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Transcript of Finance, Audit & Budget Committee

Date: November 13, 2024

Case: Chicago Transit Authority Board Meeting, In Re:

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BEFORE THE CHICAGO TRANSIT AUTHORITY BOARD

FINANCE, AUDIT, AND BUDGET MEETING

Chicago, Illinois

Wednesday, November 13, 2024

9:15 a.m. CST

Job No.: 557807
Pages 1 - 136
Reported by: Kristine Wesner, CVR

1 CHICAGO TRANSIT AUTHORITY BOARD MEETING,
2 held at:

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4 CHICAGO TRANSIT AUTHORITY

5 567 West Lake Street

6 Chicago, Illinois 60661

7 312.681.3137

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22 Pursuant to agreement, before Kristine
23 Wesner, Certified Verbatim Reporter, and Notary
24 Public in and for the State of Illinois.

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A P P E A R A N C E S

BOARD MEMBERS:

- LESTER L. BARCLAY, Chairman
- REV. DR. BERNARD JAKES, Vice Chair
- MICHELE A. LEE, Director
- ROSA Y. ORTIZ, Director
- NEEMA JHA, Director
- ROBERTO REQUEJO, Director

ALSO PRESENT:

- DORVAL R. CARTER, JR., CTA President
- KENT RAY, General Counsel
- GEORGETTE L. GREENLEE, Board Secretary

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

2 VICE CHAIRMAN JAKES: Good morning. I
3 would like to call to order the November 13th,
4 2024, meeting of the Committee on Finance, Audit,
5 and Budget.

6 Georgette, would you please call the
7 roll?

8 MS. GREENLEE: Director Jakes.

9 VICE CHAIRMAN JAKES: Here.

10 MS. GREENLEE: Director Ortiz.

11 DIRECTOR ORTIZ: Here.

12 MS. GREENLEE: Director Lee.

13 DIRECTOR LEE: Here.

14 MS. GREENLEE: Chairman Barclay.

15 CHAIRMAN BARCLAY: Here.

16 MS. GREENLEE: Director Eaddy.

17 (No response.)

18 MS. GREENLEE: Director Eaddy is
19 absent.

20 Director Jha.

21 (No response.)

22 MS. GREENLEE: Director Jha is absent.

23 Director Roquejo.

24 (No response.)

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1 MS. GREENLEE: Director Roquejo is
2 currently absent.

3 DIRECTOR ORTIZ: Good morning.

4 VICE CHAIRMAN JAKES: The chair
5 recognizes Director Ortiz.

6 DIRECTOR ORTIZ: Director Jakes, I have
7 two matters that I would like to call, matters
8 that I want to move this morning. First, I move
9 that Director Roquejo be allowed to participate in
10 the meeting remotely due to work commitments that
11 prevent him from participating in person.

12 VICE CHAIRMAN JAKES: Is there a
13 second?

14 DIRECTOR LEE: Second.

15 MS. GREENLEE: It's been properly moved
16 and seconded that Director Roberto Roquejo be
17 allowed to participate in the meeting remotely.
18 We'll take a roll call vote.

19 Director Ortiz.

20 DIRECTOR ORTIZ: Yes.

21 MS. GREENLEE: Chairman Barclay.

22 CHAIRMAN BARCLAY: Yes.

23 MS. GREENLEE: Director Jakes.

24 VICE CHAIRMAN JAKES: Yes.

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1 MS. GREENLEE: Director Lee.

2 DIRECTOR LEE: Yes.

3 MS. GREENLEE: The motion passes.

4 DIRECTOR ORTIZ: Thank you. The second
5 item, I move that we amend the agenda of the
6 Finance, Audit, and Budget meeting and that we
7 defer Agenda Items 4 through 6 until we have
8 addressed Agenda Item No. 11.

9 DIRECTOR LEE: Second.

10 MS. GREENLEE: It's been properly moved
11 and seconded that the agenda for the Finance,
12 Audit, and Budget Committee meeting for
13 November 13th, 2024, be amended. We'll take a
14 roll call vote.

15 Director Ortiz.

16 DIRECTOR ORTIZ: Yes.

17 MS. GREENLEE: Chairman Barclay.

18 CHAIRMAN BARCLAY: Yes.

19 MS. GREENLEE: Director Jakes.

20 VICE CHAIRMAN JAKES: Yes.

21 MS. GREENLEE: Director Lee.

22 DIRECTOR LEE: Yes.

23 MS. GREENLEE: Director Roquejo.

24 DIRECTOR ROQUEJO: Yes.

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1 MS. GREENLEE: The motion passes.

2 VICE CHAIRMAN JAKES: Okay. Thank you.

3 Our next order of business is the
4 approval of the committee minutes of October 9th,
5 2024. Do I have a motion to approve?

6 DIRECTOR ORTIZ: So moved.

7 DIRECTOR LEE: Second.

8 MS. GREENLEE: It's been moved by
9 Director Ortiz, seconded by Director Lee that the
10 meeting minutes from September 11th --
11 October 9th, 2024, be approved. We'll take a roll
12 call vote.

13 Director Ortiz.

14 DIRECTOR ORTIZ: Yes.

15 MS. GREENLEE: Chairman Barclay.

16 CHAIRMAN BARCLAY: Yes.

17 MS. GREENLEE: Director Jakes.

18 VICE CHAIRMAN JAKES: Yes.

19 MS. GREENLEE: Director Lee.

20 DIRECTOR LEE: Yes.

21 MS. GREENLEE: Director Roquejo.

22 DIRECTOR ROQUEJO: Yes.

23 MS. GREENLEE: The motion passes.

24 VICE CHAIRMAN JAKES: Our next order of

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1 business is the finance report.

2 Tom McKone.

3 MR. MCKONE: Good morning, Directors.

4 VICE CHAIRMAN JAKES: Morning, Tom.

5 MR. MCKONE: Tom McKone, chief
6 financial officer. Give me a second to load up
7 the report here. All right. If you can see the
8 screen there -- okay.

9 I'm here to talk to you about the
10 financial results for September. We're going to
11 start with the system generated revenues. On the
12 revenue side, what you can see here is that both
13 fare and pass total was positive to budget. Both
14 farebox and passes were positive to their budgeted
15 levels and positive to where they were last year,
16 so total positive to budget, 1.1 million for the
17 month. The reduced farebox subsidy is coming in
18 on budget, non-farebox revenue slightly below
19 budget. We've had positive investment income for
20 the months that's offset by slightly lower
21 advertising revenue, but total revenue for the
22 month at 900,000 positive to budget. 1.8 million
23 positive to where we were last year, so good
24 results on the system generated revenue side for

1 the month.

2 And then if we look at year-to-date
3 through September, what we'll see here is that a
4 similar trend is continuing. Fare and pass total
5 positive to budget by 4.4 million up for the
6 month, year-to-date, and then also 19.4 million
7 positive to last year's results. Total revenue --
8 system generated revenue, overall, 8.5 million
9 positive to budget and 23.6 million higher than we
10 were last year. So trends continuing from what
11 we've seen in prior months there on the revenue
12 side.

13 On the expenses side, I'll note a
14 couple of things. One is generally positive to
15 budget in terms of expense favorability. The
16 favorability in the labor line is coming down a
17 little bit as we anticipated. That's as a result
18 of putting up additional service, and then also
19 the wage adjustment that happened in July, so we
20 expect to see that labor actuals coming very close
21 to budget through the rest of this year.

22 Material, fuel, and power all positive
23 to budget. September was a really good month to
24 run service, very favorable weather throughout the

1 month. Injuries and damages provision is at
2 budget. Security services, over the budgeted
3 level. That's as anticipated and in line with our
4 forecast. That's offset by other expenses, which
5 are positive to budget. We have some positive
6 credits against our pension bonds, along with some
7 timing of our contractual services as well.

8 So total for the month, 11.6 million
9 positive to budget on the expenses side. We add
10 that to the total for the year. We see, for the
11 year, similar trends continuing across all of
12 those categories, so total for the year,
13 83.8 million positive on the expenses side.

14 On public funding, variance to
15 budget -- we see here sales tax, now coming in
16 favorable to budget. As you recall last month, it
17 was unfavorable to budget, so it's good to see
18 that sales tax revenue catching up. Real estate
19 transfer tax remains below budget. It's highly
20 dependent on mortgage rates. We know mortgage
21 rates have not come down yet as anticipated this
22 year, so we're still waiting for that impact.
23 But, most likely, we'll probably see that in 2025
24 if rates do come down.

1 Year-to-date, very close to budget on
2 the public funding side, so sales tax and the
3 matching PTF coming in positive to budget. Real
4 estate transfer tax, negative to budget -- less
5 than a fraction of a percent off-budget on the
6 revenue side, so really close to budgeted levels
7 there.

8 We add all of that up and that results
9 in our federal relief funding draw for the month.
10 So total drawn for the month, 26.7 million across
11 our three remaining funding sources. That leaves
12 us 751 million remaining on that federal relief
13 funding. Again, this is in line with our
14 expectations and with the budget that we propose
15 for next year, along with the financial plan.

16 And then on the commodity side, we did
17 have some movement on the commodities. In 2026,
18 we purchased about 30 percent more of our fuel, so
19 we locked in fuel. We had some favorable pricing
20 in September as there was some dips in the curve,
21 and so we went ahead and made some advantageous
22 purchases there to lock in more of our diesel
23 purchase for 2026. Next month, I'll talk about
24 the forward purchase of power that we made for

1 2025 in the month of October.

2 That concludes my report. I'm
3 available for questions.

4 VICE CHAIRMAN JAKES: Tom, how
5 aggressive are we on purchasing power?

6 MR. MCKONE: So what we'll do is fix
7 forward purchases of one or multiple years, so
8 we'd try and lock in a hundred percent of our
9 traction power. Our non-traction power -- so the
10 non-rail power -- the -- what we use to power
11 buildings like this -- we float on that, so we
12 don't lock in that power, so -- but the bulk of
13 our power spend is on the tracks. And, you know,
14 we're pretty aggressive in trying to get -- lock
15 in a hundred percent of it and provide that budget
16 certainty that comes with that as well.

17 VICE CHAIRMAN JAKES: Thank you.

18 MS. GREENLEE: We'll take other
19 questions from members of the board.

20 Director Ortiz.

21 DIRECTOR ORTIZ: No questions. Thank
22 you.

23 MS. GREENLEE: Chairman Barclay.

24 CHAIRMAN BARCLAY: No questions.

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1 MS. GREENLEE: Director Lee.

2 DIRECTOR LEE: I did notice there's a
3 9 million increase in free rides from 2023. Can
4 you, maybe, elaborate a little bit on that?

5 MR. MCKONE: Yeah. So, overall,
6 ridership is up, so it's not a surprise that free
7 rides are up along with overall ridership. So I
8 know we've noted that there's been a 14 percent
9 increase overall in ridership on the system. This
10 is one of those categories, right, just like the
11 paid ridership, which has been contributing to
12 have farebox revenue. We -- something we monitor
13 closely -- both sort of authorized and
14 unauthorized free rides, but I think it's all part
15 of general -- the ridership growth that we're
16 seeing.

17 DIRECTOR LEE: Well, more riders, the
18 better, right? Thank you.

19 MS. GREENLEE: Director Roquejo.

20 DIRECTOR ROQUEJO: No questions.

21 MS. GREENLEE: There are no further
22 questions, Director Jakes.

23 You may now proceed to Agenda
24 Item No. 7.

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1 VICE CHAIRMAN JAKES: Okay. Sorry. I
2 just had an old man moment.

3 Okay. Item 7 is the review of an
4 ordinance, authorizing the execution and delivery
5 of one or more supplemental indentures under which
6 CTA may issue one or more series of corporate
7 purpose debt obligations payable from the Sales
8 Tax Receipt Fund, and authorizing the issuance of
9 Sales Tax Receipts Revenue Refunding Bonds, Series
10 224.

11 Court reporter, do you need me to
12 repeat that? Got it? Okay.

13 Tom?

14 MR. MCKONE: Great. Thank you for that
15 introduction. Much appreciated.

16 VICE CHAIRMAN JAKES: No problem.

17 MR. MCKONE: Much appreciated. And so,
18 today, I present, for your approval, the ordinance
19 for the issuance of Sales Tax Receipts Revenue
20 Refunding Bonds, Series 2024. This strategic
21 financial initiative aims to refund up to
22 \$555 million in outstanding 2014 Series bonds and
23 to fund the repurchase and cancellation, via
24 tender, of all or a portion of the Series 2020B

1 taxable bonds, leveraging favorable market
2 conditions to achieve an estimated present value
3 savings of \$600 million, or 9 percent, of refunded
4 par. These actions underscore our commitment to
5 prudent fiscal management and operational
6 efficiency.

7 The bonds, backed by our robust sales
8 tax revenues, will be issued with terms to adapt
9 to market conditions, ensuring the best financial
10 outcome for CTA. This approach not only maintains
11 our strong credit ratings and rating agency
12 relationships, but also aligns with our long-term
13 financial goals, supporting essential capital
14 projects, and operational improvements. I ask for
15 your approval of this ordinance, which reflects
16 our commitment to fiscal responsibility and
17 strategic capital management, positioning us to
18 continue meeting the transit needs of our
19 community effectively.

20 So in short, this is a straight
21 refunding to take advantage of better interest
22 rates that are now available to us vis-à-vis what
23 they were in 2014.

24 VICE CHAIRMAN JAKES: What's the

1 interest rate?

2 MR. MCKONE: So we're looking at about
3 4.4 percent, so in that range. We won't know
4 until final pricing comes in.

5 VICE CHAIRMAN JAKES: Do you know
6 what's the current interest rate?

7 MR. MCKONE: About 4.7.

8 VICE CHAIRMAN JAKES: Okay.

9 MR. MCKONE: Roughly. I'm not going to
10 carry it out to the thousandths of a decimal
11 point, but we can get you that information if you
12 want it.

13 VICE CHAIRMAN JAKES: Thank you, Tom.

14 MR. MCKONE: Sure.

15 CHAIRMAN BARCLAY: And what's the
16 timeline of the refinance?

17 MR. MCKONE: Yeah. So we're looking to
18 do pricing and close on about the second week of
19 December, so we've looked at market flows this
20 year. Obviously, there's been a fair amount of
21 uncertainty this year across the board. We
22 actually think that coming to market in December
23 is somewhat advantageous because a lot of folks
24 wanted to get in prior to November, so it left the

1 market kind of open in the second -- the last
2 month-and-a-half of the year, so if we can get
3 in in December, we can take advantage of those
4 favorable market conditions and, obviously,
5 capture savings upfront this year and capture some
6 of those 2024 savings available to us.

7 VICE CHAIRMAN JAKES: I don't recall --
8 since my time on the board -- having to approve
9 this. How often does this happen? Does it -- do
10 you look at it every year?

11 MR. MCKONE: So with bonds, we actually
12 couldn't refund these until after ten years.

13 VICE CHAIRMAN JAKES: Okay.

14 MR. MCKONE: So 2014 -- 2024, so now we
15 are -- these are available to be refunded. But
16 every time we would issue bonds, we would come to
17 the board for that authorization.

18 MS. GREENLEE: Director Ortiz.

19 DIRECTOR ORTIZ: Yes. Thank you.

20 When is it worth to go through this
21 process? It's only .3 difference.

22 MR. MCKONE: At present value of
23 60 million, so it's -- it's a fair amount on a --
24 these are bonds that are interest-only up until

1 2040. And so we're looking at saving about
2 two-and-a-half million dollars a year that come
3 straight out of our capital program funds, and so
4 those -- obviously, two-and-a-half million now
5 would be available to program into the capital
6 program on an annual basis during the
7 interest-only period, and then when we start
8 paying down principal, that value obviously rises
9 beyond then. So even though the percentage may
10 seem small, obviously it's off of a really big
11 base, so it gives us some meaningful savings.

12 DIRECTOR ORTIZ: Thank you.

13 MR. MCKONE: Current debt policy allows
14 us to refund once the savings are more than
15 3 percent and these savings are about 9 percent.

