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Transcript of Strategic Planning & Service Delivery Committee

Date: December 13, 2023

Case: Chicago Transit Authority Citizens Advisory Board Meeting, In Re:

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BEFORE THE CHICAGO TRANSIT AUTHORITY BOARD

COMMITTEE ON STRATEGIC PLANNING AND
SERVICE DELIVERY

Chicago, Illinois

Wednesday, December 13, 2023

9:17 a.m.

Job No.: 510700

Pages: 1 - 23

Reported By: Courtney Petros, RPR, CSR

1 Committee on Strategic Planning and Service
2 Delivery, held at:

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CHICAGO TRANSIT AUTHORITY

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567 West Lake Street

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Chicago, Illinois 60661

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312.681.3137

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Before Courtney Petros, a Certified Shorthand
14 Reporter and Registered Professional Reporter in
15 and for the State of Illinois.

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A P P E A R A N C E S

BOARD MEMBERS:

REV. DR. L. BERNARD JAKES, VICE CHAIRMAN

NEEMA JHA

MICHELE LEE

REV. JOHNNY L. MILLER

ROSA Y. ORTIZ

ALSO PRESENT:

DORVAL R. CARTER, Jr., CTA PRESIDENT

KENT RAY, GENERAL COUNSEL

GEORGETTE GREENLEE, SECRETARY

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1 P R O C E E D I N G S

2 MS. GREENLEE: Good morning. My name is
3 Georgette Greenlee. I'm secretary of the Board of
4 the Chicago Transit Authority. We are going to
5 begin our Committee for Strategic Planning and
6 Service Delivery committee meeting, which was
7 scheduled to begin at 9:00 a.m. And I will turn
8 it over to Director Ortiz.

9 DIRECTOR ORTIZ: Thank you. Good morning.
10 I am Rosa Ortiz, and I am the Vice Chair of the
11 Strategic Planning Committee. I would like to
12 call the order the December 13th meeting of the
13 Committee on Strategic Planning and Service
14 Delivery.

15 Georgette, please call the rote.

16 MS. GREENLEE: Rosa Ortiz.

17 DIRECTOR ORTIZ: Here.

18 MS. GREENLEE: Michele Lee.

19 DIRECTOR LEE: Here.

20 MS. GREENLEE: Neema Jha.

21 DIRECTOR JHA: Here.

22 MS. GREENLEE: I would also like to note
23 for the record that Director Jakes is here as well
24 as President Carter.

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1 DIRECTOR ORTIZ: Thank you.

2 Director Miller, the chairman of this
3 committee, is suffering from a personal illness
4 but wishes to participate in this meeting
5 remotely. Is there a motion to permit Director
6 Miller to participate in this Strategic Planning
7 Committee remotely.

8 DIRECTOR LEE: So moved.

9 DIRECTOR ORTIZ: Second?

10 DIRECTOR JHA: Second.

11 MS. GREENLEE: It's been moved by Director
12 Lee and seconded by Director Jha that Director
13 Miller be allowed to participate remotely in the
14 Committee Meeting for Strategic Planning and
15 Service Delivery. We'll take the roll.

16 Director Jha.

17 DIRECTOR JHA: Yes.

18 MS. GREENLEE: Director Ortiz.

19 DIRECTOR ORTIZ: Yes.

20 MS. GREENLEE: Director Lee.

21 DIRECTOR LEE: Yes.

22 MS. GREENLEE: The motion passes.

23 DIRECTOR ORTIZ: Thank you.

24 Director Miller, you have been authorized

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1 to attend the meeting remotely.

2 DIRECTOR MILLER: Thank you.

3 DIRECTOR ORTIZ: You're welcome.

4 MS. GREENLEE: Director Miller.

5 DIRECTOR MILLER: Okay. Good morning.

6 I'm Director Miller. I'd like to call to order
7 the October -- I mean -- sorry -- the December
8 13th, 2023, Strategic Planning meeting.

