

1
2 CHICAGO TRANSIT AUTHORITY

3 APRIL 2023

4 REGULAR BOARD MEETING

5
6 Held via videoconference

7 on

8 April 12th, 2023

9 at

10 10:19 a.m.

11 at

12 567 West Lake Street, 2nd Floor,

13 Chicago, Illinois 60661

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

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

24 LICENSE NO.: 084-004495



1 BOARD MEMBERS:

2 MR. LESTER L. BARCLAY, Chairman;

3 DR. L. BERNARD JAKES, Director;

4 MS. NEEMA JHA, Director;

5 MS. MICHELE A. LEE, Director;

6 REV. JOHNNY L. MILLER, Director;

7 MS. ROSA ORTIZ, Director;

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

9 MR. KENT S. RAY, General Counsel;

10 MS. GEORGETTE L. GREENLEE, Secretary.

11
12 PRESENTERS:

13 MR. THOMAS MCKONE,
14 Chief Administrative Officer;

15 MS. BRITTNEY JOHNSON, Senior Manager,
16 Certification & Compliance Diversity;

17 MR. WILLIAM MOONEY,
18 Chief Infrastructure Officer;

19 ALSO PRESENT:

20 MR. JUAN ALVARADO, Bus Operator;

21 MR. WILLIAM ANDERSON, Manager, External
22 Electronic Communications;

23 MR. DONALD BONDS, Chief Transit Officer;

24 MR. SEAN BREWER, Bus Operator;

MR. MARC BUHMANN, Videographer;

MR. RONALD CARR, Rapid Transit Operator,

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

MR. MICHAEL CONNELLY, Chief Planning Officer;

MS. CHARRITTA COOK-RUCKER, Bus Operator;

MR. TONY COPPOLETTA, General Manager of



1 ALSO PRESENT:(Continued)

2 MS. MICHELE CURRAN, Vice President,
Budget & Capital Finance;
3 MR. JEREMY FINE, Chief Financial Officer;
MS. STINA FISH,
4 Senior Manager, Business Development;
MR. ANDREW FULLER, Chief Internal Auditor;
5 MR. TYRONE HANDY, Rapid Transit Operator;
MS. CAROLINE GALLAGHER,
6 Chief Strategy, Data and Technology Officer;
MS. ELSA GUTIERREZ, Vice President, Planning;
7 MS. LATARA JONES, Rapid Transit Operator;
MS. NORA LEERHSEN, Chief of Staff;
8 MS. JANET MARTIN,
Customer Service Representative;
9 MS. ELLEN MCCORMACK, Vice President of
Purchasing and Supply Chain;
10 MS. APRIL MORGAN,
Chief of Staff, Office of the Chairman;
11 MR. HERB NITZ,
Director, Technology Engineering;
12 MS. TANYA PARSON, Universal Rail Supervisor;
MS. MOLLY POPPE, Chief Innovation Officer;
13 MR. DAVE PRAFULL,
Director of Strategic Business Initiatives;
14 MS. ALICIA SMITH,
Customer Service Representative;
15 MS. LISA SMITH,
Director of Budget;
16 MR. SAMUEL SMITH,
Vice President, Legislative Affairs;
17 MR. BRIAN STEELE,
Vice President of Communication and Marketing;
18 MR. HENRY WOOTEN, Bus Servicer;
MS. NANCY-ELLEN ZUSMAN,
19 Chief safety & security officer.



1 (whereupon the meeting
2 convened at 10:19 a.m.
3 as follows:)

4 SECRETARY GREENLEE: Good morning. We are
5 going to turn the meeting over to Chairman Barclay.

6 CHAIRMAN BARCLAY: Good morning. I would like
7 to call to order the regularly scheduled meeting of
8 the Chicago Transit Board for April 12th, 2023.
9 Georgette, please, call the roll.

10 SECRETARY GREENLEE: Director Lee?

11 DIRECTOR LEE: Here.

12 SECRETARY GREENLEE: Director Ortiz?

13 DIRECTOR ORTIZ: Here.

14 SECRETARY GREENLEE: Director Jakes?

15 DIRECTOR JAKES: Here.

16 SECRETARY GREENLEE: Director Miller?

17 DIRECTOR MILLER: Here.

18 SECRETARY GREENLEE: Director Jha?

19 DIRECTOR JHA: Here.

20 SECRETARY GREENLEE: Chairman Barclay?

21 CHAIRMAN BARCLAY: Here.

22 SECRETARY GREENLEE: Chairman, you have a
23 quorum with six members in attendance.

24 CHAIRMAN BARCLAY: Thank you. Our first order



1 of business is public comment. Georgette?

2 SECRETARY GREENLEE: Chairman Barclay, there
3 are no public comments for April.

4 CHAIRMAN BARCLAY: Thank you. Our next two
5 items of business on the agenda will be given by
6 our President Dorval Carter and they are the
7 President's report and employee recognition.

8 PRESIDENT CARTER: Thank you, Mr. Chairman.
9 Members of the Board, I'm pleased to provide you
10 with an update regarding the ongoing progress that
11 we are making relating to our Meeting the Moment
12 Plan. As you are aware, perhaps the most valuable
13 component of our action plan is addressing our
14 workforce needs by tracking new employees and also
15 retaining good workers already with our agency. To
16 accomplish this goal, we are continuing to roll out
17 and expand our successful ongoing marketing and
18 recruitment hiring campaign. As I discussed since
19 introducing our plan last summer, we're constantly
20 hiring and training new employees as part of our
21 relentless battle against employee attrition and
22 retirement rates. These challenges, as I have
23 noted before, are pronounced and problematic
24 effects of the pandemic that continue to linger as



1 we move towards a post-pandemic Chicago. For the
2 past eight months, I've been clear that the Meeting
3 the Moment Action Plan is a growing, evolving
4 framework created to guide CTA towards our ultimate
5 goal of returning CTA to the level of service that
6 our customers expect. We are making progress. But
7 we've always known that achieving our goal is going
8 to take time and that it would require us to do and
9 try new things to be successful.

10 And that's exactly what we did last
11 Saturday where we hosted our first ever second
12 chance recruitment event in recognition and timely
13 enough of the national second chance month. The
14 event was a tremendous success with 774 individuals
15 registering online and 301 participants all of whom
16 submitted applications and were offered interviews.
17 As you are aware, CTA's Second Chance Program is a
18 nationally recognized holistic workforce program
19 that provides valuable job skills and career
20 opportunities to Chicago residents who often face
21 challenges reentering the workforce. For many
22 years, CTA worked with social service agencies to
23 identify individuals to participate in second
24 chance. Today we continue those relationships but



1 we also reach out proactively to the community at
2 large urging those individuals who are seeking this
3 type of opportunity to contact us directly. At
4 this time, I would like to share a video with you
5 commemorating the job fair.

