

1  
2 CHICAGO TRANSIT AUTHORITY

3 MAY 2023

4 COMMITTEE ON HUMAN RESOURCES MEETING

5  
6 Held via videoconference

7 on

8 May 10th, 2023

9 at

10 9:05 a.m.

11 at

12 567 West Lake Street, 2nd Floor,

13 Chicago, Illinois 60661

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

21  
22  
23 REPORTED BY: Margaret E. Mecklenborg, CSR

24 LICENSE NO.: 084-004495



1 BOARD MEMBERS:

2 MR. LESTER L. BARCLAY, Director;

3 DR. L. BERNARD JAKES, Director;

4 MS. NEEMA JHA, Director;

5 REV. JOHNNY L. MILLER, Chairman;

6 MS. ROSA ORTIZ, Director;

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

8 MR. KENT S. RAY, General Counsel;

9 MS. GEORGETTE L. GREENLEE, Secretary.

10 ABSENT:

11 MS. MICHELE A. LEE, Director.

12 PRESENTERS:

13 MR. THOMAS MCKONE,  
14 Chief Administrative Officer.

15 ALSO PRESENT:

16 MR. DONALD BONDS, Chief Transit Officer;

17 MS. DENISE BUNCH, Board Liaison;

18 MR. JAY CHAROENRATH, General Manager,  
19 Bus Engineering and Heavy Maintenance  
and Instruction;

20 MR. MICHAEL CONNELLY, Chief Planning Officer;

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

23 MR. JEREMY FINE, Chief Financial Officer;

24 MS. THERESA FLETCHER-BROWN,  
Director of EEO and Compliance Programs;



1 ALSO PRESENT:(Continued)

2 MR. ANDREW FULLER, Chief Internal Auditor;

3 MS. CAROLINE GALLAGHER,  
4 Chief Strategy, Data and Technology Officer;

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

7 MR. JOSEPH HARMENING, Director, Real Estate;

8 MS. NORA LEERHSEN, Chief of Staff;

9 MR. STEVEN MASCHERI,  
10 General Manager, Capital Construction;

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

13 MS. DEBORAH MILOSLAVICH,  
14 Senior Coordinator, Fare Systems;

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

17 MR. HERB NITZ,  
18 Director, Technology Engineering;

19 MS. GRACE OHS,  
20 Vice President of Construction on RPM;

21 MS. LATRICE PHILLIPS-BROWN,  
22 Community Liaison, RPM;

23 MS. MOLLY POPPE, Chief Innovation Officer;

24 MR. JUANPABLO PRIETO,  
Director, Diversity Programs;

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

MR. MICHAEL THIRY,  
Manager, Fare Systems Program Management;

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



1 (whereupon the meeting  
2 convened at 9:05 a.m.  
3 as follows:)

4 SECRETARY GREENLEE: Good morning. I'm  
5 Georgette Greenlee, the Secretary of the Board of  
6 Directors of the Chicago Transit Authority. The  
7 Committee on Human Resources Meeting, which has  
8 been scheduled for 9:00 a.m. this morning, will be  
9 followed by the Committee on Strategic Planning and  
10 Service Delivery which will be followed by the  
11 Committee on Finance, Audit and Budget which will  
12 then be followed by the Regular Board Meeting of  
13 the Chicago Transit Authority which is scheduled on  
14 10:00 a.m. On May 4th, 2023, the Office of the  
15 Secretary issued a notice of changed format of  
16 meetings of Committees on Human Resources,  
17 Strategic Planning and Service Delivery and  
18 Finance, Audit and Budget, as well as the Chicago  
19 Transit Authority Board Meeting which was scheduled  
20 for today -- which has been scheduled for today,  
21 May 10th, 2023. Due to the Covid-19 pandemic,  
22 there is currently in place a state-wide disaster  
23 proclamation that has been renewed from month to  
24 month. Pursuant to Section 7(e) of the Illinois



1 Open Meetings Act, virtual public meetings are  
2 permitted while the disaster proclamation remains  
3 in effect. Since the Governor's disaster  
4 proclamation remains in effect in the state of  
5 Illinois, the meeting of May 10th, 2023 is being  
6 held -- all the meetings are being held  
7 electronically or virtually for members of the  
8 public. At this point we are ready to start the  
9 meeting of the Committee on Human Resources.  
10 Chairman Miller?

11 CHAIRMAN MILLER: Good morning. I'd like to  
12 call to order the May 10th meeting of the Committee  
13 on Human Resource. Georgette, will you call the  
14 roll, please?

15 SECRETARY GREENLEE: Yes. Director Jakes?

16 DIRECTOR JAKES: Here.

17 SECRETARY GREENLEE: Director Jha?

18 DIRECTOR JHA: Here.

19 SECRETARY GREENLEE: Director Miller?

20 CHAIRMAN MILLER: Here.

21 SECRETARY GREENLEE: Chairman Miller, you have  
22 a quorum present with three members. Also present  
23 today is President Dorval Carter.

24 CHAIRMAN MILLER: Thank you. Our first order



1 of business is to review the approval of the  
2 May 11th, 2022(sic) committee -- committee minutes.

3 May I have a motion to approve?

4 DIRECTOR JHA: So moved.

5 DIRECTOR JAKES: Second.

6 SECRETARY GREENLEE: It has been properly moved  
7 and seconded that the minutes be approved.

8 Director Jakes?

9 DIRECTOR JAKES: Yes.

10 SECRETARY GREENLEE: Director Jha?

11 DIRECTOR JHA: Yes.

12 SECRETARY GREENLEE: Chairman Miller?

13 CHAIRMAN MILLER: Yes.

14 SECRETARY GREENLEE: Chairman Miller, the  
15 minutes are approved as submitted.

16 CHAIRMAN MILLER: Thank you. The next order of  
17 business is a CTA hiring update presentation. Tom  
18 Mckone?

19 MR. MCKONE: Thank you, Chairman, and good  
20 morning, Directors. My name is Tom Mckone. I'm  
21 Chief Administrative Officer at CTA. And I wanted  
22 to take the opportunity to give you an update on  
23 where we are with the hiring and workforce. I  
24 prepared a presentation to walk through. I'm



1 obviously available to answer questions at the end.  
2 so with that, you can go to the next slide. Okay.  
3 so 2023 four months in we're off to a strong start  
4 on the hiring front. So far we've hired 304 bus  
5 operators in the first four months. I'm happy to  
6 report that that number is approaching 350 as we  
7 just had our first class start in the month of May  
8 earlier this week. For the first four months this  
9 is actually 139 more than were hired during the  
10 equivalent period in 2019. So you can see that  
11 even compared to pre-pandemic we have rapidly  
12 accelerated our hiring efforts across our positions  
13 and importantly on the bus operator position. In  
14 addition, we've focused on some of the support  
15 positions that were critical deficiencies. One of  
16 those was the bus mechanic position. So far this  
17 year we've hired forty-two bus mechanics. This is  
18 actually eight more than were hired all of 2022.  
19 So we're well on pace to return to pre-pandemic  
20 staffing levels and then exceed that. It's good to  
21 fill the -- the vacancies that we have in the  
22 mechanic position.

