

1 COMMITTEE ON FINANCE, AUDIT AND BUDGET

2
3 IN RE THE MATTER:)
4 REGULAR MEETING)
5 OF NOVEMBER 17th, 2021)
6)

7
8 Report of proceedings at the meeting of
9 the above-entitled cause, before Tabitha Watson, an
10 Illinois Shorthand Reporter, on the 17th day of
11 November, 2021, at the hour of 2:32 p.m., via
12 videoconference.

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19 Reported by: Tabitha Watson, CSR, RPR
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1 BOARD MEMBERS PRESENT:

2 ALEJANDRO SILVA, Chairperson

3 LESTER BARCLAY

4 KEVIN IRVINE

5 BERNARD JAKES

6 JOHNNY MILLER

7
8
9
10 STAFF PRESENT:

11 DORVAL R. CARTER, JR., President

12 GREGORY LONGHINI, Secretary

13 KAREN SEIMETZ, General Counsel

14 MIKE CONNELLY

15 MICHELE CURRAN

16 JEREMY FINE



1 (whereupon, the following
2 proceedings were had via
3 videoconference.)

4 SECRETARY LONGHINI: Good afternoon. I am Greg
5 Longhini. I'm the Board Secretary to the Chicago
6 Transit Board.

7 On November 10th, 2021, this Office of the
8 Secretary issued a notice of changed format of all
9 Transit Board committee and board meetings
10 scheduled for November 17th, 2021.

11 There is currently -- currently in effect
12 a state-wide disaster declaration as a result of
13 the COVID-19 pandemic, which has been renewed every
14 month since the start of the pandemic.

15 Pursuant to Section 7(e) of the Open
16 Meetings Act, the head of the Chicago Transit
17 Authority has determined that it is not practical
18 or prudent to conduct an in-person meeting in light
19 of the ongoing disaster. This means that as
20 permitted by this section of the Open Meetings Act,
21 there will not be any in-person public meetings and
22 the Chicago Transit Authority public meeting of
23 November 17th, 2021 will take place only virtually.

24 Because the governor's disaster



1 proclamation remains in effect in the state of
2 Illinois, the meetings of November 17th, 2021 are
3 being held electronically or virtually pursuant to
4 an amended provision of the Open Meetings Act,
5 which also allows for virtual public meetings while
6 the disaster proclamation remains in effect.

7 Chairman Silva, we are ready to begin the
8 scheduled Finance, Audit and Budget Committee
9 meeting.

10 Chairman Silva?

11 CHAIRPERSON SILVA: I'm sorry.

12 SECRETARY LONGHINI: We're ready to begin.

13 CHAIRPERSON SILVA: Good afternoon. I would
14 like to call to order the November 17th, 2021
15 meeting of the Committee on Finance, Audit and
16 Budget.

17 Will the secretary call the roll?

18 SECRETARY LONGHINI: Yes.

19 Director Irvine.

20 DIRECTOR IRVINE: Here.

21 SECRETARY LONGHINI: Director Miller.

22 DIRECTOR MILLER: Here.

23 SECRETARY LONGHINI: Director Jakes.

24 DIRECTOR JAKES: Here.



1 SECRETARY LONGHINI: Director Barclay.
2 DIRECTOR BARCLAY: Here.
3 SECRETARY LONGHINI: Chairman Silva.
4 CHAIRPERSON SILVA: Here.
5 SECRETARY LONGHINI: Let the record show
6 General Counsel Seimetz and President Dorval Carter
7 are also in attendance and myself and Jeremy Fine,
8 the Chief Financial Officer, and General Counsel
9 Seimetz are actually in the 576 West building, our
10 headquarters building.

11 We may now proceed to Agenda Item Number
12 2, Chairman.

13 CHAIRPERSON SILVA: Our first order of business
14 is the approval of the committee minutes of
15 October 13, 2021. May I have a motion to approve?

16 DIRECTOR IRVINE: So moved.

17 DIRECTOR MILLER: Second.

18 SECRETARY LONGHINI: Moved by Director Irvine,
19 seconded by Director Miller.

20 Director Irvine.

21 DIRECTOR IRVINE: Yes.

22 SECRETARY LONGHINI: Director Miller.

23 DIRECTOR MILLER: Yes.

24 SECRETARY LONGHINI: Director Jakes.



1 DIRECTOR JAKES: Yes.

2 SECRETARY LONGHINI: Director Barclay.

3 DIRECTOR BARCLAY: Yes.

4 SECRETARY LONGHINI: Chairman Silva.

5 CHAIRPERSON SILVA: Yes.

6 SECRETARY LONGHINI: The Committee's October

7 minutes have been approved with five yes votes.

8 You may proceed to Number 3, sir.

9 CHAIRPERSON SILVA: Our next order of business
10 is the finance report. Jeremy Fine.

11 JEREMY FINE: Thank you. I'm Jeremy Fine, your
12 Chief Financial Officer, and I will review the
13 system-generated revenues and expenses for the
14 month of September as well as year-to-date.

15 with regard to September revenues, we see
16 a similar trend as what we've seen in the prior
17 months. Fare and pass totals are slightly down to
18 an amended budget and original budget basis by
19 1.1 million on the amended budget and a little
20 under 6 million on the original budget.

21 Reduced-fare subsidy is coming in as
22 expected, however this is after of what we have
23 historically received and is significantly less
24 than what we give out in terms of free and



1 reduced-fare rides.

2 Nonfarebox totals continue to come in
3 positive by about 1.1 million on the amended budget
4 and about 400,000 on the original budget.

5 Overall for the month of September, we see
6 total revenues coming in at budget on the amended
7 budget basis and down by about 5 million -- 5.3
8 million on the original budget.

9 For year-to-date numbers with regard to
10 revenues, they're seen on this page where fare and
11 pass totals are slightly down overall by about
12 \$4 million and positive by about \$10 million on the
13 original budget. Again, reduced-fare subsidy
14 continues to come in as expected, albeit, haircut
15 off of previous years' returns.

16 Nonfarebox totals down about \$700,000
17 total on an amended budget basis and down about 12
18 and a half million dollars on the original budget.

19 So overall, year-to-date revenues are down
20 about \$5 million, 4.7, on the amended budget basis
21 and by about 2.4 on the original budget basis.

22 With regard to our expenses, we continue
23 to keep tight controls in place on our expenses,
24 where we see labor coming in positive on an amended



1 and original budget basis by slightly less than a
2 million dollars.

3 Materials coming in negative by about
4 \$1.4 million, but fuel and power coming in --
5 continue to come in very strongly where we're
6 positive by about \$400,000 of each.

7 Injuries and damages and security services
8 coming in either flat or slightly positive. And
9 other expenses continues to be a strong performer
10 for us where we see positive favorability on an
11 amended budget basis by about \$4 million and on an
12 original budget basis by 3.3.

13 Overall for the month of September, we see
14 positive favorability on the amended budget by
15 about \$5 million and on the original budget by
16 about 4.2. If you net these against our revenues,
17 we're positive by 4.9 and we're negative 1 million
18 on an original budget basis.

19 with regard to year-to-date numbers on
20 expenses, again, following a similar form as what
21 we saw in the monthly totals. Dropping to the
22 bottom line here, we see operating expenses
23 positive by about \$38.8 million on the amended
24 budget and by about \$48 million on the original



1 budget. Again, if you net these against our
2 revenues year-to-date, we're at \$34.1 million to
3 the positive on the amended budget and
4 \$45.9 million to the positive on the original
5 budget.

6 with regard to our public funding, we've
7 seen continued progress and positive favorability
8 on our public funding streams. For the month, we
9 received about \$13 million to the favorable on
10 sales tax on the amended budget and a little under
11 \$15 million favorability on the original budget.

12 with regard to PTF, the public
13 transportation funds, it's about \$6 million of
14 favorability on the amended budget and about
15 \$9 million on the original budget.

16 Real estate transfer tax came in positive
17 by about two and a half million dollars on the
18 original budget and a little over \$3 million on the
19 original budget. Coupled with PTF on RHETT and ICE
20 funding, end up the month \$22 million to the
21 positive on the amended budget and about
22 \$27.4 million on the original budget.

23 Year-to-date numbers follow the same form
24 and you can see here at the bottom line, we're



1 positive by about \$147 million to the amended
2 budget by 171 million to the original budget.

3 with regard to our Federal relief funding,
4 as we talked about last month, we've added on all
5 three buckets of funding streams. The CARES was
6 the original first bucket of Federal relief
7 funding, the CRRSAA was the second, and then we
8 were recently allocated the third tranche of
9 funding from the RTA, whereas we received
10 \$912 million of that total regional pot of
11 1.5 billion.

12 The CARES funding, we are expecting to
13 draw down about 15 and a half million dollars for
14 the month. That means that we'll have drawn about
15 93 percent of the total 817 million, which leaves
16 about \$55 million remaining and we still have the
17 full allocation of CRRSAA and ARP to cover future
18 year shortfalls, which we'll talk about more in the
19 budget presentation.

20 There's one more slide with regard to our
21 commodities. While that's coming back up, the
22 commodities that we are looking to continue to
23 purchase are particularly on the fuel side of the
24 house, if we can flip to that page.



1 Fuel, we have finalized the agreement with
2 our future fuel provider for the outer years of
3 '23, four, and five. we'll look to make selective
4 purchases as market conditions avail themselves.
5 As of now, we've seen a little bit in a dip of fuel
6 pricing for those outer years, but we continue to
7 assess the market, frankly, on a daily basis and
8 will make opportunistic buys as pricing avails
9 itself.

10 with regard to power and natural gas,
11 we're fully locked in for the future years, but we
12 will continue to monitor those commodities as well
13 and look for selective buying opportunities as
14 well.