6 (video played.)

7 PRESIDENT CARTER: Saturday's fair was the
8 first time that we've ever hosted an event
9 specifically directed at this group of job seekers
10 but it will not be our last. I want to thank
11 everyone who made this successful initiative
12 possible and I especially want to highlight the
13 work of Geisha Ester, our Vice President of
14 Training and Workforce Development, who's not only
15 the driving force behind second chance but also
16 worked closely with all of the business units
17 typically involved in our job fair to ensure that
18 it would be a success. As evidence of the support
19 this program receives throughout the CTA, we had
20 nearly fifty CTA staff members from multiple
21 departments including training and workforce
22 development and our maintenance and operating
23 departments as well as representatives from the
24 Amalgamated Transit Union Locals 241 and 308



1 working this past holiday weekend both sitting side
2 by side our job applicants while they completed
3 their applications. I'd also like to thank the
4 five non-profit organizations who delivered the
5 associated resource fair to those needing
6 additional barrier reduction assistance. As you
7 may be aware, the partnership that we developed
8 with social service agencies is to really provide
9 the sort of umbrella support to these individuals
10 to make sure that wherever they pursue in terms of
11 their job opportunities going forward they have the
12 additional support that they may need whether it's
13 around housing or family services or other things
14 to make sure that they're successful in that.

15 Of course the success of any job fair is
16 measured by two key metrics. The number of job
17 seekers that attend and later the ability of those
18 same individuals to not only go through training
19 but in the case of bus and rail operators to make
20 it to the first day of moving our customers during
21 revenue service. I'm happy to report to the Board
22 that on the rail side of the house we have another
23 group of new employees that will cross that finish
24 line soon following their graduation later today.



1 And they will dramatically impact the number of
2 rail operators available to serve our customers.
3 Today up to eighteen flaggers will be recognized at
4 a graduation event for completing the rail operator
5 training program with another two employees moving
6 into rail supervisory roles. This class will be
7 followed by another that will graduate in June. I
8 think it's important to note that we've grown the
9 classes that participate in our twelve-week
10 training program from twelve individuals per class
11 to twenty. The classes run concurrently, not
12 sequentially. So each time I report to this body
13 that we are graduating a class of new rail
14 operators, you can be certain that another is
15 already in training and heading towards serving our
16 customers in the very near future.

17 Just as we are always working towards
18 progress in terms of hiring, we also
19 continue -- are continuing to implement service
20 optimization measures on both the bus and rail side
21 of our operations that we believe will create
22 positive results for our customers resulting in
23 better service reliability to the customers that we
24 serve. In late March, we implemented a new union



1 rail pick that included additional adjustments to
2 better match schedules with our available
3 workforce. This allowed us to better accommodate
4 our service needs by spreading our available rail
5 operators across the system. Our scorecard will
6 continue to provide key insight into the successes
7 and challenges of our initiatives. But before I
8 move on, I want to be clear about two things.
9 First, when I reference progress, I am not
10 comparing today's CTA versus the pre-pandemic
11 version of this agency which enjoyed 40 percent
12 more ridership and a thousand more bus and rail
13 operators. I'm always discussing it in terms of
14 short-term progress which is the best way to ensure
15 that we are making the right apples-to-apples
16 comparison and that we are focused on real world
17 incremental progress that will lead to long-term
18 success. Second, optimization always references
19 our efforts to look at where we are in terms of our
20 schedules and the human and fleet resources that we
21 have available and make adjustments that better
22 address our customer needs. I want to explain that
23 because I know that when we discuss service and
24 schedule optimization there are those people for



1 whom these are new terms.

2 To that end, I want to spend some time
3 this morning diving a little more deeply into the
4 numbers and to highlight for the Board some changes
5 we are making to our Meeting the Moment scorecard
6 and how that will better inform our customers going
7 forward. Our scorecard continues to show increased
8 service delivery for bus at almost 95 percent of
9 schedule and rail at almost 85 percent. Double and
10 triple headways on rail continue to be lower than
11 pre-optimization and big gaps of buses are now half
12 of where they were last year. Our short-term goals
13 are being met. But we have aligned our schedules
14 to our existing available workforce. We've had
15 requests for more data on our workforce and I'm
16 happy to report that the scorecard now includes our
17 full-time equivalent or FTE head count on the
18 summary page for bus and rail operators for the
19 last three months. Our latest head count of 715
20 rail operator FTEs and 3,220 bus operator FTEs
21 represents approximately 85 percent of our 2023
22 budgeted workforce which means we have continued
23 work to do to grow that workforce to the level that
24 it needs to be. As we dive into the specific



1 pages, the last thirteen-month trend our workforce
2 shows the challenges and successes we have faced
3 while combatting attrition. Our rail workforce
4 numbers continue to reflect the ongoing workforce
5 attrition even as we continue to hire flaggers who
6 eventually transition to rail operators. This rail
7 attrition is a combination of those leaving
8 employment such as retirement and those moving
9 upper within the organization to supervisor,
10 instruction, control or other positions which all
11 start as a rail operator. I'm looking forward to
12 showing some gains in operators here as the new
13 class graduates -- new classes graduate in the
14 coming months and start providing service to our
15 customers. So, for example, these numbers are not
16 reflective of the class that graduates today which
17 will be -- which will appear in next month's
18 Meeting the Moment class and will show an increase
19 over where we are currently. Our direct bus hiring
20 has helped us stabilize against attrition as the
21 225 new operators already hired this year alone are
22 now exceeding the attrition rates that we're having
23 in that position. But we continue to work hard to
24 hire more people. We are seeing positive impacts



1 from retention incentives that the Board authorized
2 last fall.

3 We're also laser focused on improving
4 morale and ensuring that we recognize the hard work
5 that our frontline operators are doing every day.

6 As you may be aware, on March 18th, CTA was joined
7 by sister agencies Metra and Pace in celebration of
8 national Transit Driver Appreciation Day or TDAD.

9 As CTA we go a little further and include all of
10 our hard-working men and woman as part of our own
11 Transit Employee Appreciation Day or TEAD. TEAD is
12 an important occasion at our agency because we know
13 our bus and rail operators are the backbone of this
14 agency and they move this great city forward. In
15 recognition of this important day, staff created
16 and distributed commemorative lapel pins, provided
17 coffee and donuts that were delivered to each work
18 location throughout the week, posted about it on
19 social media and on our website, issued a press
20 release and highlighted it internally and
21 externally in many different ways. One very
22 special way that we celebrate TEAD was with the
23 creation of six videos. A series of mini profiles
24 entitled The Faces Behind Your Daily Commute. I



1 have to say these short videos are really great.
2 In the interest of time, I will not show you all of
3 the videos but I would like to share with you the
4 video that focused on bus operations employees.