16 DIRECTOR ORTIZ: Thanks.

17 MS. GREENLEE: Director Lee.

18 DIRECTOR LEE: Thanks, Tom. I think
19 this is great, that we're always finding, you
20 know, change in the couch cushions. Wondering how
21 much does this offset our fiscal cliff, if at all?

22 MR. MCKONE: So it's all capital money,
23 so it's not on the operating side. I would say
24 everything helps, so everything helps to provide

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1 funding for -- this will be for the capital
2 program, and the initial bonds funded things like
3 our railcars and the 95th Street station. So
4 we're continuing to, you know, pay down the debt
5 on that, but every little bit helps. This'll help
6 sort of add to some of the capacity in the capital
7 program.

8 DIRECTOR LEE: Okay. Thank you.

9 MS. GREENLEE: Director Roquejo.

10 DIRECTOR ROQUEJO: No questions.

11 MS. GREENLEE: Director Jakes, there
12 are no further questions.

13 VICE CHAIRMAN JAKES: May I now have
14 leave to place this item on the omnibus for board
15 approval?

16 DIRECTOR ORTIZ: So moved.

17 DIRECTOR LEE: Second.

18 MS. GREENLEE: It's been moved by
19 Director Ortiz, seconded by Director Lee that this
20 ordinance will be placed on the omnibus for
21 vote -- board approval. We'll take a roll call
22 vote.

23 Director Ortiz.

24 DIRECTOR ORTIZ: Yes.

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1 MS. GREENLEE: Direct --
2 Chairman Barclay.

3 CHAIRMAN BARCLAY: Yes.

4 MS. GREENLEE: Director Jakes.

5 VICE CHAIRMAN JAKES: Yes.

6 MS. GREENLEE: Director Lee.

7 DIRECTOR LEE: Yes.

8 MS. GREENLEE: Director Roquejo.

9 DIRECTOR ROQUEJO: Yes.

10 MS. GREENLEE: The motion passes.

11 Director Jakes, we may now proceed to
12 Agenda Item No. 8.

13 VICE CHAIRMAN JAKES: Agenda Item 8 is
14 the review of an ordinance, authorizing a fourth
15 amendment to an Antenna Site License Agreement
16 with GRE-GOCO -- G-R-E, dash, G-O-C-O -- Orrington
17 Owner, LLC, for the operation of the Authority's
18 communication equipment, located at 1603 Orrington
19 Avenue, Evanston, Illinois.

20 Bill Mooney.

21 MR. MOONEY: Morning. Bill Mooney,
22 your chief infrastructure officer.

23 Real estate staff recommends approval
24 of an ordinance, authorizing a fourth amendment to

1 a license agreement for a rooftop antenna, located
2 at 1603 Orrington Avenue in Evanston.

3 CTA has licensed this rooftop location
4 since 1982, and the most recent license agreement
5 was entered into in 2004 and amended in 2009,
6 2013, and 2020. Orrington has agreed to a fourth
7 amendment, extending the term through
8 February 1st, 2029, an annual license fee of
9 \$13,633.08 for rent and electrical usage, which
10 will increase by 3 percent per year.

11 I'll be happy to take any questions on
12 this item.

13 VICE CHAIRMAN JAKES: I have no
14 questions, Bill.

15 MS. GREENLEE: Director Ortiz.

16 DIRECTOR ORTIZ: No questions.

17 MS. GREENLEE: Chairman Barclay.

18 CHAIRMAN BARCLAY: No questions.

19 MS. GREENLEE: Director Lee.

20 DIRECTOR LEE: None.

21 Thanks, Bill.

22 MS. GREENLEE: Director Roquejo.

23 DIRECTOR ROQUEJO: No questions.

24 MS. GREENLEE: There are no further

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1 questions, Director Jakes.

2 VICE CHAIRMAN JAKES: May I now have
3 leave to place this item on the omnibus for board
4 approval?

5 DIRECTOR ORTIZ: So moved.

6 DIRECTOR LEE: Second.

7 MS. GREENLEE: It's been moved by
8 Director Ortiz, seconded by Director Lee that this
9 ordinance be placed on the omnibus for board
10 approval. We'll take a roll call vote.

11 Director Ortiz.

12 DIRECTOR ORTIZ: Yes.

13 MS. GREENLEE: Chairman Barclay.

14 CHAIRMAN BARCLAY: Yes.

15 MS. GREENLEE: Director Jakes.

16 VICE CHAIRMAN JAKES: Yes.

17 MS. GREENLEE: Director Lee.

18 DIRECTOR LEE: Yes.

19 MS. GREENLEE: Director Roquejo.

20 DIRECTOR ROQUEJO: Yes.

21 MS. GREENLEE: The motion passes.

22 Director Jakes, you may now proceed to
23 Agenda Item No. 9.

24 VICE CHAIRMAN JAKES: Agenda Item 9 is

1 the review of an ordinance, authorizing a
2 development agreement with JRTC Holdings, LLC, a
3 partial release, additional grant, and amendment
4 to an easement with JRTC Holdings, and an
5 amendment to an agreement for construction,
6 operation, and maintenance of a fixed facility
7 with JRTC Holdings, LLC, and the City of Chicago
8 for the renovation, operation, and maintenance of
9 the CTA Clark/Lake station at the former Thompson
10 Center/State of Illinois Center building.

11 Bill?

12 MR. MOONEY: Bill Mooney, your chief
13 infrastructure officer again.

14 Staff recommends approval of an
15 ordinance, authorizing a development agreement
16 with JRTC Holdings, LLC, for the renovations of
17 the CTA Clark and Lake station at the former
18 Thompson Center. The amendment of the CTA
19 easements associated with the station in the
20 revision to the 1984 Operations and Maintenance
21 Agreement. The City of Chicago, State of
22 Illinois, and the CTA entered into an agreement
23 dated September 10th, 1984, for the construction,
24 operation, and maintenance of the CTA's rapid

1 transit station within the former James
2 R. Thompson Center.

3 In 2022, the state sold the building to
4 JRTC Holdings, LLC, and pursuant to Transit Board
5 Ordinance No. 022-054, CTA entered into an
6 agreement for the renovation, operation, and
7 maintenance of the fixed facility and
8 acknowledgement of the CTA easements and rights,
9 JRTC, dated July 28th, 2022, which also envisioned
10 future agreements for the renovation of the
11 facility. The CTA and JRTC have negotiated a
12 development agreement to enter into a renovation
13 project to improve the overall station, including
14 relocating the current street-level entrance from
15 Lake Street to Clark Street at the sole cost of
16 JRTC Holdings. This renovation project requires
17 amending the city easement, CTA easement, and the
18 1984 agreement to reflect the new location and
19 modify other provisions, yet maintain the CTA and
20 the City's rights to own and operate at the
21 station, but altering no other obligations under
22 those agreements.

23 I'll be happy to take any questions on
24 this item.

1 VICE CHAIRMAN JAKES: I have -- maybe
2 have questions. I'll yield to my colleagues
3 before I circle back.

4 MS. GREENLEE: Director Ortiz.

5 DIRECTOR ORTIZ: No questions. I think
6 it's the -- the new design and the new space
7 should be really good for all of our riders and
8 much better space overall.

9 MR. MOONEY: I agree.

10 MS. GREENLEE: Chairman Barclay.

11 CHAIRMAN BARCLAY: I'm just -- just
12 want to say that I'm pleased I met with the
13 developers early on in the process, and it's going
14 to be a much better fit, like Director Ortiz said,
15 just on the Clark Street side as opposed to the
16 Lake Street side. And any idea in terms of what
17 it's going to actually look like that you could
18 share at this point?

19 MR. MOONEY: There are some conceptual
20 renderings, so the developer has moved forward
21 with about a 90 percent design of kind of the
22 space and they have some conceptual renderings.
23 They were -- some of those were in the briefing
24 packet, so I'll make sure that you can see them

1 again.

2 CHAIRMAN BARCLAY: They --

3 MR. MOONEY: It's a very modern look.
4 It will be in line with the other vision for the
5 renovations of the facility, which is really part
6 of the goal when we entered into this relationship
7 to begin with -- was that we did not want to be
8 the old shag carpet on the modern, you know --

9 CHAIRMAN BARCLAY: I think this is
10 exciting for the City. They did indicate that
11 it'll be a nice tourist attraction, that it's
12 going to look -- not quite like the Bean, but
13 clearly it would draw tourists there, so we're
14 excited about what Google's doing.

15 MR. MOONEY: Truly is an amazing piece
16 of architecture and the developer's plans really
17 respect the original vision of the architect, so
18 it really is a wonderful kind of modernization of
19 a historical piece, so --

20 CHAIRMAN BARCLAY: Yeah. Thank you.

21 MS. GREENLEE: Director Lee.

22 DIRECTOR LEE: No questions. Just
23 excited again. Yeah. 1984 is a long time ago, so
24 excited to have a much more new, modern, and

1 accessible station, so thanks, Bill.

2 MS. GREENLEE: Director Roquejo.

3 DIRECTOR ROQUEJO: Just wanted to join
4 my colleagues in the excitement to see this
5 station renovated and just a few
6 comments/questions. One, this is -- it's not the
7 one station with the most transfers -- one of the
8 CTA stations with the most connections to other
9 lines. It's the one that connects with both
10 airports. It's one that is going to be used by a
11 lot of people. So one question I had is -- just
12 high level, Bill -- what are some of the
13 improvements that people will see, you know, in
14 this, you know, incarnation of the station,
15 addressing some of the current concerns around,
16 you know, wayfinding, you know, accessibility, et
17 cetera.

18 And, two, what is the estimated
19 timeline? What should our riders and workers at
20 the station expect in terms of start construction
21 or start renovation, end renovation, et cetera?
22 Just high level.

23 MR. MOONEY: Glad to answer those
24 questions, Director. So I think a significant

1 portion of the improvements here are heavily
2 cosmetic, and I think the most notable is the
3 relocation of the entrance. So today, the current
4 entrance for the Thompson Center portion of the
5 station is kind of buried underneath our structure
6 in the middle of Lake Street, and, often times,
7 from a wayfinding standpoint, hard to see. It
8 gets lost in the clutter of kind of that space.

9 The vision of relocating this entrance
10 to Clark and Lake gives the station a very
11 predominant point on the corner, really makes it a
12 flagship point in that, and so I think customers
13 coming to the station will be able to make that --
14 creates connectivity to other bus routes and
15 things like that a little easier in the transfer
16 point.

17 As part of the upgrade, you'll have
18 upgraded wayfinding for direction within the
19 station because it's a multilevel transfer between
20 the subway and the elevated structure, multiple
21 lines, so all that signage gets refreshed kind of
22 in that portion of it, which I think, again is a
23 great improvement. And it really becomes a little
24 more isolated from where it was -- we were part of

1 the building, and now we are still within the
2 building and have a direct connection to that
3 atrium, but you don't have to really enter the
4 building to get to us. It is a station that
5 you're entering into, which I think makes it a
6 little easier for customers going directly to
7 transit while still providing that connection to
8 the facility with all the workers there, so I
9 think there's a lot of benefits.

10 The developer is very anxious to get
11 going as anyone that's been by the building
12 recently can see the massive amount of investment
13 they're already making on-site. So, you know,
14 work will start pretty quickly. They're looking
15 to bring forward kind of the final completion of
16 those plans, get them going, and, you know, a
17 significant portion of that work should be done
18 towards the end of '25 with the relocation of that
19 entrance, and then once kind of that entrance gets
20 relocated, then they start to phase into all the
21 cosmetic renovations around the station because it
22 really opens up other footprints.

23 While that work is going on, we also
24 have investments we're making in relationship to

1 that that are tied to our accessibility
2 commitments, renovating those elevators, bringing
3 them up to a modern standard, as well as the
4 vertical access and the escalator units. We're
5 currently working on one there right now, and then
6 kind of in '26, we do an investment on the
7 platform that's kind of tied to this.

8 MR. CARTER: Bill, if I can make one
9 other point that I think is important and goes to
10 Director Roquejo's question. One of the reasons
11 why I was so excited about this opportunity wasn't
12 just the fact that we were getting money to do a
13 new station. It's an opportunity for us to
14 partner with Google, which you know is one of the
15 premier technology companies in the world, and it
16 creates a space in which we can really work with
17 them to find new and innovative ways to improve
18 the customer experience while supporting the
19 Google brand.

20 I think that what Bill's laying out for
21 you is sort of the baseline of what the
22 improvements are going to be. I suspect if we
23 start to talk to Google, talk through other ideas
24 on things that they'd like to -- for lack of a

1 better word -- test out on CTA. We'll see other
2 improvements, particularly in the area of
3 technology and connectivity, that we'll be able to
4 take advantage of their location as a way to
5 really promote and support that.

6 So I'm excited there's going to be new
7 and innovative things that we haven't even thought
8 about, that, you know, Google has people thinking
9 about all the time that are going to make the
10 ability to move around that station easier, but
11 also, indirectly, I think the benefits to move
12 around CTA easier that will come out of that. So,
13 from my perspective, stayed tuned. I think
14 there's going to be a lot more we're going to do.

15 One other point I wanted to make about
16 this particular project -- and I think it's
17 important in light of the bigger conversation
18 we're having around the fiscal cliff and the
19 future financial stability of CTA -- these are the
20 types of projects, these are the type of
21 opportunities to which, I think, there is a
22 portfolio throughout the city that we can engage
23 in similar activities and create similar revenue
24 streams for CTA going forward, as well as private

1 sector investment in CTA.

2 Given the realities of what has gone on
3 in the public transportation industry, generally,
4 given the realities of what it takes to secure our
5 financial stability, one of the issues that I have
6 certainly raised down in Springfield -- one of the
7 things I'd like to see us get more flexibility
8 around is the ability to engage in such
9 transactions and be much more aggressive in the
10 real estate market around the property the CTA
11 owns that is adjacent to CTA infrastructure that
12 allows us to leverage those opportunities in ways
13 that could provide better opportunities for CTA.

14 If you look at other transit systems
15 around the world, you'll see many of them have
16 totally separate subsidiaries that do nothing but
17 manage their real estate development operations.
18 It creates a revenue stream -- a substantial
19 revenue stream for many transit systems that
20 supplements the farebox and other government
21 subsidies that they receive. I think that we have
22 the ability to create a similar model here at CTA,
23 which would allow us to do a whole lot more with
24 the limited resources that we have by leveraging

1 the absolute benefit of access to public
2 transportation in a way that generates more
3 opportunities for development that also supports
4 not only CTA, but the City of Chicago.

5 CHAIRMAN BARCLAY: Yeah.
6 President Carter, just to piggyback on what you
7 said. I'm also appreciative of the fact that
8 Google has extended itself financially to pick up
9 much of the cost of this, and I think that's good
10 citizenship and that should be the model that we
11 should build upon in the future, call on other
12 businesses as well to help improve, you know,
13 public transportation areas and stations. You
14 know, we've had some preliminary discussions about
15 those things, but this is a good idea and it's a
16 good concept. I think to build upon this would be
17 in the best interest of the CTA in the future.

18 MR. MOONEY: I agree, sir.

19 DIRECTOR ROQUEJO: Thank you for that
20 answer, Bill, and thank you, President Carter, for
21 adding more context. Again, very excited about
22 this particular iconic, super -- central location
23 kind of station. Excited about the partnership
24 with Google and, again, because of the high

1 ridership and because this is going to be the
2 second experience with CTA for many, many people
3 that arrive to O'Hare, and this is where they get
4 off to go to their hotel or go to their meeting, I
5 think it's important to make sure that we engage
6 our advisory -- citizen advisory group, too, in
7 helping with design, et cetera, making sure that
8 this really works for the people who use the
9 station, too.

10 MS. GREENLEE: Director Jakes, there
11 are no further questions.

12 VICE CHAIRMAN JAKES: May I now have
13 leave to place this item on the omnibus for board
14 approval?

15 DIRECTOR ORTIZ: So moved.

16 DIRECTOR LEE: Second.

17 MS. GREENLEE: It's been moved by
18 Director Ortiz, seconded by Director Lee that this
19 ordinance be placed on the omnibus for board
20 approval. We'll take a roll call vote.

21 Director Ortiz.

22 DIRECTOR ORTIZ: Yes.

23 MS. GREENLEE: Chairman Barclay.

24 CHAIRMAN BARCLAY: Yes.

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Conducted on November 13, 2024

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1 MS. GREENLEE: Director Jakes.