15 This concludes my presentation with regard
16 to the FAB. I'm glad to answer any questions.

17 CHAIRPERSON SILVA: How long do you think,
18 okay, we're going to be able to use their funds?
19 For the whole '22 or 23rd [sic], up to what month?

20 JEREMY FINE: Yeah. So we'll talk more about
21 that in the budget presentation, but to answer your
22 question directly, here we would expect the three
23 pots of funds, the CARES, CRRSAA, and ARP funding,
24 to carry us through a majority of calendar year,



1 which is also our budget year, of 2024.

2 We do have the unique opportunity as a CTA
3 entity to compete for additional ARP discretionary
4 funds that will help us close the remaining gap of
5 2024 and we're able to compete for those critical
6 ARP discretionary dollars because we were the only,
7 you know, service board in the region to have
8 exhausted the -- you know, to sort of -- to have
9 reached the threshold of 90 percent of CARES
10 funding spent before the cutoff date in November.
11 So, again, that leaves us an opportunity to further
12 close that budget gap, which we'll talk about in a
13 moment. But, again, the allocations that we
14 received to date should carry us through the
15 remaining portion of '21, '22, '23, and into '24.

16 CHAIRPERSON SILVA: Very good. Thank you.

17 SECRETARY LONGHINI: Thank you.

18 Director Barclay, any questions for
19 Jeremy?

20 DIRECTOR BARCLAY: Not as many questions, just
21 a comment. I wanted to say that on behalf of the
22 Board, I'd like to commend President Carter and
23 Jeremy Fine and the CTA team for their
24 professionalism and leadership in reaching a



1 consensus with RTA and the other service boards on
2 the regional allocation on the ARP funding.

3 Dorval and his team were instrumental in
4 getting the region to the finish line. This is a
5 challenging time for all of the service boards as
6 we work to restore ridership while providing safe
7 and reliable services to our customers during this
8 ongoing pandemic.

9 Additionally, we each face our own unique
10 challenges and priorities and the ARP funding will
11 be critical in assisting each of the service boards
12 and addressing them. The region succeeds when all
13 the service boards are put into best financial
14 position to provide service to its customers,
15 especially essential workers and low-income
16 customers who rely on transit as their only form of
17 transportation. Dorval and the team kept this at
18 the forefront of discussions to ensure that the
19 allocations were made in an equitable manner.

20 Lastly, I would like to commend Dorval and
21 Jeremy for their excellent management of the CARES
22 and CRRSA funding we've previously received, which
23 made CTA the only service board in the region
24 eligible to apply for Federal discretionary



1 funding. I really would like to highlight that we
2 appreciate the efforts that you guys made in
3 rolling up your sleeves and fighting for the
4 Chicago Transit Authority. So thank you.

5 PRESIDENT CARTER: Thank you, Chairman and the
6 rest of the Board. We appreciate the support that
7 you've given us since we've engaged in this
8 process.

9 SECRETARY LONGHINI: Thank you, Director and
10 President.

11 Director Jakes, any questions?

12 DIRECTOR JAKES: No questions, but, you know,
13 in the black church experience after Director
14 Barclay just read what he read, we would just say
15 the doors of the church are open. So very well
16 said and congratulations to our president and
17 Jeremy.

18 SECRETARY LONGHINI: Thank you, sir.

19 Director Miller.

20 DIRECTOR MILLER: No, no questions at this
21 time. Just ditto. Thank you.

22 SECRETARY LONGHINI: Director Irvine.

23 DIRECTOR IRVINE: No questions. Just, again, I
24 echo and fully support Director Barclay's comments.



1 Thank you.

2 SECRETARY LONGHINI: Thank you all. Chairman
3 Silva, there are no questions now, so we may
4 proceed to Item Number 4.

5 CHAIRPERSON SILVA: Our next order of business
6 is the review of an ordinance amending Ordinance
7 Number 020-108, fiscal years 2021 through 2025
8 Capital Improvement Program. Jeremy Fine.

9 JEREMY FINE: Thank you. I'm Jeremy Fine,
10 Chief Financial Officer for you. I'm joined today
11 by Michele Curran, who is the budget director, who
12 will outline the changes in the amendment to the
13 '21 through '25 CIP.

14 MICHELE CURRAN: Thank you.
15 Good afternoon. Again, I'm Michele
16 Curran, Vice-President of Budget and Capital
17 Finance. I'm here to today to present an amendment
18 to the 2021 to 2025 Capital Improvement Program or
19 CIP.

20 In November 2020, the Board approved the
21 \$3.4 billion CIP. The CIP was amended in May and
22 September and we are now proposing a final closing
23 amendment to incorporate additional known changes.
24 The amendment is being done to defer the CTA bond



1 funding from 2021 to 2022 to reflect the timing of
2 the funding needs.

3 CTA has been able to use its capital line
4 of credit to fund costs on an interim basis and
5 allow the deferral of the bond issuance to 2022
6 resulting in interest cost savings.

7 This amendment results in a zero -- in a
8 net zero change to the five-year CIP because the
9 funding needs are only shifting from 2021 to 2022.

10 I'd be happy to answer any questions you
11 may have.

12 CHAIRPERSON SILVA: I don't have a question.

13 SECRETARY LONGHINI: All right. Thank you.

14 Director Barclay, any questions for
15 Michele?

16 DIRECTOR BARCLAY: I do not have any questions.
17 Thank you.

18 SECRETARY LONGHINI: All right. Director
19 Jakes.

20 DIRECTOR JAKES: No questions. Thanks,
21 Michele.

22 SECRETARY LONGHINI: Director Miller.

23 DIRECTOR MILLER: No questions.

24 SECRETARY LONGHINI: Director Irvine.



1 DIRECTOR IRVINE: No questions.

2 SECRETARY LONGHINI: There are no other
3 questions on Agenda Item Number 4, Chairman Silva.

4 CHAIRPERSON SILVA: Since there are no further
5 questions, may I have leave to place this item on
6 the omnibus for board approval?

7 DIRECTOR IRVINE: So moved.

8 DIRECTOR MILLER: Second.

9 SECRETARY LONGHINI: Agenda Item Number 4 has
10 been moved to the omnibus. We will now proceed to
11 Agenda Item Number 5, Number 6, and Number 7, which
12 will be combined into a single presentation package
13 to the Board.

14 CHAIRPERSON SILVA: Our next order of business
15 is the review of the three ordinances.

16 An ordinance adopting a budget for
17 calendar year 2022; a financial plan for calendar
18 years 2023-2024.

19 An ordinance approving the fiscal years
20 2022-2026 Capital Improvement Program and
21 authorizing the filing and execute -- executing of
22 grant and cooperative agreements and amendments on
23 related materials.

24 An ordinance approving the implementation



1 of fare structure revisions and approving the Title
2 6 Fare Change Equity Analysis.

3 Jeremy Fine.

4 JEREMY FINE: Thank you. Again, I'm Jeremy
5 Fine, your Chief Financial Officer.

6 We'll make a presentation that will cover
7 all three ordinances and on the first page here is
8 a brief overview of the '22 budget highlights.

9 The '22 budget is a \$1.7 billion budget
10 that requires \$455 millions of Federal relief funds
11 to plug the remaining gap from the impact of the --
12 of the pandemic. \$300 million will come from that
13 second tranche of funding that we talked about in
14 the FAB from CRRSAA funds and \$156 million will be
15 required from the third tranche of funding known as
16 ARP.

17 Again, we were recently awarded
18 \$912 million of the \$1.5 billion total to the
19 region and, again, CTA is in that unique position
20 to be able to apply for additional ARP
21 discretionary funds to close the remaining gap.

22 The pandemic obviously has had an impact
23 on public transportation, as evidenced by the fact
24 that the Federal Government has stepped in with



1 those three historic funding packages. But, again,
2 ridership remains, you know, a concern as we
3 continue to move forward. We expect, though,
4 ridership to grow 28 percent in 2022. To put that
5 in perspective, the monthly ridership grew
6 29 percent in 2021 compared to the average monthly
7 ridership during the pandemic from April to
8 December in 2020.

9 Projecting ridership is obviously a
10 difficult task at times. We have engaged, as we
11 did last year, MIT to help us conduct a national
12 survey of other transit agencies around the
13 country. Through that survey, you know, our
14 estimates came in line with what we were seeing
15 nationally. But, again, it's a lot of uncertainty
16 out there kind of across the board.

17 With regard to trying to drive ridership,
18 one of the things that -- that we can do and that
19 we saw great success in was inducing and
20 incentivising ridership through fare reduction.
21 We'll talk about this more on the subsequent page.

22 Finally, the '22 to '26 CIP program is
23 shown as a 3.5 billion program, but this does not
24 include any of the funding recently passed through



1 the Federal infrastructure bill and there are some
2 unique and exciting opportunities for us to receive
3 more funding from the Feds in the form of formula
4 funding as well as discretionary programs.

5 On -- the next page outlines the fact that
6 changing commuting patterns really call for revised
7 fare structure. You know, with the Board's
8 approval, you know, for a prior package of -- of
9 fare reductions that went into effect Memorial Day,
10 we saw some significant ridership gains throughout
11 the summer and because of the success of that
12 program, we wanted to further solidify those
13 changes and make those permanent, as well as
14 implement two kind of additional changes that we
15 feel are very critical for us to continue to move
16 forward.

17 Again, what we're to trying to do here
18 through all of these changes is to get people to
19 ride the first ride, get those returning riders
20 back and new riders on the system, as well as to
21 get the riders that are riding to take more
22 additional rides.

23 And so, again, the changes that we're
24 proposing here is to remove the transfer fee.



1 Again, we're very excited about this on, you know,
2 paper use type usage to removing that transfer fee
3 and making a more equitable system.