5 (Video played.)

6 PRESIDENT CARTER: So as President of the CTA,
7 I really do appreciate the work that all of our
8 frontline employees and all of the employees at CTA
9 do. And obviously this celebratory day is just one
10 way in which we want to express our admiration. As
11 I mentioned to you earlier, we are expanding our
12 employee appreciation program and we are going to
13 be looking for more opportunities and more ways in
14 which we can show our employees we appreciate the
15 hard work that they do and certainly you're going
16 to be hearing from a group of employees that have
17 been exceptional in that regard.

18 I also want to acknowledge that March was
19 women's history month and CTA celebrated that with
20 several acknowledgments of the great women
21 employees past and present that have lent our
22 agency with their talents but served our customers
23 at the highest levels. The month-long celebration
24 included a spirit week, photo opportunities and the



1 chance for the women of CTA to enjoy time together
2 in different ways including for cooking
3 demonstrations held at four field locations, two
4 rail terminals and two bus garages. For our
5 frontline employees to those working in management
6 and senior leadership, I am proud to say that the
7 women working at CTA are among the very best in the
8 public transit business and we will continue to
9 celebrate all of their hard work and achievements.
10 Finally, they're continuing to identify additional
11 opportunities and perks for our employees.
12 Recently we began a new partnership with the Museum
13 of Science and Industry and I'm very excited
14 about -- that I am very excited about. MSI now
15 offers CTA employees free museum admission plus
16 free entry at one special exhibit for one CTA
17 employee and their guest April until September of
18 this year. In addition, museum memberships have
19 been discounted by \$20. MSI has also created a CTA
20 family day on December 3rd and it's my great hope
21 that the children and families of CTA employees
22 will head to MSI and enjoy a truly world class
23 facility. This is just one of the many new
24 employee opportunities we have introduced and we



1 are committed to identifying more ways to improve
2 the employee experience at CTA. I will continue to
3 keep you apprised of these new offerings as we
4 introduce them to our staff and make them available
5 going forward. Mr. Chairman, that completes my
6 remarks regarding our action plan for this morning
7 and I'm happy to answer any additional questions
8 that the Board may have.

9 CHAIRMAN BARCLAY: Thank you, President Carter,
10 for the update. Echo what I raised at briefings.
11 It is imperative that we take a more proactive
12 approach in our meetings -- in our message, I'm
13 sorry, on how we are addressing our challenges. We
14 all know that we have a lot of work to do. But we
15 need to make sure that we're showing the public the
16 hard work that is currently in progress and
17 highlight some of our successes along the way. If
18 we don't get the message out there, the narrative
19 will be set for us and, therefore, place us in a
20 reactionary mode. You've seen this scenario play
21 out. You know how difficult it is to get our
22 message across after the fact. Let's learn from
23 those past experiences and make sure our riders are
24 getting the message directly from us. And let's



1 make sure we're considering all the ways in which
2 we can achieve that. Not just the usual way
3 we've been -- we've done things. You know, I also
4 raised during the briefing a couple of suggestions
5 that I hope management will take to heart. And
6 that is, one, announcing on our PA system that we
7 have cameras throughout the system observing
8 everything. I think that will give our customers a
9 greater sense of safety and security. It wouldn't
10 cost us very much at all to add that to our -- our
11 arsenal to perhaps keep down some of the criminal
12 activities if people recognize that they're being
13 watched at all times. I know we have over 30,000
14 cameras throughout the system. I think people
15 should know that -- especially our customers should
16 know that we're vigilant and we're watching
17 everything that goes on in our system. As well, I
18 mentioned posting the arrest of -- of individuals
19 who we charge criminally for activities that go
20 against our policies on our system to let our
21 customers know that we take crime seriously on the
22 CTA as I know we do. But to give them a
23 reassurance that we are pursuing those individuals
24 who do things that are outside of the policies of



1 our administration. Ambassadorship is key to our
2 messaging efforts and I believe I can safely speak
3 on behalf of the directors when I say that the
4 Board will do its part to amplify the work that's
5 being done as well emphasize the areas where CTA
6 needs support such as funding and additional
7 support with our security and social service
8 outreach efforts. We're currently exploring
9 meaningful and effective ways to do this. And I
10 look forward to sharing those developments in the
11 near future.

12 One of the developments I can share now
13 that's currently under way is the reconvening of
14 the Citizen's Advisory Board. We opened the
15 application process at the end of March and we've
16 received a good number of applications so far. The
17 deadline for submitting applications is April 28th.
18 There's still time if people are interested in
19 applying for a seat on that board. The application
20 is available on our website transitChicago.com.
21 I'm looking forward to reconvening this important
22 body to represent and communicate the concerns of
23 our ridership. At this point I'd like to open it
24 up for any other comments from any other directors



1 at this time.

2 DIRECTOR MILLER: Good -- good -- good job.
3 Thank you, Mr. President. You said this year
4 already 225 -- 225 of -- of personnel that all
5 ready this year and then after each class you're
6 still doing it. Where -- where you -- where you
7 see yourself at as far as the need now with -- with
8 what you've already done?

9 PRESIDENT CARTER: In terms of the -- in terms
10 of our -- our vacancies?

11 DIRECTOR MILLER: Hiring, yeah, new. Yeah.

12 PRESIDENT CARTER: Yeah. We -- we still have a
13 ways to go. We're -- we're still down well over
14 800 employees to get -- to get back to where we
15 want to be. And, like I said, the initial -- the
16 initial step in this process was trying to stop the
17 hemorrhaging.

18 DIRECTOR MILLER: Yeah.

19 PRESIDENT CARTER: And we -- we -- we -- seem
20 to have -- we seem to have had some success in that
21 with the retention bonuses and other things that
22 we're doing. We're not having as many people head
23 out the door as they were before. That's giving us
24 a chance to start to catch up and get ahead of the



1 game because, you know, for a while we were just
2 like a hamster running on a treadmill. We were
3 running but we weren't making any progress. Now
4 we're starting to see progress. And so I -- I'm
5 optimistic that that progress is going to continue.
6 we're already ahead of schedule in terms of our
7 goal of 700 new operators this year. As I
8 indicated to you, we've got numerous classes on the
9 rail side that are in -- that are in motion to
10 bring on more rail operators to help us address the
11 attrition that we -- that we see on the rail side
12 of the house. And so I believe that we're -- we're
13 gradually turning the curver(sic) -- no. Turning
14 the corner. Not curver(sic). Turning the corner
15 here. And that we'll start to see improvement over
16 the upcoming months that will lead to the other
17 piece of our -- of our puzzle here which is the
18 ability to start restoring some of the service that
19 we've optimized as we get our numbers back to where
20 we need for them to be in order for us to get our
21 service levels up to the level that we want them to
22 be. You know, I -- I can't predict the future and
23 I hope that we don't have anything else that
24 creates a challenge for us going forward but I



1 think that the -- the response that we're getting
2 to our job fairs, the numbers that we're seeing
3 show up, the -- the size of the pool that we're
4 creating of potential applicants it's better than
5 anything we ever had before. The additional
6 programs we put in place to help people get
7 their -- their learner's permit so they can get a
8 CDL, the fact that we pay for that, the fact that
9 we have an ongoing relationship with Olive-Harvey
10 college to support the training for that process,
11 it's also starting to churn results for us. And so
12 I'm feeling good about the pipeline which
13 ultimately is, you know, the barometer by which
14 we'll ultimately be able to turn this thing back to
15 where we want it to be. We will obviously keep
16 reporting on it as we have in our -- our scorecard
17 so that the public knows where we are in terms of
18 getting our numbers back up to where we want them
19 to be.