2 VICE CHAIRMAN JAKES: Yes.

3 MS. GREENLEE: Director Lee.

4 DIRECTOR LEE: Yes.

5 MS. GREENLEE: Director Requejo.

6 DIRECTOR ROQUEJO: Yes.

7 MS. GREENLEE: I'd like to note for the
8 record that Director Neema Jha has joined the
9 meeting.

10 Director Jha. Your vote?

11 DIRECTOR JHA: Can I abstain?

12 MS. GREENLEE: You can. Thank you.

13 Director Jakes, you may now proceed to
14 Agenda Item No. 10, our purchase and sales award
15 recommendations.

16 VICE CHAIRMAN JAKES: 10 is the review
17 of an ordinance, authorizing an intergovernmental
18 agreement with the City of Chicago through its
19 Department of Family and Support Services for
20 outreach to individuals in need of shelter.

21 Tom. Tom, you look about surprised as
22 I do.

23 MR. MCKONE: I was a little surprised.
24 I hadn't heard that adjustment yet, but we're back

1 on track.

2 VICE CHAIRMAN JAKES: Okay.

3 MR. MCKONE: Okay. So you will
4 recognize this topic, those of you that were here
5 last year, so let me -- but I do want to provide a
6 presentation to give a little bit of background on
7 this ordinance, so let me share my -- the screen
8 here.

9 Let me see if I can put this in --
10 okay. There we go. So a little bit of background
11 here on our agreement with the Department of
12 Family and Support Services and, really, the
13 topic, overall, of individuals experiencing
14 homelessness and sheltering on our system.

15 So first of all, I just want to note
16 that this is an industry-wide issue. APTA has
17 identified homelessness and the issue -- in the
18 issue of individuals without shelter or sheltering
19 on transit systems as one of there four key topics
20 for public transit. So you can see here, there
21 have been a number of studies by research
22 organizations, by the American Public
23 Transportation Association, both researching the
24 topic and providing, sort of, tools and

1 assessments of initiatives underway at various
2 transit agencies. Chicago is often included in
3 some of these case studies as well. We have
4 talked to a number of our peers about this topic.
5 It is definitely an issue that all transit
6 agencies are struggling with, but I will also say
7 that it's also unique to each different local
8 environment in which they exist.

9 So in Chicago, we conduct, along with
10 cities around the country, once a year, an annual
11 census of the number of individuals experiencing
12 homelessness in the city. That usually happens in
13 January, so it happened in January of 2024. At
14 this point in time, counted 18,836 people
15 experiencing homelessness in the city of Chicago.
16 Of those, 1,634 of them were experiencing
17 unsheltered homelessness. Sheltering on the CTA
18 is considered unsheltered homelessness.

19 So 46 percent of that 1,634 people
20 experiencing unsheltered homelessness were counted
21 on the CTA. So about 46 percent of the
22 unsheltered homeless population in Chicago is
23 sheltering on the CTA. It's a little bit higher
24 than it was during the 2023 count but has been

1 relatively consistent in that 40 percent range.

2 Train and station locations were where
3 the highest number of individuals were counted,
4 but they -- the count encompasses a number of
5 locations across the city, which would include
6 other modes of transportation as well, and then
7 you can see a quote here that -- from APTA in
8 terms of the impact and, sort of, what agency --
9 other agencies around the country are doing around
10 this topic.

11 So an overview of what we're currently
12 doing with the Department of Family and Support
13 Services, we currently have an intergovernmental
14 agreement with DFSS for \$2 million to fund two
15 outreach agencies. Total value of their contracts
16 is \$1.6 million. They ride the trains and perform
17 outreach on both the trains and the platforms on
18 the Red and the Blue Lines.

19 Throughout the year, for Thresholds,
20 which rides the Red Line, they do it Monday
21 through Friday. Haymarket is seven days a week on
22 the Blue Line. Through August, we spent about
23 \$700,000 on these two contracts. In addition to
24 engaging with individuals experiencing

1 homeless, they also provide connections to
2 support services, they provide harm reduction
3 materials, they provide connections to health
4 care, and then, obviously, connections to shelter
5 and/or housing when that is available.

6 In addition, the Chicago Department of
7 Public Health funds the Night Ministry to perform
8 outreach to individuals experiencing homelessness
9 two nights a week on our system, one night on the
10 Red Line at Howard; the other night on the Blue
11 Line at Forest Park, and that is separate and
12 apart from this intergovernmental agreement.

13 Here, more details on the specifics of
14 their schedules. You can see they have both a
15 daytime shift and a nighttime shift, where they're
16 looking to engage individuals. And so often
17 times, the work of the nighttime shift is to
18 connect them to the daytime shift so that they can
19 access more, sort of, case management when those
20 services are available during daytime hours. You
21 can see there the days of the week that they work.
22 Also note, too, that on Thresholds, we are paying
23 for their nighttime shift. Their daytime shift is
24 coming from other sources. And both of these

1 efforts initiated at the start of 2023, so they've
2 been in operation for roughly a year and a half.

3 So we'll talk about some of the
4 outcomes that we've seen, and we do have KPIs in
5 the contract. So each of the agencies is
6 reporting on a monthly basis. There are a number
7 of encounters, and then on a quarterly basis, we
8 sit down with them and with DFSS to review some of
9 their outcomes and their performance metrics.

10 So so far, to date, through September, they've had
11 17,586 contacts with individuals experiencing
12 homelessness. One individual can produce multiple
13 contacts, so -- and they often do, so there are
14 duplicates in here.

15 One of the main goals is shelter
16 placement. So far we've had 240 shelter
17 placements, resulting from these encounters. What
18 we hear from the agencies and what we've noted in
19 this is that there is a far greater demand for
20 shelter than there is shelter availability, so
21 this underestimates the amount of folks who
22 probably would take shelter were that shelter
23 available to them.

24 Of note here, we do have five dedicated

1 beds or spaces for individuals who are sheltering
2 on the CTA. These beds have been available since
3 September 2023. They have been fully occupied
4 every night since they have been available --
5 again, highlighting the demand for shelter, sort
6 of, outside of the system from those individuals.

7 The second North Star goal that we have
8 is moving clients into more stable and permanent
9 housing. So far, 104 individuals have been
10 connected to that more stable and permanent
11 housing. These are real success stories where
12 folks are getting into that longer-term housing.
13 A lot of this has happened as a result of what are
14 called Accelerated Moving Events, which I'll talk
15 about here in a moment. And you'll see some of
16 the successes of those events and credit to DFSS
17 and the City for helping to bring those forward
18 and to enable those.

19 And then 284 individuals have been
20 moved into the homeless management information
21 system, which is a critical first towards getting
22 into long-term housing. The next step after that
23 is having a coordinated entry assessment, which
24 gets them on the list for housing, and 80 percent

1 of those in the HMIS system have also been
2 enrolled in the coordinated entry assessment.

3 So Accelerated Moving Events, so
4 Chicago's Continuum of Care expanded what are
5 called their rapid rehousing efforts during the
6 pandemic. So what happens is that when an
7 individual experiencing homelessness, they're
8 connected to the rapid rehousing efforts to these
9 Accelerated Moving Events, which is meant to be a
10 one-stop shop. So one day, the person is
11 experiencing unsheltered homelessness. They spend
12 that day going through soup-to-nuts effort to get
13 them into more stable housing and everything
14 that's associated with that -- support services,
15 picking up furniture, obviously picking out an
16 apartment, the location, the support that's needed
17 with that so that they can, the next day, ideally
18 move into that supportive housing.

19 So doesn't always happen on that term,
20 right? Sometimes there's some paperwork or other
21 things that needs to happen over time, but
22 eventually folks usually do get into that
23 longer -- longer-term, more stable housing. You
24 can see here, we've had two Accelerated Moving

1 Events, dedicated specifically to individuals who
2 are sheltering on CTA. One of those was in July
3 of 2023. You can see, we had 24 attended and 19
4 were housed, and then, earlier this year in April,
5 all 20 who attended -- and the AME was available
6 to -- all 20 of them were and remain housed.

7 Here is a breakdown of those encounters
8 by location on both the Red and the Blue Line, so
9 when you look at this information, you'll see
10 there are a couple of key locations where
11 individuals experiencing homelessness are
12 continually encountered, and the teams will spend
13 a lot of time at locations, like Clark and Lake
14 or, like, Howard, reaching out to individuals
15 experiencing homelessness there. But they're not
16 limited to those particular locations. You can
17 see that this list spans the length of the page,
18 and so they are conducting outreach throughout the
19 breadth of the system, and then, most importantly,
20 really trying to contact every individual who is
21 experiencing homelessness on the Red and the Blue
22 Lines.

23 Here's the trend in shelter placements.
24 They do check the availability of shelter beds on

1 a daily basis. If there is the ability to move
2 somebody into a shelter bed, they will take
3 that -- take that opportunity. That happens by
4 transporting their clients to the main intake
5 center at 10 South Kedzie, and then accessing the
6 available shelter placement from there. You can
7 see the trend here in both the Blue and the Red
8 Lines on those shelter placements.

9 In addition to housing, as I mentioned,
10 they do provide additional services to individuals
11 experiencing homelessness. The first one here is
12 food. That's often an entry point to engaging in
13 a productive conversation with one of their
14 clients, and that's the top service rendered for
15 each of these agencies. From there, they go into
16 case management. It's important that people have
17 paperwork, identification, all those things that
18 go along with case management, so some of the
19 support resources can be made available to them.
20 Hygiene items, harm reduction items, such as
21 Narcan, and others are available to those
22 individuals and, then things like transportation,
23 right? Making sure that their RTA passes is up to
24 date and available to them, and then clothing,

1 right? Refresh of the clothing there. So there
2 really is a breadth of offerings to them in the
3 limited space that they have available to perform
4 that outreach.

5 One of the other things that we track
6 is customer feedback. So we look at how many
7 complaints we are receiving about homeless
8 individuals, sheltering on the system and the
9 impacts that they may have on other riders on the
10 system. So what you can see here is a couple of
11 things: One is that, right now, we're receiving
12 around 30 complaints a month, which is basically
13 one a day, which is relatively small compared to
14 the million people that are riding on a daily
15 basis. So the complaint level, overall, is
16 relatively low.

17 The second thing that you'll note is
18 that when the program was initiated in 2023, the
19 customer complaints have dropped from the -- from
20 where they were in 2022. So we have consistently
21 remained below 2022 in terms of those customer
22 complaints as well. You'll also notice some of
23 the seasonality there as some of the colder
24 months -- you'll see more of those. Complaints

1 come in. We know that the population increases in
2 the winter because people are seeking warmer
3 places to shelter.

4 And here's a testimonial. I am not
5 going to read the entirety of the testimonial. I
6 will let you read it. You may hear from one of
7 the public speakers at the board meeting today
8 some further testimonials, but I think it is
9 important to note that I've spoken about a lot of
10 numbers here. But behind these numbers are
11 individual stories, and they are often very
12 compelling stories about individuals in very
13 challenging situations who have been helped by
14 this outreach. Individuals who may have been
15 homeless for a very long time, who, without these
16 efforts, would not be in stable housing today. So
17 when we talked about 100 people or 105 people
18 moving into more stable housing, this is an
19 example of some of the cases that we're seeing
20 behind those numbers.

21 So what the proposal that we're making
22 to you today is to have a two-year
23 intergovernmental agreement. The past two years,
24 we've had one-year agreements. We want to fund a

1 two-year agreement. We want to provide some
2 certainty to the agencies performing this outreach
3 and to the staff that they have hired who have
4 really developed an expertise in this area so that
5 they know that they can continue to have stability
6 in the program that they have with CTA. This was
7 started as a pilot program. We have seen success
8 with this program, and so we think it's worth
9 continuing at the current level. As you can tell,
10 the \$2 million per year does provide a little bit
11 of capacity above the 1.6 million in contract
12 value. That allows us to be flexible as
13 additional opportunities may come up that we may
14 want to fund through this agreement, and,
15 certainly, we're supportive of initiatives to
16 create that additional shelter space, which is
17 really critical towards unlocking some of the
18 solutions to this issue.

19 That concludes my presentation. I'm
20 available for any questions.

21 VICE CHAIRMAN JAKES: Tom, I don't have
22 any questions.

23 MS. GREENLEE: We'll take questions
24 from the other board members.

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1 Director Jha.

2 DIRECTOR JHA: No questions. Thank
3 you.

4 MS. GREENLEE: Director Ortiz.

5 DIRECTOR ORTIZ: No questions. Thank
6 you.

7 MS. GREENLEE: Chairman Barclay.

8 CHAIRMAN BARCLAY: Tell me, have you
9 looked at to see if there's any correlation
10 between homelessness and criminal activity?

11 MR. MCKONE: So what we have looked at
12 and what we've done is through our customer
13 surveys, we've asked customers about, sort of,
14 their perceptions, right, and how do they feel,
15 and when they feel unsafe, why do they feel
16 unsafe? And what they will say is that the
17 presence of unsheltered individuals on the systems
18 makes people feel less safe when they're on the
19 system. That is one of the factors contributing
20 to feelings of safety on -- it's not the only one,
21 right, sort of, general, sort of, you know, code
22 of conduct violations, right, in general, which
23 this would be categorized as one of those. Those
24 generally contribute to a feeling of less safety

1 on the system, so we have looked at that through
2 our customer research.

3 MR. CARTER: Mr. Chairman, I think it's
4 also important to point out that in many cases,
5 the victims of crime on CTA are homeless
6 individuals. They tend to be the type of
7 individuals that criminals tend to prey on. We
8 certainly -- I don't know if we have specific
9 statistics that break it down to that level, and,
10 certainly, we can say anecdotally. You see a lot
11 of criminal activity that involve people who are
12 homeless, not from a standpoint of them committing
13 crimes, but for them being a victim of a crime.

14 MR. MCKONE: And it's certainly a
15 concern of theirs and, certainly, we note that
16 most of the criminal activity that we see is not
17 attributed to individuals experiencing
18 homelessness.

19 MS. GREENLEE: Director Lee, any
20 questions?

21 DIRECTOR LEE: Just a comment. I'm
22 very glad to see this expanding and hope we can
23 continue this work, as well as expand also for,
24 like, bus and other types of, like, bus shelters,

1 et cetera, so --

2 Thanks, Tom.

3 MR. MCKONE: Yep.

4 MS. GREENLEE: Director Roquejo.

5 DIRECTOR ROQUEJO: I wanted to, first
6 of all, commend CTA for their approach to -- in
7 working with social service agencies, making sure
8 homelessness relations are treated humanely and
9 provided services in our system. This is not how
10 each and every transit system deals with this
11 issue, and I wanted to start by commending the
12 organization and, particularly, Tom, for being an
13 advocate and yourself speaking in favor of this
14 type of supports.

15 And I also wanted to double down on the
16 comments from President Carter about homeless
17 individuals and the kinds of crime. I understand
18 sometimes our riders have issues and complain
19 about homeless population taking space in car --
20 train cars, et cetera. But I wanted to point out,
21 too, that norms of conducts in CTA apply to
22 everyone. And so that particular complaint about,
23 you know, a homeless individual taking three or
24 four seats applies also to folks who don't want to

1 remove their backpacks and will not themselves
2 from taking two spaces. And so I wanted to make
3 sure we apply to these standards across the board
4 and we just do not focus entirely on one
5 population that, unfortunately, has no options
6 sometimes other than being on the train.

7 That said, I think this \$2 million is,
8 to me, is the floor and shouldn't be the ceiling.
9 One conversation we had during the briefings is
10 that while these services are helpful, we do not
11 have, currently, a response for mental health
12 crisis and affecting not only this population, but
13 other populations. I would like to have seen more
14 of that in the response to this, and,
15 additionally, in -- to the prior comment from
16 President Carter about how we use our property,
17 our real estate, et cetera, I think this could be
18 a good opportunity to start thinking bigger and
19 building on the recommendations, again, of the
20 Safety Summit that ARKE (phonetic) convened a few
21 months ago and think about whether it's time for
22 CTA to enter into some partnerships to -- with
23 developers, with social service providers to do
24 some joint development of a space, such as

1 supportive housing, such as shelters, using some
2 of the properties in our portfolio, or adjacent to
3 our portfolio, as part of our eTOD agenda.