23 Moving over to the rail side of the house,  
24 I'm happy to report that -- oh, you can go back a



1 slide. Okay. Thank you. The first rail  
2 operator -- operator class graduated earlier this  
3 year in April. The second is set to graduate here  
4 at the start of June. These classes are actually  
5 the largest classes that we've ever held at CTA.  
6 We've increased capacity by 25 percent to increase  
7 throughput and to accelerate filling the positions  
8 of the rail operator vacancies that we have. So  
9 the second class is well underway. Looking to  
10 graduate starting the week of June 3rd. The third  
11 class is also underway and that class is set to  
12 complete at the end of July. And even as the --  
13 it's underway we'll look to start the fourth class  
14 concurrently while that third class is running as  
15 well to continue to fill those -- those rail  
16 operator vacancies. For our job fairs we have so  
17 far hosted five job fairs ourselves. This is  
18 in -- in addition to the dozen of job fairs where  
19 we've attended with -- with other's employers  
20 across our various committees but for the five job  
21 fairs that -- that we've hosted we've had a  
22 cumulative attendance of just over 1700. The first  
23 one that we had this year in January was our most  
24 popular but even our most recent job fair we had





1 over -- (inaudible) attendees. So we continue to  
2 see strong interest in our positions. And  
3 importantly the workforce is increasing. So  
4 our -- our total workforce at the end of April  
5 stood at 9,864 and this is over 100 more employees  
6 than we had at the end of 2022. So our efforts  
7 to -- to increase our -- our workforce is working.  
8 We are -- our hiring is exceeding our departures  
9 and net we're increasing our workforce.

10 Now I want to go into a few more details  
11 about what specifically we're doing in some of  
12 the -- the next steps. So if you could go to the  
13 next page. This is a -- these are some photos from  
14 the most recent hiring we had. This was on  
15 April 28th. You can see the top. The event starts  
16 with a presentation. This presentation includes  
17 per the applicants the steps that they'll need to  
18 take to fill out an application to complete the  
19 hiring process. Then it includes information from  
20 parts -- parts of our agency about the different  
21 jobs and job opportunities. Bus operator, bus  
22 mechanic and at our most recent hiring event we  
23 featured the rail flagger position which is the  
24 entry point to becoming a rail operator. The union



1 provides information of the support they'll provide  
2 to the positions. And then we're available to  
3 answer questions from the applicants. From there  
4 they go to the bottom left-hand side of the page  
5 where you'll see anybody who's interested in  
6 completing an application. We have an application  
7 workshop right on site. They can take ten or  
8 fifteen minutes, sit down with one of our iPads.  
9 We have staff available to help them complete the  
10 application as any questions that might come up.  
11 From there they go in the hallway and they can  
12 complete their assessment. So they complete the  
13 application. They can sit down and take the  
14 assessment. It takes from sixty to ninety minutes.  
15 We have a dedicated computer lab where folks can go  
16 ahead and -- and complete their assessment. From  
17 there they can proceed downstairs where they can  
18 talk specifically to CTA employees and CTA managers  
19 about the various positions. The picture that we  
20 see here is of our bus maintenance group speaking  
21 with perspective mechanics about the position and  
22 the opportunities that are available there. We  
23 have our bus operations group. Our rail operations  
24 group is there to discuss their positions. In



1 addition, we have our Second Chance Program is  
2 available. They're available to answer questions  
3 about folks who may be interested in the second  
4 chance position. We also have support from the  
5 veteran's resource group to provide information  
6 about opportunities and support they offer at the  
7 CTA along with the -- the union tables to provide  
8 information about the support that they offer  
9 employees while they're here as well.

10 You can go to the next page. So all of  
11 this we're measuring our progress against our 2023  
12 hiring target. Meeting The Moment scorecard we  
13 have a target of hiring 700 bus operators by the  
14 end of the year. This is cumulative hires to date  
15 through the month of -- of April. You can see that  
16 we are ahead -- ahead of our -- of our target. 700  
17 operators would be more operators hired in one year  
18 than we ever have at the Authority. And obviously  
19 we're not going to stop there. So if we stay ahead  
20 of target and are able to -- to maintain this pace,  
21 obviously we're going to continue to hire  
22 and -- and hopefully exceed that target as well.  
23 But the good news is is that these efforts have  
24 resulted in us staying, you know, at and above the



1 target for 2023 and our projections are that we're  
2 going to continue to -- continue to stay -- to stay  
3 there.

4           Moving to the next slide. I want to talk  
5 a little bit about what brought us to this point  
6 and then some of the next steps. So last year  
7 taking feedback from applicants and the position  
8 and looking at the industry overall, we  
9 transitioned to directly hiring full-time bus  
10 operators. Transit agencies still maintain a  
11 hiring of -- of part-time operators. Before they  
12 didn't have full-time operators in which they have  
13 to work part-time anywhere between six months to  
14 two years before they get the opportunity to  
15 transition to -- to full-time positions. This was  
16 just not competitive. We were losing people that  
17 we had hired. People that were interested in  
18 working here said that they couldn't do it for a  
19 part-time job. So what we did is we transitioned  
20 to hiring directly full-time bus operator in 2022.  
21 As part of that we transitioned our existing  
22 part-time workforce to full-time. That meant over  
23 300 existing part-time operators to full-time  
24 operators. In addition and in order to accelerate



1 the hiring, we put in place a hiring incentive. A  
2 thousand dollar hiring bonus went in place at the  
3 end of -- end of the year last year so starting in  
4 November. For bus operators, bus and rail  
5 mechanics we offer a thousand dollars for those who  
6 are successfully able to onboard with the -- the  
7 Authority. In addition and recognizing the  
8 importance of retaining our existing employees, we  
9 put in place a 3 percent retention bonus. And this  
10 is for both those frontline workers and -- and also  
11 bus mechanics. So critical workers that we have to  
12 incentivize them to -- not only to reward them for  
13 the work that they're performing but that they  
14 continue to do that work with the Authority. So we  
15 have 3 percent retention bonus in place that went  
16 in place last year through the rest of this year.  
17 This is also available to new employees as well.  
18 So not only the incentive to come in the door but  
19 also as a recognition for the work and the  
20 retention of our existing employees. And then at  
21 the bottom recognizing that we want to make this an  
22 attractive position, we decided to adjust the  
23 starting wage and accelerate the wage progression  
24 rate. So we eliminated the wage progression for



1 bus mechanics which led to an increase in the  
2 hourly rate and we shortened the wage progression  
3 for bus operators. Dropped it by about fifteen  
4 months which also led to an increase in the  
5 starting wage which has also helped prompt interest  
6 in the position. These are amongst the most  
7 aggressive moves that we've seen within the  
8 industry. You can see the results. Right.  
9 They've obviously paid dividends in terms of us  
10 being able to restart to rebuild our workforce.

11 If you can go to the next page. So I want  
12 to give an overview of the process that we have  
13 for -- for hiring bus operators. So starting at  
14 the first step which is application. Moving  
15 through assessment and interview. At the end of  
16 the -- the interview we do require that our  
17 applicants have a commercial learner's permit that  
18 we can then grant a commercial driver's license in  
19 our training process to them. They do obtain this  
20 from the Secretary of State's Office. This is  
21 available at their South Holland location and their  
22 Elk Grove Village location. Our applicants will go  
23 and they'll get their commercial learner's permit.  
24 we'll provide them with a written job offer at that



1 point. They'll go through the federally mandated  
2 medical steps and then we'll onboard them. And in  
3 the note it says, once onboarded, bus operators  
4 then begin a seven-week program. It's a paid  
5 training program that also includes the licensing.  
6 So we also license them and have -- and -- and have  
7 them license them to get their commercial driver's  
8 license. This program is relatively efficient.  
9 Usually within the industry it's about a seven to  
10 ten-week training program. Also importantly  
11 between the -- the written offer and the actual  
12 onboarding we retain a lot of our employees through  
13 the process as well because of the speed at which  
14 we take them through the process and then also the  
15 speed at which we were able to get them submitted.  
16 Industry-wide there's about a 20 percent drop off  
17 between the first day worked -- between an employee  
18 accepting an offer and the first day worked. For  
19 us it's less than 5 percent. And this just  
20 highlights the speed of this process and the  
21 efficiency by which we're bringing folks into the  
22 Authority. The fact that folks are -- are able to  
23 show up on that first day and successfully  
24 then.



