21 silly 7:17 similar 47:20 51:22 simply 21:3 single 11:15 sir 8:17 site 38:2 39:6 size 36:3,9,10 slide 36:14 37:1,11,19 38:3,11,22 39:7,15 40:22 41:5,11,19 42:8 slow 11:3 small 47:18 48:9 snowy 42:18 software 15:16 soldiers 14:6 solidly 22:3 sort 37:16 50:7,8 sought 17:14 sound 41:14,16 space 40:5,13 speak 5:12 special 42:5 specialists 20:16 specialized 53:19 55:12 spread 12:20</p>	<p>spring 15:3,21 23:2 sprint 12:8 Stabilizing 25:20 staff 10:21 22:13 staffing 12:11 stage 39:20 40:6 42:3 stages 53:9 staging 41:10 stair 36:23 stairs 41:9 stand 49:2 start 25:3,10 38:19,20 39:5 40:20 50:16 51:8 started 7:13,14,15 38:15 52:14 starting 38:20 39:24 stated 28:9 33:20 35:1 station 6:24 35:22 36:4,15,19 40:9 41:8 stations 12:5 40:9 42:4 status 17:20 steady 11:4 steel 37:9,10 39:10,23 step 16:13 22:6 25:22 55:23 steps 5:23 stood 42:16 storage 37:24 stories 47:24 story 48:5 49:13,19,21 Strategic 33:2,5 strategy 43:15 stream 17:3 streams 7:18 street 6:8 12:18 36:21 strengthen 14:15 stress 12:21 stringer 36:6 structural 36:15 37:13 structure 36:2 41:5 structures 37:21</p>
S					
<p>sat 42:12 scale 46:3 schedule 6:6,22 7:5,9,21 11:2 15:1,2 18:3 35:23 37:3 38:5 39:16 scheduled 4:7 15:24</p>					



<p>subcontracting 56:19,22</p> <p>submit 43:9</p> <p>Subparagraphs 28:5</p> <p>subs 43:10</p> <p>substance 20:13</p> <p>substation 38:4,8,16,23 39:4,6</p> <p>suburbs 21:18,22</p> <p>subway 38:24 39:14</p> <p>success 14:4 19:7 56:5</p> <p>successes 9:7</p> <p>successful 47:18</p> <p>sufficient 9:21</p> <p>sugarcoating 9:13</p> <p>suggested 9:12</p> <p>summer 40:7</p> <p>support 14:9 20:19,23 49:4 52:11 53:14</p> <p>supporting 17:6</p> <p>sustain 30:18</p> <p>sustaining 31:11</p> <p>system 7:24 17:20 19:19 20:17,22 38:3</p> <p>systemwide 19:13</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>table 23:3,6</p> <p>taking 21:20</p> <p>talk 11:22 42:24 51:5</p> <p>talked 55:22</p> <p>talking 49:15 50:2</p> <p>Targeting 52:20</p> <p>team 6:7 8:3,11 12:5 14:23 22:15 24:2,10, 15 48:3 56:7</p> <p>technologies 10:16</p> <p>technology 16:22 20:1</p> <p>temp 40:8</p> <p>temporary 41:10 42:4</p> <p>tendered 36:16</p> <p>terms 16:8 20:6 25:4 46:7, 12 49:5,6 54:11,24</p> <p>testing 40:11</p> <p>thing 49:11 53:7 54:24</p>	<p>things 25:24 26:21 42:15 47:8 51:1 54:7,19,21 55:3,8,18 56:10</p> <p>thinking 16:18,22 25:19</p> <p>thirty 26:15,16</p> <p>Thirty-five 21:22</p> <p>thirty-six 51:15</p> <p>thought 49:12</p> <p>three-day 21:17</p> <p>Thresholds 20:10,17</p> <p>tie 37:15</p> <p>tie-in 36:22</p> <p>tied 56:18</p> <p>ties 38:17 39:10</p> <p>tight 39:16</p> <p>time 8:14,20 10:5,20 11:4 12:24 16:12 17:4,7 20:14 21:3 47:23 50:6 52:16 53:11</p> <p>times 16:5 50:15</p> <p>timetable 7:7</p> <p>today 8:1,19 11:11,22 12:14 15:11 25:8 26:2 28:2</p> <p>ton 38:1</p> <p>tool 19:17</p> <p>tools 17:10,12</p> <p>top 37:17 40:1</p> <p>topping 37:18</p> <p>total 7:10 44:13,15,21,23 45:19,21,24</p> <p>touches 49:19</p> <p>touching 46:4</p> <p>tower 36:23,24</p> <p>track 40:1,6 41:13,16,17, 20,22 42:2</p> <p>tracker 15:16</p> <p>tracking 7:14,15 15:16 19:17</p> <p>tracks 40:23 42:1</p> <p>trade 43:8 44:17 45:5,13, 16,22</p> <p>traditional 10:15</p> <p>trail 40:12</p> <p>train 12:5 15:24 17:21 21:2 41:24 42:18</p>	<p>training 