4 So this is to say, this is great to see
5 and to see a renewal of this contract. I think
6 there is much more that could be done, and I hope
7 throughout next year, we come together. We
8 partner with folks to help us think through in how
9 to be better at providing services supports to our
10 homeless riders.

11 MR. CARTER: Okay. If I could respond
12 directly to Director Roquejo, I think he makes a
13 number of valid points that I want to reinforce in
14 the comments that I made earlier. First of all,
15 the 2 million that we have put forth here is
16 obviously subject to revision if there are other
17 initiatives that we think are certainly warranting
18 consideration funding for. As Tom indicated,
19 right now, they're not spending the full
20 2 million, so we didn't come to the board and say,
21 give us, you know, 4 million a year, where we
22 don't really know what we use it for.

23 But to that point, DFSS has reached out
24 to us and I am supposed to meet with the

1 commissioners some point in time in the future to
2 talk about other ways we could partner and support
3 what we're trying to do. To some degree, DFSS is
4 also limited in terms of their ability to put
5 forth resources on what they can do, that their
6 broader contract provide these kind of services.
7 What's happening in these cases is that, instead
8 of them having to spend their money, we're giving
9 them the money to spend on our behalf.

10 Having said that, as we discussed in
11 the past, the issues that are impacting CTA,
12 whether it be drug addiction, be it mental health,
13 or other things, requires a holistic approach to
14 how you deal with it. You hear the mayor speak to
15 this on many occasions. We are certainly trying
16 to provide our support for those efforts with one
17 small measure, what we're talking about doing
18 here, that we continue to look for ways to expand
19 and improve upon those efforts as we go forward.

20 With regards to the issue around our
21 real estate opportunities, that's one of the
22 reasons why the flexibility that we need from
23 Springfield is so important. Because, right
24 now -- as the Chairman knows, because he and I

1 have had these conversations on a number of
2 occasions -- we are limited in terms of what we
3 can and cannot do it. We actually don't have a
4 lot of real estate holdings, currently, that
5 aren't already being used for CTA infrastructure,
6 but there is a lot of property around CTA
7 infrastructure that, if I had the ability to
8 pursue for development opportunities, be it
9 affordable housing, which -- as Director Requejo
10 knows -- is something a lot of transit agencies
11 do. In some cities, they need to do it even for
12 their own employees because their employees can't
13 afford to live in the city where their services
14 are being provided.

15 But in our case, for the opportunity to
16 further support the housing and other needs that
17 we know also are an indirect impact of what we see
18 on CTA, I think those are all positive goals that
19 we want to continue to pursue. Getting the
20 authority to allow us to do more of that, along
21 with, obviously, other development opportunities
22 to generate revenue, is something that's certainly
23 part of the agenda that I think we should be
24 pursuing and would support -- it would certainly

1 support the advocacy of the board as we continue
2 to pursue those efforts.

3 DIRECTOR ROQUEJO: Thanks -- thanks for
4 being open to exploring additional partnerships,
5 President Carter, Tom, and everyone else, and, of
6 course, thanks for continuing doubling down on
7 your commitment to eTOD. As I expressed before,
8 I'm happy to advocate for that in Springfield,
9 whatever we need to do, to do it, and we can talk
10 more about this issue later on in the budget
11 conversation. Thanks.

12 MR. MCKONE: If I might add, too -- so
13 I just want to take a moment here just to say that
14 I -- it's been a -- while I've had the privilege
15 of working on this program, I do want to
16 acknowledge that this is really a team effort. So
17 I do want to thank the team, especially from
18 transit operations, right, who's working on this
19 day-to-day and supporting a lot of the outreach
20 that's out there at the stations and on the
21 trains, our security group, and then, obviously,
22 the person who really initiated everything, which
23 is Laura De Castro -- who's here in the back -- as
24 well, who's really been critical in sort of

1 running this initiative, really, since -- for
2 almost a decade. So it really is a team effort,
3 so really appreciate your acknowledgment of that
4 and thank you for that.

5 VICE CHAIRMAN JAKES: Who is the person
6 you just named?

7 DIRECTOR ORTIZ: She's back there.

8 MR. MCKONE: She's back there.

9 VICE CHAIRMAN JAKES: Thank you.

10 MR. MCKONE: Thank you.

11 MS. GREENLEE: Director Jakes, there
12 are no further questions.

13 VICE CHAIRMAN JAKES: May I now have
14 leave to place this item on the omnibus for board
15 approval?

16 DIRECTOR ORTIZ: So moved.

17 DIRECTOR LEE: Second.

18 MS. GREENLEE: We'll take a roll call
19 vote.

20 Director Jha.

21 DIRECTOR JHA: Yes.

22 MS. GREENLEE: Director Ortiz.

23 DIRECTOR ORTIZ: Yes.

24 MS. GREENLEE: Chairman Barclay.

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1 CHAIRMAN BARCLAY: Yes.

2 MS. GREENLEE: Director Jakes.

3 VICE CHAIRMAN JAKES: Yes.

4 MS. GREENLEE: Director Lee.

5 DIRECTOR LEE: Yes.

6 MS. GREENLEE: Director Requejo.

7 DIRECTOR ROQUEJO: Yes.

8 MS. GREENLEE: Director Jakes, the
9 motion to approve the ordinance for the omnibus
10 passes.

11 We may now proceed to Agenda
12 Item No. 11, which is purchase and sales award
13 recommendations.

14 VICE CHAIRMAN JAKES: Correct. Our
15 next order of business today is to review Contract
16 Nos. A-1 and A-2, contract awards for transit
17 operations. I have no questions.

18 MS. GREENLEE: Are there any other
19 questions from board members?

20 Director Jha.

21 DIRECTOR JHA: No questions. Thank
22 you.

23 MS. GREENLEE: Director Ortiz.

24 DIRECTOR ORTIZ: None.

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1 MS. GREENLEE: Chairman Barclay.

2 CHAIRMAN BARCLAY: None.

3 MS. GREENLEE: Director Lee.

4 DIRECTOR LEE: None.

5 MS. GREENLEE: Director Roquejo.

6 DIRECTOR ROQUEJO: No questions.

7 MS. GREENLEE: Director Jakes, we may
8 now proceed to Contract Nos. B-1 through B-4.

9 VICE CHAIRMAN JAKES: Our next order of
10 business today is the review of Contract Nos. B-1
11 through B-4, contract awards for infrastructure.

12 No questions.

13 MS. GREENLEE: Director Jha, any
14 questions?

15 DIRECTOR JHA: None.

16 MS. GREENLEE: Director Ortiz.

17 DIRECTOR ORTIZ: None.

18 MS. GREENLEE: Direct --

19 Chairman Barclay.

20 CHAIRMAN BARCLAY: No.

21 MS. GREENLEE: Director Lee.

22 DIRECTOR LEE: None.

23 MS. GREENLEE: Director Roquejo.

24 DIRECTOR ROQUEJO: No questions.

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1 MS. GREENLEE: Director Jakes, we may
2 now proceed to Contract F-1.

3 VICE CHAIRMAN JAKES: Next order of
4 business is the review of Contract No. F-1,
5 contract award for administration.

6 No questions.

7 MS. GREENLEE: Director Jha, any
8 questions?

9 DIRECTOR JHA: No questions.

10 MS. GREENLEE: Director Ortiz.

11 DIRECTOR ORTIZ: No.

12 MS. GREENLEE: Chairman Barclay.

13 CHAIRMAN BARCLAY: No.

14 THE WITNESS: Director Lee.

15 DIRECTOR LEE: None. Thank you.

16 MS. GREENLEE: Director Roquejo.

17 DIRECTOR ROQUEJO: No questions.

18 MS. GREENLEE: Director Jakes, there
19 are no additional questions, and there are no
20 further contracts.

21 VICE CHAIRMAN JAKES: Since there are
22 no further questions on the contracts, may I have
23 leave to place the seven contracts on the omnibus?

24 DIRECTOR ORTIZ: So moved.

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1 DIRECTOR LEE: Second.

2 MS. GREENLEE: It's been moved by
3 Director Ortiz, seconded by Director Lee that the
4 contracts be placed on the omnibus for board
5 approval. We'll take a roll call vote.

6 Director Jha.

7 DIRECTOR JHA: Yes.

8 MS. GREENLEE: Director Ortiz.

9 DIRECTOR ORTIZ: Yes.

10 MS. GREENLEE: Chairman Barclay.

11 CHAIRMAN BARCLAY: Yes.

12 MS. GREENLEE: Director Jakes.

13 VICE CHAIRMAN JAKES: Yes.

14 MS. GREENLEE: Director Lee.

15 DIRECTOR LEE: Yes.

16 MS. GREENLEE: Director Roquejo.

17 DIRECTOR ROQUEJO: Yes.

18 MS. GREENLEE: Director Jakes, we may
19 now -- the motion passes.

20 Director Jakes, we may now proceed to
21 Agenda Item No. 4.

22 VICE CHAIRMAN JAKES: Agenda Item 4 is
23 the review of an ordinance adopting a budget for
24 calendar year 2025 and financial plan for calendar

1 years 2026 and 2027.

2 Tom McKone.

3 MR. MCKONE: Good morning. Give me a
4 moment to share my screen. Okay. Great.

5 What I have today is a presentation
6 that will cover, actually, the three items on your
7 agenda that handle the budget. So the first is
8 the operating budget, and the second will be with
9 the two ordinances for the capital plan, so I'll
10 pause in the presentation as I go through each of
11 those, but the presentation will encompass those
12 three items on the agenda.

13 Okay. So an overview of our budget --
14 about a month ago, we put out the president's
15 proposed budget for public review and consumption.
16 Themes for that budget, enhancing service and
17 reliability. This is done by increasing service
18 hours above their 2019 levels, obviously above
19 their current levels, and that's put into the
20 budget.

21 Additionally, we have maintaining the
22 cleaning program for our buses, trains, and
23 facilities that was enhanced in 2024. Safety and
24 security are front and center. We're at budgeted

1 levels, reflect some of those additional security
2 expenditures, and then investments in our
3 employees, both in the operating program and in
4 the capital program with things like improvements
5 to bus turnarounds and facilities for employees at
6 those bus turnarounds.

7 So an overview of the budget in a
8 little bit more detail -- the total proposed
9 operating budget is 2.16 billion. This is an
10 8 percent increase over the 2024 budget. There's
11 two things happening there. One is we got a
12 4 percent increase in wages. The other is that
13 we're proposing a 4 percent increase in service,
14 so that brings up the total levels of that
15 operating budget.

16 The capital improvement program is
17 almost 7 billion. That is influenced, in a large
18 part, by those external funds that we're bringing
19 into the program for the Red Line Extension.
20 We're projecting a ridership growth rate of
21 25 percent over budgeted levels. We've already
22 achieved some of that growth already this year.
23 So that would put us at a retention rate in 2025
24 of 80 percent compared to our 2019 ridership

1 levels. This requires federally funding next year
2 of 578 million. You can see that we do have
3 enough funds to provide that support. A little
4 bit of that funding, we're anticipating remaining
5 for 2026 before it is exhausted in the first
6 quarter.

7 Some of the highlights, as I mentioned,
8 the service levels, in addition, there are no fare
9 changes anticipated in this budget. We are
10 anticipating a ridership retention rate at
11 80 percent. Those additional investments in our
12 workforce, we're reducing some of the -- what
13 we've done in terms of the capitalization of our
14 labor and material costs, kind of normal labor and
15 material consumption.

16 Security expense being relatively flat
17 within the budget. We do have an increase in the
18 cost of electricity, and so that is programmed
19 into the budget for a variety of reasons, and then
20 it maintains our investments in these social
21 service outreach programs -- the one we just
22 talked about -- with the Department of Family and
23 Support Services.

24 So some update on the timeline -- so we

1 released the budget on October 11th. The
2 Citizens' Advisory Committee met a week later to
3 consider the budget. They reviewed the proposed
4 operating budget, the capital budget, along with
5 our agency performance measures -- our public
6 measures. Their comments and questions were
7 across a variety of topics, and I know you'll get
8 an update from them, covering topics such as
9 service, workforce security, the commodity
10 expenses, and our vehicle fleet are just some of
11 those highlights.

12 We, then, went forward with a review
13 with the Cook County Commissioners on
14 October 23rd. That was not only CTA, but the RTA
15 along with the other service boards as well, and
16 then we had our public hearing on November 7th,
17 which I know the board members were there for
18 that. The public hearing on our proposed
19 operating capital budget, we had 16 speakers
20 commenting on a variety of topics at that meeting.

21 So here's a breakdown of the operating
22 budget. You may recognize some of these slides
23 from the public hearing. On the revenue side, you
24 can see we have three main sources. One is the

1 public funding, which is primarily that sales tax
2 revenue that's coming in. The second is fares and
3 passes, that's -- we talk about that every
4 month -- roughly 370 million coming in through
5 that, and then the remaining gap being filled by
6 that federal relief funding. We are anticipating
7 about a 5 percent growth in our fare and pass
8 revenue to kind of keep up with the ridership
9 that's growing as well, and then we're
10 anticipating some additional sales tax revenue.
11 The growth rate over the next three years covers
12 around 3 percent -- some a little bit under, some
13 a little bit over, depending on the year.

14 Just a note on ridership here, so so
15 far this year -- so ridership is forecasted to
16 finish 13.6 percent higher than in 2023. This is
17 the second fastest growth rate of comparable peer
18 agencies in the country. We're expected to be at
19 about 70 percent of 2019 ridership at the end of
20 this year. Again, that'll rise to 80 percent at
21 the end of next year. Note that the ridership
22 retention is stronger on bus than it is on rail,
23 and this reflects that change as well, as does the
24 revenue forecast. This is consistent, again, with

1 trends that we're seeing across the country, no
2 different than what we see with our peers.

3 On the expense side -- so labor,
4 two-thirds of our budget, right? So labor is the
5 big expense that we have in our budget. We are
6 anticipating higher service hours in 2025, so
7 they'll be 4.1 percent higher than they were in
8 this year, and, actually, 5.8 percent higher than
9 they were in 2019, so that's that investment in
10 service and reliability that shows up in the
11 budget.

12 On the materials side, we're running
13 additional service, so we're using more materials
14 there. Obviously, our fleet is getting a little
15 bit older as well, and so that contributes to that
16 increase materials expense. Fuel and power -- a
17 little bit higher, but it's still about 5 percent
18 of the total over -- overall budget there,
19 reflecting those increases.

20 In the electricity rates that I noted,
21 I'm going to talk a little more detail about
22 security services and other expenses, but just
23 note, security service entails the purchase of the
24 services that we have from both uniformed police

1 officers, so that's a purchase of Chicago Police
2 on their voluntary special employment program.
3 This does not include the Mass Transit Unit. The
4 Mass Transit Unit, for the Chicago Police, is
5 funded out of the City's police budget. Then this
6 also includes the expense of the private security
7 guards as well within that 85 million there.

8 On the other expenses side, this is our
9 debt service. It's our contractual services,
10 things like Ventra and a lot of our IT programs.
11 It does include our DFSS intergovernmental
12 agreement. That's what's in those other expenses,
13 along with our pension obligation bond.

14 So updates to the proposed budget -- so
15 since we proposed the budget, we have had a lot of
16 discussions, received a lot of input, talked a lot
17 about, sort of, the security services line, and
18 how we might think about programming that and sort
19 of reflecting on that and acknowledging that the
20 current investments are necessary, but not
21 sufficient to provide the expected level of public
22 safety. So then we need to look at the layers
23 that we have within our security program. So
24 we've made updates to the proposed budget to

1 reflect this public input and, specifically, the
2 need to reassess our public safety investments.

3 So the difference between the proposed
4 budget that was released on October 11th and the
5 ordinance that you have in front of you today --
6 and also the numbers that were on the prior
7 slide -- is that we have reprogrammed \$3.3 million
8 within that purchase of security services budget
9 into the other expenses line to allow for funding
10 of new public safety pilots. These experimental
11 initiatives will be informed by forthcoming
12 community input -- could take the form of a summit
13 or other way in which we get that community input.