1           So if you go to next page, I want to talk  
2 briefly about some of the process improvements  
3 we've made on each of those steps. In 2018, we  
4 invested in an applicant tracking system.  
5 Importantly this system is mobile -- mobile  
6 friendly. It's a mobile platform. So we advertise  
7 a QR code where you can take your cell phone, hit  
8 that barcode and then fill out the application  
9 entirely using your cell phone. We'll meet the  
10 candidates where they're at, assist them through  
11 the process whatever way we can and this applicant  
12 tracking system allows us to do that. It also  
13 increases -- greatly increases visibility for both  
14 the candidate and for our recruiting team as we're  
15 helping people through the process. As part of  
16 this making it more friendly we saw a 50 percent  
17 increase in applications when we put that system in  
18 place back in 2018. On top of that, we put in  
19 place an on-line assessment. Previously we had an  
20 on-site assessment that was a pencil and paper test  
21 where you had to wait several weeks before you  
22 actually had the availability to take the test.  
23 Now it's on demand. It's available on demand  
24 remotely for candidates that have successfully





1 completed their -- their application. There's no  
2 wait times. Right. There's no scheduling issues  
3 and we can have unlimited volume. Our retention  
4 rate improved from 41 percent to 71 percent. So  
5 we're retaining a lot more people through that step  
6 in the process. We've integrated our motor vehicle  
7 record review process. So working with two of our  
8 vendors, our Taleo system and our HireRight system,  
9 and then also with the -- the Secretary of State,  
10 we can take the applicant's information, the  
11 information about their -- their driver's license,  
12 submit that to the Secretary of State and then get  
13 back their -- their driver's license or their  
14 driver driving record within minutes so that we can  
15 complete that view. For the applicants this avoids  
16 a trip to the DMV. It avoids a 12 dollar fee that  
17 they might have to -- to pay and it greatly speeds  
18 up the process for them. Building off of that, we  
19 put in place on-line scheduling of the medical  
20 assessment. The -- the medical assessment as I  
21 noted this is a step later on in the phase as we  
22 begin to onboard our candidates. We give the  
23 candidates all the locations, the Concentra  
24 locations where they can take medical assessment,



1 all the appointment times that are available and  
2 when the candidate fills that out, they select the  
3 location and the time where they want to take their  
4 assessment. That goes straight to Concentra and  
5 then Concentra sends them reminders about their  
6 appointment to make sure that they -- they complete  
7 that medical assessment and make it through those  
8 next steps in the process. If you can go to the  
9 next page. In addition, recognizing the challenges  
10 that some of our applicants have with obtaining a  
11 commercial learner's permit and some of the  
12 studying and -- (inaudible) that's required for  
13 that, we actually built off of an existing  
14 partnership we have with Olive-Harvey for a Second  
15 Chance Program. So for participants in our Second  
16 Chance Program we offer them the opportunity to  
17 take a two-week course at Olive-Harvey where they  
18 get preparatory training to take their commercial  
19 learner's permit test and then we pay for the test.  
20 so we -- to replicate that and make that available  
21 to our job applicants who are bus operators so we  
22 work with Olive-Harvey to open up additional  
23 classes, additional seats to provide that training.  
24 They were to do that last year. what began



1 as -- as a pilot program. So for our job  
2 applicants we're able to offer two weeks of CLP  
3 preparatory test training. We actually pay for the  
4 cost then of taking the test. This is a 50 dollar  
5 out-of-pocket fee that normally the applicant would  
6 have to -- have to pay and guide them through that  
7 process. We actually began some of their  
8 pre-hiring work as well during that time -- during  
9 that time period. So so far the results we've had  
10 109 people participate in the program. 86 percent  
11 of them have completed it and notably 72 percent of  
12 them have successfully become CTA employees. So  
13 we've seen a really strong success with the  
14 program. We're looking to move on with  
15 Olive-Harvey and with City Colleges. Our next  
16 class begins June 6th. We've already been reaching  
17 out to applicants to get interest in this class and  
18 we're looking for ways that we can develop this  
19 program to help make sure that we can support our  
20 job applicants who need a little bit more support  
21 in getting through that commercial learner's permit  
22 test in the process.

23 If you could go to the next page. So I'd  
24 be remiss if I didn't talk about employee



1 retention.

2           So we've been talking about the top of the  
3 chart here in terms of the hires that we're  
4 beginning in. I did note that net we're positive.  
5 we've had a positive net increase in employment at  
6 the Authority. I want to talk for a minute about  
7 employee retention. On the bottom chart here what  
8 you see is bus operator hires and separations by  
9 month. Separations are a mix of retirements and  
10 resignations. Any internal transfers as well.  
11 Transferring of the -- of the position. You can  
12 see then here that every month this year we've been  
13 net positive in terms of bringing in more bus  
14 operators than we have been losing. This has  
15 resulted in now we have more bus operators in the  
16 seats than we did a year ago. So that's net  
17 positive impact here as we've been able to not only  
18 improve the hiring rate but also pay attention to  
19 the bottom half of this and reduce that attrition  
20 rate. we've begun regular ongoing employee  
21 surveys, enhanced our engagement and recognition  
22 activities. I'm going to show that in a minute.  
23 And then we've not only improved our benefits but  
24 improved the community communications as well. we



1 offer a lot of great benefits. We want to make  
2 sure folks are taking advantage of them. And so  
3 not only are we focused on improving benefits but  
4 also making sure that everyone is aware of the  
5 benefits that we -- that we offer. So if you look  
6 on the next page, one thing we heard from employees  
7 as we did the survey was we want more recognition.  
8 We have a hard job. We want more recognition for  
9 the work that we're doing. And one -- one thing  
10 that we put in place is graduation ceremonies.  
11 This began as bus operator graduations but we've  
12 extended it to recognize employees who are  
13 successfully completing any training program  
14 whether it be bus operator or rail supervisor as  
15 you see here on this page. These are monthly  
16 graduation ceremonies. The next one is actually  
17 this afternoon but it's really a great source of  
18 excitement not only for the new employees and some  
19 existing employees who are moving up in promotional  
20 opportunities but also for -- for the entire team  
21 here as well to see a lot of the faces behind the  
22 numbers that -- that I've been talking about  
23 earlier in the -- in the presentation.

24 So if we go to the next page. I want



1 to talk -- wrap up here. We're talking about next  
2 steps. So a lot of the investments we've made in  
3 improving the efficiency of the process to maintain  
4 applicants and speed the process have resulted in a  
5 reduced time to hire. We know that we're amongst  
6 the industry best in terms of reducing that time to  
7 hire. There are some mandated steps that do make  
8 it a little bit of a longer hiring period and we're  
9 looking for ways in which we can continue to -- to  
10 shave time and make it easier for our applicants.  
11 The next step we're going to take is to create on  
12 demand interviewing. This is a system that we've  
13 put in place here. It's a private industry best  
14 practice. Now we see this amongst other  
15 transportation providers such as the airlines or  
16 package delivery services where they're offering on  
17 demand interviewing. So similar to the assessment  
18 when a candidate is ready to interview, we don't  
19 want them to have to negotiate with  
20 our -- with our management team and our  
21 interviewers to say, okay, what's the best date  
22 during the day that you could do this. We're  
23 offering interviewing on demand so that they can do  
24 it asynchronously and then we can review that on



1 the -- on the back end. We think that that's going  
2 to improve retention in the process as well. Along  
3 with integrating text messaging with our applicant  
4 tracking system. So right now it's an e-mail based  
5 system. All the reminders that applicants get  
6 about next steps are on e-mail. We want -- we know  
7 that everybody is using their phone and text  
8 messages are much more prevalent than -- than  
9 e-mails which often get lost so we want to  
10 integrate with text messaging so that we can better  
11 communicate with each applicant, remind them about  
12 the next steps in the process and make sure that  
13 we're opening up those lines of communication. As  
14 I mentioned before, we're looking at putting in  
15 place additional support for those that need to  
16 obtain a commercial learner's permit. We're  
17 continuing to host career fairs. Not only at CTA  
18 locations but also building off of the success we  
19 had at hosting it at a couple of other City College  
20 locations. Our next hiring event will be here on  
21 May 19th and then we're also looking at future  
22 events at Malcolm X which is a great partner last  
23 year for -- for some of our hiring events as well.  
24 And then ongoing marketing. Right. Using multiple



1 channels looking to reach people not only through  
2 advertising on the system but through social media  
3 through other promotional videos that we're putting  
4 out there. Trying to get folks to -- to think  
5 about the opportunity, to -- to see the great  
6 benefits that we have and the real opportunity  
7 to -- to create a lasting career here at the CTA.  
8 That concludes my presentation. I'm -- obviously  
9 I'm happy to answer any questions.