20 DIRECTOR MILLER: Thank you.

21 SECRETARY GREENLEE: Director Jha, do you have
22 any questions?

23 DIRECTOR JHA: I don't have any questions
24 but -- but I think we've talked about this.



1 Communications and amplifying some of the -- the
2 work that we're doing. Employee appreciation
3 let's put those messaging out there in terms of
4 just in 2022 what we've been able to accomplish as
5 the people have been, you know, in the list. I --
6 I just think that there is a narrative out there
7 that we can control in terms of kudos because, you
8 know, we -- you hear anything negative that's the
9 first thing that pops up. Right? And I think just
10 balancing that out and working with the coms team
11 really too and use -- I mean you have resources as
12 part of your board and also your employees who have
13 been here. I mean I heard earlier this morning 28,
14 30, 25, 20. Like how many of -- of the room was
15 filled with immense amount of experience that they
16 have, you know, spent in their entire careers here.
17 I think it's time to kind of use that and be very
18 targeted with communication. Like individual, not
19 cookie cutter. You know, customized messaging
20 through us, through folks like us who work in very
21 different industries, have very different channels,
22 live in the city. I -- I think it's time that we
23 put out something on a monthly basis to say, hey,
24 this month we're dedicating communication in this.



1 So I think just amplifying that is -- is probably
2 going to change some of that narrative. I know
3 it's a long process. It can't happen overnight
4 but I -- I do think that there are things that we
5 could do proactively. And I want to use the word
6 predictive. I think there is so much out there
7 from a technology perspective that we could -- I
8 mean with the -- the cameras that you have, how can
9 we best use data, you know, that you're collecting
10 through those. Are there preventive controls that
11 you can put that is going to create a learning
12 system or, you know, analytics that can give you
13 access. I think so there is a ton of opportunity
14 here. We need to collectively think instead of
15 piecemealing one problem at a time versus
16 collectively looking at all of the resources that
17 we have, all the people that we have and just
18 bringing that together. And -- and put that out
19 there for the public to see that, you know, this is
20 not something that we're reacting to. It's
21 something that we are aware of and we're getting
22 ahead of it. I -- I think that -- that really
23 needs to come out. Right? I think we're
24 struggling with that and I think we -- we're doing



1 so many great things and -- and we're not talking
2 about it. I think we should talk about it. We
3 should amplify our voices.

4 PRESIDENT CARTER: I -- I -- I hear you. I
5 think I've heard Director Ortiz make a similar
6 point. And Director Barclay had a long
7 conversation with me about that yesterday.
8 I recognize that we have to do a better job of
9 telling our story. And we have allowed others to
10 dictate what our story is. And that has not
11 necessarily been an accurate depiction of what's
12 really happening on CTA. I've already started
13 having these conversations with staff about what we
14 can do in a much more proactive way. I've also
15 raised the question about using more predictive
16 technology. I -- I -- I refer to our cameras as
17 dumb from the standpoint that they record what
18 happens but that's all they do. And I know what
19 little bit I know around technology I know that
20 there is a technology around cameras now that can
21 do -- that can do a lot more and can tell you a lot
22 more and can assist you in both managing crowds and
23 understanding what's happening in crowds that we
24 need to take a much more aggressive look at. I'm



1 committed to really making sure that we dive into
2 that. And I'm using cameras as just one example.
3 I know your comment is much broader than just the
4 cameras but the point being that this is an
5 all-hands-on-deck moment for CTA. We need to be
6 aggressive in identifying any tool that we can put
7 into the toolbox that can both better tell our
8 story and provide us with more support of the
9 challenges that we're trying to get -- get over in
10 order to get our ridership back up and our service
11 back to the levels that we wanted to do. And the
12 cookie cutter way as you described it of how we've
13 done this in the past is unacceptable. We have to
14 do better. We have to be more innovative. We have
15 to find more ways of getting our message out. We
16 need to use more channels. Particularly channels
17 that we have directly to our customers. We have
18 the ability to communicate to our customers every
19 day. Whether it's during the announcements as you
20 indicated, Mr. Chairman, which we are doing in
21 terms of, you know, letting the -- the public know
22 that we have cameras. Whether it's putting up more
23 monitors that show you our camera and reinforce.
24 As I like to say like in 7-Eleven when you walk



1 into the store your camera -- your face appears on
2 the camera to remind you you're on camera. We have
3 a program underway right now to do that on our
4 buses where when you get -- come on the bus and pay
5 your fare there's a monitor right above you that
6 shows you, you know, hi, you're on Candid Camera
7 type of thing. Do these things, you know, prevent
8 crime? I don't know. But they're helpful. And
9 they are reinforcing the things that we're trying
10 to get people to understand. You know, the -- the
11 issue about the bulletins, we are starting to put
12 out bulletins of arrests that we're making on here
13 but we're just starting that. So it hasn't -- it
14 hasn't gotten the level of traction yet that we
15 need for it to get and our customers aren't as
16 aware of it as we want them to be. All of these
17 are things that we -- we know that we need to do
18 and we know that we need to move them faster. We
19 need to be more aggressive and we need to be more
20 creative in our thinking around how we accomplish
21 it or else we're never going to be able to
22 change -- change the narrative one way or the
23 other. There's a lot of stuff that happens on CTA
24 that we aren't able to control. And that's part of



1 the reality of the situation that we're in. But
2 for the things that we can control we need to own
3 it and we need to find ways to improve it and I'm
4 committed to doing that.