14 This change, again, is reflected in the
15 purchase of security services and the other
16 expenses line item, so you'll see, purchase of
17 security services: 3.3 million less than the
18 proposed -- original proposed budget, and then
19 other expenses, making room for this outreach and
20 experimental programs: 3.3 million higher than
21 that level.

22 VICE CHAIRMAN JAKES: Tom, so when you
23 stated it's moved from services, that includes the
24 private security firms then? We have been hearing

1 from the public, it's not working.

2 MR. MCKONE: It includes that
3 reallocation, right? So if I go back to the prior
4 page, this purchase of security services in the
5 budget book was at 88, right? Now, it's at 85 and
6 this other expenses reflects the movement of that
7 funding.

8 VICE CHAIRMAN JAKES: Okay. Thank you.

9 MR. MCKONE: So that leaves us with a
10 gap. So as I mentioned at the start of this,
11 we're using 579 million in federal funding to fill
12 the gap for next year. That does leave a
13 remaining amount for 2026. We expect to exhaust
14 that within the first quarter. Total gap we're
15 looking at is 600 million. Again, part of that is
16 going to be filled by that available federal
17 funding. That gap rises to about 642 million in
18 2027.

19 I know that we're actively talking
20 about the cliff and solutions to the cliff. This
21 is just the size of what it looks like for CTA.
22 The public funding marks, as I noted, sales tax is
23 expected to increase 3.6 percent in 2026, and then
24 3.1 percent in 2027.

1 Then just a note on, sort of, as we
2 think about additional public funding to support
3 transit, kind of how we compare to our peers here.
4 What you'll see here is the -- what we call the
5 Operating Loss per Rider. This is really the
6 required subsidy per rider. It's the subsidy that
7 each region is providing to their transit riders.
8 What you can see here is, first of all, that CTA
9 runs a pretty efficient operation here. We have
10 the lowest operating expense per trip, lowest
11 operating loss per passenger trip. What that
12 results in is its lowest subsidy per rider of any
13 of our comparable agencies, so when we talk about
14 things like funding reform, this is what we look
15 at to say, hey. We'd like to be at a level that's
16 comparable to our peers across the country and
17 that investment that other riders are seeing
18 across the country.

19 That concludes my briefing on the
20 operating budget. I'm happy to pause there for
21 questions or continue with the capital program.

22 VICE CHAIRMAN JAKES: Tom, my question
23 to -- for you -- I've been concerned for the past
24 few years about the looming fiscal cliff. I look

1 at the budget, and my question is, are we being so
2 aggressive with making sure that services are --
3 that we're hiring more people, that the services
4 are where they should be pre-pandemic level, which
5 is great, to only have to back peddle in the
6 future? Because we don't know what Springfield is
7 going to do, and as of November 5th -- and this is
8 just taking an educated guess -- I don't believe
9 Illinois will be one of the incoming president's
10 favored states, which means that may influence
11 federal dollars.

12 So do -- and I know you can't really
13 answer on that end. Do you think we're being so
14 aggressive that we have to back peddle, which
15 means possible layoffs and things of that nature?

16 MR. MCKONE: I think that what we have
17 heard is really strong support for the system that
18 we have and for maintaining the system that we
19 have. How we're going to be able to define and
20 continue the funding that's necessary to support
21 that system is still to come, right? That's
22 something that we expect to see happening in the
23 spring as that resolution comes forward. But what
24 we have heard is that a lot of support for the

1 system that we have and putting together the
2 funding that's necessary to support that. I think
3 we'll know a lot more in the spring about what the
4 future and those scenarios look like, and that
5 will give us enough time to adjust to what that
6 future looks like.

7 MR. CARTER: Let me expand on that,
8 please, a little bit. You're raising, really, the
9 billion-dollar question about the future of CTA.

10 Tom is correct. We know what our
11 customers are asking us to do, which is more
12 service -- more reliable service, more frequent
13 service, and we're seeing, as we do that, our
14 ridership continues to grow. We have not
15 plateaued in terms of our ridership levels. I
16 think, next year, will be an interesting year to
17 judge because we will, now, have reached the
18 service levels that we're in existence at a
19 pre-pandemic level. As you know, there are a
20 number of initiatives that are on the way to make
21 sure we're aligning that service to what we know
22 to be the new travel patterns that we believe our
23 customers are interested in and want to see us to
24 pursue.

1 So I'm not sure that we figured out yet
2 sort of where the top is to our ridership. As an
3 industry as a whole, I don't think we figured out
4 where the top is to our ridership, but what we do
5 know is that the economic impact and value of
6 robust public transportation system matters not
7 only to CTA, but it matters to this entire region,
8 which is why, as a regional issue, we're down in
9 Springfield, arguing for the funding necessary to
10 keep the system running at the levels that we want
11 it to.

12 The other thing that we know is that
13 the metrics by which you determine the success of
14 a public transportation system has shifted.
15 Ridership used to be the bellwether metric that
16 determined whether or not your system was
17 successful or not. We're in an environment today
18 where, because of a number of factors, including
19 people's, you know, need to use public
20 transportation to travel, have changed
21 dramatically in a post-pandemic world that has
22 required us to, really, reshape what the value of
23 public transportation is to our communities and to
24 have the very real conversation, which we're

1 having down in Springfield, about -- do you think
2 it's worth it?

3 If the answer to that is no, then the
4 answer to what you just said will be -- will
5 become a reality, which is, we will but cutting
6 service. We will be laying people off. We will
7 be, basically, shrinking CTA.

8 If the answer to that is yes, which --
9 by the way -- I believe is the correct answer and
10 one that I think that we have a strong case for,
11 then we will receive the funding that we need to
12 keep the system running at the level that we want
13 it to run at.

14 Some people would argue that we're
15 running a hundred miles per hour into a brick
16 wall, that we could've started cutting back. We
17 could've started, you know, basically lowering
18 expectations and creating an opportunity for a
19 smoother glide path into whatever that future will
20 be in a non-funded scenario. I would argue that
21 but for the way we approach this, the City would
22 not be in the position it is economically today.
23 Certainly, our customers would not be able to take
24 advantage of the access that, I believe, is

1 critical to future mobility and opportunity for
2 the City as a whole, and I believe that we can
3 make the case that the obligation of government to
4 adequately fund public transportation is paramount
5 to all the other things that we view as important,
6 be it health care, education, or housing.

7 We can't afford to lose this fight. I
8 don't even want to imagine what next year will be
9 like if we do. This is not a sustainable level of
10 service without additional subsidies. I think
11 that's pretty evident and, certainly, every
12 indication that we've gotten from Springfield, to
13 date, that they're prepared to make the
14 investments to keep our system operating. The
15 question is going to be, at what cost? And that
16 ultimately is what will be determined as these
17 conversations go forward.

18 But I think that our goal and objective
19 right now is to continue to show the value of
20 public transportation, to show that the ridership
21 growth indicates that there's still a need and
22 demand for that service, and that the
23 opportunities going forward for economic growth
24 and development for the region as a whole are too

1 important to basically start to watch us fade
2 away. And, hopefully, at the end of the day, that
3 will win the way for a successful resolution for
4 the funding that we need.

5 I should also point out that we're --
6 this same conversation's occurring all over the
7 country in transit systems, large and small.
8 They're occurring all throughout the state of
9 Illinois. You know, we talk about CTA, Metra, and
10 Pace, but I can tell you there are smaller transit
11 systems throughout the state that are also facing
12 similar fiscal cliffs, maybe not at the same
13 dollar value that we're facing, here in Chicago,
14 but they'll have a similar type of impact.

15 And so, ultimately, I think that that
16 there is a recognition that there needs to be a
17 broader approach to how we subsidize public
18 transportation. CTA would argue that it needs to
19 be equitably-based, which is some of the things
20 that Tom was pointing out in terms of our subsidy
21 today compared to our peers, and that we need to
22 be given the tools to allow us to help -- help
23 ourselves, which are some of the things I
24 mentioned earlier about real estate and -- and

1 creating other revenue streams that allow us to
2 not be solely dependent on government subsidy as
3 the sole basis for covering the gaps between our
4 farebox revenues and the cost of providing
5 service.

6 No matter how you cut it, I think next
7 year's going to be a very interesting year -- for
8 the City, for CTA, and for our customers and
9 employees because this is a make-it-or-break-it
10 point in this conversation and, certainly,
11 everything that I've been involved with for the
12 past 12 months have been, really, working to make
13 the case for why that decision is a no-brainer,
14 and one that we all need to support.

15 CHAIRMAN BARCLAY: Dorval, I know
16 you've been down to Springfield a lot this year.
17 I've gone a couple times as well, but I think this
18 board needs a briefing from our government affairs
19 people to let us know the barometer, that we're
20 making progress or making headway; and, if not, we
21 need to know that, too.

22 MR. CARTER: Yeah.

23 CHAIRMAN BARCLAY: Because if our
24 legislator is not supportive, then it goes back to

1 what you said. Maybe we need to dial back a
2 little bit to look at that process a little bit
3 earlier than later.

4 MR. CARTER: First of all -- yeah.

5 CHAIRMAN BARCLAY: Hold on. It
6 concerns me that we don't have a good sense of,
7 really, what's going on, and that's probably the
8 way the legislature work sometimes, you know, but
9 the focus for us is, you know, what's going to
10 happen with public transportation, here in
11 Chicago, after 2025? Because we're going to run
12 out of money, and we won't have the subsidy.

13 And so what are the tea leaves telling
14 us at this point? So maybe a briefing from our --
15 our legislative government affairs people to come
16 in a little more often to tell us, hey. We're
17 making progress, or it doesn't look as good as we
18 hoped.

19 MR. CARTER: Well, first of all, I can
20 answer some of that right now because as you
21 pointed out, I've been down to Springfield. I've
22 been meeting with and talking to the leadership
23 about CTA, and I think the short answer to your
24 question is, we're optimistic that there is going

1 to be a solution. I can't tell you what that
2 solution will be. I can't tell you whether the
3 solution will get us everything that we need
4 because that is still being discussed, and I don't
5 know that anybody has any tea leaves that'll
6 answer those questions.

7 But there's certainly been openness to
8 the issue. There's certainly been a recognition
9 that there's a problem that needs to be addressed.
10 There's certainly been a discussion about how to
11 go about doing that, and, yes, we can give you
12 more detail on what those discussions are, but I
13 don't want to leave you with an impression that we
14 don't have any -- any real feeling about what's
15 happening in terms of where the legislature is on
16 this. I think that it's pretty clear that
17 legislature recognizes and, I believe, will do
18 something to address this problem. The question,
19 when they're going to do it, is still an
20 open-ended question. We have timelines that we
21 have been, certainly, proposing and discussing
22 with them, and there is a reality of when, if they
23 don't act, we will have to start to take action to
24 address the implications of that.

1 But the reality is is that I'm not
2 sitting here feeling, like, we've been talking to
3 a stone wall down in Springfield. I haven't
4 gotten any indication, in any conversations that
5 I've had, that there is not an interest in trying
6 to address our problem. And I remind everyone
7 that this isn't just CTA's problem; this is the
8 entire region's problem and all of our -- you
9 know, our sister agencies, along with RTA, are
10 down there, making the same case, for why we need
11 to have some relief from the situation that we're
12 in right now.

13 There also has been some discussion
14 about trying to get some relief at the federal
15 level, but I think, as you rightfully pointed out,
16 the chances of that happening, in light of the
17 most recent events, is probably very slim. So I
18 can tell you, from that perspective, I'm not
19 looking for a lot of hope at the federal level to
20 deal with this problem. So if there is going to
21 be a solution, it's going to come at the local
22 level and from the State in terms of resources
23 that they're willing to dedicate to public
24 transportation to address this problem.

1 VICE CHAIRMAN JAKES: President Carter,
2 there's been several statements on the record from
3 public commenters saying that they want to help,
4 even recently as the public budget hearing. They
5 want to help, you know, of course, we welcome
6 their critiques, but they also extended a hand to
7 say we want to help CTA. Has there been any
8 conversation with our government affairs or
9 whomever to talk with the advocacy groups to say,
10 you know what? We do need your help to be vocal
11 on this issue, especially with Springfield.

12 You know, I'm big on collaboration.
13 You know, and sometimes I realize that, sometimes,
14 shaking hands can be very difficult, but if we're
15 going to move forward between the advocacy groups
16 as well as CTA, there has to be some handshaking
17 and compromising somewhere. So my question, has
18 there been a full court press, if you will, from
19 CTA to the advocacy groups, from the advocacy
20 groups to the elected Officials in Springfield?

21 MR. CARTER: The short answer to that
22 question is yes. It is not just CTA, Metra, and
23 Pace that are in Springfield making the case for
24 more funding for public transportation. The

1 advocacy groups are down there, making a similar
2 case. I think that this has been viewed as an
3 all-hands-on-deck conversation. There'd been a
4 number of hearings that have been held by the
5 Senate side of the legislature. There's a working
6 task force that is meeting currently on the House
7 side that is hearing from all these various
8 stakeholders, including us, about the impact of
9 what a loss in public transportation means to this
10 region, as well as the need to find solutions to
11 properly address this problem.

12 VICE CHAIRMAN JAKES: Thank you.

13 And then, Tom, I want to go back to
14 you, for a moment, about the 3.3 million for
15 security. Thank you for moving those dollars, but
16 in full transparency, after talking with a few of
17 my colleagues, the concern is it's -- that's fine
18 that the 3.3 million is there, but in that
19 3.3 million, who's going to be responsible for
20 developing task force, for developing -- I brought
21 up the idea of -- why, you know, why don't we have
22 violence -- violence interrupters on our trains?

23 Because safety and security -- safety
24 and security, reliability of service has been what

1 I've been hearing as the top two concerns.
2 Infrastructure and capital improvements does fall
3 in there, but not as much as safety and security
4 and reliability of service. I think we're moving
5 very well as it relates to the timeliness of bus
6 and rail -- you know, bus more so than rail, but
7 we're getting there. But the safety and security
8 piece is what concerns me.

9 So, again, I'm glad to see that you all
10 moved it, but how aggressive will we be, if we
11 pass this budget, on making sure that that money
12 is going out to groups or -- that we're bringing
13 in others to have conversation with us about what,
14 really, is needed on bus and rail to provide the
15 safety and security for our passengers, and --
16 and, with that, that the board is being heard
17 because the other piece of that is, things are
18 being asked, you know, we need deliverables but
19 feeling as if we are being -- that it's being
20 thrown under the table. Yeah. We hear you. But
21 there's no -- no response. So can you respond to
22 that? You know, how aggressive will we be?
23 Because this -- this is -- is very, very important
24 to the public.

1 MR. CARTER: I'm not going to let Tom
2 answer that.

3 VICE CHAIRMAN JAKES: Okay.

4 MR. CARTER: That's a question that
5 should come to me.

6 VICE CHAIRMAN JAKES: All right.

7 So, then, Tom, the President's going to
8 answer.

9 MR. MCKONE: Sounds good.

10 (Simultaneous speech.)

11 MR. CARTER: My respond to the board's
12 request, which I will do, aggressively, and lay
13 out a plan, a strategy on what we do and how we do
14 it. Obviously, as I sit here today, I don't have
15 an answer to that question -- just making
16 decisions for the last 24 to 48 hours. But I
17 heard what the board wants. I will sit down with
18 my team -- and one reason I don't want Tom to
19 answer this: Tom, himself, is not the person
20 that's going to figure all that out. It's going
21 to be a group effort. It's going to involve a
22 number of people in CTA that I need to sit down
23 with and put together a -- a implementation plan
24 on what we will do with the money, the timeline in

1 which we will do it in, and the strategies that we
2 will deploy.

3 I commit to you that we will put that
4 together and present that to the board and get
5 input from the board about that approach before we
6 execute on it. I don't know the answer to your
7 questions as we sit here today. I think it
8 involves a -- a broader conversation of a number
9 of issues that impact these challenges that we're
10 dealing with here and the stakeholders that are
11 involved. But I'm prepared to do that and to give
12 the board an answer to the question that you're
13 asking this for.