10 CHAIRMAN MILLER: Let me just say ahead of  
11 schedule as far as the projection for this year the  
12 ridership. You got that hiring. We got the  
13 employees now. How is this -- how does the balance  
14 of ridership return?

15 PRESIDENT CARTER: Mr. Chairman, actually I'll  
16 be speaking to ridership as part of my report  
17 and -- and I can preview a little bit of it which  
18 is it's good.

19 CHAIRMAN MILLER: Okay. Okay.

20 PRESIDENT CARTER: But one other point I wanted  
21 to make about Tom's presentation which I think is  
22 important. You -- you heard Tom talk about all  
23 the -- the modifications we've made to our hiring  
24 process.





1 CHAIRMAN MILLER: Yeah.

2 PRESIDENT CARTER: Before we started this  
3 endeavor, it was pretty much a paper driven  
4 in-person process which wasn't a real problem when  
5 I had more applicants than I had positions to fill  
6 but clearly has required a -- a transformational  
7 change in how we approach this. And -- and a  
8 philosophical position that I took with Tom and his  
9 team is eliminate excuses.

10 CHAIRMAN MILLER: Yeah.

11 PRESIDENT CARTER: So when an applicant says  
12 that they can't do something or it takes too long  
13 to do something, I wanted that to go away. To the  
14 extent that we had any ability to change that, I  
15 wanted us to do that. And -- and what you have  
16 seen quite honestly in -- in all my years at CTA  
17 I've never seen this kind of transformation in the  
18 hiring process like we've gone through it. In  
19 fact, I know the City and others have come to CTA  
20 to get a better understanding of how we're  
21 processing people for our -- for positions here  
22 because of all the work that we've done. And --  
23 and some of which, as Tom indicated, is not only  
24 best practices in the public sector but also best



1 practices in the private sector. And so the good  
2 news is that we -- we've done a lot but as Tom  
3 pointed out, there is a lot more that we can do.  
4 There's still other barriers that we want to really  
5 focus on. Particularly around the commercial  
6 license permitting process and how we can expedite  
7 some of that as we go forward. There are also some  
8 regulatory challenges that we want to talk to the  
9 federal government about. Not the least of which  
10 is the minimum age to get a -- a commercial  
11 driver's license currently is eighteen(sic) to get  
12 a CDL which means that -- that people in many cases  
13 students graduate from high school cannot even if  
14 they're interested in becoming a CTA bus operator  
15 cannot apply because they cannot get a CDL at that  
16 point in time. And so that's certainly something  
17 that I want to raise with DOT as a bigger concern  
18 along with some of the other issues that we have  
19 around, you know, the question as -- as Tom  
20 indicated we're allowed to issue driver's licenses  
21 to our employees but we're not allowed to issue a  
22 learner's permit. You know, the rational side of  
23 you says how do you get to do what really is the  
24 bigger step but not the preliminary step.



1 Particularly as a public governmental agency. So I  
2 think there is some opportunities to do a lot more  
3 beyond what we've already done. But in the  
4 meantime, Tom and his team will continue to move  
5 forward to improve the process wherever we can and  
6 also to get feedback from our applicants. You  
7 know, what are we hearing? You know, what are you  
8 hearing? Many cases board members will -- will  
9 raise concerns about the process and so on and so  
10 forth. I encourage you if you're hearing from  
11 anyone who is having an issue or has some concern  
12 about what they're doing to let us know. We're  
13 happy to follow up. As Tom indicated, we can track  
14 every applicant through our process so we can -- we  
15 can find out where someone is, what's holding up  
16 their moving to the next step or whether they've  
17 been contacted or not by CTA. So we have -- we  
18 have a very robust database now that really does  
19 allow us to stay on top of what's happening here.  
20 And as you can tell, the results speak for  
21 themselves. We're seeing increased numbers in  
22 terms of people getting through this process which  
23 is resulting in increased number of bus operators  
24 on the operator side. So I'm excited about it. I



1 think there's a lot more we can do but we're going  
2 to continue to keep driving this because it is  
3 foundational to everything else that I'm trying to  
4 do. I can't -- I can't get my service back up, I  
5 can't do the other things that we're talking about  
6 in terms of improving the quality of service to  
7 deliver if I don't have enough employees to do  
8 that. And so we are laser focused as a team on it  
9 and it is a -- truly a team effort and we'll  
10 continue to remain laser focused on this until we  
11 get back to normal.

12 CHAIRMAN MILLER: Thank you. Good.

13 SECRETARY GREENLEE: Are there any other  
14 questions? Director Jha?

15 DIRECTOR JHA: No questions. Thank you.

16 SECRETARY GREENLEE: Director Ortiz?

17 DIRECTOR ORTIZ: I just really want to  
18 highlight the fact of all the streamlining that's  
19 taking place for the process and also I want to  
20 commend the entire team for really looking at cost  
21 that -- throughout the process that -- that we're  
22 taking on so that the applicants can have the  
23 easiest and the most successful process overall for  
24 them. So thank you.



1 SECRETARY GREENLEE: Director Jakes?

2 DIRECTOR JAKES: No questions.

3 SECRETARY GREENLEE: Chairman Barclay?

4 DIRECTOR BARCLAY: Just to compliment Tom and  
5 his team for doing an extraordinary job of  
6 streamlining this process and making it very  
7 efficient. I think this is a model for other  
8 government agencies that are not only here in  
9 Chicago but throughout the nation. Which you guys  
10 are basically -- you know, basically  
11 short-circuiting this whole process to make jobs  
12 available to people that we need.

13 SECRETARY GREENLEE: Chairman Miller, there are  
14 no further questions or comments.

15 CHAIRMAN MILLER: Since there is no further  
16 business to conduct, may I have a motion to  
17 adjourn?

18 DIRECTOR JHA: So moved.

19 DIRECTOR JAKES: Second.

20 SECRETARY GREENLEE: It's been properly moved  
21 and seconded that we adjourn. Director Jha?

22 DIRECTOR JHA: Yes.

23 SECRETARY GREENLEE: Director Ortiz?

24 DIRECTOR ORTIZ: Yes.



1 SECRETARY GREENLEE: Director Jakes?  
2 DIRECTOR JAKES: Yes.  
3 SECRETARY GREENLEE: Chairman Barclay?  
4 DIRECTOR BARCLAY: Yes.  
5 SECRETARY GREENLEE: Chairman Miller?  
6 CHAIRMAN MILLER: Yes.  
7 SECRETARY GREENLEE: The meeting is adjourned.  
8 CHAIRMAN MILLER: Thank you.

9 (Whereupon, the meeting  
10 adjourned at 9:32 a.m.)  
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STATE OF ILLINOIS )  
 ) SS:  
COUNTY OF C O O K )

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

IN TESTIMONY WHEREOF: I have hereunto set my verified digital signature this 12th day of May , 2023.