9 Georgette, would you call the roll,
10 please.

11 MS. GREENLEE: Sure.

12 Director Jha.

13 DIRECTOR JHA: Here.

14 MS. GREENLEE: Director Ortiz.

15 DIRECTOR ORTIZ: Here.

16 MS. GREENLEE: Director Lee.

17 DIRECTOR LEE: Here.

18 MS. GREENLEE: Director Miller.

19 DIRECTOR MILLER: Here.

20 MS. GREENLEE: Director Miller, you have a
21 quorum.

22 DIRECTOR MILLER: Thank you. I'd like to
23 have a motion to -- I'd like to have a motion to
24 amend the meeting minutes of the May 10th, 2023,

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1 meeting.

2 DIRECTOR LEE: So moved.

3 DIRECTOR JHA: Second.

4 MS. GREENLEE: It's been moved by Director
5 Lee, seconded by Director Jha that the minutes of
6 the meeting of May 10th, 2023, be approved. We'll
7 take a roll call vote.

8 Director Lee.

9 DIRECTOR LEE: Yes.

10 MS. GREENLEE: Director Ortiz.

11 DIRECTOR ORTIZ: Yes.

12 MS. GREENLEE: Director Jha.

13 DIRECTOR JHA: Yes.

14 MS. GREENLEE: Director Miller.

15 DIRECTOR MILLER: Yes.

16 MS. GREENLEE: The motion to approve the
17 minutes passes.

18 DIRECTOR MILLER: Our next order of
19 business is a presentation entitled Bus Vision by
20 Mike Connelly. Mike.

21 MR. CONNELLY: Good morning, Directors.
22 I'm Mike Connelly, your chief planning officer.
23 With me today is Jennifer Henry, the director of
24 strategic planning here at CTA.

1 On the purchasing agenda for today's Board
2 meeting is an item at D1 which is a no-cost time
3 extension for our contract with Jarrett Walker and
4 Associates for the Bus Vision stipend. I wanted
5 to share with you an update on the recently
6 completed Bus Vision framing report and give you a
7 preview of next year's activity.

8 Hopefully that pulled that up. Yes.

9 Bus Vision is a three-phase initiative to
10 take an unprecedented look at our bus system as a
11 vital part of the mobility landscape of the City
12 of Chicago. The written framing report completed
13 as phase one summarizes the existing system both
14 prepandemic and with the COVID-19 influence.

15 The next phase, began early in 2024, will
16 be a rollout of the phase one report and an
17 engagement in an almost yearlong dialogue to
18 examine the choices for system improvements.

19 Phase three late next year will outline
20 what we have heard in phase two and propose
21 actions to improve the bus system. This process
22 will be guided by the written report which brings
23 attention to the choices which need to be made
24 given our available resources.

1 This pair of maps from the framing report
2 indicates the reach of the rail system and the
3 reach of the bus system. The left map is actually
4 the rail system. That's a half-mile walkshed from
5 each of the rail stations on our rail line. The
6 right map shows the half-mile walkshed for all of
7 the bus stops on our system, which extends into
8 the Cook County near suburbs as well as the city.

9 The right map demonstrates the full
10 coverage of the bus network with over 70 percent
11 of the residents of the Cook County service area
12 and the city service area within walking distance
13 of a bus stop.

14 The pandemic threw into high relief the
15 needs of our essential workers who ride transit.
16 These essential workers continue to ride bus
17 service at very high rates. They are those who
18 are not able to work from home, they are those who
19 are usually lower income, and they are more likely
20 to be black and brown. They lack alternative
21 transportation options coming from a one-car or a
22 no-car household.

23 The Bus Vision report concludes that the
24 CTA bus system is very well-designed. It provides

1 a comprehensive mobility grid across our service
2 area. The Bus Vision effort is really the first
3 wide-ranging study of our bus system. Other past
4 efforts were aimed at where to cut service. This
5 one is aimed at how to improve the bus system. We
6 want to consider what we could do if the resources
7 were increased.