4 we're also looking to, again, solidify and
5 make the changes permanent that we changed on the
6 one, three, and seven-day passes as well as make a
7 change on the 30-day pass to make it more
8 affordable.

9 So, again, we're excited to present these
10 changes and we think that -- again, that this will
11 help to continue to drive riderships we saw during
12 the summer period when those changes went into
13 effect on the first batch of modifications.

14 We're also looking in the future to
15 continue to work with Pace and Metra to make the
16 connection between the regional systems more
17 seamless. So we're looking to integrate all passes
18 with Pace and also looking to modernize the Metra
19 link-up.

20 So, again, this is a nice second iteration
21 of changes that we're doing, again, to try to drive
22 ridership so that we can get ridership back on
23 track as quickly as possible, which is critical
24 with these Federal funds that we've received.



1 On the next page, we talk about some of
2 the budget initiatives that we're funding here in
3 the '22 budget. Again, we're maintaining full
4 service. This has been a critical component for
5 essential services and essential service workers
6 alike throughout the pandemic. It was also kind of
7 an underscore aspect of the Federal relief programs
8 that we maintain service as well as maintaining
9 employment. But, you know, again, we also had to
10 maintain full service because of the loads that we
11 were actually carrying to ensure that we were
12 adequately allowing for social distancing. But
13 we're also looking, as I mentioned on the prior
14 page, to implement those additional fare
15 reductions.

16 we're also providing additional security
17 through additional contracts as well as the Refresh
18 and Renew Program where we're improving cleanliness
19 and security at 125 rail stations. We continue to
20 focus on pandemic safety measures, such as the best
21 in class cleaning regimen we had before the
22 pandemic, but enhancing those with electrostatic
23 sprayers and cleaning SWAT teams. We're also
24 looking to supply hand sanitizer and masks on the



1 system as well as providing travel-healthy kits to
2 CTA customers.

3 In addition, we're developing a realtime
4 and projected passenger crowding dashboard that will
5 allow customers, as they're coming back on to the
6 system, to assess the crowding conditions before
7 they embark on their journey and then, finally,
8 we're looking to, again, create customer engagement
9 pilots that lend a helping hand and a friendly face
10 to folks as they come back onto the system to
11 ensure that they can navigate the system and get
12 where they need to most efficiently.

13 with regard to some of the workforce
14 development initiatives funded through the budget,
15 again, we have not had any layoffs despite
16 ridership being, you know, about 50 percent of
17 pre-pandemic levels.

18 The Second Chance Program, which is a
19 nationally recognized program has been a huge
20 success for us. We have employed 1500 people, 400
21 of those securing permanent employment with the
22 CTA. We're also looking to build off some of the
23 successes that we've had on the RPM program, such
24 as the workforce partnership and building small



1 business initiatives. We're looking to roll that
2 out to other capital projects in the future.

3 The RPM workforce partnerships has hosted
4 300 individuals and trained over 200. The small
5 business initiative has assisted over 20 firms,
6 securing over five and a half million dollars.

7 And, again, we're looking to roll out the success
8 here on a broader scale throughout future capital
9 projects throughout the system.

10 We've also had a large platform of
11 internship opportunities here at CTA, both college
12 and high school that we'll look to continue. We're
13 also building, the first of its kind here for the
14 agency, a training facility, as well as a modern
15 control center.

16 And then, finally, two initiatives that
17 we've been undertaking but looking to expand the
18 platform through the creation of two new offices,
19 which are the Office of Innovation, will provide
20 policy, research, and project management resources
21 for innovative technological implementations pilots
22 (indiscernible) concepts across the agency, as well
23 as the Office of Equity and Inclusion, which will
24 focus both internally and externally on equity



1 initiatives and working with external organizations
2 and communities.

3 On the next page, we outline, again, the
4 gap that we would have without Federal relief
5 funding. That would be \$456 million for our budget
6 year '22. And, again, we expect to use a portion
7 of the remaining portion of the CRRSA funding, or
8 about 300 million of CRRSAA funds, as well as a
9 portion of the \$912 million of ARP funding that
10 we've already been allocated for the remaining gap
11 for 2022. This is primarily driven because the
12 farebox is only estimated to be approximately
13 50 percent of 2019 pre-pandemic levels.

14 We also continue to work with our partners
15 at the City of Chicago with regard to restoration
16 of the ride-hailing fee, but for budget purposes,
17 that is not included in our '22 budget.

18 Public funding is expected to increase
19 13 percent over 2019 due to some of the factors
20 that we've talked about in the monthly FAB reports
21 including the capture of online sales as well as
22 the restoration of the 5 percent PTF haircut by the
23 state of Illinois.

24 Expenses are expected to grow by about



1 6.2 percent over the '21 budget, which is in line
2 with CPI increases as well as social security
3 increases for the coming year and is in line with
4 what we saw in the budget last year of about
5 4.8 percent.

6 without Federal relief, the
7 system-generated revenue of 21 percent of total
8 expenses is significantly below the required
9 recovery ratio of 54.75, but we have been working
10 with our partners at RTA to secure a short-term,
11 you know, waiver of that requirement; but, again,
12 this is something that we'll have to continue to
13 watch and look to see if we need to have continued
14 relief on that as we continue to see -- as we
15 continue to rebound in our ridership as we move
16 forward.

17 with regard to the gaps for the projection
18 years, not only here for '21 and '22 as what we've
19 talked about, but for '23 and four, we see gaps in
20 the 400 to \$500 millions range. Again, as I stated
21 in the FAB report, we're expecting the remaining
22 CARES, CRRSAA, and ARP funding to carry us through
23 and into 2024. Again, we have the unique
24 opportunity to compete for ARP discretionary funds



1 that will close that remaining \$225 million gap,
2 you know, in 2024. And, again, this is primarily
3 driven off of the fact that, you know, ridership
4 nationally has been impacted obviously
5 significantly by the pandemic.

6 We're currently expecting ridership to be
7 in the neighborhood of 55 percent for '22,
8 60 percent for '23, and 65 percent for '24. And,
9 again, this is in line with what we've seen through
10 the MIT surveys that we've done nationally. And,
11 again, the recovery ratio reform was necessary and,
12 again, we'll look for continued, you know,
13 assistance there if needed as we continue to grow
14 out of the pandemic impact.

15 With regard to the 2022 through '26 CIP
16 program, I'll run through a quick overview and then
17 I'll turn it over to Michele Curran to walk through
18 the details.

19 But the program size is a \$3.5-billion
20 program. Again, this does not include any of the
21 new Federal infrastructure bill components which
22 could come online in the form of Federal, you know,
23 formula funding, as well as potential opportunities
24 for discretionary funds within that package.



1 The current program is made up of Federal
2 funds, State Motor Fuel Tax funding, as well as an
3 expectation to issue CTA bonds. Obviously we would
4 prefer not to issue bonds, but we have had to in
5 the near past and projected to here through this
6 program because of the fact that we, you know, do
7 not receive enough other local State funding to
8 cover, you know, Federal requirements for local
9 matching funds as well as just the overall need and
10 the age of the system.

11 The types of projects funded, we have
12 major rail line projects that will help enhance
13 capacity through RPM and RLE. We had the All
14 Stations Accessibility Program, rail and fleet
15 modernization, the electrification of the bus
16 system, and as Greg highlighted, Mike Connelly will
17 make a presentation after this presentation with
18 regard to that; as well as the new control center
19 and training facility that I previously mentioned
20 and continued efforts under bus priority zones and
21 the state of good repair program.

22 With that, I'll turn it over to Michele
23 Curran, the budget director, to walk through the
24 details of the '22 to '26 CIP program.



1 MICHELE CURRAN: Thank you, Jeremy.

2 Good afternoon. Again, I'm Michele
3 Curran, Vice-President of Budget and Capital
4 Finance. So the next several slides include some
5 of the details around specific projects in the CIP.

6 First is the Red Purple Modernization
7 project, which is a \$2.1 billion project to improve
8 capacity, travel time, ride quality, and safety on
9 one of CTA's highest ridership corridors.

10 Phase one of the project includes three
11 major components. The Red Purple Bypass bridge;
12 the Lawrence, Argyle, Berwyn, and Bryn Mawr
13 stations; and a new signal system between Belmont
14 and Howard stations. Phase one is expected to be
15 completed in 2025 and future phases of RPM are in
16 the planning stage. Next slide, please.

17 So this slide outlines the Red Line
18 extension to the south, which is estimated to cost
19 \$2.3 billion. The Red Line extension would extend
20 the rail line 5.6 miles from the 95th Street
21 terminal to 135th Street, including four new
22 stations, park-and-ride facilities, and a storage
23 yard and maintenance facility. We're currently in
24 the project development phase and expect to enter



1 into the project engineering phase in late 2022.

2 Next slide, please.

3 The All Stations Accessibility Program, or
4 ASAP, is a comprehensive 20-year program to make
5 all stations vertically accessible. 103 of CTA's
6 145 stations, or 73 percent, are already
7 accessible.

8 Phase one of the plan includes nine more
9 stations to make it fully accessible, including the
10 four Red Line stations we just talked about as part
11 of RPM; the Austin Green Line station; California,
12 Montrose, and Racine stations on the Blue Line; and
13 the State and Lake elevated station. Phase one
14 also includes upgrades and replacements of up to 20
15 elevators. Next slide, please.

16 The CIP also invests in the bus and rail
17 fleet modernization. Bus improvements include
18 purchasing 600 new standard buses, 70 additional
19 electric buses, and overhauling a portion of the
20 existing fleet. On the rail side, we funded the
21 purchase of new 7000-series railcars, overhaul work
22 for the existing 5000-series rail cars, and the
23 purchase of four new diesel locomotives. We also
24 continue to invest in capital maintenance to target



1 needs between overhaul cycles for both bus and
2 railcars.