5 CHAIRMAN BARCLAY: Thank you.

6 DIRECTOR JHA: Thank you.

7 SECRETARY GREENLEE: Director Lee?

8 DIRECTOR LEE: No questions. I just wanted to
9 say, you know, I really enjoyed the spotlight of
10 the CTA employees. I actually think I know one of
11 the bus drivers. I think I rode the bus with her
12 the other day so it was -- it was really great to
13 see. And I, you know, would -- would emphasize
14 and, you know, just double click on what Director
15 Jha just said. We can definitely lean into a lot
16 of the good stuff that's happening here. There's a
17 lot of good, great things happening. I mean I
18 enjoy my interactions with that bus driver. I mean
19 it was -- it was great and I remember that day.
20 So, you know, there's -- there is a lot of things
21 we can do and agree wholeheartedly that we should
22 definitely do what we can in our control and we
23 definitely can share more positive stories. So
24 thanks.



1 PRESIDENT CARTER: You know, and I -- and I
2 also hear and appreciate, you know, the Chairman's
3 comment about the Board helping us with that
4 messaging and -- and with that support. And -- and
5 I definitely want to find a way to engage the Board
6 more in -- in this effort. I think that our
7 employees really appreciate knowing that the Board
8 cares enough to be a part of helping us address
9 these problems and I think it -- it's a great boast
10 to employee morale to see that. And, you know,
11 obviously from a public facing standpoint it's
12 important that the Board is also part of the
13 conversation around what we're doing and how we
14 ultimately are working to address this. I -- I can
15 tell you that I've got thousands and thousands of
16 employees who do not wake up every day trying to
17 find a way to make the trip that you experience on
18 CTA bad. They wake up every day trying to make it
19 as good as possible. And when we don't meet that
20 measure of expectation we all -- we all feel that.
21 We know what this service can look like and we know
22 what type of service we can provide and we want to
23 get back to a point where we're doing that again.
24 And the sooner we can get there the better.



1 SECRETARY GREENLEE: Director Ortiz?

2 DIRECTOR ORTIZ: All great comments. Thank
3 you.

4 SECRETARY GREENLEE: Director Jakes?

5 DIRECTOR JAKES: No questions.

6 SECRETARY GREENLEE: Chairman Barclay, there
7 are no additional questions.

8 DIRECTOR MILLER: Are they going to come in
9 to --

10 CHAIRMAN BARCLAY: President Carter, with
11 respect to the recognition.

12 PRESIDENT CARTER: Yes. So let me move on
13 to -- to another part of my remarks that are a
14 little bit more pleasant to talk about and one that
15 I'm very excited about. Today I want to recognize
16 the hard work and dedication of fourteen CTA
17 employees who have received multiple customer
18 commendations between January of 2022 and March of
19 2023. They come from departments across the agency
20 including rail operations, rail station management,
21 bus operations and bus maintenance. I have long
22 believed that the best barometers of excellent
23 performance on the part of our employee can
24 occasionally include customer feedback. without



1 question, the assessments and evaluations of our
2 first supervisors are key. But there is something
3 undeniably compelling about our customer's
4 firsthand accounts of their best travel experiences
5 where they discuss and evaluate our workers and
6 share the stories of CTA employees that go above
7 and beyond or exceed their expectations. As CTA
8 President, it gives me great pride when I am made
9 aware of instances where customers provide us with
10 glowing accounts of the work being done by our best
11 employees. It is not only pleasantly revealing in
12 terms of how some of our top employees are
13 performing, it also reminds us that there are
14 individuals who are coming to work every day
15 quietly making a difference in our customer's
16 travel experience in very profound and positive
17 ways. At this time I would like to introduce to
18 you some of these very impressive members of the
19 CTA family of employees.

20 So when I call your name, please, come
21 forward and join us. Representing bus operations
22 we have Juan Alvarado. Juan works out of North
23 Park Garage and is a sixteen-year CTA employee. He
24 received four commendations last year and in two of



1 them customers lovingly refer to him as, quote,
2 Daddy Mac. We're going to have to ask him to
3 explain what that means some day. And several of
4 them complimented his kind demeanor. His
5 commendations uniformly were glowing across the
6 board. Director(sic) Alvarado, thank you.

7 MR. ALVARADO: Thank you.

8 PRESIDENT CARTER: Bus operator Sean Brewer is
9 our next honorary. Sean. He too is representing
10 North Park Garage. Sean has been with us for four
11 years and received five commendations. All of them
12 in 2023. Sean, you've been working really, really
13 hard. The following words were used to describe
14 Sean in his commendations. Friendly, pleasant,
15 nice, positive, attentive, upbeat and kind. Sean,
16 whatever you're doing, keep on doing it. Next up
17 is another North Park Garage superstar. And they
18 are really doing something right at North Park
19 garage. I need to replicate that throughout the
20 system. A third honoree is Charritta Cook-Rucker
21 who has been with CTA for four years and serves as
22 a bus operator. Charritta received five customer
23 commendations. Five. I'd like to read one in
24 particular that really sums up what makes Charritta



1 special. It comes from commendations submitted on
2 January 19th of this year. This bus driver is a
3 wonderful lady. She goes above and beyond for CTA
4 service. She greets everyone that comes on the bus
5 and greets you as you're leaving the bus. She is
6 an example of how all employees should be and how
7 they should act when they're driving a bus. I can
8 tell she loves her job. Charritta, I feel the same
9 way. And we appreciate your hard work.

10 MS. COOK-RUCKER: Thank you.

11 PRESIDENT CARTER: Representing Chicago Garage
12 is Michael Toomey-Beckert. Michael is also a bus
13 operator and a nineteen-year CTA employee. Michael
14 received five commendations and our customers
15 shared some of the highest praise I've ever read.
16 His commendations include statements like regular
17 riders love him. He says hi to every passenger.
18 And it is a blessing being a senior and having
19 someone treat you so kind. Michael, I want you to
20 hear this from me. The Chairman, the Board and
21 President of CTA absolutely love to hear and read
22 about what great employees like you are doing every
23 day. And we appreciate all of your hard work. We
24 also have two other bus operator honorees who are



1 unable to join us today. They include Mia Berry, a
2 sixteen-year CTA veteran, who received four
3 commendations. Mia works out of North Park Garage
4 and Michael Washington from 77th Street Garage who
5 celebrated ten years with the agency last July and
6 received three commendations. Thank you all for
7 your support.