*Margaret E. Mecklenborg*

Illinois Certified Shorthand Reporter



<b>1</b>	<b>700</b> 11:13,16	<b>appointment</b> 18:1,6	<b>brought</b> 12:5	<b>communications</b> 20:24	<b>dividends</b> 14:9
<b>100</b> 9:5	<b>71</b> 17:4	<b>approaching</b> 7:6	<b>Budget</b> 4:11,18	<b>community</b> 20:24	<b>DMV</b> 17:16
<b>109</b> 19:10	<b>72</b> 19:11	<b>approval</b> 6:1	<b>building</b> 17:18 23:18	<b>compared</b> 7:11	<b>dollar</b> 13:2 17:16 19:4
<b>10:00</b> 4:14	<b>8</b>	<b>approve</b> 6:3	<b>built</b> 18:13	<b>competitive</b> 12:16	<b>dollars</b> 13:5
<b>10th</b> 4:21 5:5,12	<b>86</b> 19:10	<b>approved</b> 6:7,15	<b>bus</b> 7:4,13,16,17 9:21 10:20,23 11:13 12:9, 20 13:4,11 14:1,3,13 15:3 18:21 20:8,13, 15 21:11,14	<b>complete</b> 8:12 9:18 10:9,12,16 17:15 18:6	<b>door</b> 13:18
<b>11th</b> 6:2	<b>9</b>	<b>April</b> 8:3 9:4,15 11:15	<b>business</b> 6:1,17	<b>completed</b> 17:1 19:11	<b>Dorval</b> 5:23
<b>12</b> 17:16	<b>9,864</b> 9:5	<b>assessment</b> 10:12,14,16 14:15 16:19,20 17:20,24 18:4,7 22:17	<b>C</b>	<b>completing</b> 10:6 21:13	<b>downstairs</b> 10:17
<b>139</b> 7:9	<b>9:00</b> 4:8	<b>assist</b> 16:10	<b>call</b> 5:12,13	<b>computer</b> 10:15	<b>dozen</b> 8:18
<b>1700</b> 8:22	<b>9:05</b> 4:2	<b>asynchronously</b> 22:24	<b>candidate</b> 16:14 18:2 22:18	<b>Concentra</b> 17:23 18:4,5	<b>driver</b> 17:14
<b>19th</b> 23:21	<b>A</b>	<b>attendance</b> 8:22	<b>candidates</b> 16:10,24 17:22,23	<b>concludes</b> 24:8	<b>driver's</b> 14:18 15:7 17:11,13
<b>2</b>	<b>a.m.</b> 4:2,8,14	<b>attended</b> 8:19	<b>capacity</b> 8:6	<b>concurrently</b> 8:14	<b>driving</b> 17:14
<b>20</b> 15:16	<b>accelerate</b> 8:7 12:24 13:23	<b>attendees</b> 9:1	<b>career</b> 23:17 24:7	<b>continue</b> 8:15 9:1 11:21 12:2 13:14 22:9	<b>drop</b> 15:16
<b>2018</b> 16:3,18	<b>accelerated</b> 7:12	<b>attention</b> 20:18	<b>Carter</b> 5:23 24:15,20	<b>continuing</b> 23:17	<b>Dropped</b> 14:3
<b>2019</b> 7:10	<b>accepting</b> 15:18	<b>attractive</b> 13:22	<b>cell</b> 16:7,9	<b>convened</b> 4:2	<b>Due</b> 4:21
<b>2022</b> 7:18 9:6 12:20	<b>Act</b> 5:1	<b>attrition</b> 20:19	<b>ceremonies</b> 21:10,16	<b>cost</b> 19:4	<b>E</b>
<b>2022(sic)</b> 6:2	<b>activities</b> 20:22	<b>Audit</b> 4:11,18	<b>Chairman</b> 5:10,11,20,21,24 6:12,13,14,16,19 24:10,15,19	<b>couple</b> 23:19	<b>e-mail</b> 23:4,6
<b>2023</b> 4:14,21 5:5 7:3 11:11 12:1	<b>actual</b> 15:11	<b>Authority</b> 4:6,13,19 11:18 13:7,14 15:22 20:6	<b>challenges</b> 18:9	<b>Covid-19</b> 4:21	<b>e-mails</b> 23:9
<b>25</b> 8:6	<b>addition</b> 7:14 8:18 11:1 12:24 13:7 18:9	<b>availability</b> 16:22	<b>chance</b> 11:1,4 18:15,16	<b>create</b> 22:11 24:7	<b>earlier</b> 7:8 8:2 21:23
<b>28th</b> 9:15	<b>avoids</b> 17:15,16	<b>aware</b> 21:4	<b>changed</b> 4:15	<b>critical</b> 7:15 13:11	<b>easier</b> 22:10
<b>3</b>	<b>additional</b> 18:22,23 23:15	<b>B</b>	<b>channels</b> 24:1	<b>CTA</b> 6:17,21 8:5 10:18 11:7 19:12 23:17 24:7	<b>effect</b> 5:3,4
<b>3</b> 13:9,15	<b>adjust</b> 13:22	<b>back</b> 7:24 16:18 17:13 23:1	<b>charters</b> 20:3,7	<b>cumulative</b> 8:22 11:14	<b>efficiency</b> 15:21 22:3
<b>300</b> 12:23	<b>Administrative</b> 6:21	<b>balance</b> 24:13	<b>chart</b> 6:21	<b>D</b>	<b>efficient</b> 15:8
<b>304</b> 7:4	<b>advantage</b> 21:2	<b>barcode</b> 16:8	<b>Chicago</b> 4:6,13,18	<b>date</b> 11:14 22:21	<b>efforts</b> 7:12 9:6 11:23
<b>350</b> 7:6	<b>advertise</b> 16:6	<b>based</b> 23:4	<b>Chief</b> 6:21	<b>day</b> 15:17,18,23 22:22	<b>electronically</b> 5:7
<b>3rd</b> 8:10	<b>advertising</b> 24:2	<b>begin</b> 18:24 19:7 21:11	<b>City</b> 19:15 23:19	<b>decided</b> 13:22	<b>eliminated</b> 13:24
<b>4</b>	<b>agencies</b> 12:10	<b>beginning</b> 15:4 17:22	<b>class</b> 7:7 8:2,9,11,13,14 19:16,17	<b>dedicated</b> 10:15	<b>Elk</b> 14:22
<b>41</b> 17:4	<b>agency</b> 9:20	<b>benefits</b> 20:23 21:1,3,5 24:6	<b>classes</b> 8:4,5 18:23	<b>deficiencies</b> 7:15	<b>employee</b> 15:17 19:24 20:7,20
<b>4th</b> 4:14	<b>aggressive</b> 14:7	<b>bit</b> 12:5 19:20 22:8 24:17	<b>CLP</b> 19:2	<b>delivery</b> 4:10,17 22:16	<b>employees</b> 9:5 10:18 11:9 13:8, 17,20 15:12 19:12 21:6,12,18,19 24:13
<b>5</b>	<b>ahead</b> 10:16 11:16,19 24:10	<b>beginning</b> 20:4	<b>code</b> 16:7	<b>demand</b> 16:23 22:12,17,23	<b>employers</b> 8:19
<b>5</b> 15:19	<b>airlines</b> 22:15	<b>begins</b> 19:16	<b>College</b> 23:19	<b>departures</b> 9:8	<b>employment</b> 20:5
<b>50</b> 16:16 19:4	<b>applicant</b> 16:4,11 19:5 23:3,11	<b>begun</b> 20:20	<b>Colleges</b> 19:15	<b>date</b> 11:14 22:21	<b>end</b> 7:1 8:12 9:4,6 11:14 13:3 14:15 23:1
<b>6</b>	<b>applicant's</b> 17:10	<b>benefits</b> 20:23 21:1,3,5 24:6	<b>commercial</b> 14:17,18,23 15:7 18:11,18 19:21 23:16	<b>day</b> 15:17,18,23 22:22	<b>engagement</b> 20:21
<b>6th</b> 19:16	<b>applicants</b> 9:17 10:3 12:7 14:17,22 17:15 18:10,21 19:2,17,20 22:4,10 23:5	<b>bar</b> 12:5 19:20 22:8 24:17	<b>committee</b> 4:7,9,11 5:9,12 6:2	<b>dedicated</b> 10:15	<b>enhanced</b> 20:21
<b>7</b>	<b>application</b> 9:18 10:6,10,13 14:14 16:8 17:1	<b>Board</b> 4:5,12,19	<b>committees</b> 4:16 8:20	<b>deficiency</b> 4:10,17 22:16	<b>entire</b> 21:20
<b>7(e)</b> 4:24	<b>applications</b> 16:17	<b>bonus</b> 13:2,9,15	<b>communicate</b> 23:11	<b>demand</b> 16:23 22:12,17,23	<b>entry</b> 9:24
		<b>bottom</b> 10:4 13:21 20:7,19	<b>communication</b> 23:13	<b>departures</b> 9:8	<b>equivalent</b> 7:10
		<b>briefly</b> 16:2		<b>details</b> 9:10	<b>event</b> 9:15,22 23:20
		<b>bringing</b> 15:21 20:13		<b>develop</b> 19:18	<b>events</b> 23:22,23
				<b>directly</b> 12:9,20	
				<b>Director</b> 5:15,16,17,18,19 6:4,5,8,9,10,11	
				<b>Directors</b> 4:6 6:20	
				<b>disaster</b> 4:22 5:2,3	
				<b>discuss</b> 10:24	