3 This concludes the presentation and we'd
4 be happy to take any questions you may have.

5 SECRETARY LONGHINI: All right. Thank you,
6 Michele.

7 Chairman Silva, do you have any questions
8 for either Michele or for Jeremy?

9 Chairman Silva, can you unmute please?

10 CHAIRPERSON SILVA: That helps. Thank you.

11 How much -- how much money do we have to
12 apply for more Federal relief money?

13 JEREMY FINE: So, again, we have the ability
14 to, you know, solicit for and apply for the ARP
15 discretionary program and, again, that funding
16 would help us close any of the remaining gap for
17 2024 that we expect.

18 CHAIRPERSON SILVA: And how are you going to
19 raise that money that you have to?

20 JEREMY FINE: So that is a competitive
21 discretionary program that we apply for along with
22 other entities, other agencies around the country
23 that were able to comply with the requirement to
24 have spent 90 percent of your CARES funding by a



1 date in November. And as such, there is a handful
2 of agencies out there that fall within that --
3 within that group. Those applications will be
4 considered and there will be allocations made
5 expected in March of 2022 with regard to the
6 allocation of the total pot of \$2.2 billion that
7 was set up in the legislation for the ARP
8 discretionary pool and those decisions, again, will
9 come out in March as to how much funding that we
10 would receive and others would receive out of that
11 \$2.2 billion total pot.

12 CHAIRPERSON SILVA: But you're comfortable,
13 okay, that we're going to get to that?

14 JEREMY FINE: Again, I think that we're very
15 competitive based on what our needs are. You know,
16 again, the -- there are, you know -- you know,
17 others throughout the country that are applying for
18 those funds, including New York MTA and other
19 agencies across the country; but, you know, again,
20 we'll see -- you know, it's a competitive process.
21 You know, again, I think that based on our needs,
22 when we need to use the funds, our geographic
23 location, you know, all those factors will be taken
24 into consideration and, again, we feel like we are



1 very competitive to compete for a slice of that
2 \$2.2 billion pool of funds.

3 CHAIRPERSON SILVA: Thank you.

4 SECRETARY LONGHINI: Director Barclay, any
5 questions for either Michele or Jeremy?

6 DIRECTOR BARCLAY: I do for Michele. With
7 respect to the accessibility program, how would the
8 Federal infrastructure dollars help us to speed
9 that up?

10 MICHELE CURRAN: So there's two components of
11 that. We expect to receive additional Federal
12 formula funds which we can use towards the program,
13 as well as we expect some discretionary funds to be
14 allotted for the ASAP program, not just our ASAP
15 program, but across the country. So we would apply
16 for those additional discretionary funds and hope
17 to receive some of that.

18 DIRECTOR BARCLAY: Okay.

19 PRESIDENT CARTER: Mr. Chairman, just to
20 further expand on what Michele said, one of the new
21 features in the infrastructure bill is the creation
22 of what interestingly enough is called an ASAP
23 program for discretionary funding. That is new.
24 It was something that was developed and advocated



1 for by Senator Duckworth on our behalf. We worked
2 very closely with the senator and her staff to
3 develop a dedicated funding source to support
4 accessibility issues. So we're very excited to
5 have a new source of funding and an infrastructure
6 bill simply devoted to this type of activity and we
7 intend to be very aggressive in pursuing that --
8 those funds to support and, in my opinion,
9 accelerate our ASAP program, which as I stated
10 before, the 20-year horizon was a floor, not a
11 ceiling and I've always stated and I remain
12 committed to the fact that if we were able to
13 identify additional funding, we would certainly
14 look to see how we could accelerate the timeline
15 for doing that and I need to commend Senator
16 Duckworth and her leadership on this because she
17 went out and created exactly what we needed to be
18 able to do that and we're very excited about what
19 that's going to mean in terms of our ability to --
20 to move forward on accessibility features to get
21 CTA's rail system to 100 percent accessibility as
22 quickly as possible.

23 DIRECTOR BARCLAY: And the next point as to
24 Jeremy. I know we're trying to get ridership up



1 and back to where it was pre-pandemic, but I am
2 getting calls and I run into people all the time
3 that love the fact that CTA was able to find a way
4 to adjust the fares. That is very popular and I
5 think you guys did an excellent job in terms of
6 finding a way to really win consumer confidence
7 because a lot people, it has made a huge difference
8 in their ability to use public transportation and
9 put those extra dollars back in their pocket. I
10 told them, it's not forever, okay. People might
11 get spoiled and think that that's going to be the
12 future. But right now it's working for us and I
13 think we need to basically, you know, really look
14 at -- at this in the future to see how we can keep
15 things going. But right now it's very popular in
16 the Chicago area.

17 JEREMY FINE: Thank you for that. And, you
18 know, again, I think that the Federal dollars, you
19 know, were kind of created in a way to allow the
20 flexibility for agencies like the CTA to take an
21 aggressive kind of approach here and try to drive
22 ridership back as quickly as possible. Because the
23 best way for us to solve this problem long-term is
24 for us to become self-sufficient and continue to



1 drive ridership to pre-pandemic plus levels. So
2 hopefully this helps, you know, continue to drive
3 ridership back to the system.

4 DIRECTOR BARCLAY: Sure.

5 SECRETARY LONGHINI: Okay. Thank you.

6 Director Jakes, any questions or issues?

7 DIRECTOR JAKES: Just making sure I heard this
8 correctly, Michele. The Red Line extension, the
9 project engineering will begin next year, the
10 latter part of next year?

11 MICHELE CURRAN: That's correct. We expect
12 that fourth quarter 2022.

13 DIRECTOR JAKES: That's exciting. That's very
14 exciting. Thank you.

15 SECRETARY LONGHINI: Thank you. Director
16 Miller, any questions?

17 DIRECTOR MILLER: No questions.
18 Congratulations. Thank you. Good job.

19 SECRETARY LONGHINI: Thank you, sir.

20 Director Irvine, any questions?

21 DIRECTOR IRVINE: No questions. Just thanks
22 again for highlighting the All Stations
23 Accessibility Program and I'm just -- you know, I'm
24 over the moon about the infrastructure bill and the



1 fact that we've got a funding source within that
2 that is basically, you know, copying the work that,
3 President Carter, you and your team has done and
4 we're not backing into this, that we are leading on
5 this and I think this initiative really came from
6 your efforts and your push to make this happen and,
7 you know, Senator Duckworth has been an incredible
8 leader on this and -- but you really set the table
9 and made it possible and let everyone know that
10 this is where we can go and where we should go if
11 we have the funds to do it. So I'm very excited to
12 see how ASAP rolls out over the next fewer than
13 20 years. Thank you.

14 PRESIDENT CARTER: Thank you, Director Irvine.
15 I should point out, I was remised in not saying
16 this earlier. We had a lot of support from the
17 disability community in support of this and I know
18 that there was a huge mobilization effort among the
19 disability advocates to make sure that their voices
20 were heard around the importance of this and with
21 the leadership of Senator Duckworth, as you said, I
22 came forward with an approach. The Senator
23 basically turned that approach into legislation and
24 then the disability community made that legislation



1 become a bill. So it certainly was a team effort
2 and everyone should be proud with the end result of
3 this.

4 SECRETARY LONGHINI: Great. Thank you for that
5 information, President Carter.

6 DIRECTOR JAKES: Hold on. President Carter,
7 question. Going back to the Red Line extension.
8 How long has this been in the works? Because I'm
9 just -- I think I'm like three years on the Board
10 now, but how long has this been in the works?

11 PRESIDENT CARTER: Okay. The idea of doing Red
12 Line extension has been around since I was a kid.
13 So that gives you a sort of, you know, broader
14 sense of how long this has been discussed. But I
15 would say in the course of the last, you know,
16 what, eight or nine years is when CTA really
17 started to move the concept forward.

18 The process to get to construction over a
19 project like this is fairly complex, but when I
20 came on board at CTA about seven years ago, I made
21 it a priority to move the project forward and to
22 put the funding in place.

23 As Michele mentioned to you, we've already
24 put hundreds of millions of dollars in funding for



1 this project that comes out of our own local funds
2 to get the project moving, to put it in a position
3 where we can go get the Federal funding to build
4 it. And I can tell you with the passage of this
5 infrastructure bill, the money is now there for us
6 to build it and it's up to me and my team to now
7 get this project into a position that we can
8 actually lock that money in and make this project a
9 reality, which is certainly long overdue and
10 certainly I know it's going to be a welcome
11 addition and improvement of transit service to the
12 far south side of this city.

13 DIRECTOR JAKES: Yeah. That's great. That is
14 great. Very exciting. Thank you. Thank you and
15 congratulations.

16 PRESIDENT CARTER: Thank you.

17 SECRETARY LONGHINI: Yes. Congratulations.

18 I would now like to call on our Chief
19 Planning Officer, Mike Connelly, who is going to
20 make a presentation.

21 Mike.

22 MIKE CONNELLY: Good afternoon. We would like
23 to give you an update on our electric bus program
24 here at CTA and we're taking the opportunity due to



1 the large number of comments that you heard during
2 your public hearing last week to sort of update you
3 on our progress and then carry this forward into
4 the future and discuss some of the items that were
5 brought up. If you would, go to the next slide.

6 This slide actually lays out a little bit
7 about our bus system, The number of buses we have.
8 We're in service 24-7. We have bus garages there
9 indicated with the numbers on the map on the
10 right-hand side there. Buses are often scheduled
11 to be in service for more than a hundred miles a
12 day and, of course, with the effective range with
13 today's technology for a 40-foot electric bus is
14 only about 70 miles, we have some challenges ahead.
15 If you would, go to the next slide.