14 VICE CHAIRMAN JAKES: Will that also
15 include having conversations with the Citizens'
16 Advisory Board?

17 MR. CARTER: It'll include everybody
18 who is a stakeholder in this discussion. I think
19 that -- that's what we heard from the board --
20 they're looking for. That doesn't just include
21 within CTA, but also our stakeholders in the
22 community who are impacted by these issues. Now,
23 the question of what you do to solve crime on CTA
24 is as complex a question as anything you would

1 discuss about solving crime in the City of
2 Chicago.

3 And as all of you know, who deal with
4 these issues in a much broader sense than just
5 public transportation, there are no simple
6 solutions to them. What we should do, where we
7 fit into the bigger conversation, how we address
8 those issues, will require a multiple, you know,
9 layer of conversation with numerous stakeholders
10 and people of interest -- including our customers
11 and, especially, our employees -- to figure out
12 what the best solutions are to address this,
13 without any real guarantee on how effective they
14 will be. You know, I want to be clear with the
15 board about that upfront. You know, if I -- if I
16 knew, every Saturday, that I did this one thing,
17 this problem would go away and all of our
18 customers and employees would feel safe and
19 there'd be no issue on CTA, I would have done it
20 years ago.

21 Having said that, we're going to
22 continue to work this problem. It's -- it's what
23 we've done with all the other issues that we had
24 to deal with the CTA. It's one of the reasons why

1 our service is back up to the levels that it's at
2 today. We work the problem, and we'll work this
3 problem until we get to a resolution that we feel
4 satisfactory with.

5 VICE CHAIRMAN JAKES: Has the security
6 team taken a look at what's working, what's not
7 working, and said, let's strike what's not
8 working?

9 MR. CARTER: Not only has the security
10 team taken a look at it, the security team has
11 also taken a look at what everyone else is doing
12 throughout the entire country. This book that I'm
13 holding right here is a list of activities,
14 issues, comparables -- all the things that we've
15 looked at to try to figure out what the solution
16 should be.

17 What I will tell you is that no one has
18 figured out a solution to this problem. It isn't
19 just unique to CTA. It's a problem that
20 everyone's facing, and it's a problem that's
21 impacting a lot of cities outside of Chicago. But
22 having said that, we're open to new strategies.
23 We're open to new approaches.

24 The money that is allocated for

1 security is scalable. You should not assume that
2 just because I have \$83 million, that I must spend
3 \$83 million on security. I can increase or
4 decrease that at any point in time. There's
5 nothing magical about that. That money is
6 available for us to do what we think will most
7 effectively address the issues that we are
8 concerned about, and if we determine that there
9 are other issues that we need funding for, we can
10 certainly take money from the security contracts,
11 reduce the number of security guards, and use that
12 fund for other things. That's part of what we'll
13 have to figure out over the course of the upcoming
14 months that will, ultimately, deliver, to the
15 board, an updated strategy on how to approach
16 this.

17 CHAIRMAN BARCLAY: You know, though,
18 probably one of the 800 pound elephant in the room
19 is, we're beholden to CPD, and we simply do not
20 have enough police officers on the train. I hear
21 that complaint all the time when I ride the
22 trains. It's rare that I see police officers.

23 Brings us last month -- we want what
24 was given for the Democratic National Convention.

1 We want the City to basically police public
2 transportation with that same degree of fervor and
3 interest. We saw them ride the trains. We saw
4 them on the platforms. Our customers saw that.
5 But when the convention was over, the show was
6 over.

7 And so we need more police, and so if
8 that's calling the superintendent as many times as
9 we need to call him to get more police officers,
10 we need to engage CPD to make sure that we have
11 maximum number of police. We understand their
12 problem. We met with them earlier in the year,
13 and they're down a couple thousand officers, so we
14 understand. But we are -- this transit board is
15 responsible for basically maintaining the safety
16 and security for our citizens, and our citizens
17 don't feel that way right now.

18 The other thing that I want to address
19 also is that the budget represents -- security
20 represents a small fraction of the budget here.
21 And so, you know, I want to commend you guys. You
22 hired 1,005 bus operators, which is almost
23 unimaginable because, you know, we talked about,
24 can that actually done? And you did it.

1 The numbers for ridership increased to
2 70 percent, projected to be 80 percent. These are
3 things that are really moving in the right
4 direction. We're lagging a little bit with the
5 security and customers feeling safe. And so we
6 want that to be the priority of the day going into
7 this new budget.

8 MR. CARTER: I think we understand
9 that. I also agree with your comment about the
10 police. We don't have enough police officers on
11 CTA. It's just plain and simple. With the size
12 of our system -- look at the coverage --
13 geographic coverage of our system. Look at what
14 our customers tell us that they want to see, which
15 is more police presence. That's not -- that's
16 different than arrests and, you know, engagement
17 and in -- in a negative way. It's the physical
18 presence of uniformed police officers that make
19 people feel safe and that continues to be a
20 problem. You're right. Both you and I have made
21 requests for the Chicago Police Department to make
22 us a priority, and, you know, as you rightfully
23 point out, they're dealing with that within the
24 context of bigger challenges that they're facing

1 with the City as a whole.

2 But to be quite honest with you, we
3 need for it to be a priority. We need for
4 resources to be devoted to CTA, and we need for
5 our customers and our employees -- I know we
6 always talk about the customers, but our
7 employees, who are also victims of crime that
8 occur on CTA, in some cases just as much as our
9 customers -- want to see police officers. They
10 want to know that they will be safe when they're
11 basically carrying out their day-to-day
12 responsibilities.

13 I hear it all the time from the unions.
14 I hear it all the time from our customers. You
15 hear it all the time from both our customers and
16 in unions. I also hear it from elected officials.

17 You know, when I go and appear at all
18 these hearings I've been going at for the past
19 year -- that's been numerous -- there isn't a
20 hearing that I go to where I'm not asked a
21 question about safety and security of CTA, and
22 without the right resources to support what needs
23 to get done, we're not going to solve that
24 problem.

1 I'm prepared to move whatever resource
2 I have in any direction we think would be the most
3 effective way to address that problem. But I also
4 know that there's a resource that I don't have --
5 that I know is a part of this problem, and that's
6 police, and we need for that resource to come to
7 the table and step up, just like everything else
8 that we're doing.

9 VICE CHAIRMAN JAKES: How much is
10 included in that, President Carter? So we -- we
11 have the 3 million moved. Same way we moved the
12 2 million to the omnibus for board approval for
13 DFSS or the --

14 (Simultaneous speech.)

15 VICE CHAIRMAN JAKES: Right. Yeah. Is
16 there room in there -- and I heard you say
17 earlier, so I'm glad you said it, that you can
18 adjust where necessary? Because, yes, there are
19 uniformed police officers we need, but we also
20 need -- and we've said this before. We also need
21 persons on there who are less threatening because
22 uniformed police officers makes some feel
23 comfortable, but not everyone. You know, so
24 it's -- is it -- is that in the conversation as

1 well?

2 MR. CARTER: It is in the conversation,
3 but I think it's in the conversation a little more
4 complex way than you may be thinking about it. I
5 want to remind everybody that I have a dedicated
6 group of, you know, almost 800 budget positions
7 for employees to do what you're talking about.
8 They're called CSAs, and I'm more -- for a
9 minute -- for folks on the rail side because it's
10 a whole different conversation about bus and what
11 you do in that environment.

12 I think there are opportunities for us
13 to do more with them, that to make them much more
14 effective on the issue that we're talking about,
15 but I also recognize that there is a labor
16 component to all these conversations I have to
17 work through. One of the reasons why I'm not
18 sitting here today and telling you, you know, in
19 one month, I'm going to be able to do A-B-C and
20 D-E-F, is that I have to be cognizant of the
21 environment that I'm operating in with our unions.
22 I have to be respectful of their rights and,
23 ultimately, what decisions we make, typically,
24 around either our workforce or the track that

1 serves them that we put in place, that don't
2 infringe upon the rights of labor and their
3 expectations.

4 So part of the complexity in the
5 conversation is figuring out where those
6 opportunities lie and how they lie, but I can tell
7 you -- in my so secret notebook here of ideas --
8 one of them is focused exactly on that point and
9 at the appropriate time, we are prepared to brief
10 the board on all of those options in the ways in
11 which we can engage to address those concerns. I
12 don't -- I don't believe that you solve all these
13 problems with police officers. I also know that
14 there are some problems that you cannot solve
15 unless you have police officers.

16 VICE CHAIRMAN JAKES: Sure.

17 MR. CARTER: And somewhere in between
18 those two extremes is what we're talking about,
19 but you want to do it in a way that's most
20 effective and efficient, particularly given the
21 financial challenges that we're dealing with. And
22 so I think we have to figure out what that
23 strategy looks like and what other various options
24 we have available will get us to the right place,

1 and then what does that mean in terms of
2 adjustments in terms of what we have currently in
3 place to reflect that.

4 VICE CHAIRMAN JAKES: So we will --
5 moving forward, we will hear from you?

6 MR. CARTER: Yes.

7 VICE CHAIRMAN JAKES: As supposed to
8 hearing from security?

9 MR. CARTER: You'll be hearing from me
10 about what the strategy is going to be moving
11 forward. That may involve members of my team,
12 including security, because they will be a part of
13 that conversation. But the point is, is that I'm
14 accountable to the board for what they established
15 that are their priorities. You have established
16 what you want as a priority for us to address in
17 the upcoming year. I have recognized, even before
18 you said that, that it was a priority that we have
19 to deal with.

20 I spent a good portion of this year
21 focusing on the priority of getting our services
22 back up to the levels that they need to get to,
23 which I'm very happy to say we've achieved. I
24 recognize that, in that process, we continue to

1 struggle with safety and security. I hear it, as
2 we discussed, on a regular basis. We recognize
3 that there is something we have to do differently.
4 What that something is is what I'm obligated to
5 bring to this board and inform you for a path
6 going forward.

7 VICE CHAIRMAN JAKES: Sure. Thank you.

8 MS. GREENLEE: We'll take other
9 questions from members of the board.

10 Director Jha.

11 DIRECTOR JHA: I don't want to pile on.
12 I think you covered a lot of what we provided, so
13 thank you for doing that simply. But only one
14 thing I want to add is, I think it's time for us
15 to be more vulnerable and transparent in terms of
16 if there's a level of service we expect CPD to
17 provide us, and if that's not been provided, I
18 don't think that's a problem we should be solving,
19 but that needs to be out in the public and
20 discussed openly rather than, like, behind the
21 closed doors.

22 If we're expected to see 200 and we're
23 not getting that, I think that needs to be on the
24 board agenda every single month until it's fixed,

1 and I don't think we've talked about it. I don't
2 actually know what the numbers are on that. And
3 so I think -- what I would caution the CTA is, as
4 much as we want a partner and collaborate, we need
5 to be focused on what -- why do we exist, and
6 there are bigger problems that is not in our
7 purview to solve. We shouldn't be trying to solve
8 them and taking the resources away from what we
9 are here to do.

10 And I feel like a lot of times, when we
11 talk about these things, we kind of mingle these.
12 We need to be direct and clear on, here are our
13 priorities; this is what we control; this is what
14 we can't control, and we can't go solving things
15 we can't control. So let's just be mindful of the
16 resources we have because they're limited, as we
17 can see, and I think we just need to be clear and
18 transparent on what we can do and what we can't
19 do.

20 MR. CARTER: I agree 100 percent with
21 everything you just said. I have certainly made
22 the comment that we need more police for CTA.
23 I've not only made it here at the board, I've made
24 it at other hearings that I participated in. What

1 I haven't seen, to your point, the level of
2 accountability to call to question what CPD is
3 doing to address our concerns, and I can tell you
4 that I've said this to the media, I've said this
5 to other elected officials, I've said, why aren't
6 you raising those questions?

7 Because, as you know, we don't control
8 the police department. We don't control their
9 budget. We don't control their resources. We can
10 only ask, like, I would point out, every other
11 community, business, and citizen asked of their
12 police department, what are you doing to protect
13 us?

14 The difference has been the focus, in
15 our case, has been on what are we doing to protect
16 it from what, as if the police didn't even exist
17 in this conversation. And, to your point, they do
18 exist. They're a significant part of the strategy
19 that we need to address this problem, and I can
20 tell you, whatever the number is, it's not enough.
21 I can tell you, whatever that number is, if you
22 look at other transit agencies of any comparable
23 size to CTA's, it is significantly lower.

24 And while I recognize that there's a

1 problem that the police department has on a much
2 bigger scale with regards to recruiting and hiring
3 and retaining officers, it doesn't mean we should
4 be left with no support for what it is that we
5 need to have to make our customers and our
6 employees feel safe. We are part of this
7 community just like everybody else is, but yet we
8 don't seem to get treated the same way.

9 And, yes, I don't mind being
10 transparent about it. I certainly hope and pray
11 that the police department would come to this
12 board and tell you what they're doing and how
13 they're doing it and what their commitments are,
14 just like you're making -- you're asking these
15 same questions of me. Because if only -- the only
16 way we're going to fix this problem is if all of
17 us work together to get the solutions to make it
18 better. And, yes, the police are a part of that
19 context.

20 DIRECTOR JHA: And I think, just to
21 clarify, we cannot assume to operate, pretending
22 the police doesn't exist. I think that's the
23 first thing. The second thing is, though, the gap
24 is -- there are things that we can do that is in

1 our purview, like using technology, looking at the
2 dollars we're spending, and then actually
3 questioning -- quarter by quarter, month by month,
4 week by week -- to say, is this the right
5 investment? Is this giving us the result we
6 expect it to at the level that we want it to? I
7 think those are things that are in our control.
8 What I'm saying is that accountability needs to
9 lie where your expected accountability to be, and
10 we cannot take CPD's job and make it CTA's job.

11 And I think that's unrealistic. That's
12 not what we expect of you and your leadership, but
13 we do expect -- whatever you're spending the
14 dollars that we're being mindful of, is this the
15 best way to use technology or resources or people,
16 human beings, to solve this problem and continue
17 to put money in it when we have no path that shows
18 improvement? And I think that's -- those are some
19 of the questions that we've asked, and I'd love
20 to -- when you're ready -- to see what your plans
21 are around that, but I do think that we need to
22 pause and reflect that it's not a problem that CTA
23 can solve on its own. And I don't think it's --
24 the accountability on public safety lies on us

1 pretending that CPD does not exist in the city.

2 MR. CARTER: Well, if they're not going
3 to lie with us, then we should create our own
4 police department. That's my piece, and I can
5 tell you why that would not be any sort of a
6 short-term fix to our problem. But part of the
7 problem is we don't know all the resources to
8 basically address this process, yet we continue to
9 try to find ways to solve it. So I am perfectly
10 comfortable with that approach.

11 CHAIRMAN BARCLAY: I think this board
12 wants to look at all of those options. You know,
13 if we can't keep people safe on the Red Line, and
14 we know what time a lot of these crimes take place
15 when our customers are most vulnerable, then we
16 need to look at all options because I think people
17 get serious -- these -- our elected officials get
18 serious. If you say to our City Council members
19 that we might have to curtail our hours because we
20 don't have enough police protection, then all of a
21 sudden, you'll hear from them.

22 So this board is directing you to put
23 all the options on the table. We'll vote what we
24 want to -- we could eat the meat and spit out the

1 bones, but the bottom line is, we want to know all
2 the options that are available to us, so we can
3 make an informed decision as to what we think is
4 best to safeguard the public's interest.

5 MR. CARTER: And just to be clear, I
6 think -- I think I heard you correctly, though. I
7 want to be sure that, for the record, what the
8 best option is -- all the options include service
9 options.

10 VICE CHAIRMAN JAKES: Yes.

11 MR. CARTER: Understood. And I can
12 tell you that my staff is already working on that
13 option along with all the rest.

14 MS. GREENLEE: Director Ortiz.

15 DIRECTOR ORTIZ: Yes. Thank you.

16 I know a lot of people have been
17 working really hard in the last couple of days, so
18 I want to thank everyone for their work, their
19 commitment, and for caring so much about this
20 issue that we've been hearing consistently from
21 all of our speakers, from all of our riders, from
22 all of us, and just -- I want to say thank you,
23 first and foremost.