8 Up next our employees from rail
9 operations. Three of them are rapid transit
10 operators that have received multiple commendations
11 for safe operation of their trains. The fourth
12 individual is recognized for the same reason as a
13 rail supervisor. Our bus operators tend to have
14 more face-to-face contact with their riders than
15 their rail side counterparts. Make no mistake less
16 narrative information in their commendations make
17 their achievements no less important. In fact, my
18 experience has been that a train ride so safe and
19 smooth that our customers actually compliment the
20 effort is truly a special thing and reveals a level
21 of skill and expertise that should be commended.
22 So joining us today are Ronald Carr from
23 54th Terminal. Ron? On April 3rd, Ronald reached
24 twenty-eight years with the CTA. It makes me very



1 proud that someone with that type of longevity is
2 still achieving such a high level of excellence and
3 providing this kind of example for newer operators.
4 Ron is also wearing this unique CTA uniform which I
5 just recently found out we're not offering in our
6 uniforms anymore. I promised Ron that I was going
7 to look into that and see if we can get that
8 restored again because it is certainly a symbol of
9 pride for our employees. And whenever I see an
10 operator wearing that uniform, I know that they're
11 taking special pride in the work that they do every
12 day. So we're going to get that back for you, Ron.
13 I'm going to work on that. Okay?

14 MR. CARR: Thank you.

15 PRESIDENT CARTER: Thank you. Next up is
16 Tyrone Handy from Howard Terminal who has been with
17 us for nine years. Thank you very much, Tyrone.
18 We are very appreciative of your service and the
19 work that you do for us every day. Next is Latara
20 Jones from Rosemont Terminal. Latara is a
21 fifteen-year CTA employee.

22 MS. JONES: Kimball.

23 PRESIDENT CARTER: Oh, you're at Kimball?

24 MS. JONES: Yes.



1 PRESIDENT CARTER: So I'm looking at the people
2 who wrote my remarks. I'm giving them the, you
3 know --

4 DIRECTOR ORTIZ: Side eye.

5 PRESIDENT CARTER: The side eye. Thank you.
6 The side eye because -- I apologize. And so
7 does -- and I apologize to everybody at Kimball
8 terminal who's sort of like, hey. Latara, your
9 efforts are obviously very much greatly appreciated
10 along with your correcting the president. And
11 I -- I thank you once again for all of the work
12 that you do. Also from Rosemont terminal I hope is
13 nine-year CTA veteran and universal rail supervisor
14 Tanya Parson. Did I get that right, Tanya?

15 MS. PARSON: 54th.

16 PRESIDENT CARTER: 54th. Thank you, Tanya, for
17 correcting me. Tanya, who works out of the
18 54th Terminal, I want to congratulate you on your
19 recognition today but I also want to implore you to
20 continue in your role as a supervisor to give our
21 rail operators your secrets on what it is to be the
22 best among the best at what you do. Thank you so
23 much for your service and support of CTA. I also
24 have two additional rail station management



1 employees joining us today. All of whom have
2 received two commendations each. One is customer
3 service representative Janet Martin who's a
4 twenty-seven-year CTA employee working out of the
5 Kimball terminal. Is that correct?

6 MS. MARTIN: Twenty-six.

7 PRESIDENT CARTER: Twenty-six? You know what,
8 I'm going to stop announcing the terminal -- the
9 terminal you work out of. You know, I bet
10 though --

11 MS. MARTIN: It's all right. I'll take
12 twenty-seven.

13 PRESIDENT CARTER: Oh, twenty-six-year CTA
14 employee. Janet is clearly great at her job. But
15 if you want to find out what kind of impact Janet
16 really has in how she lights up our customer CTA
17 experience, just search Janet Martin CTA on
18 Twitter. There you will find past tweets with
19 customers praising her and referring to her as the
20 mayor of Armitage. Just as DNAinfo did in June of
21 2016 when they did an article and video featuring
22 her. Janet, you obviously are a star for the
23 community and also at CTA and at -- obviously
24 at -- at the station that you work at on Armitage.



1 So keep up the great work and thank you so much.

2 MS. MARTIN: Thank you.

3 PRESIDENT CARTER: For the things you do every
4 day.

5 MS. MARTIN: Thank you.

6 PRESIDENT CARTER: Next up is Alicia Smith.

7 Lisa, how many years do you have with CTA?

8 MS. SMITH: Twenty-eight.

9 PRESIDENT CARTER: See. And I had twenty-seven
10 years so I'm glad I asked. Twenty-eight-year CTA
11 veteran.

12 MS. SMITH: Yes.

13 PRESIDENT CARTER: And another superstar in
14 customer service. Serving -- she serves CTA
15 customers at the Dan Ryan/95th Street -- yeah.
16 I've seen you at Dan Ryan/95th Street terminal.

17 MS. SMITH: Yes.

18 PRESIDENT CARTER: Okay.

19 MS. SMITH: But currently Harris.

20 PRESIDENT CARTER: But currently Harris.

21 MS. SMITH: Yes.

22 PRESIDENT CARTER: One of Alicia's
23 commendations refer to her as a great ambassador of
24 the transit system and the city of Chicago. Let me



1 just say this. I have seen Alicia at 95th Street.
2 she has come up and talked to me. She's introduced
3 herself to me and she has told me about the things
4 she liked and didn't like about what was going on
5 there.

6 MS. SMITH: Yes.

7 PRESIDENT CARTER: She is a great ambassador
8 and regardless of what terminal you work out of, I
9 know that they -- it will be better. Whatever
10 station you work out of it will be better --

11 MS. SMITH: Thank you.

12 PRESIDENT CARTER: -- if you there are. And so
13 I want to thank you.

14 MS. SMITH: Thank you.

15 PRESIDENT CARTER: Because what I -- what we
16 hear in your commendations are exactly the type of
17 things that we want to hear about our employees.

18 MS. SMITH: Thank you.

19 PRESIDENT CARTER: So, finally, I save the best
20 for last here. And we have an individual who
21 is somewhat an -- somewhat unusual honorary and he
22 represents bus maintenance. Now I can tell you in
23 all the years I've been doing this I don't know
24 that I've ever had a bus servicer get recognized



1 for a commendation. Primarily because bus service
2 do the type of work that you wouldn't see them or
3 view them as customer facing. But Henry Wooten --
4 Henry, how many years do you have with CTA?

5 MR. WOOTEN: Sixteen.

6 PRESIDENT CARTER: Sixteen years with CTA.

7 MR. WOOTEN: You got it right.

8 PRESIDENT CARTER: And what garage do you work
9 out of, Henry?

10 MR. WOOTEN: Forest Glen.

11 PRESIDENT CARTER: Who works out of Forest Glen
12 Garage. Now before I go any further, I want to
13 explain to you why I'm highlighting Henry this
14 morning and why I describe his presence here as
15 unusual. I don't think as I indicated that we've
16 ever had an occasion to honor a bus servicer with a
17 customer commendation at a board meeting because as
18 I indicated generally speaking our servicers don't
19 interact with the public a great deal. In most
20 cases our servicers contribute greatly to the CTA
21 customer experience but they do that in a
22 behind-the-scenes roll. Today Henry has set a new
23 standard. He has raised the bar for people who
24 execute their duties in the public view less