8 You know that the plan of action for
9 Regional Transit or PART recommended not only
10 enough funding to close the financial gap but
11 additional funding for creating the system that we
12 want. This Bus Vision will help us outline what
13 that system could be. Frequent service is
14 important for ridership growth, it's important to
15 the quality of transit service, and it's essential
16 to our riders.

17 We began this study prior to the pandemic
18 as a result of ridership losses we were
19 experiencing in 2018 and 2019. The consultant
20 contract was signed and notice to proceed given in
21 March of 2020, just as the pandemic imposed a
22 stay-home order.

23 The pandemic has certainly had an
24 influence on our study, mostly serving to delay

1 what we're about to enter into, the public process
2 of talking to our customers and noncustomers about
3 the system.

4 Much of the underlying base information
5 has not changed, and it represents CTA both before
6 and after the pandemic. The ridership impacts,
7 which we have been sharing with you all along, are
8 the element that has changed over time.

9 Additionally, the pandemic emphasized the
10 importance of the bus to our customers and clearly
11 highlighted the population segments with essential
12 jobs who kept riding during the deep pandemic
13 times.

14 The next portions of the study examine
15 demographic and equity considerations of public
16 transit in our city and the underlying conditions,
17 which indicate that transit can help reduce
18 inequity. It cannot solve the challenge of the
19 City of Chicago by itself.

20 I believe that this material will resonate
21 in our future discussions with our allies in the
22 state legislature, with our allies at City Hall,
23 throughout the advocacy community, and with our
24 core riders.

1 Persistent segregation and the legacy of
2 redlining has had a deep impact on the housing
3 patterns in Chicago. The left map graphs in color
4 the number of jobs within two miles of residents'
5 living space. Green is for many jobs available
6 and the deepest red indicating areas with the
7 fewest jobs nearby.

8 The further away from jobs you are is
9 normally also a strong indicator of how far you
10 are from most services, including retail, schools,
11 and medical centers. The right map displays
12 income differentials by census tracking with dark
13 blue for the high income and deepest red for the
14 lowest income areas.

15 The map shows that these differences are
16 not just rooted in our communities and in our
17 housing patterns. Income inequity continues to
18 impact the way our city lives, the way our city
19 works, and the way our city moves. The locations
20 of jobs and racial residency partners are not
21 within CTA's control, but understanding them is
22 essential to looking at how we will reshape
23 transit here in the area.

24 The right map also indicates that these

1 impacts, both good and bad, extend out into the
2 areas of Cook County beyond the city border, as
3 does our transit service, which includes both the
4 City of Chicago and 35 suburbs.

5 Two more maps from the vision framing
6 report. The left one shows access to jobs by
7 transit within a 45-minute commute. It clearly
8 illustrates the effect of our rail system and
9 emphasizes the reasons why CTA is committed -- so
10 committed we are -- to the Red Line Extension.
11 The right map shows areas in green where access to
12 public transit is multiplied and multiplied the
13 number of jobs reachable within 45 minutes.

14 The darkest green shows the highest
15 increase in job access due to the presence of the
16 transit system. There's a clear advantage shown
17 in that darkest green area, which shows that
18 transit makes jobs 50 times more available in
19 Englewood, West Englewood, and Chicago Lawn.

20 But the green extends across the south and
21 west sides of the city. This is certainly a
22 result of where the jobs are and where low income
23 residents live. This data clearly demonstrates
24 the impact an effective transit system can and

1 does have.

2 So powerful, available transit does make a
3 difference. But while Bus Vision can address some
4 of this, the challenges in Chicago are more than
5 our transit system can solve itself.

6 We will begin the public outreach in the
7 new year. The intention is to publish the study,
8 kick off a series of public meetings, and discuss
9 with our riders what the bus system can be. We
10 will add a dedicated website for this initiative
11 and conduct a set of surveys. Both government
12 community relations and our communications
13 department will be close partners as we move
14 forward in this effort.

15 The framing report completed in phase one
16 does not say do this or do that. It looks at the
17 system, provides an honest assessment, and
18 outlines choices, which the service area as a
19 whole will need to consider as we create the bus
20 system for the future of the Chicago area.