<p><b>exceed</b> 7:20 11:22</p> <p><b>exceeding</b> 9:8</p> <p><b>excitement</b> 21:18</p> <p><b>existing</b> 12:21,23 13:8,20 18:13 21:19</p> <p><b>extended</b> 21:12</p> <hr/> <p style="text-align: center;"><b>F</b></p> <hr/> <p><b>faces</b> 21:21</p> <p><b>fact</b> 15:22</p> <p><b>fair</b> 8:24</p> <p><b>fairs</b> 8:16,17,18,21 23:17</p> <p><b>featured</b> 9:23</p> <p><b>federally</b> 15:1</p> <p><b>fee</b> 17:16 19:5</p> <p><b>feedback</b> 12:7</p> <p><b>fifteen</b> 10:8 14:3</p> <p><b>fill</b> 7:21 8:15 9:18 16:8</p> <p><b>filling</b> 8:7</p> <p><b>fills</b> 18:2</p> <p><b>Finance</b> 4:11,18</p> <p><b>flagger</b> 9:23</p> <p><b>focused</b> 7:14 21:3</p> <p><b>folks</b> 10:15 11:3 15:21,22 21:2 24:4</p> <p><b>format</b> 4:15</p> <p><b>forty-two</b> 7:17</p> <p><b>fourth</b> 8:13</p> <p><b>friendly</b> 16:6,16</p> <p><b>front</b> 7:4</p> <p><b>frontline</b> 13:10</p> <p><b>full-time</b> 12:9,12,15,20,22,23</p> <p><b>future</b> 23:21</p> <hr/> <p style="text-align: center;"><b>G</b></p> <hr/> <p><b>Georgette</b> 4:5 5:13</p> <p><b>give</b> 6:22 14:12 17:22</p> <p><b>good</b> 4:4 5:11 6:19 7:20 11:23 24:18</p> <p><b>Governor's</b> 5:3</p> <p><b>graduate</b> 8:3,10</p> <p><b>graduated</b> 8:2</p>	<p><b>graduation</b> 21:10,16</p> <p><b>graduations</b> 21:11</p> <p><b>grant</b> 14:18</p> <p><b>great</b> 21:1,17 23:22 24:5</p> <p><b>greatly</b> 16:13 17:17</p> <p><b>Greenlee</b> 4:4,5 5:15,17,19,21 6:6,10,12,14</p> <p><b>group</b> 10:20,23,24 11:5</p> <p><b>Grove</b> 14:22</p> <p><b>guide</b> 19:6</p> <hr/> <p style="text-align: center;"><b>H</b></p> <hr/> <p><b>half</b> 20:19</p> <p><b>hallway</b> 10:11</p> <p><b>happy</b> 7:5,24 24:9</p> <p><b>hard</b> 21:8</p> <p><b>heard</b> 21:6 24:22</p> <p><b>held</b> 5:6 8:5</p> <p><b>helped</b> 14:5</p> <p><b>helping</b> 16:15</p> <p><b>highlights</b> 15:20</p> <p><b>hire</b> 11:21 22:5,7</p> <p><b>hired</b> 7:4,9,17,18 11:17 12:17</p> <p><b>Hireright</b> 17:8</p> <p><b>hires</b> 11:14 20:3,8</p> <p><b>hiring</b> 6:17,23 7:4,12 9:8, 14,19,22 11:12,13 12:9,11,20 13:1,2 14:13 20:18 22:8 23:20,23 24:12,23</p> <p><b>hit</b> 16:7</p> <p><b>Holland</b> 14:21</p> <p><b>host</b> 23:17</p> <p><b>hosted</b> 8:17,21</p> <p><b>hosting</b> 23:19</p> <p><b>hourly</b> 14:2</p> <p><b>house</b> 7:23</p> <p><b>Human</b> 4:7,16 5:9,13</p> <hr/> <p style="text-align: center;"><b>I</b></p> <hr/> <p><b>Illinois</b> 4:24 5:5</p> <p><b>impact</b> 20:17</p> <p><b>importance</b> 13:8</p>	<p><b>important</b> 24:22</p> <p><b>importantly</b> 7:13 9:3 15:10 16:5</p> <p><b>improve</b> 20:18 23:2</p> <p><b>improved</b> 17:4 20:23,24</p> <p><b>improvements</b> 16:2</p> <p><b>improving</b> 21:3 22:3</p> <p><b>inaudible</b> 9:1 18:12</p> <p><b>incentive</b> 13:1,18</p> <p><b>incentivize</b> 13:12</p> <p><b>includes</b> 9:16,19 15:5</p> <p><b>increase</b> 8:6 9:7 14:1,4 16:17 20:5</p> <p><b>increased</b> 8:6</p> <p><b>increases</b> 16:13</p> <p><b>increasing</b> 9:3,9</p> <p><b>industry</b> 12:8 14:8 15:9 22:6, 13</p> <p><b>Industry-wide</b> 15:16</p> <p><b>information</b> 9:19 10:1 11:5,8 17:10,11</p> <p><b>integrate</b> 23:10</p> <p><b>integrated</b> 17:6</p> <p><b>integrating</b> 23:3</p> <p><b>interest</b> 9:2 14:5 19:17</p> <p><b>interested</b> 10:5 11:3 12:17</p> <p><b>internal</b> 20:10</p> <p><b>interview</b> 14:15,16 22:18</p> <p><b>interviewers</b> 22:21</p> <p><b>interviewing</b> 22:12,17,23</p> <p><b>invested</b> 16:4</p> <p><b>investments</b> 22:2</p> <p><b>ipads</b> 10:8</p> <p><b>issued</b> 4:15</p> <p><b>issues</b> 17:2</p> <hr/> <p style="text-align: center;"><b>J</b></p> <hr/> <p><b>Jakes</b> 5:15,16 6:5,8,9</p> <p><b>January</b> 8:23</p> <p><b>Jha</b> 5:17,18 6:4,10,11</p> <p><b>job</b> 8:16,17,18,20,24 9:21 12:19 14:24 18:21 19:1,20 