1 frequently. He received not one but two
2 commendations. In one instance he encountered a
3 customer that had accidentally wandered into a
4 restricted area and was so kind and respectful as
5 he assisted them out of that space the customer
6 referred to the experience as actually being
7 pleasant. And if any of you have ever been in our
8 garages and other areas, I don't know that I'd ever
9 describe it as pleasant but it certainly is a
10 testament to the way he handled that particular
11 customer. In another instance and this -- this one
12 in particular just kind of blew me away. A CTA
13 employee left their laptop on a bus and realized it
14 while the bus was still in revenue service. Henry
15 became aware that the laptop was lost and tracked
16 the bus down. Then he literally chased it to its
17 next location to retrieve it and see that it was
18 returned to its owner. Directors, this group
19 embodies the qualities that we all want to see in
20 CTA employees. Excellence, accountability and the
21 highest level of customer service. They didn't
22 just make us proud. They are the standard bearers
23 for our entire industry and shining lights in this
24 great city. And I should point out, you know, one



1 of the benefits is being to the chair of APTA is
2 that you get to send in ideas for stories for a
3 national -- for the national publication. It's my
4 intention to make sure that we get some sort of
5 recognition on a national level for these employees
6 and the work that they do and I will work as chair
7 to make sure that that happens.

8 MULTIPLE VOICES: Thank you.

9 (Applause)

10 PRESIDENT CARTER: Good job. So at this time
11 we'd like to take a commemorative photo with the
12 group and then we will move on with the rest of the
13 agenda.

14 UNIDENTIFIED FEMALE: If you all want,
15 Directors, Chairman and President Carter, if you
16 want to stand on the sides or the middle it's fine.

17 PRESIDENT CARTER: Why don't we do that? Let
18 me get in the middle.

19 (Photograph taken.)

20 MULTIPLE VOICES: Thank you.

21 PRESIDENT CARTER: Thank you so much. I
22 appreciate it. He was by Forest Glen by the way.
23 I that had information wrong.

24 (Multiple voices.)



1 CHAIRMAN BARCLAY: I'd like to continue with
2 the meeting. Don't leave yet. Don't leave yet.
3 Hold on. Hold on. Hold on. Hold on. Hold on.
4 Because I want you to hear from the board members.
5 So, first, I want to congratulate each of you for
6 your exemplary service to CTA. You're a good
7 example of the great message that we need to
8 amplify to our public. The great work and
9 professionalism to our dedicated frontline workers.
10 We can't do our work without you. And you are
11 literally what makes the agency run. Each of you
12 play a critical role in moving our city forward and
13 your professionalism and dedication are greatly
14 appreciated. Alicia who I didn't know until today
15 often greeted me when I rode the Red Line and got
16 off at Washington to the Daley Center.

17 MS. SMITH: Yes. Yes.

18 CHAIRMAN BARCLAY: So it's good to put a name
19 to a face.

20 MS. SMITH: Yes.

21 CHAIRMAN BARCLAY: But she was always warm.
22 And I can see why you're being recognized.

23 MS. SMITH: Thank you.

24 CHAIRMAN BARCLAY: The other person I want to



1 highlight is -- is Sean. And I got to -- to chat
2 with a few of them this morning. Sean told me that
3 his grandfather worked for CTA and had a wonderful
4 experience and his goal was to be as good an
5 employee as his grandfather was.

6 UNIDENTIFIED FEMALE: Wow.

7 DIRECTOR MILLER: Wow. Yeah.

8 CHAIRMAN BARCLAY: And so when I hear those
9 things those are -- those are personal stories.
10 Those are commitments to customer service and to
11 advancing the agency that we all -- that make us
12 very, very proud. And I want to highlight just all
13 of you and thank you for your wonderful service to
14 the Transit Authority.

15 UNIDENTIFIED MALE: Thank you.

16 CHAIRMAN BARCLAY: On behalf of the Board, we
17 thank you.

18 MULTIPLE VOICES: Thank you.

19 CHAIRMAN BARCLAY: Keep up the good work.

20 UNIDENTIFIED FEMALE: Thank you.

21 CHAIRMAN BARCLAY: I'm going to leave it open
22 for all board members who want to share a brief
23 comment as well.

24 DIRECTOR JHA: I want to say congratulations.



1 DIRECTOR MILLER: Yeah.

2 DIRECTOR JHA: It's very humbling to be in the
3 same room and do the outreach you do.

4 MULTIPLE VOICES: Thank you.

5 DIRECTOR MILLER: And I just want to say
6 congratulations and I certainly enjoyed over this
7 morning hearing from you all over at the breakfast
8 this morning and just good to see you all in this
9 and put the faces with the name and all in the same
10 community that some of us live and -- and work. As
11 a handyman good to see you.

12 UNIDENTIFIED MALE: Thank you.

13 DIRECTOR MILLER: Thank you all. All right.

14 MULTIPLE VOICES: Thank you.

15 DIRECTOR JAKES: We talked briefly this morning
16 so I don't want to overdo it but thank you all so
17 much for everything. We really do appreciate it.

18 MULTIPLE VOICES: Thank you.

19 DIRECTOR JAKES: I look forward to seeing you
20 back next year.

21 DIRECTOR ORTIZ: I agree. I second all of
22 these and sincere sentiments of gratitude to all of
23 you. All of you and each of you make Chicago
24 proud.



1 UNIDENTIFIED FEMALE: Thank you.

2 DIRECTOR ORTIZ: And I know you make an
3 incredible difference in your families, in your
4 community and for that we're all also
5 incredibly grateful.

6 MULTIPLE VOICES: Thank you.

7 CHAIRMAN BARCLAY: Director Lee?

8 DIRECTOR LEE: Yeah. Thank you so much.
9 It's -- sorry I can't be there with you all today
10 but I look forward to seeing each and every one of
11 you on -- in the system. I ride a lot so maybe
12 I'll cross paths with you. And keep up the good
13 work and -- and can't wait to, you know, see what
14 CTA brings for you all next.

15 MULTIPLE VOICES: Thank you.

16 PRESIDENT CARTER: Mr. Chairman, I -- I failed
17 to mention one other recipient who wasn't able to
18 be with us here today. I just want to make sure
19 that I publically acknowledge her as well and that
20 is Onisha Sneed. Onisha is a janitor who hopefully
21 works out of Midway. And if not, Onisha, you need
22 to let me know so I can correct that. But she also
23 has been with CTA for four years and one of her
24 commendations she was not only -- not only



1 described Onisha as attentive, friendly and
2 cheerful but also noted that -- that she detailed
3 times that she went above and beyond getting
4 involved to help customers do everything from
5 retrieving dropped items on the tracks to assisting
6 with vending machines. Onisha couldn't be with us.
7 She had to leave early today. She officially may
8 have been here but had to leave. We want to make
9 sure she gets recognized as well by the Board.