16 In order to -- to reach a successful
17 electrification of a fleet, the -- an agency needs
18 a comprehensive plan for fleet conversion. We need
19 sufficient charging infrastructure and we need
20 additional power supply from our grid. But this
21 slide talks a little bit about our electric bus
22 implementation study, which is ongoing. We're
23 expecting to complete it before the end of this
24 year in the next couple of months. It will include



1 strategic recommendations and capital costs.

2 On the left side, if you look at those
3 blue boxes there, we're looking at schedule
4 compatibility, charging strategy (speaking at
5 indiscernible speed), but the one I want to point
6 to is the equity impact because that's a vital part
7 of all of our deliberations in looking at the
8 equity impact not only to the areas and the
9 neighbors and the people who live in -- surrounding
10 our bus garages, but also to those on all of the
11 routes throughout our system. If you would, go to
12 the next slide.

13 This slide gives you a little bit of a
14 summary of where we've been and where we're going.
15 We're one of the earliest adopters of electric
16 buses in the country. We have two that date back
17 to 2014 that have been in service. In fact, they
18 just received a midlife overhaul and updated their
19 battery technology, which actually gave us about a
20 27 percent increase in battery density because the
21 batteries of today are much more advance than the
22 batteries of 2014 when those buses were first
23 built.

24 We have, as you probably hear and know



1 about, eight Proterra e-buses in service right now
2 and eight more on the property being prepped and
3 ready to go into service fairly soon and we have
4 nine more coming in the next couple of months. We
5 have options for 22 more. We have on-route charges
6 in several locations. Then we're looking at new
7 procurements for e-bus charging and infrastructure
8 out into the future.

9 CTA's electric bus program has received
10 over \$130 million in funding, primarily, through
11 competitive Federal grants. We always ask for
12 money and we always put that money to use when we
13 get it.

14 If you go to the next slide, one of the
15 things I wanted to try to address for you is some
16 of the myths or the misapprehensions that folks
17 have had about electric vehicles. Powering
18 vehicles via the power grids does reduce greenhouse
19 gas emissions, but it doesn't go down to zero
20 because our grid today still relies on fossil fuel
21 sources.

22 As more vehicles shift to electric, we as
23 a region, we as an agency, we as a state all need
24 to make sure that we're expanding our renewable



1 energy production to meet or exceed the added
2 demands for electricity. CTA already does this
3 with our electric purchases and we have a no-coal
4 clause in our electric purchases for our traction
5 power and for our power for our vehicles -- I
6 mean our buildings. If you would, go to the next
7 slide.

8 One of the myths that people have is CTA
9 buses are bad for the environment and our buses are
10 responsible for a very minor portion of the vehicle
11 emissions. Less than two percent of all vehicles
12 on the bus routes tend to be buses. They're more
13 trucks and cars. And significantly, and this is an
14 important thing, we want everybody to remember,
15 public transit is the most environmentally friendly
16 form of transportation. It's far more efficient
17 than single-occupancy vehicles and we need to
18 continue to pursue policies and investments that
19 will prioritize public transit in the future to
20 keep those single-occupant cars off the streets.
21 If you would, go to the next slide.

22 It has been suggested that we should stop
23 buying diesel buses right away, tomorrow, and,
24 frankly, that is not possible to do. We wouldn't



1 be able to run our current system with our
2 wide-spread over 1800 buses out every day. Our
3 buses that we're buying are lean diesel buses and
4 if we didn't replace these older buses in the
5 fleet, some of which date back to 2000 and 2001, we
6 would have a significantly lower quality of air in
7 our area because these are the oldest, most
8 polluting buses that we're replacing right now.
9 And remember that the diesel buses that we buy
10 today in 2022 will be replaced well before our 2040
11 electrification goal date. If you would, flip to
12 the next slide there.

13 The diesel buses that we purchase here in
14 2022 are much more fuel efficient and emit 22
15 percent less CO₂, carbon dioxide, 64 percent less
16 nitrous oxides, or NO_x, and 91 percent less PM, or
17 particulate matter, on a per mile basis than the
18 older buses that we're replacing right now. So
19 there is a big difference and a big gain in clean
20 air by buying the buses that we're proposing to
21 buy. If you would, flip to the next slide.

22 One of the commenters suggested that CTA
23 has plans to buy 1280 diesel buses in the next two
24 years and this is just not the case. We do have a



1 contract and funding to buy a hundred new diesel
2 buses in 2022 and we have an option to buy 500 more
3 in that same order.

4 There are another 700 diesel buses that
5 will reach the end of their useful life before
6 2026, but we don't have the funding or contracts in
7 place to replace these buses at the current time.
8 Not in our CIP right now.

9 Now, I will point to that last bullet and
10 say to the degree that the electrical grid power
11 supply and the charging infrastructure can be
12 scaled up, CTA would be looking to replace some
13 portion of whatever our fleet would replace with
14 electric buses as soon as possible, but we have to
15 have the power and we have to have the charging
16 infrastructure before we can reasonably go forward.
17 If you would, go to the next slide there.

18 One of the commenters suggested that we
19 were not buying electric buses because they have a
20 higher purchase price and that is simply a straw
21 man. That's not the reason. We're looking -- our
22 primary barrier to immediate large scale deployment
23 is not the purchase price of the vehicles, but the
24 resources necessary to install the new power and



1 the charging infrastructure to support those
2 vehicles.

3 We're aware of the significant operating
4 savings potential. In fact, we're an early adopter
5 and we have better data than most other systems
6 because we've been running those buses, electric
7 buses, since 2014. So we know what our -- what our
8 cost saving and operating and power savings are.
9 We hope to realize these savings as we move into
10 the forward years and scale up our electric fleet.
11 If you would, go to the next -- the next slide.

12 And there were some calls for going to
13 hydrogen. I think it was mentioned that
14 Champaign-Urbana has gotten delivery of one
15 hydrogen bus. They have a prototype by New Flyer
16 manufacturer and it is a hydrogen bus, but we're
17 looking at all of the options for reduced-emission
18 buses. We're going to a hundred percent electric
19 bus fleet and we'll continue to monitor and look at
20 emerging technologies, including hydrogen, and
21 where it makes sense for us, we will pilot these
22 other technologies.

23 I'll just mention, this is a historic fact
24 that President Carter knows well about, we were a



1 pilot location for three hydrogen fuel cell buses
2 from 1997 to 2001. We were very early adopters of
3 hydrogen fuel cell technology and we're not
4 avoiding it. We're looking at it. It's a range
5 extender. Those are electric buses whether they're
6 powered with a fuel cell or whether they're powered
7 with pure batteries. But we are examining all of
8 the options and we'll choose sensibly what is right
9 for CTA and what makes sense for us as we go
10 forward.

11 If you would, go to the next slide. The
12 other concern has been, and we've stated it, that
13 the electric bus industry is moving forward, but
14 it's really not out of its early adolescence yet
15 and the manufacturers are struggling to produce
16 enough buses for the orders that are being placed
17 right now and there are other aspects of this as
18 well.

19 One of them is, and it gets mentioned on
20 the slide here, but is that trade-off between quick
21 charging and slow charging. The buses we've had
22 since 2014 are slow overnight charging. The newer
23 bus we're getting also accept quick charges on the
24 route. We have chargers at Navy Pier and we have a



1 charger set up at Austin and Chicago Avenue at the
2 west end of the Chicago Avenue route.

3 There's a difference in battery life that
4 really hasn't been proven out, partially because
5 nobody has been doing quick charging long enough to
6 really be able to say what is the best way to go.

7 So those are technologies that are still
8 being explored and still being piloted in a variety
9 of locations. We're keeping our eye on what's
10 going on all across the United States and we're
11 keeping an eye on what's going on in Europe as
12 well. We went on a virtual visit to several
13 electric bus properties in Europe through the
14 American Public Transit Association and watched
15 what was being done in Netherlands and Germany and
16 France and in England as well with electric bus
17 technology. So we've got our thumb on the pulse
18 and we're keeping an eye on it to look at what's
19 best for CTA as we go forward. If you would, go to
20 the next slide.

21 And this is also about peer agencies.
22 We're in contact with our brothers and sisters
23 across the country and across Europe. And I
24 mentioned before, the data from our e-bus is some



1 of the robust and long-term information that's
2 available. We have it entered into the consortium
3 database and all the other agencies are looking at
4 what our operating and energy savings have been
5 since we've had those buses in operation for so
6 long, for more than six years.

7 Our goal is to figure this out and move
8 forwards in a responsible, sensible way that will
9 allow us to continue to operate service, but
10 convert our fleet to a complete electric fleet by
11 that target date of 2040. If you will, flip to the
12 next slide.

13 This is the last slide in the deck and it
14 sort of sums up where we're going and what we're
15 looking ahead to. We're going to complete our
16 study this year and release it. We're -- as I
17 mentioned, equity is a deep, deep underlying value
18 throughout our study as we go forward.

19 We're going to work to continue to secure
20 Federal and other funding and we're very excited
21 about the infrastructure bill and it creating some
22 new opportunities for us.

23 We're going to be coordinating with our
24 grid supplier with ComEd for improvements and



1 upgrade power supply. The power requirements for a
2 garage that has got all electric buses are huge.

3 It's a huge change to the way the grid is operated.

4 we also need to modernize all our garages
5 and equipment. We don't want to have electric bus
6 charging inside of a garage that has a leaky roof,
7 for example. You want to have a good roof before
8 you put electric bus charging in there.

9 And we're looking to obtain additional
10 funding because we have to replace the entire bus
11 fleet. In fact, the first wave of electric bus
12 procurement will be replaced before we hit our 2040
13 fully electrified date.

14 And so with that, I'll stop and be glad to
15 try to take questions. I think President Carter
16 wants to address this issue as well.