12:1,23 13:9,10,12 14:13</p> <p>trains 7:10,17 12:4 15:19 17:21 20:18</p> <p>transit 4:8 5:18 13:1 14:18 18:15 19:15 21:3,19, 20 22:1,24 23:8 30:14 31:23 42:17 55:24</p> <p>transitional 22:21</p> <p>transitioned 43:14</p> <p>transitions 22:23</p> <p>transparency 9:23 11:8 19:22</p> <p>transparent 9:5 22:6</p> <p>transportation 49:5 55:19</p> <p>travel 13:1 16:5,12 17:24 21:14,18,21</p> <p>trend 7:23 19:3</p> <p>trip 17:10</p> <p>triple 19:2</p> <p>trips 7:24 8:2</p> <p>troubled 6:20</p> <p>turn 4:4 42:24 44:4,6</p> <p>twelve 51:14</p> <p>twenty-four 51:14</p> <p>type 47:17 56:18</p> <p>types 15:23 49:9 51:7</p> <p>typical 37:17</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>U.S. 14:3,12</p> <p>UIC 16:9</p> <p>ultimately 36:18,24 39:12 41:9, 22</p> <p>ultimating 42:1</p> <p>underground 39:4</p> <p>underlayer 37:17</p> <p>underneath 38:23</p> <p>underserved 52:21</p> <p>understand 10:3 24:21</p> <p>understanding 14:3 28:1 45:18</p> <p>undertaken 14:8 52:19</p> <p>underwater 37:24</p> <p>underway 49:12 51:23</p>	<p>undisclosed 32:5</p> <p>unequivocally 14:20</p> <p>unhoused 20:6</p> <p>uniform 55:17</p> <p>unions 51:19</p> <p>unique 43:23 44:1,16 51:16 53:11</p> <p>unlimited 21:15,17</p> <p>unreleased 32:5</p> <p>unsheltered 21:7 24:12</p> <p>unusual 18:14</p> <p>unveiled 16:24 20:3</p> <p>upcoming 43:16</p> <p>update 6:21 7:2 16:5 22:13 26:6 35:20 43:1 52:18</p> <p>updates 6:1 8:7,12</p> <p>updating 8:23 22:8</p> <p>uphill 25:6</p> <p>utilize 12:19</p> <p>utilizing 11:20</p> <p>Utube 12:21</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vehicle 37:2</p> <p>versa 55:7</p> <p>versus 44:14</p> <p>vertical 38:21</p> <p>veteran 14:9,11</p> <p>veterans 14:1,19,21</p> <p>vice 55:7</p> <p>video 7:17 16:24 17:1 48:7,12,18,21</p> <p>videos 48:13 49:9</p> <p>virtual 42:21</p> <p>visit 6:19</p> <p>visitors 21:21</p> <p>vital 14:14</p> <p>vocal 27:1</p> <p>vote 53:21</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>waiting 17:19</p>	<p>wall 41:14</p> <p>walls 37:15 38:19</p> <p>wanted 47:1 53:11</p> <p>Ward 42:10</p> <p>watching 12:21</p> <p>water 37:22 38:2 37:27 38:2</p> <p>ways 17:14,24</p> <p>website 6:19</p> <p>week 13:5 16:24</p> <p>weekday 17:2</p> <p>weekend 26:12 39:15</p> <p>welcomed 11:24</p> <p>well-respected 20:11</p> <p>West 12:18</p> <p>who've 14:17</p> <p>wife 26:14</p> <p>Wilson 42:13</p> <p>Winona 41:23</p> <p>women 14:11</p> <p>word 12:20 24:11</p> <p>words 44:12 48:1,20</p> <p>work 19:13 21:11 22:7,16 24:16,22 25:12 26:11 35:24 36:1,16 37:11 38:7,9,13,17 39:5,20 40:5,10,19, 21 41:20 42:5 47:13, 16,22 49:7 51:9,21 52:8 53:2,19 54:13 55:6,12 56:6,7,11, 14,18,20,23,24</p> <p>work-product 48:16</p> <p>worked 44:2,17 45:6,10,12 46:1 48:4</p> <p>workers 20:19 41:18 44:17 45:1,6,10 48:8</p> <p>workforce 9:21 10:2,4 13:24 14:9,15 15:11 16:1, 11 18:11,13 25:20 43:1,5,11,12,14,15, 18,24 45:19,22 47:6, 19 51:3 52:2</p> <p>working 14:22 23:13 25:1 48:15 52:22 54:8</p> <p>workings 23:8</p> <p>works 52:17</p> <p>worse 7:7,16,23</p> <p>worst 7:11</p>	<hr/> <p style="text-align: center;">Y</p> <hr/> <p>year 13:13,14,16 19:8 20:9 25:2 42:16 53:22</p> <p>years 26:15,16 32:1 51:15</p> <p>yesterday 26:14</p>
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