21:8</p> <p><b>jobs</b> 9:21</p>	<p><b>July</b> 8:12</p> <p><b>June</b> 8:4,10 19:16</p> <hr/> <p style="text-align: center;"><b>L</b></p> <hr/> <p><b>lab</b> 10:15</p> <p><b>largest</b> 8:5</p> <p><b>lasting</b> 24:7</p> <p><b>learner's</b> 14:17,23 18:11,19 19:21 23:16</p> <p><b>led</b> 14:1,4</p> <p><b>left-hand</b> 10:4</p> <p><b>levels</b> 7:20</p> <p><b>license</b> 14:18 15:6,7,8 17:11,13</p> <p><b>licensing</b> 15:5</p> <p><b>lines</b> 23:13</p> <p><b>location</b> 14:21,22 18:3</p> <p><b>locations</b> 17:23,24 23:18,20</p> <p><b>longer</b> 22:8</p> <p><b>losing</b> 12:16 20:14</p> <p><b>lost</b> 23:9</p> <p><b>lot</b> 15:12 17:5 21:1,21 22:2</p> <hr/> <p style="text-align: center;"><b>M</b></p> <hr/> <p><b>made</b> 16:3 22:2 24:23</p> <p><b>maintain</b> 11:20 12:10 22:3</p> <p><b>maintenance</b> 10:20</p> <p><b>make</b> 13:21 18:6,7,20 19:19 21:1 22:7,10 23:12 24:21</p> <p><b>making</b> 16:16 21:4</p> <p><b>Malcolm</b> 23:22</p> <p><b>management</b> 22:20</p> <p><b>managers</b> 10:18</p> <p><b>mandated</b> 15:1 22:7</p> <p><b>marketing</b> 23:24</p> <p><b>Mckone</b> 6:18,19,20</p> <p><b>meant</b> 12:22</p> <p><b>measuring</b> 11:11</p> <p><b>mechanic</b> 7:16,22 9:22</p> <p><b>mechanics</b> 7:17 10:21 13:5,11 14:1</p> <p><b>media</b> 24:2</p>	<p><b>medical</b> 15:2 17:19,20,24 18:7</p> <p><b>meet</b> 16:9</p> <p><b>meeting</b> 4:1,7,12,19 5:5,9,12 11:12</p> <p><b>meetings</b> 4:16 5:1,6</p> <p><b>members</b> 5:7,22</p> <p><b>mentioned</b> 23:14</p> <p><b>messages</b> 23:8</p> <p><b>messaging</b> 23:3,10</p> <p><b>Miller</b> 5:10,11,19,20,21,24 6:12,13,14,16 24:10, 19</p> <p><b>minute</b> 20:6,22</p> <p><b>minutes</b> 6:2,7,15 10:8,14 17:14</p> <p><b>mix</b> 20:9</p> <p><b>mobile</b> 16:5,6</p> <p><b>modifications</b> 24:23</p> <p><b>Moment</b> 11:12</p> <p><b>month</b> 4:23,24 7:7 11:15 20:9,12</p> <p><b>monthly</b> 21:15</p> <p><b>months</b> 7:3,5,8 12:13 14:4</p> <p><b>morning</b> 4:4,8 5:11 6:20</p> <p><b>motion</b> 6:3</p> <p><b>motor</b> 17:6</p> <p><b>move</b> 19:14</p> <p><b>moved</b> 6:4,6</p> <p><b>moves</b> 14:7</p> <p><b>moving</b> 7:23 12:4 14:14 21:19</p> <p><b>multiple</b> 23:24</p> <hr/> <p style="text-align: center;"><b>N</b></p> <hr/> <p><b>negotiate</b> 22:19</p> <p><b>net</b> 9:9 20:4,5,13,16</p> <p><b>news</b> 11:23</p> <p><b>ninety</b> 10:14</p> <p><b>notably</b> 19:11</p> <p><b>note</b> 15:3 20:4</p> <p><b>noted</b> 17:21</p> <p><b>notice</b> 4:15</p> <p><b>November</b> 13:4</p>	<p><b>number</b> 7:6</p> <p><b>numbers</b> 21:22</p> <hr/> <p style="text-align: center;"><b>O</b></p> <hr/> <p><b>obtain</b> 14:19 23:16</p> <p><b>obtaining</b> 18:10</p> <p><b>offer</b> 11:6,8 13:5 14:24 15:11,18 18:16 19:2 21:1,5</p> <p><b>offering</b> 22:16,23</p> <p><b>Office</b> 4:14 14:20</p> <p><b>Officer</b> 6:21</p> <p><b>Olive-harvey</b> 18:14,17,22 19:15</p> <p><b>on-line</b> 16:19 17:19</p> <p><b>on-site</b> 16:20</p> <p><b>onboard</b> 13:6 15:2 17:22</p> <p><b>onboarded</b> 15:3</p> <p><b>onboarding</b> 15:12</p> <p><b>ongoing</b> 20:20 23:24</p> <p><b>open</b> 5:1 18:22</p> <p><b>opening</b> 23:13</p> <p><b>operations</b> 10:23</p> <p><b>operator</b> 7:13 8:2,8,16 9:21, 24 12:20 20:8 21:11, 14</p> <p><b>operators</b> 7:5 11:13,17 12:10, 11,12,23,24 13:4 14:3,13 15:3 18:21 20:14,15</p> <p><b>opportunities</b> 9:21 10:22 11:6 21:20</p> <p><b>opportunity</b> 6:22 12:14 18:16 24:5,6</p> <p><b>order</b> 5:12,24 6:16 12:24 8:19</p> <p><b>out-of-pocket</b> 19:5</p> <p><b>overview</b> 14:12</p> <hr/> <p style="text-align: center;"><b>P</b></p> <hr/> <p><b>pace</b> 7:19 11:20</p> <p><b>package</b> 22:16</p> <p><b>paid</b> 14:9 15:4</p> <p><b>pandemic</b> 4:21</p> <p><b>paper</b> 16:20</p> <p><b>part</b> 12:21 16:15 24:16</p>
--	---	--	--	--	--