17 PRESIDENT CARTER: Yeah. You know, I think
18 that -- you know, I wanted to have Mike walk you
19 through sort of what has been going on with the
20 discussion around electric buses and I think there
21 are a couple things I wanted to reiterate in Mike's
22 presentation.

23 One, the importance of a plan. When you
24 have an agency the size of CTA, the complexity of



1 the way we operate, just going out and buying buses
2 and not having a plan on how you're actually going
3 to implement this new technology would be -- would
4 result in a tremendous waste of money. We would
5 have buses that are sitting around at locations
6 that couldn't be operated. We would have buses
7 that would not be able to meet the operational
8 needs of our system and, you know, I don't think
9 anyone wants us to basically waste public dollars
10 in terms of doing this.

11 The second point that I wanted to make, I
12 think the bigger point, you know, as I mentioned
13 with ASAP, you know, the 20 -- you know, 30, 40
14 date that we're talking about here is, you know,
15 the floor, not the ceiling. I would welcome the
16 funding that would allow me to accelerate the
17 implementation of our electrification of our fleet.
18 And certainly the new infrastructure bill puts us
19 in a position where we may be able to do a whole
20 lot more a whole lot faster than we thought when we
21 put our budget together.

22 What does that look like? How do we
23 ultimately do that? That's one of the reasons why
24 the plan is so important to us is because it will



1 give me the road map and it will show me how I can
2 accelerate, where I could accelerate if I have the
3 funding to do that.

4 The third thing I want to point out is
5 whether I was buying diesel buses or electric
6 buses, I would never do a whole cell transition to
7 my fleet to a new bus at the same time. And the
8 reason for that is then you have to look at
9 replacing that entire fleet at the same time.

10 As a practical matter, the funding that's
11 available to engage in rolling stock procurement
12 has to compete with the other \$13 billion of
13 funding needs that I have to get to a state of good
14 repair. So what you want and you would -- any
15 transit system will tell you this, is you want to
16 have a rolling transition of your bus fleet over
17 time. It makes it easier for you to manage
18 different models and different technology, but it
19 also make it is much more efficient in terms of the
20 use of public funding to replace and overhaul your
21 (indiscernible) as well.

22 As Mike indicated, we have an aging bus
23 fleet. It is already older than we would like for
24 it to be. So the need to replace those buses now



1 has become critical, both in terms of cost, in
2 terms of service reliability, and in terms of air
3 quality. I will be the first to tell you that, no,
4 a diesel bus is never going to be as clean as a
5 zero-emissions bus. We have never suggested
6 otherwise. But I also believe that we also have a
7 responsibility here to continue to provide a level
8 of service and a quality of service that makes
9 public transportation a viable alternative to
10 single-occupancy vehicles and that, in order to do
11 that, I have to have a fleet that I can depend on
12 over time. And those two objectives, you know,
13 both a zero-emissions fleet and a dependable,
14 reliable fleet, are basically why the plan is so
15 important, because it will allow us to achieve
16 both. And that, along with, you know, improved,
17 you know, pro-public transportation policies and
18 other things that drive people to public
19 transportation is going to have a much more
20 immediate impact on air quality in this city than
21 the time it's going to take me to replace my bus
22 fleet.

23 So we are very supportive of that, we will
24 continue to be supportive of that, we will continue



1 to look for funding wherever we can find it to
2 invest in and accelerate what we're doing, but I
3 don't want anyone to think that the decisions we're
4 making right now are intended to be anti-clean air.
5 Every decision we're making is pro-clean air. The
6 question is how quickly can we get to a optimal
7 state of operation and that's exactly what we're
8 trying to do as quickly as possible.

9 And I think with that, we will obviously
10 take any questions that the Board may have about
11 sort of where we are, what we're doing, and how
12 we're going to continue to move forward.

13 DIRECTOR JAKES: Can't hear you, Director
14 Silva.

15 SECRETARY LONGHINI: Director Silva, any
16 questions?

17 CHAIRPERSON SILVA: Yeah.

18 SECRETARY LONGHINI: Do you have any questions,
19 Chairman?

20 CHAIRPERSON SILVA: Yes. Congratulations.
21 Great presentation. And very friendly transfer,
22 okay, to every one of us. The problem, as I see
23 it, is that the people doesn't know what we know in
24 CTA is where we can make a change, okay, invest



1 some money in creative marketing of what we're
2 doing and how are we going, okay, to transfer,
3 okay, our fleet, okay, to an electric fleet and
4 where are all the problems of that. Okay. So it's
5 something else that needs, okay, that, okay, in
6 order to apply it to be successful.

7 PRESIDENT CARTER: I agree, Director Silva.
8 One of the things that has become very apparent to
9 me is we really haven't done a good job at telling
10 our story of what we're doing and why we're doing
11 it and I've started talking to my staff about how
12 we start to, you know, inform and provide to the
13 public and to -- quite honestly, to the advocates
14 for air quality who I know believe in what we do
15 and believe in public transportation as a positive
16 impact on the climate and making sure they
17 understand what we're doing, how we're doing it,
18 and what we're trying to accomplish. So we're
19 going to do a better job at that and I'm already
20 starting that process even as we speak.

21 CHAIRPERSON SILVA: Thank you.

22 SECRETARY LONGHINI: Thank you.

23 Director Barclay, any questions?

24 DIRECTOR BARCLAY: Just the same point that



1 Chairman Silva made. This is a messaging thing.
2 We really need to get the word out. I feel we're
3 playing defense on this issue and we're not playing
4 offense. We need to get out there, tell the public
5 because we all understand it. It's very simple.
6 Mike, you broke it down, it makes all the sense in
7 the world; but the public doesn't know that and
8 it's perceived that, you know, we want to buy a
9 bunch of old, smoke-filled buses that pollute the
10 city and that's just not the case. But the message
11 needs to get out there.

12 SECRETARY LONGHINI: Thank you.

13 PRESIDENT CARTER: Agreed.

14 SECRETARY LONGHINI: Thank you, Director.

15 Director Jakes, do you have any questions?

16 DIRECTOR JAKES: No. No questions. I just
17 want to say, Mike, you handled that -- your
18 presentation and your facts versus fiction very
19 eloquently. And that's all I'll say about that.
20 You did a swell job in handling that very well.

21 You know, as each of you are talking about
22 messaging, you know, is there a way to take the
23 fact/fiction and send it out to whomever it needs
24 to go to, because the reality is, the more



1 information you put out there, the more those that
2 called in can take that information, try to pick it
3 apart and always find an antithesis to what is
4 being presented.

5 So I do hope that in the messaging, you
6 know, we don't spend a lot of time, as you said
7 Director Barclay and I think it's great, playing
8 defense. You know, we put it out there, it makes
9 sense, and we keep it moving. But very well done
10 to you and your team.

11 PRESIDENT CARTER: I agree with your comments
12 and, you know, I've been making comparisons between
13 ASAP and the electric bus program for a reason and
14 that is both issues have very strong and passionate
15 communities and advocates in support of it. I
16 would admit that I've probably done a better job at
17 getting the disability community behind what I need
18 to make happen to turn ASAP into reality than I've
19 done with the e-bus process and I think one of the
20 things that I'm really looking forward to is the
21 release of the plan. Because just like with ASAP,
22 when I put the -- when I put a plan out there and I
23 made a commitment and I said this is how we're
24 going to do it and this is what it will take to



1 speed it up, the disability community got behind
2 both the plan and, more importantly, started having
3 strategic conversations about how we're going to
4 get more money so it doesn't take this long. And I
5 think we'll have the same type of conversation with
6 the climate community with electrification of our
7 fleet.

8 As Mike indicated, there are a lot of
9 partners that need to be involved in making this
10 happen. You know, ComEd needs to step up their
11 game in terms of improving the grid. You know,
12 we're going to need to work closely with the City
13 in terms of getting access to locations to allow us
14 to put in some charging stations, things of that
15 nature.

16 So, you know, there's a lot of work to be
17 done to make this a reality and it's going to take
18 all of us to do it and I don't want to be in a
19 position where I'm fighting with people over this
20 and lord knows I spent a lot of time doing that on
21 disability access issues. I want to be in a
22 position we're all working together to get to the
23 same common goal, which I think we all agree in,
24 which is to get to a zero-emissions bus fleet as



1 quickly as possible and, hopefully, we'll be able
2 to show what we need to do that and that will then
3 form the basis for getting the financial support
4 and public policy support necessary to bring it
5 home.

6 DIRECTOR JAKES: President Carter, did the
7 climate lobbyists request to sit down with CTA to
8 have a discussion before addressing their concerns
9 in the public meeting or was it --

10 PRESIDENT CARTER: No.

11 DIRECTOR JAKES: -- a (indiscernible) I'm
12 sorry. Go ahead.

13 PRESIDENT CARTER: No, I think the first that
14 we became aware of sort of the concern that was
15 being raised around our purchasing of buses is when
16 we started getting the public comments. We had not
17 had a chance to talk to them about it and I think
18 that's part of what I'm hearing from the Board is
19 that, you know, we should have been more engaged
20 with them before this point to begin with and I
21 take responsibility for that because we've kind of
22 been in the position where we assumed everyone
23 understood that, you know, we were -- we were
24 climate friendly and that everything we did was



1 providing a benefit in support of the challenges
2 around climate change, stuff like that. But it's
3 obvious from the reaction that we got from this
4 community that they didn't understand that and they
5 didn't agree with what they thought we were doing.

6 So, you know, yeah, we have to go back and
7 we have to spend more time with them. We need to
8 engage them directly on what we're doing here. We
9 need to get their support to find additional
10 funding to allow us to be more aggressive in our
11 plans and we need for them to better understand the
12 complexity of what it takes to do this. It's a
13 very different conversation than going to your
14 local car dealer and buying an electric car and
15 that's the reality of the service that we operate
16 and the way we have to operate it.