21 Answers will come in the next phase after
22 we open a dialogue with our customers and
23 noncustomers alike about what the transit system
24 is and what it should be. Our ultimate goal is to

1 improve the CTA travel experience.

2 We're looking forward to your input and to
3 the dialogue. Thanks for listening and I'll be
4 glad to try to answer any questions that you may
5 have.

6 DIRECTOR MILLER: Thank you, Mike. Thank
7 you, Mike.

8 Is this modeled after any other major city
9 or are we the lead in this initiative?

10 MR. CONNELLY: There are other cities
11 which have done this type of study. But, again,
12 across the country, this firm that we're using has
13 provided this service for several other major
14 metropolitan areas.

15 PRESIDENT CARTER: Mr. Chairman, I just
16 want to make a couple of additional comments to
17 the presentation that Mike just gave on this.

18 DIRECTOR MILLER: Okay.

19 PRESIDENT CARTER: A couple things to keep
20 in mind, as Mike indicated, we have never
21 undertaken this kind of a comprehensive study of
22 our entire bus system the way we are talking about
23 today, one.

24 When we talk about creating a world-class

1 transit system, we talk about a number of factors
2 that go into that. There are also organizations
3 that currently rank the, you know, overall benefit
4 of a transit system throughout the world.

5 One area where we actually rank very high
6 from a world-class transit perspective is our bus
7 system. And the reason for that is both the
8 geographic coverage, as Mike indicated, 70 percent
9 of the entire population is within, you know,
10 walking distance of a bus stop. The other is the
11 fact that we operate 24 hours a day, 7 days a
12 week.

13 The exercise that we're undertaking right
14 now is really looking to see how we improve that
15 even more, and that's important for a couple of
16 reasons.

17 One, the future for major ridership
18 growth, in my opinion, is in our bus system. And
19 the reason for that is that I have a lot more
20 flexibility of what I can do with bus than what I
21 can do with rail. The rail system operates the
22 way it operates. The only thing that I can really
23 change on the rail system is frequency. But other
24 than that, it goes where it goes. I'm not moving

1 rail lines around to accomplish anything.

2 The reality, though, is that a city over
3 time changes very dynamically in terms of where
4 people want to go and what they want to do. And
5 as your bus system that has historically been sort
6 of the backbone iron horse of an agency's transit
7 system in general -- and, in fact, in CTA's
8 history, our bus system has carried way more
9 customers than our rail system has.

10 That has tended to change over time in
11 terms of modern history. But if you look over the
12 agency as a whole, our bus system was the
13 workhorse moving people in the city as a whole.

14 The other point I wanted to make is that
15 the reason this is so unique is that, usually,
16 when we go out to the public to get public input
17 on bus service, we are proposing a particular set
18 of options, whether it's service cuts or whether
19 it's adjustment to service. We, as an internal
20 agency, go out and say we're going to modify this
21 route to do A, B, and C. Give us your input and
22 feedback on that.

23 This is a situation where we're not coming
24 out here with some preset layers of this is what

1 we want to do. This is where we're really going
2 out to the public first and saying tell us what
3 you'd like to see, talk to us about what you are
4 willing to view as the future of our bus system as
5 a whole, and let's talk to you about what the
6 impacts of those decisions are going to be. And
7 then we're going to take that feedback and turn it
8 into a series of recommendations that we'll come
9 back to the public and the Board with in phase
10 three.

11 So it is a very different public
12 engagement process than we historically do. But
13 the timing of it, coming out of a pandemic with
14 all the travel pattern changes that we know is
15 occurring in our system, is perfectly aligned for
16 this type of a conversation.

17 When we started this work, it was before
18 the pandemic hit. We were basically doing it
19 because it was something we felt we needed to do
20 because we've never done it in the history of the
21 organization.

22 The pandemic has added another set of
23 urgency around why this is important. And we're
24 just fortunate enough to be perfectly positioned

1 to go into this kind of a conversation really as
2 we come out of the pandemic to really focus on
3 what we want the future of our public
4 transportation system to look like.