24 I think the allocation of 5 percent is

1 a great start, and I also believe that there is a
2 lot more, for all of us, to continue to improve
3 within safety and security. I'm particularly
4 interested in a couple fundamental pieces. So
5 when we talk about the only solution or the best
6 solution is police in our system, I humbly
7 disagree that that should be our first and only
8 and unquestionable solution to this problem.

9 And so having an allocation that is
10 really looking at alternative initiatives, I
11 think, again, it's a great start. But I've heard
12 consistently that armed police officers in our
13 system is the only and the most effective way to
14 go, and I continue to humbly say, I don't believe
15 in that. I think there are many other options
16 that we should look at, particularly with police
17 officers and people of color and how many tensions
18 there have been. I think there's been a lot more
19 that's been done, and we should put that to
20 practice.

21 Another fundamental piece that I'd like
22 to share is that I appreciate the ownership. I
23 think in a lot of meetings, a lot of our board
24 meetings, I know you take it personal and I

1 appreciate that. I think all of us take it
2 personal, and so it's all of our responsibility to
3 point in our effort to think about these
4 solutions. And as much as I think we all have
5 great qualities, which is really important and we
6 need to bring those to the table, I also think
7 that there are a lot of people outside of this
8 room, outside of this agency that can bring a lot
9 to us that's knowledge, expertise, and other ways
10 of thinking.

11 And so to think that, within the CTA,
12 we can come up with the best solutions, I think
13 it's great. I think it shows a lot of care, but I
14 don't think that it's enough. I think we are
15 better together and understanding all of the other
16 people that are around us that can help us really
17 address and think about these in a very
18 comprehensive way is an opportunity that we have
19 at hand that we should really use.

20 The other piece, you know, I think
21 you've heard -- and, again, I don't want to sort
22 of repeat. There are a lot of great ways to
23 address the solution. There might be technology.
24 There might be, you know, individuals with arms.

1 There might be none. There might be other people.
2 And so I just really think we need to be
3 open-minded on that and allocate funding
4 appropriately to what is working. But to do that
5 we need a really strong strategic plan, that it's
6 going to guide us in terms of, like, where are we
7 going? How do we want to get there? And then all
8 of these other pieces will fall in place.

9 So, again, just really wanting to
10 emphasize a gratitude for all the team members
11 that have been working. This is a great start.
12 There's a lot more to go, and so I really want to,
13 again, welcome and stress that there are a lot of
14 people who can help address both safety and
15 security, but, overall, a strategic plan that's
16 going to help us get there that doesn't just
17 include the CTA.

18 MR. CARTER: Well, as I indicated when
19 the chairman asked the -- that question, we're
20 committed to going out to -- to the community, to
21 all of our stakeholders and getting their input on
22 their approach to do this. I'm committed to doing
23 a holistic assessment of the entire situation and
24 bringing the best practices that we can garner for

1 both our community, from our industry, from, you
2 know, security experts, from anybody who can
3 ultimately provide value to this conversation. It
4 is not an internal discussion that we're talking
5 about having. The discussion is going to make
6 sure that we understand what the options are, and
7 the discussion is going to be clear about what is
8 that our customers and our employees want.

9 We all have our own anecdotal beliefs
10 about what we think is -- is most effective or
11 what we have concerns about and we don't have
12 concerns about. The people that I really care
13 about are our customers and our employees and
14 understanding what they view as effective ways to
15 address their concerns as well as the things that
16 we can identify that can support that. I think
17 you will not be successful in addressing the
18 perception of safety and security of CTA unless
19 you are prepared to hear from the people who,
20 ultimately, are creating that perception. To some
21 degree, that requires us to not let the media
22 control the narrative of what CTA is or is not in
23 that regard, but let our customers control that
24 narrative.

1 And part of what I've asked my team to
2 do is to get that specific kind of feedback from
3 those individuals that we understand what they're
4 looking for, not just what we -- to your point,
5 not just what we think is best, but what they
6 would like to see and how that aligns with the
7 tools and the resources that we can bring to bear
8 to show and effectively communicate that fact.

9 DIRECTOR ORTIZ: I appreciate that. A
10 fundamental piece that I am asking for is that --
11 in that scenario, where you're listening to
12 people, who makes the decisions?

13 MR. CARTER: The board makes the
14 decisions. It's a simple question in my mind.
15 You want -- you have made it very clear that you
16 want to be engaged in and you want to weigh in on
17 what the strategy is going to be. So from my
18 perspective, I will make recommendations to the
19 board, and the board will decide.

20 DIRECTOR ORTIZ: I appreciate that.
21 Again, where I'm trying to get at is that these
22 other people should have an actual decision-making
23 process that brings other people to the table so
24 that we collectively can provide ideas. As much

1 as I am committed to this board and as much as all
2 of us have talent, I am not an expert in safety
3 and security, so to put it on anyone of us who may
4 or may not be experts, I don't think it's fair. I
5 feel like there should really be a broader group
6 who actually have a say so and not just expressing
7 what they want to see or what their expertise are,
8 and really have a more broader understanding of
9 how we collectively go there and not just be able
10 to say that but, actually, vote on that, and then
11 we, then, can say, look. These are the decisions
12 that this group has been working on and is, then,
13 providing to all of us to decide on and the public
14 as well.

15 MR. CARTER: With all due respect, I
16 don't disagree with the input that should come
17 from the individuals or people or groups that may
18 have opinions, desires, or wishes about what we
19 should do or should not do, but at the end of the
20 day, the allocation of funds -- money -- is a
21 board decision, and you're not going to be able to
22 just ask someone else to make that decision for
23 you. We're going to have to make it.

24 Yes. Certainly, we can have input from

1 and get feedback from and certainly get
2 recommendations from any number of groups --
3 individual, stakeholders, experts -- about what
4 they think we should do. But all of that comes to
5 a point where someone has to make a decision about
6 do you do it or not do it, that that you can't
7 just give to anybody to decide because they don't
8 control the resources to that. We do. And so we
9 will have to make a decision at some point.

10 But it should be an informed decision,
11 as the Chairman indicated, around what these
12 things are that make sense and whether or not we
13 think they will be effective and how will we know
14 that they will be effective so that we're -- we're
15 comfortable that we understand what we're getting
16 for the resource that we're spending.

17 DIRECTOR JHA: And, again, I'm just --
18 I'm going to add, if you don't mind. I think what
19 we're asking for is give us enough information
20 where we feel good about making decisions, where
21 we work backwards from what is your success
22 criteria. How are you going to define your key
23 metrics to say, if we employ this, we are
24 anticipating X number of these incidents to go

1 down by 5 percent, 10 percent, and I'm not saying
2 it has to be, like, that specific, but it has to
3 work backwards from -- because I think, you know,
4 hope is not a strategy and we need to kind of
5 understand, like, the entire road map to say, if I
6 do XYZ, I anticipate a hypothesis, and let's look
7 at that.

8 And I think this team is very good at
9 running POCs and pilots where we've seen these
10 metrics, but I think where we feel is that we are
11 not able to scale it to a level where we can,
12 then, keep ourselves grounded to what was it that
13 we started with. This was our end goal and with
14 this strategy, I expect us to see these results,
15 and I think we need to be results driven when
16 we're asking for funding or decision-making, and
17 as long as the process is clear and clarified, I
18 think all of us will be very comfortable saying, I
19 understand, because six months down, when I come
20 back and say, tell me where you're at, you should
21 be able to tell me, I started day one here.
22 Here's where I am. I am behind. This is -- it
23 didn't work, or we made some wrong choices, and
24 here's how we're going to pivot. I think we need,

1 like, that level of clarity and communication
2 where we're comfortable making the decision.

3 I think that's, kind of, where you're
4 going with it --

5 DIRECTOR ORTIZ: That's exactly it.
6 I'm comfortable making decisions when we have
7 informed thorough information, so I'm just -- I'm
8 going to second that clearly and -- thank you.

9 MR. CARTER: What I would suggest,
10 because this was the way you approached this
11 conversation in the beginning, is that you let the
12 experts tell you what your expectations should be.
13 I don't know that you'll get the clarity that you
14 want on this type of an issue because of the end
15 result. But whatever it is that the expectation
16 should be, it should be clear from the very
17 beginning.

18 DIRECTOR JHA: Yes.

19 MR. CARTER: It isn't -- to your point,
20 no one sitting in this room is an expert on
21 security, including me. There are people who are
22 much more knowledgeable and have a lot greater
23 expertise on this who can inform us as to the
24 appropriateness of certain strategies and as to

1 the hopeful outcomes. Because I think there are
2 so many variables in that conversation that are
3 outside of our control -- you know, if the police
4 can figure out with definitive certainty that they
5 can eliminate certain elements of crime by just
6 implementing one strategy or two strategies or
7 even three strategies, they would do it.

8 But I think there's always going to be
9 a certain amount of unknown in this conversation.
10 That doesn't mean you can't measure effectiveness.
11 Doesn't mean you can't say that you're moving
12 phases in the right direction and there are ways
13 we can see that. But I don't want -- I think we
14 need to manage our own expectations about what the
15 end results may be to what we do -- that that --
16 that expectation should be based on information
17 that people tell us -- is the way you should look
18 at these strategies and these approaches and what
19 you should look to see whether or not they're
20 being effective one or the other.

21 CHAIRMAN BARCLAY: There's this human
22 element here. I mean, unfortunately, sadly, we
23 lost four people, four of our passengers a couple
24 months ago. Nobody anticipated that. No one saw

1 that coming, but it happened. We can't control
2 who's going to get on our system with a weapon.
3 We can't fully control that. You can't control
4 who's going to have a bad day at work and take it
5 out on the next passenger. Some of this is
6 situational, and, you know, whatever you build --
7 you know, bear in mind, you have to have those
8 elements included because, you know, like you
9 said, the police can't predict where all the
10 crime's going to happen. If they did, then, you
11 know, we'd all feel safe.

12 MR. CARTER: Yeah. I'm reminded of
13 that movie where Tom Cruise -- where they actually
14 had technology that would tell you when a crime
15 was going to happen before it happens, but you
16 could just stop it in advance. Well,
17 unfortunately, we're not there.

18 DIRECTOR JHA: I don't know if we'll
19 ever be there.

20 MR. CARTER: I don't if we'll ever be
21 there either. I'm not sure I want to be there,
22 but that's a totally different story.

23 (Simultaneous speech.)

24 MR. CARTER: The point is, when we talk

1 about -- we talk about safety. It's a very
2 familiar conversation. I can't predict, in
3 advance, everything that someone may do that will
4 result in an accident or an injury on CTA. But
5 what you talk about is mitigation -- risk
6 mitigation, the same -- similar type of approach
7 with security, which is what you want to do is
8 implement strategies that mitigate as much as you
9 can the variables that you don't have control over
10 so that you can at least diminish --

11 DIRECTOR JHA: Exactly. Exactly.

12 MR. CARTER: -- which is very different
13 than saying, I can guarantee --

14 (Simultaneous speech.)

15 DIRECTOR JHA: I don't think the board
16 is asking for any kind of guarantee, right?

17 MR. CARTER: I'm just --

18 (Simultaneous speech.)

19 MR. CARTER: I agree. I don't think
20 you're asking for a guarantee.

21 DIRECTOR JHA: There is the world in
22 where somebody can walk in and say, this is not
23 going to happen. I can't say that about my own
24 child, so forget about other people, right? What

1 we're asking for, though, is, there are preventive
2 measures that we can take and there are
3 precautionary measures we can take. When we do
4 take those, what we're asking for is we need to
5 have a better way of measuring it. Has this been
6 effective? Has this been not effective? And
7 here's why. And I that's a very, very fair ask,
8 which, today, I don't feel like we have. And we
9 need to be able to look at the actions and our
10 efforts in a way where we can say, this didn't
11 work, so we're going to pivot, and it's okay.

12 It's okay to say this didn't work, and
13 now we're going to do something different to try
14 something -- a different approach. And it could
15 be as simple as, I saw someone on the train I
16 didn't like. Do I have the ability to instantly
17 report this? And is there an ability for that
18 report to go somewhere, where I see within --
19 let's say -- your SLA (phonetic) is 21 hours --
20 60 minutes. Within 60 minutes, that problem is
21 solved. And I'm just throwing this -- I'm not
22 saying that's what the standard is.

23 Set some SLAs and standard where there
24 is a mechanism where it's -- you're simplifying --

1 you're giving the power to the passengers. We see
2 numbers where we looked at earlier about
3 homelessness, where we only see 31 incidents a
4 day. I will tell you, every time I'm on a train
5 or a bus, I encounter that at least four or five
6 times, if I've been on -- the same day, just one
7 person.

8 I'm not reporting it, right? So I
9 think we need to, like, data only says one part of
10 the story. I think we need to be more mindful
11 about how are we defining our SLAs, and is there a
12 better way of measuring our efforts? That's what
13 we're asking about, not necessarily prevent all
14 the crimes because you can't. And when things
15 happen, I think we also need to proactively report
16 back, today -- five years ago, this happened in
17 CTA. Today, we are here.

18 I think that, you know, a lot of, like,
19 this proactive outreach is probably going to
20 change the perception, but there's no way, like,
21 you can put all of the money and all of the
22 resources and there will be instances where you
23 cannot control that. And I don't think that's
24 what we're asking for. I think we're asking for

1 putting measurements and KPIs and SLAs in place
2 that you can go back and say, I spent \$10 million
3 in three months, and I expected this amount of
4 incidents to be reported and we resolved
5 80 percent of it -- very clear. No questions
6 asked. And if there are questions, you have the
7 data to go back and say, this is how we solved
8 this problem.

9 I think that's what we're asking for,
10 not necessarily, like, guaranteeing me that
11 there's going to be incidents, right? Or put all
12 your effort in this. It's, like, can we have a
13 more thought out process where we can map out the
14 customer journey and say these are the places
15 where we're inserting security, and here's how
16 we're going to measure it or how successful we'll
17 be. That's it.

18 VICE CHAIRMAN JAKES: And I still want
19 to reiterate to what you said earlier, that we're
20 being -- this information is being brought to us
21 on a regular basis and something is being tried,
22 to Director Ortiz's point there, and you said
23 earlier -- you can make things happen. Earlier,
24 you said, make it happen. If it doesn't work,

1 we've tried it. It's being reported back to us.
2 We tried it. It didn't work. Okay. We're going
3 to try something else.

4 But when we don't know, we can't -- we
5 can't make a decision without really knowing what
6 has worked and what has not worked. So, again,
7 I'm appreciative of the 3.3, I believe, being
8 moved from there, and I look forward to seeing
9 what happens from this conversation moving
10 forward, Mr. President. Thank you.

11 I think the only person was Director
12 Roquejo. He didn't have --

13 MS. GREENLEE: Director Roquejo.

14 VICE CHAIRMAN JAKES: Yeah. He didn't
15 have a chance to speak.

16 MS. GREENLEE: Director Roquejo?

17 DIRECTOR ROQUEJO: Yeah, I'm here. I'm
18 here and listening carefully.

19 MS. GREENLEE: Do you have questions,
20 Director Roquejo?

21 DIRECTOR ROQUEJO: Hello?

22 MS. GREENLEE: Yes. Do you have
23 questions?

24 DIRECTOR ROQUEJO: Okay. Yes. I want

1 to bring it back to the original question because
2 I feel we have covered a lot of territory here,
3 related and unrelated to the budget. And I'll
4 say, well, first of all, this was my first
5 budget -- city budget experience, and I feel that
6 the process itself of involving the budget can be
7 an opportunity for us to learn from and to do it
8 maybe differently. Next year, especially, now, in
9 the next year, when we are in a very, very
10 critical year, I share the concerns that -- in
11 Reverend Jakes -- started with around the fiscal
12 cliff coming up, and I know that we cannot control
13 what Springfield is going to do, but we can
14 control how we show up.

15 We can -- we have full control as to
16 how the City shows up, and we can show up as an
17 agency that is collaborator, that is an open
18 agency that is looking for partnerships, that is
19 looking for dialogue, that is honest and
20 transparent about what works and what doesn't,
21 that proposes a different future for
22 transportation, or we can show up as an agency
23 that's insular, that is top down, that is opaque,
24 that doesn't quite respond to the needs of the

1 public, et cetera, and I want to believe that
2 we're going to show up as the first.