17 But having said that, this is doable and,
18 you know, I am fully 100 percent supporting our
19 need to do it and we're going to need this
20 community's support to make it happen. So we're --
21 yeah. We've got some work to do and we're going to
22 get out there and do that work so that we can be on
23 the same page and move forward in a way that's
24 going to get us to the ultimate goal here.



1 SECRETARY LONGHINI: Thank you, President
2 Carter.

3 Director Miller, do you have any questions
4 for Jeremy or Michele or Mike or for President
5 Carter?

6 DIRECTOR MILLER: No. Not really. Well, no
7 question. I think part of the concern, he has
8 already answered most of it, but also, and I think
9 I heard President Carter kind of alluded to it,
10 with all of that questions and concerns, they're
11 not believing that 2040 is going to be a reality
12 date. How are we looking at that?

13 PRESIDENT CARTER: Yes and I certainly heard
14 that as well, that the belief was we were backing
15 off of our 2040 date and the truth is we are not
16 backing off of that date at all and if I can
17 accelerate that date, I will do it.

18 DIRECTOR MILLER: Okay. Thank you.

19 SECRETARY LONGHINI: Thank you.

20 Director Irvine, we'll finish up with you.

21 DIRECTOR IRVINE: Thank you. Thank you,
22 President Carter, and thank you, Mike, for -- you
23 know, for your comments and explanation and I
24 completely agree.



1 And, President Carter, I so much
2 appreciate your -- you know, your attitude about
3 this and your engagement and I think -- you know,
4 I've been on the Board for almost ten years and the
5 amount of comments we got on this I think was just
6 about the highest we've got on almost any issue.
7 Greg, correct me if I'm wrong, but I believe we got
8 over 400 letters, e-mails on this topic alone.

9 President Carter, I'm very heartened that
10 you see those 400-plus people not as problems to be
11 solved, but as allies to be engaged and I think
12 that's really what they are and I was really happy
13 to see that CTA staff will be presenting with a
14 town hall tonight with Alderman Martin and Alderman
15 LaSpata. I'm super happy about that. I hope we
16 can do more of that and I think, again, we need to
17 try as many different avenues as possible to get
18 the message out there. I just checked CTA's
19 landing page on our website and nothing about
20 electric buses there. I'm guessing it will be
21 there especially when we have the plan fully
22 written and released.

23 PRESIDENT CARTER: Yes.

24 DIRECTOR IRVINE: There is some great



1 information on CTA's electric buses page of the
2 website, but obviously we need to get a lot more
3 out there in a lot more different forms and I --
4 yeah, I think definitely we have a lot of allies
5 out there that can be in our corner and can affect
6 the funds and I think there's so much recognition,
7 especially from just the last few years about how
8 important climate change is and how much we all
9 need to be on the same team to make changes happen.

10 So I'm on the CTA Board and I care about
11 transit because I care about the environment. You
12 know, and like you said, I want cars off the road
13 and more buses on the road. So thank you and I
14 appreciate you working with this board to move our
15 electrification goals forward.

16 PRESIDENT CARTER: Thank you. And obviously I
17 look forward to the support of the Board as we
18 engage this community and really, you know, drive
19 progress on this particular issue because I know
20 it's important to a lot of people and we certainly
21 heard from many of them as part of this budget
22 process.

23 SECRETARY LONGHINI: Thank you, President
24 Carter. Thank you, Director Irvine.



1 Chairman Silva, I can finally say there
2 are no further questions on budget matters as
3 presented and also on the electric buses. No
4 further questions, sir.

5 CHAIRPERSON SILVA: Since there are no further
6 questions, may I have leave to place these items on
7 the omnibus for board approval?

8 DIRECTOR IRVINE: So moved.

9 DIRECTOR MILLER: Second.

10 SECRETARY LONGHINI: Those are the three items
11 moved by Director Irvine, seconded by
12 Director Miller. Chairman Silva, we may now
13 proceed to Agenda Item Number 8.

14 CHAIRPERSON SILVA: Our next order of business
15 is the review of an ordinance authorizing an
16 intergovernmental agreement with the Cook County
17 Assessor's Office to access geographic information
18 data.

19 Mike.

20 MIKE CONNELLY: Yes. Good afternoon. Again,
21 I'm Mike Connelly, your Chief Planning Officer.

22 The item before you would authorize entry
23 into an IGA with the Cook County Assessor's Office.
24 This will allow CTA to access geographic



1 information data from the Assessor.

2 CTA has entered into an intergovernmental
3 agreement with the Cook County Assessor's Office in
4 previous years in order to have access to and a
5 license to use this data at no cost for CTA.

6 We are requesting renewal of this
7 agreement for an additional year. We have
8 requested a longer-term contract with the
9 Assessor's office, however, currently the
10 Assessor's office requires a series of one-year
11 contracts. So we were here before and we're back
12 to you again this year.

13 This agreement will allow us to receive
14 updated Assessor's data which provides detailed
15 information at each property level. We get a table
16 of about 1,800,000 records that usually date from
17 the previous year. This data is used by strategic
18 planning for planning purposes and for our NEPA or
19 National Environmental Protection Agency studies.
20 It's used by CTA's business development group and
21 by our real estate department.

22 The data is specifically needed during the
23 upcoming months for continued work on the transit
24 supportive development study and the environmental



1 work that we're doing on the Red Line extension
2 project.

3 I'm glad to answer any questions that you
4 may have.

5 CHAIRPERSON SILVA: Let me understand well.
6 okay. You don't have a -- an order, okay, you
7 cannot access the information with the Cook County?

8 MIKE CONNELLY: Yes. Exactly. Unless we do
9 the IGA, they won't give us direct access into
10 their database. But if we do the IGA, we'll have
11 access. And it doesn't cost us anything, we just
12 need to enter a formal intergovernmental agreement
13 with them.

14 CHAIRPERSON SILVA: Good. I do. Thank you.

15 SECRETARY LONGHINI: Director Barclay.

16 DIRECTOR BARCLAY: Nothing.

17 SECRETARY LONGHINI: Director Jakes.

18 DIRECTOR JAKES: No questions.

19 SECRETARY LONGHINI: Director Miller.

20 DIRECTOR MILLER: No questions.

21 SECRETARY LONGHINI: Director Irvine.

22 DIRECTOR IRVINE: No questions.

23 SECRETARY LONGHINI: No further questions on
24 this item, Chairman Silva.



1 CHAIRPERSON SILVA: Since there are no further
2 questions, may I have leave to place item -- this
3 three items on the omnibus for board approval?

4 DIRECTOR IRVINE: So moved.

5 DIRECTOR MILLER: Second.

6 SECRETARY LONGHINI: That was one item. Typo
7 there. Moved by Director Irvine, seconded by
8 Director Miller on the Board. We're finished with
9 the ordinances now. So now we can move to the
10 contracts. So, Chairman Silva, we can move to
11 Contract Number B-1.

12 CHAIRPERSON SILVA: Our next order of business
13 is Contract Number B-1, a change order for a
14 maintenance contract.

15 SECRETARY LONGHINI: Questions, Chairman?

16 CHAIRPERSON SILVA: I don't have any questions.

17 SECRETARY LONGHINI: Okay. Director Barclay.

18 DIRECTOR BARCLAY: No questions.

19 SECRETARY LONGHINI: Director Jakes.

20 DIRECTOR JAKES: No questions.

21 SECRETARY LONGHINI: Director Miller.

22 DIRECTOR MILLER: No questions.

23 SECRETARY LONGHINI: Director Irvine.

24 DIRECTOR IRVINE: No questions.



1 SECRETARY LONGHINI: Okay. No questions on
2 B-1. We can move to B-2, Chairman.

3 CHAIRPERSON SILVA: Our next order of business
4 is Contract Number B-2, a project management
5 contract.

6 SECRETARY LONGHINI: Any questions?

7 CHAIRPERSON SILVA: I don't have a question.

8 SECRETARY LONGHINI: Okay. Director Barclay.

9 DIRECTOR BARCLAY: No questions.

10 SECRETARY LONGHINI: Director Jakes.

11 DIRECTOR JAKES: No questions.

12 SECRETARY LONGHINI: Director Miller.

13 DIRECTOR MILLER: No questions.

14 SECRETARY LONGHINI: Director Irvine.

15 DIRECTOR IRVINE: No questions.

16 SECRETARY LONGHINI: Let's move to -- that was
17 B-3? Correct? Let's move to F-1.

18 UNIDENTIFIED SPEAKER: B-2.

19 DIRECTOR MILLER: That was B-2.

20 SECRETARY LONGHINI: That was B-2. I'm sorry.
21 I'm getting confused. Let's move on to B-3. I'm
22 sorry.

23 CHAIRPERSON SILVA: Our next order of business
24 is Contract Number B-3, a change order for the



1 Wilson station contract.

2 SECRETARY LONGHINI: Sir?

3 CHAIRPERSON SILVA: I don't have questions.

4 SECRETARY LONGHINI: Director Barclay.

5 DIRECTOR BARCLAY: No questions.

6 SECRETARY LONGHINI: Director Jakes.

7 DIRECTOR JAKES: No questions.

8 SECRETARY LONGHINI: Director Miller.

9 DIRECTOR MILLER: No questions.

10 SECRETARY LONGHINI: Director Irvine.

11 DIRECTOR IRVINE: No questions.

12 SECRETARY LONGHINI: Okay. Now we can go to

13 F-1.

14 CHAIRPERSON SILVA: Our next order of business
15 is Contract Number F-1, an RFP for a human resource
16 management contract.