5 It will be beneficial not only in terms of
6 what we may do right now, but it will also be very
7 beneficial for the conversation we're going to
8 have in Springfield about what the funding should
9 be for CTA. Because I have no doubt that some of
10 what will come out of this will be issues for
11 which there are financial resources that we
12 identify to pay for.

13 But at least we will have gone in with
14 knowledge of what the community wants, what we can
15 provide them, and then have the broader
16 conversation about what we need to ultimately get
17 to where we want to be. That aligns perfectly
18 with the bigger conversation that I want to have
19 about our financial needs going forward, which
20 ultimately feed into what the future of CTA is
21 going to look like going forward.

22 So all of this is sort of coming together
23 in sort of a perfect storm of opportunity for
24 which we want to be sure that the public has an

1 active and engaged role in the conversation.

2 DIRECTOR MILLER: Wow. Thank you,
3 President Carter. Thank you, Mike. Sounds very
4 interesting. Look forward to continuing the study
5 and participation. I have no further questions.

6 MS. GREENLEE: Okay. We'll take questions
7 from the other directs.

8 Director Jha.

9 DIRECTOR JHA: No questions. Thank you.

10 MS. GREENLEE: Director Ortiz.

11 DIRECTOR ORTIZ: I'm just really excited
12 about the study. I think it definitely reflects a
13 lot of the needs that we saw from the pandemic
14 about who really uses the buses, how important
15 they are to the way we function as a city. So
16 looking forward to all the findings from there.

17 I anticipate there's going to be a lot of
18 thoughtfulness about how we reach our constituents
19 our clients, our service -- both providers and
20 recipients. So in terms of languages and how we
21 reach out to our various populations, I look
22 forward to hearing all those details when
23 appropriate. Thank you.

24 MS. GREENLEE: Director Lee.

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1 DIRECTOR LEE: No questions. Just thank
2 you for the update. And I'm really excited as a
3 frequent bus rider myself -- you know, Mike, I
4 really enjoy the buses -- so I'm looking forward
5 to also working with the community to move
6 forward. So, thank you.

7 MS. GREENLEE: Director Jakes.

8 DIRECTOR JAKES: No questions.

9 MS. GREENLEE: Director Miller, there are
10 no further questions.

11 DIRECTOR MILLER: If there are no further
12 questions, move for adjournment.

13 DIRECTOR LEE: So moved.

14 DIRECTOR JHA: Second.

15 MS. GREENLEE: It's been moved by Director
16 Lee, seconded by Director Jha that the meeting be
17 adjourned. We'll take a roll call vote.

18 Director Jha.

19 DIRECTOR JHA: Yes.

20 MS. GREENLEE: Director Ortiz.

21 DIRECTOR ORTIZ: Yes.

22 MS. GREENLEE: Director Lee.

23 DIRECTOR LEE: Yes.

24 MS. GREENLEE: Director Miller.

1 DIRECTOR MILLER: Yes.

2 MS. GREENLEE: Chairman Miller, the motion
3 to adjourn passes.

4 DIRECTOR MILLER: Thank you, Georgette.
5 We'll now adjourn.

6 (Off the record at 9:36 a.m.)

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CERTIFICATE OF SHORTHAND REPORTER

I, Courtney Petros, Registered Professional Reporter and Certified Shorthand Reporter, the officer before whom the foregoing proceeding was taken, do hereby certify that the foregoing transcript is a true and correct record of the testimony given; that said testimony was taken by me and thereafter reduced to typewriting under my direction; that reading and signing was not requested; and that I am neither counsel for, related to, nor employed by any of the parties to this case and have no interest, financial or otherwise, in its outcome.

IN WITNESS WHEREOF, I have hereunto signed this 14th day of December, 2023.



COURTNEY PETROS, RPR, CSR

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Transcript of Strategic Planning & Service Delivery Committee

Conducted on December 13, 2023

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