<b>part-time</b> 12:11,13,19,22,23	24:8,21	<b>real</b> 24:6		<b>State's</b> 14:20	<b>thing</b> 21:6,9
<b>participants</b> 18:15	<b>President</b> 5:23 24:15,20	<b>rebuild</b> 14:10	<b>S</b>	<b>state-wide</b> 4:22	<b>thousand</b> 13:2,5
<b>participate</b> 19:10	<b>prevalent</b> 23:8	<b>recent</b> 8:24 9:14,22	<b>schedule</b> 24:11	<b>stay</b> 11:19 12:2	<b>throughput</b> 8:7
<b>partner</b> 23:22	<b>review</b> 24:17	<b>recognition</b> 13:19 20:21 21:7,8	<b>scheduled</b> 4:8,13,19,20	<b>staying</b> 11:24	<b>time</b> 18:3 19:8,9 22:5,6,10
<b>partnership</b> 18:14	<b>Previously</b> 16:19	<b>recognize</b> 21:12	<b>scheduling</b> 17:2,19	<b>step</b> 14:14 17:5,21 22:11	<b>times</b> 17:2 18:1
<b>parts</b> 9:20	<b>private</b> 22:13	<b>recognizing</b> 13:7,21 18:9	<b>scorecard</b> 11:12	<b>steps</b> 9:12,17 12:6 15:2	<b>today</b> 4:20 5:23
<b>pay</b> 17:17 18:19 19:3,6	<b>proceed</b> 10:17	<b>record</b> 17:7,14	<b>seats</b> 18:23 20:16	<b>stood</b> 9:5	<b>Tom</b> 6:17,20 24:22
20:18	<b>process</b> 9:19 14:12,19 15:13,14,20 16:2,11,15	<b>recruiting</b> 16:14	<b>seconded</b> 6:7	<b>stop</b> 11:19	<b>Tom's</b> 24:21
<b>pencil</b> 16:20	17:6,7,18 18:8 19:7,22 22:3,4 23:2,12	<b>reduce</b> 20:19	<b>Secretary</b> 4:4,5,15 5:15,17,19,21 6:6,10,12,14	<b>stop</b> 11:19	<b>top</b> 9:15 16:18 20:2
<b>people</b> 12:16,17 16:15 17:5	24:24	<b>reduced</b> 22:5	14:20 17:9,12	<b>straight</b> 18:4	<b>total</b> 9:4
19:10 24:1	<b>proclamation</b> 4:23 5:2,4	<b>reducing</b> 22:6	<b>Section</b> 4:24	<b>Strategic</b> 4:9,17	<b>tracking</b> 16:4,12 23:4
<b>percent</b> 8:6 13:9,15 15:16,19	<b>program</b> 11:1 15:4,5,8,10	<b>regular</b> 4:12 20:20	<b>select</b> 18:2	<b>strong</b> 7:3 9:2 19:13	<b>training</b> 14:19 15:5,10 18:18,23 19:3 21:13
16:16 17:4 19:10,11	18:15,16 19:1,10,14,19 21:13	<b>remains</b> 5:2,4	<b>sends</b> 18:5	<b>studying</b> 18:12	<b>Transferring</b> 20:11
<b>performing</b> 13:13	<b>progress</b> 11:11	<b>remind</b> 23:11	<b>separations</b> 20:8,9	<b>submit</b> 17:12	<b>transfers</b> 20:10
<b>period</b> 7:10 19:9 22:8	<b>progression</b> 13:23,24 14:2	<b>reminders</b> 18:5 23:5	<b>Service</b> 4:10,17	<b>submitted</b> 6:15 15:15	<b>Transit</b> 4:6,13,19 12:10
<b>permit</b> 14:17,23 18:11,19	<b>projection</b> 24:11	<b>remiss</b> 19:24	<b>services</b> 22:16	<b>success</b> 19:13 23:18	<b>transition</b> 12:15
19:21 23:16	<b>projections</b> 12:1	<b>remotely</b> 16:24	<b>set</b> 8:3,11	<b>successfully</b> 13:6 15:23 16:24	<b>transitioned</b> 12:9,19,21
<b>permitted</b> 5:2	<b>promotional</b> 21:19 24:3	<b>renewed</b> 4:23	<b>seven-week</b> 15:4	19:12 21:13	<b>transportation</b> 22:15
<b>perspective</b> 10:21	<b>prompt</b> 14:5	<b>replicate</b> 18:20	<b>shave</b> 22:10	<b>supervisor</b> 21:14	<b>trip</b> 17:16
<b>phase</b> 17:21	<b>properly</b> 6:6	<b>report</b> 7:6,24 24:16	<b>shortened</b> 14:2	<b>support</b> 7:14 10:1 11:4,6,8	<b>two-week</b> 18:17
<b>phone</b> 16:7,9 23:7	<b>provide</b> 10:1 11:5,7 14:24	<b>require</b> 14:16	<b>show</b> 15:23 20:22	<b>survey</b> 21:7	
<b>photos</b> 9:13	18:23	<b>required</b> 18:12	<b>side</b> 7:23 10:4	<b>surveys</b> 20:21	<b>U</b>
<b>picture</b> 10:19	<b>providers</b> 22:15	<b>resignations</b> 20:10	<b>similar</b> 22:17	<b>system</b> 16:4,5,12,17 17:8	<b>underway</b> 8:9,11,13
<b>pilot</b> 19:1	<b>public</b> 5:1,8	<b>resource</b> 5:13 11:5	<b>sit</b> 10:8,13	22:12 23:4,5 24:2	<b>union</b> 9:24 11:7
<b>place</b> 4:22 13:1,2,9,15,16	<b>Pursuant</b> 4:24	<b>Resources</b> 4:7,16 5:9	<b>site</b> 10:7		<b>unlimited</b> 17:3
16:18,19 17:19	<b>put</b> 13:1,9 16:17,18	<b>rest</b> 13:16	<b>sixty</b> 10:14	<b>T</b>	<b>update</b> 6:17,22
21:10 22:13 23:15	17:19 21:10 22:13	<b>restart</b> 14:10	<b>slide</b> 7:2 8:1 12:4	<b>tables</b> 11:7	
<b>Planning</b> 4:9,17	<b>putting</b> 23:14 24:3	<b>resulted</b> 11:24 20:15 22:4	<b>social</b> 24:2	<b>takes</b> 10:14	<b>V</b>
<b>platform</b> 16:6		<b>results</b> 14:8 19:9	<b>source</b> 21:17	<b>taking</b> 12:7 19:4 21:2	<b>vacancies</b> 7:21 8:8,16
<b>point</b> 5:8 9:24 12:5 15:1	<b>Q</b>	<b>retain</b> 15:12	<b>South</b> 14:21	<b>Taleo</b> 17:8	<b>vehicle</b> 17:6
24:20	<b>QR</b> 16:7	<b>retaining</b> 13:8 17:5	<b>speaking</b> 10:20 24:16	<b>talk</b> 10:18 12:4 16:1	<b>vendors</b> 17:8
<b>popular</b> 8:24	<b>questions</b> 7:1 10:3,10 11:2	<b>retention</b> 13:9,15,20 17:3	<b>specifically</b> 9:11 10:18	19:24 20:6 22:1	<b>veteran's</b> 11:5
<b>position</b> 7:13,16,22 9:23	24:9	20:1,7 23:2	<b>speed</b> 15:13,15,20 22:4	24:22	<b>videos</b> 24:3
10:21 11:4 12:7	<b>quorum</b> 5:22	<b>retirements</b> 20:9	<b>speeds</b> 17:17	<b>talking</b> 20:2 21:22 22:1	<b>view</b> 17:15
13:22 14:6 20:11		<b>return</b> 7:19 24:14	<b>staff</b> 10:9	<b>target</b> 11:12,13,16,20,22	<b>Village</b> 14:22
<b>positions</b> 7:12,15 8:7 9:2 10:2,19,24 12:15	<b>R</b>	<b>review</b> 6:1 17:7 22:24	<b>staffing</b> 7:20	12:1	<b>virtual</b> 5:1
<b>positive</b> 20:4,5,13,17	<b>rail</b> 7:23 8:1,8,15 9:23,	<b>reward</b> 13:12	<b>start</b> 5:8 7:3,7 8:4,13	<b>team</b> 16:14 21:20 22:20	<b>virtually</b> 5:7
<b>practice</b> 22:14	24 10:23 13:4 21:14	<b>ridership</b> 24:12,14,16	<b>starting</b> 8:10 13:3,23 14:5,13	<b>ten</b> 10:7	<b>visibility</b> 16:13
<b>pre-hiring</b> 19:8	<b>rapidly</b> 7:11	<b>roll</b> 5:14	<b>starts</b> 9:15	<b>ten-week</b> 15:10	<b>volume</b> 17:3
<b>pre-pandemic</b> 7:11,19	<b>rate</b> 13:24 14:2 17:4	<b>running</b> 8:14	<b>state</b> 5:4 17:9,12	<b>terms</b> 14:9 20:3,13 22:6	
<b>preparatory</b> 18:18 19:3	20:18,20			<b>test</b> 16:20,22 18:19 19:3,4,22	
<b>prepared</b> 6:24	<b>reach</b> 24:1			<b>text</b> 23:3,7,10	
<b>present</b> 5:22	<b>reaching</b> 19:16				
<b>presentation</b> 6:17,24 9:16 21:23	<b>ready</b> 5:8 22:18				



---

**W**

---

**wage**

13:23,24 14:2,5

**wait**

16:21 17:2

**walk**

6:24

**wanted**

6:21 24:20

**ways**

19:18 22:9

**week**

7:8 8:10

**weeks**

16:21 19:2

**work**

12:13 13:13,14,19

18:22 19:8 21:9

**worked**

15:17,18

**workers**

13:10,11

**workforce**

6:23 9:3,4,7,9 12:22

14:10

**working**

9:7 12:18 17:7

**workshop**

10:7

**wrap**

22:1

**written**

14:24 15:11

---

**Y**

---

**year**

7:17 8:3,23 11:14,17

12:6 13:3,16 18:24

20:12,16 23:23

24:11

**years**

12:14