3 With that said, again, the experience
4 of creation of this budget, giving some hints as
5 to what may be some of the underlying reasons why
6 we are not quite there yet in terms of
7 collaboration and partnership, as Director Ortiz
8 mentioned, which is also my desire too, which
9 is -- and the question to CTA's leadership is, how
10 can we be more proactive, or what would it look
11 like for CTA to be an example of collaboration and
12 partnership, to be an example and a model of an
13 agency that is going through a difficult moment
14 right now, and rather than retreat and entrench is
15 opening doors and saying, hey. We need
16 everybody's help here, and we want to set up the
17 table, and we want to arrive to decisions
18 collaboratively and in ways that are different,
19 again, from my experience with the budget process,
20 which is, first of all, the board, or at least
21 myself, we were not engaged until what I think was
22 pretty late in the game, and we had to respond to
23 that, and same thing with, you know, public
24 comment and other folks who had to be more

1 reactive to decisions that engage in the creation
2 of such budget lines and ideas.

3 So, to me, again, the future of CTA and
4 the future of our asks to Springfield and the
5 future of our security is tightly connected to how
6 we show up, right? And how we show up is the type
7 of (indiscernible) as to the type of agency we
8 want to be. I know -- and I said this many
9 times -- I feel that we, sometimes, don't have --
10 put too much emphasis on technology and hard
11 infrastructure, and we do not have the proper
12 human infrastructure, sometimes, to be a
13 collaborator and a good partner and set those
14 tables.

15 One example I keep showing in -- at
16 every meeting almost -- is the fact that the
17 Safety Summit, which was a great opportunity to
18 bring together RTA -- the transit partners of RTA,
19 the advocates, the police, social service
20 agencies -- pretty much everyone that has
21 something to say, something to contribute to
22 helping with security. That summit took place,
23 and then recommendations came out, and then
24 there's been no movement in terms of reconvening,

1 reassessing until we recently pushed -- and when I
2 say, we, I say, a number of advocates have been
3 pushing for this allocation of \$3.3 million in a
4 different way on approaching security.

5 This should be the natural way of
6 things. This shouldn't have to take a lot of
7 effort and energy. I think we need to be
8 proactive in that -- in that partnership and
9 collaborative approach. We need to be one of the
10 key convenors and the ones setting the agenda
11 collaboratively rather than just showing up to
12 conversations. And, again, I think the future of
13 our funding and our funding formulas for CTA is
14 tightly connected to how we're going to show up in
15 this next year and moving forward.

16 And, again, I want to mention that this
17 budget creation and this was a great opportunity
18 for some of us to learn, okay. This is how things
19 have worked in the past. This is not what's going
20 to work in the future. This is not a type of new
21 day that CTA is going to need in order to recover
22 from this, and I don't like to look at this as a
23 deficit issue and the fiscal cliff. I think, yes,
24 you should probably be showing to people the cuts,

1 you know, that may come if they don't contribute
2 or they don't -- we don't have the proper funding.
3 But I feel also that you can get people even more
4 engaged if, instead of doomsday scenarios or in
5 addition to that, you show them -- and this is
6 what the future of transportation could look like.
7 This is the type of expansions that we could do,
8 this type of safety you would get, this is the
9 type of cleanliness that you would get, if only we
10 had, you know, these different -- these different
11 scenarios.

12 So, again, I guess my reaction to the
13 budget process was, one, I'm still learning and
14 trying to understand how this was done in the
15 past. As someone that has working collaborative
16 in coalition spaces for 20-plus years, it kind of
17 didn't work for me. I wanted to be engaged a lot
18 earlier in the process, and I wanted the budget
19 and the associated planning that is taking place
20 to be, as Director Ortiz mentioned, more of an
21 ongoing collaboration, so we don't have these, you
22 know, long extended protracted conversations once
23 a month at these board meetings, and then this
24 keeps, you know, repeating as a pattern. Instead,

1 we have channels and tables organized, where we
2 have an ongoing way to know how things are doing
3 and collaboration partnership openness, again,
4 becomes one of our key values as an agency, as
5 well as our reputation out there. And, again, I
6 think if we cultivate that line of operations and
7 that way of operating, we're going to be
8 successful with Springfield and other funders. If
9 we do not, I think we're to fail.

10 So that's my -- my reaction to this
11 agenda item.

12 MS. GREENLEE: Director Jakes, there
13 are no further questions.

14 VICE CHAIRMAN JAKES: If there are no
15 further questions, may I now have leave to place
16 this item on the omnibus for board approval?

17 DIRECTOR ORTIZ: So moved.

18 DIRECTOR JHA: Second.

19 MS. GREENLEE: It's been moved by
20 Director Ortiz, seconded by Director Jha.

21 MR. MCKONE: Do we want to hold --

22 MS. GREENLEE: Yes. Can we --

23 MR. MCKONE: -- until all three
24 presentations have been made?

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1 VICE CHAIRMAN JAKES: Before I put
2 it -- before I move to put it on the omnibus?

3 MR. MCKONE: That Director Lee --

4 MS. GREENLEE: Actually, respectfully,
5 Director Ortiz, would you mind tabling -- would
6 you mind if we tabled your motion for a second?
7 Just because we need to address a procedural
8 matter regarding one of our committee members --
9 our board members.

10 So Director Lee has left the room to
11 join the meeting online because of a work
12 obligation, and I would request that we have a
13 motion to allow -- to permit Director Lee to join
14 the meeting remotely.

15 DIRECTOR ORTIZ: So moved.

16 DIRECTOR JHA: Second.

17 MS. GREENLEE: It's been moved that
18 Director Lee may join the meeting remotely by
19 Director Ortiz. It's been seconded by Director
20 Jha. We'll take a roll call vote.

21 Director Jha.

22 DIRECTOR JHA: Yes.

23 MS. GREENLEE: Director Ortiz.

24 DIRECTOR ORTIZ: Yes.

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1 MS. GREENLEE: Chairman Barclay.

2 CHAIRMAN BARCLAY: Yes.

3 MS. GREENLEE: Director Jakes.

4 VICE CHAIRMAN JAKES: Yes.

5 MS. GREENLEE: Director Roquejo.

6 DIRECTOR ROQUEJO: Yes.

7 MS. GREENLEE: Okay. The motion to
8 allow Director Lee to join the meeting remotely
9 passes.

10 We can go back to the previous motion.

11 VICE CHAIRMAN JAKES: Now --

12 DIRECTOR ORTIZ: There was a --

13 MS. GREENLEE: Which was properly moved
14 and seconded by Director Ortiz and by
15 Director Jha, which was to place the ordinance on
16 the omnibus.

17 DIRECTOR ORTIZ: There's a request to
18 two other presentations --

19 VICE CHAIRMAN JAKES: Right.

20 DIRECTOR ORTIZ: -- ahead of the vote.

21 VICE CHAIRMAN JAKES: Capital. So that
22 motion needs to be rescinded.

23 MS. GREENLEE: Right. Do you have --
24 you would have to orally rescind the motion.

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1 DIRECTOR ORTIZ: I rescind my previous
2 motion. I move that we do the other presentations
3 prior to voting.

4 MR. CARTER: So we'll take up all the
5 budget items as one vote.

6 DIRECTOR ORTIZ: Yes.

7 MS. GREENLEE: And Director Jha, you
8 seconded the motion. Do you also rescind?

9 DIRECTOR JHA: Yes.

10 MS. GREENLEE: Okay. The motion to
11 approve this ordinance for the omnibus has been
12 rescinded by Director Ortiz and Director Jha has
13 rescinded her second.

14 And Director Jakes, you may now proceed
15 to Agenda Item No. 5.

16 VICE CHAIRMAN JAKES: Agenda Item 5 is
17 the review of an ordinance amending Ordinance
18 023-131, approving the fiscal years 2024 through
19 2028 capital Improvement Program.

20 Bill Mooney.

21 MR. MCKONE: I'll actually present on
22 that one.

23 VICE CHAIRMAN JAKES: Tom McKone.

24 MR. MCKONE: Thank you.

1 Okay. What I'm going to present to you
2 is an overview of the capital program, which
3 encompasses the two ordinances before you. One is
4 the amendment of the current year, and the other
5 is the approval of the subsequent five-year
6 program. So these slides that I am going to be
7 sharing are the same ones that we used at the
8 public hearing, so I'm not going to go into a lot
9 of detail.

10 But I do want to hit the highlights of
11 the capital program, in particular, the increased
12 to 6.95 billion, which is driven by the inclusion
13 of the discretionary program grant from the
14 federal government that is associated with the Red
15 Line Extension program, along with the transit TIF
16 funding of close to a billion dollars, which is
17 also being put in place to support the RLE
18 program.

19 All of the other major projects exist
20 in the current five-year program and will be --
21 continue to exist in the subsequent five-year
22 program with additional funding allocated to them.
23 Some of them are described on the subsequent
24 pages. Again, this is content that we covered at

1 the public hearing, including the all stations
2 accessibility program, the bus electrification
3 program, our modernization program, which is
4 replacing both our bus and our rail fleet, along
5 with upgrading them, and then, within this program
6 is also some of the employee facilities that I
7 mentioned as well.

8 So in addition, that's the upcoming
9 five-year program. In addition, the amendment to
10 this year's program does add those two funding
11 sources for the Red Line Extension. It provides
12 additional public transit capital fund allocations
13 for some specific earmarked investments, that you
14 can see the four of them there. It incorporates
15 additional funding from the Department of Homeland
16 Security in the amount of \$19.3 million, and then
17 it also programs additional funding for the Forest
18 Park branch and planning along that branch.

19 That concludes my presentation on the
20 two capital programs amendments. Just a note, in
21 terms of the budget calendar, we are making a
22 presentation to the RTA next week about our budget
23 and the capital program, and then the RTA board
24 will vote on the regional budget in their December

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1 meeting.

2 VICE CHAIRMAN JAKES: Okay. Are there
3 any questions? If not, I'll move on to the next
4 item.

5 MS. GREENLEE: Are there any questions?
6 Director Jha.

7 DIRECTOR JHA: No questions. Thanks.

8 MS. GREENLEE: Director Ortiz.

9 DIRECTOR ORTIZ: No.

10 MS. GREENLEE: Chairman Barclay.

11 CHAIRMAN BARCLAY: No.

12 MS. GREENLEE: Director Roquejo.

13 VICE CHAIRMAN JAKES: He's on mute.

14 MS. GREENLEE: You're on mute, Director
15 Roquejo.

16 DIRECTOR ROQUEJO: Sorry about that.
17 No questions.

18 MS. GREENLEE: Director Lee.

19 Let's move on.

20 VICE CHAIRMAN JAKES: Okay. Thank you.

21 Let's move to Item Agenda 6, which is
22 the review of an ordinance approving the fiscal
23 years 2025 to 2029 Capital Improvement Program,
24 and authorizing the filing and execution of

1 grant -- who has to take their glasses off to
2 read -- an execution of grants and cooperative
3 agreements and amendments and related materials.

4 Tom?

5 MR. MCKONE: That was the one that I
6 covered.

7 VICE CHAIRMAN JAKES: That was 6?

8 MR. MCKONE: Should be.

9 CHAIRMAN BARCLAY: I'm sorry. Then
10 we're on 7.

11 MR. MCKONE: Hold on.

12 VICE CHAIRMAN JAKES: No. No. No.
13 No.

14 DIRECTOR ORTIZ: That was 5 --

15 MR. MCKONE: 5 and 6. Right. The
16 Capital Program. One was an amendment, and the
17 next was the five-year program.

18 VICE CHAIRMAN JAKES: That's it? Okay.

19 With that, may I now have leave to
20 please the -- all three, which is one package, on
21 the omnibus for board approval?

22 MR. RAY: For the record, that's Agenda
23 Items 4, 5, and 6.

24 VICE CHAIRMAN JAKES: 4, 5, and 6.

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1 Correct.

2 DIRECTOR ORTIZ: So moved.

3 DIRECTOR JHA: Second.

4 MS. GREENLEE: It's been moved by
5 Director Ortiz, seconded by Director Jha that
6 Agenda Items No. 4, 5, and 6 be placed on the
7 omnibus for board approval. We'll take a roll
8 call vote.

9 Director Jha.

10 DIRECTOR JHA: Yes.

11 MS. GREENLEE: Director Ortiz.

12 DIRECTOR ORTIZ: Yes.

13 MS. GREENLEE: Chairman Barclay.

14 CHAIRMAN BARCLAY: Yes.

15 MS. GREENLEE: Director Jakes.

16 VICE CHAIRMAN JAKES: Yes.

17 MS. GREENLEE: Director Roquejo.

18 DIRECTOR ROQUEJO: Yes.

19 MS. GREENLEE: Director Lee.

20 DIRECTOR LEE: Yes.

21 MS. GREENLEE: Okay. The motion
22 passes.

23 VICE CHAIRMAN JAKES: All right. Okay.

24 Since there are no further business to come before

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1 the committee, may I have a motion to approve the
2 omnibus and recommend the omnibus for board
3 approval?

4 DIRECTOR ORTIZ: So moved.

5 DIRECTOR JHA: Second.

6 MS. GREENLEE: It's been moved by
7 Director Ortiz, seconded by Director Jha that the
8 omnibus be approved -- be placed -- that the
9 omnibus be -- that the board recommending omnibus
10 for board approval. We'll take a roll call vote.

11 Director Jha.

12 DIRECTOR JHA: Yes.

13 MS. GREENLEE: Director Ortiz.

14 DIRECTOR ORTIZ: Yes.

15 MS. GREENLEE: Chairman Barclay.

16 CHAIRMAN BARCLAY: Yes.

17 MS. GREENLEE: Director Jakes.

18 VICE CHAIRMAN JAKES: Yes.

19 MS. GREENLEE: Director Roquejo.

20 DIRECTOR ROQUEJO: Yes.

21 MS. GREENLEE: Director Lee.

22 DIRECTOR LEE: Yes.

23 MS. GREENLEE: The motion passes.

24 VICE CHAIRMAN JAKES: And, finally, may

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1 I have a motion to adjourn. Before that, thank
2 you so much for being patient, everyone. Thank
3 you very much.

4 All right. Motion to adjourn?

5 DIRECTOR ORTIZ: So moved.

6 DIRECTOR JHA: Second.

7 MS. GREENLEE: It's been moved by
8 Director Ortiz, seconded by Director Jha that the
9 Finance, Audit, and Budget Committee meeting be
10 approved -- be adjourned. We'll take a roll call
11 vote.

12 Director Jha.

13 DIRECTOR JHA: Yes.

14 MS. GREENLEE: Director Ortiz.

15 DIRECTOR ORTIZ: Yes.

16 MS. GREENLEE: Chairman Barclay.

17 CHAIRMAN BARCLAY: Yes.

18 MS. GREENLEE: Director Jakes.

19 VICE CHAIRMAN JAKES: Yes.

20 MS. GREENLEE: Director Roquejo.

21 DIRECTOR ROQUEJO: Yes.

22 MS. GREENLEE: Director Lee.

23 VICE CHAIRMAN JAKES: Yes.

24 Lee is saying -- she's saying, yes.

1 It's type on the screen.

2 MS. GREENLEE: It's typed on the screen
3 that she said yes. The motion passes.

4 VICE CHAIRMAN JAKES: Then we are
5 adjourned.

6 (Off the record at 11:31 a.m.)

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1 CERTIFICATE OF REPORTER - NOTARY PUBLIC

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3 I, Kristine Wesner, CVR, the officer before
4 whom the foregoing proceeding was taken, do hereby
5 certify that the foregoing transcript is a true
6 and correct record of the testimony given; that
7 said testimony was taken by me and thereafter
8 reduced to typewriting under my direction; that
9 reading and signing was not requested; and that I
10 am neither counsel for, related to, nor employed
11 by any of the parties to this proceeding and have
12 no interest, financial or otherwise, in its
13 outcome.

14 IN WITNESS WHEREOF, I have hereunto set my
15 hand and affixed my notarial seal this 18th day of
16 November, 2024.

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Kt w



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20 My Commission Expires: July 02, 2025

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22

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