17 SECRETARY LONGHINI: Questions, sir?

18 CHAIRPERSON SILVA: I don't have questions.

19 SECRETARY LONGHINI: Director Barclay.

20 DIRECTOR BARCLAY: No questions.

21 SECRETARY LONGHINI: Director Jakes.

22 DIRECTOR JAKES: No questions.

23 SECRETARY LONGHINI: Director Miller.

24 DIRECTOR MILLER: No questions.



1 SECRETARY LONGHINI: Director Irvine.

2 DIRECTOR IRVINE: No questions.

3 SECRETARY LONGHINI: No questions on that. So
4 we can move to H-1, sir.

5 CHAIRPERSON SILVA: 9 -- sorry. Our final
6 order of business is Contract Number H-1, an RFP
7 for security services.

8 No questions.

9 SECRETARY LONGHINI: Director Barclay.

10 DIRECTOR BARCLAY: No questions.

11 SECRETARY LONGHINI: Director Jakes.

12 DIRECTOR JAKES: No questions.

13 SECRETARY LONGHINI: Director Miller.

14 DIRECTOR MILLER: No questions.

15 SECRETARY LONGHINI: Director Irving -- Irvine.

16 DIRECTOR IRVINE: No questions.

17 SECRETARY LONGHINI: Irving, Irvine. No
18 questions.

19 All right. Then we're finished with that.
20 Sir, we can go to 9-A. Number 9-A.
21 Chairman Silva.

22 CHAIRPERSON SILVA: Since there are no further
23 questions on the contracts, may I have leave to
24 place the five contracts on the omnibus?



1 DIRECTOR IRVINE: So moved.

2 DIRECTOR MILLER: Second.

3 SECRETARY LONGHINI: Moved by Director Irvine,
4 seconded by Director Miller. The contracts have
5 been put on the omnibus. Sir, we can move to
6 Number 9-B.

7 CHAIRPERSON SILVA: Since there is no further
8 business to come before the Committee, may I have a
9 motion to approve the omnibus and recommend the
10 omnibus for board approval?

11 DIRECTOR IRVINE: So moved.

12 DIRECTOR MILLER: Second.

13 SECRETARY LONGHINI: Moved and seconded by
14 Directors Irvine and Miller. I will now take a
15 vote on the omnibus package.

16 Director Irvine.

17 DIRECTOR IRVINE: Yes.

18 SECRETARY LONGHINI: Director Miller.

19 DIRECTOR MILLER: Yes.

20 SECRETARY LONGHINI: Director Jakes.

21 DIRECTOR JAKES: Yes.

22 SECRETARY LONGHINI: Director Barclay.

23 DIRECTOR BARCLAY: Yes.

24 SECRETARY LONGHINI: Chairman Silva.



1 CHAIRPERSON SILVA: Yes.

2 SECRETARY LONGHINI: The motion to approve the
3 omnibus passes with five yes votes, sir. We can
4 move on to Agenda Item Number 10.

5 CHAIRPERSON SILVA: Finally, may I have a
6 motion to adjourn?

7 DIRECTOR IRVINE: So moved.

8 DIRECTOR MILLER: Second.

9 SECRETARY LONGHINI: Moved by Irvine, seconded
10 by Miller. The vote to adjourn.

11 Director Irvine.

12 DIRECTOR IRVINE: Yes.

13 SECRETARY LONGHINI: Director Miller.

14 DIRECTOR MILLER: Yes.

15 SECRETARY LONGHINI: Director Jakes.

16 DIRECTOR JAKES: Yes.

17 SECRETARY LONGHINI: Director Barclay.

18 DIRECTOR BARCLAY: Yes.

19 SECRETARY LONGHINI: Chairman Silva.

20 CHAIRPERSON SILVA: Yes.

21 SECRETARY LONGHINI: The vote to adjourn is
22 five -- five yes votes to adjourn. It is now 3:52.
23 The board meeting will begin at 4:00 p.m. in eight
24 minutes.



1 (which were all the proceedings
2 had in the above-entitled
3 cause.)

4 (Meeting adjourned at 3:52 p.m.)

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\$1.4	1	12:1,5 26:23 27:2 31:17	5	ability	19:12 31:22 32:2,19 35:20 48:21 49:3
8:4	8:17	2025	7:7 17:11 25:22	31:13 34:19 35:8	agency
\$1.5	1,800,000	15:7,18 29:15	5.3	above-entitled	24:14,22 40:17
18:18	65:16	2026	7:7	73:2	42:23 50:24 65:19
\$1.7	1.1	45:6	5.6	accelerate	Agenda
18:9	6:19 7:3	2040	29:20	34:9,14 51:16 52:2	5:11 17:3,9,11 64:13
\$10	1.5	44:10 49:11 50:12 61:11,15	50	54:2 61:17	72:4
7:12	10:11	21	23:16 25:13	accept	aggressive
\$13	10	12:15 15:13 26:1,7, 18	500	47:23	34:7 35:21 60:10
9:9 52:12	72:4	22	45:2	access	aging
\$130	100	11:19 12:15 18:8,9 19:22 22:3 25:6,17	5000-series	58:13,21 64:17,24 65:4 66:7,9,11	52:22
42:10	34:21 60:18	26:18 27:7 28:24 42:5 44:14	30:22	accessibility	agree
\$147	103	23	54.75	28:14 30:3 33:7 34:4,20,21 36:23	55:7 57:11 58:23 60:5 61:24
10:1	30:5	11:3 12:15 26:19 27:8	26:9	accessible	Agreed
\$15	10th	23rd	55	30:5,7	56:13
9:11	3:7	11:19	27:7	accessibly	agreement
\$156	12	24	576	30:9	11:1 64:16 65:3,7,13 66:12
18:14	7:17	12:15 27:8	5:9	accomplish	agreements
\$2.1	125	24-7	<u>6</u>	55:18	17:22
29:7	22:19	40:8	6	achieve	ahead
\$2.2	1280	15:13	6:20 17:11 18:2	53:15	40:14 49:15 59:12
32:6,11 33:2	44:23	25	6.2	Act	air
\$2.3	13	19:22 27:15 28:24	26:1	3:16,20 4:4	44:6,20 53:2,20 54:4,5 55:14
29:19	5:15 25:19	26	60	activity	albeit
\$22	135th	41:20	27:8	34:6	7:14
9:20	29:21	27	600	added	Alderman
\$225	145	44:15	30:18	10:4 43:1	62:14
27:1	30:6	28	64	addition	alike
\$27.4	15	19:4	44:15	23:3 39:11	22:6
9:22	10:13	29	65	additional	allies
\$3	1500	19:6	27:8	12:3 15:23 18:20 20:14,22 22:14,16, 17 30:18 33:11,16 34:13 40:20 50:9 60:9 65:7	62:11 63:4
9:18	23:20	<u>3</u>	<u>7</u>	additionally	allocated
\$3.4	171	6:8	7	13:9	10:8 25:10
15:21	10:2	3.3	17:11	address	allocation
\$3.5-billion	17th	8:12	7(e)	42:15 50:16	10:17 13:2 32:6
27:19	3:10,23 4:2,14	3.5	3:15	addressing	allocations
\$300	1800	19:23	70	13:12 59:8	12:13 13:19 32:4
18:12	44:2	30	30:18 40:14	adequately	allotted
\$34.1	1997	51:13	700	22:12	33:14
9:2	47:2	30-day	45:4	adjoin	allowing
\$38.8	<u>2</u>	21:7	7000-series	72:6,10,21,22	22:12
8:23	2	300	30:21	adjourned	alluded
\$4	5:12	24:4 25:8	73	73:4	61:9
7:12 8:11	2.4	3:52	30:6	adjust	alternative
\$400,000	7:21	72:22 73:4	<u>8</u>	35:4	53:9
8:6	20	<u>4</u>	8	admit	amended
\$45.9	24:5 30:14 37:13 51:13	15:4 17:3,9	64:13	57:16	4:4 6:18,19 7:3,6,17, 20,24 8:11,14,23 9:3,10,14,21 10:1 15:21
9:4	20-year	4.2	817	adolescence	amending
\$455	30:4 34:10	8:16	10:15	47:14	15:6
18:10	200	4.7	<u>9</u>	adopter	amendment
\$456	24:4	7:20	9	46:4	15:12,17,23,24 16:7
25:5	2000	4.8	9-A	adopters	amendments
\$48	44:5	26:5	70:20	41:15 47:2	17:22
8:24	2001	4.9	9-B	adopting	American
\$5	44:5 47:2	8:17	71:6	17:16	48:14
7:20 8:15	2014	40	90	advance	amount
\$500	41:17,22 46:7 47:22	51:13	12:9 31:24	41:21	62:5
26:20	2019	40-foot	91	advocated	Analysis
\$55	25:13,19	40:13	44:16	33:24	18:2
10:16	2020	400	93	advocates	anti-clean
\$6	15:20 19:8	23:20 26:20 62:8	10:15	37:19 55:13 57:15	54:4
9:13	2021	400,000	95th	affect	antithesis
\$700,000	3:7,10,23 4:2,14 5:15 15:7,18 16:1,9 19:6	7:4	29:20	63:5	57:3
7:16	2022	400-plus	<u>9</u>	affordable	apparent
\$9	16:1,5,9 17:17 19:4 25:11 27:15 30:1 32:5 36:12 44:10,14 45:2	62:10	9	21:8	55:8
9:15	2022-2026	4:00	9	afternoon	applications
\$912	17:20	72:23	9-A	3:4 4:13 15:15 29:2 39:22 64:20	32:3
10:10 18:18 25:9	2023-2024		9-B	age	apply
<u>0</u>	17:18		90	28:10	13:24 18:20 31:12, 14,21 33:15 55:6
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