10 MULTIPLE VOICES: Thank you.

11 CHAIRMAN BARCLAY: Congratulations again.

12 Thank you very much.

13 MULTIPLE VOICES: Thank you.

14 UNIDENTIFIED FEMALE: Thanks for having us.

15 CHAIRMAN BARCLAY: Thank you.

16 (Applause)

17 CHAIRMAN BARCLAY: You know, that's the
18 narrative that we need to -- to really get. Those
19 are people that are really doing their jobs and
20 they do it well.

21 PRESIDENT CARTER: We're going to make sure
22 that we're still amplifying those individuals
23 throughout CTA going forward. As I indicated to
24 you, I'm -- I'm also going to try to do it on a



1 national level because they -- they're emblematic
2 of the type of employees, you know, in the transit
3 system around the county that we're all very proud
4 of that do their jobs every day and do it well.
5 And I think it is important that they know that we
6 care about the quality of the work that they do and
7 that we appreciate them.

8 CHAIRMAN BARCLAY: Sure.

9 CHAIRMAN JAKES: Mr. President -- I'm sorry,
10 but, Mr. Chairman, real quick because I don't know
11 if you highlight them individually for Twitter. So
12 to have their picture and then say -- is that what
13 you're talking about?

14 PRESIDENT CARTER: Well, I'm talking about that
15 but I'm also talking about internal within CTA.

16 CHAIRMAN JAKES: I see.

17 PRESIDENT CARTER: Making it well known. And
18 as far as I'm concerned and -- and I'll have this
19 conversation with my -- my communications team
20 putting -- putting them out on the system. You
21 know, letting -- you know, we can put up digital,
22 you know, information about the employees
23 and -- and, you know, congratulating them on -- on
24 their recognition and, you know, maybe putting some



1 of the quotes that we -- we -- you know, that I
2 just told you about what these employees do every
3 day. So it's a way to just -- you know, we have
4 lots of employee. I mean they're seeing the cream
5 of the crop here obviously but we have lots of
6 employees that get commendations on a regular basis
7 who are doing what these individuals do. You know,
8 the employees who -- who end up getting notoriety
9 on the CTA usually get it for something negative
10 they're involved in and not for the positive things
11 that the vast majority of our employees do every
12 day without any special recognition or -- or
13 additional support. And to your point, we need to
14 tell our story. And we need to do it in a very
15 direct way and we need to do it in a way that
16 reinforces the fact that, you know, there are
17 thousands of really good CTA employees who are
18 actually emblematic of what most of our customers
19 experience every day, you know, without any drama
20 or, you know, other incidents occurring that are
21 making the system work on a daily basis twenty-four
22 hours a day, seven days a week. That's the story
23 that should be out there. Not the story about
24 the -- the occasional incidents that occur that



1 obviously are troubling, disturbing and needs to be
2 addressed but are not reflective of what the vast
3 majority of customers experience on a daily basis.

4 CHAIRMAN BARCLAY: Okay. Thank you, President
5 Carter. Our next order of business is a
6 presentation entitled disadvantaged business
7 enterprise and contracting career programs --
8 program. Our presenter will be Brittney Johnson
9 who serves as our Senior Manager, Certification and
10 Compliance Program in Diversity Program.

11 MR. MCKONE: Good morning, Chairman and Board.
12 So I'm Tom McKone, Chief Administrative Officer.
13 I'm joining Brittney this morning. Normally you'd
14 expect JuanPablo Prieto, our Director of Diversity
15 Programs to providing -- to be providing the update
16 today but I am happy to announce that as of
17 11:20 p.m. last night JuanPablo become a father
18 for the -- the second time to Amelia Fernanda. So
19 we're really happy for -- for JuanPablo and hoping
20 he enjoys a couple of days off with -- with his
21 family.

22 PRESIDENT CARTER: Congratulations. Please,
23 extend our congratulations to him.

24 DIRECTOR ORTIZ: Yeah.



1 MR. MCKONE: Absolutely. Absolutely. So -- so
2 with that, you know, myself and Brittney are here
3 to take you through the presentation. So I'm Tom
4 McKone, Chief Administrative Officer.

5 MS. JOHNSON: Hello. My name is Brittney
6 Johnson. I'm Senior Manager for Diversity
7 Programs. So if we can go to the next slide, Herb.
8 So today I would like to update you all on all of
9 the great work that CTA is doing to increase
10 participation from our DBE and the SBE community in
11 providing career opportunities for residents of
12 economically disadvantaged areas on our contracts.
13 Next slide, please. CTA is seen as a leader
14 throughout the industry for our programming. We
15 have received recognition for many of our programs
16 and for our approach to supporting the DBE and SBE
17 community and residents of economically
18 disadvantaged areas. Our programs are not only a
19 critical component of our capital programs but also
20 building our communities. And here are just a few
21 examples.

22 Next slide, please. So the first program
23 I will cover is our DBE program. CTA operates a
24 federally compliant DBE program. Since we received



1 so much federal funding, we only have a DBE
2 program. We are also required to have a DBE
3 program per the state FTA Act. Our current goal
4 with the US DOT for federally funded contracts is
5 26 percent. This goal is for federal fiscal years
6 2022 through 2024. Meaning October 1st, 2021
7 through September 30th of 2024. This does not mean
8 all federally funded contracts are assessed with a
9 26 percent goal. It just means that based on the
10 projected federal dollars when we set the goal we
11 calculate it that we can attain 26 percent. Each
12 contract has a unique goal based on the size, scope
13 and complexity and availability of DBEs. Every
14 three years we prepare a goal based on projected
15 federal spending and submit to the FTA for review
16 and approval. In federal fiscal year of 2022, we
17 attained a 38 percent DBE commitment on all of our
18 federally funded contracts awarded during that
19 time. Although we are very proud of that
20 commitment and achievement, I would like to
21 highlight that the attainment from year to year
22 depends on the funding and contracts awarded in
23 that given period. For example, when we did not
24 have a state capital program or significant federal



1 infrastructure funding, we had a lower DBE
2 commitment. Investing in transit not only helps
3 commuters and the community in which we build but
4 it also helps build small businesses. And thanks
5 to the leadership of President Carter, all CTA
6 departments play a role in creating opportunities
7 and programming.

8 Next slide, please. Next, I will cover
9 how we've taken the requirements of the DBE program
10 and developed a very innovative, strategic and
11 intentional approach to enhancing our program. CTA
12 understands that we cannot simply certify firms and
13 set goals. We must do everything we can to help
14 connect DBE firms and career seekers to
15 opportunities and do our best to prepare them to be
16 successful in those opportunities. We recognize
17 that the goals we set on our contracts are merely
18 before and we expect our contractors to reach for
19 the ceiling. Next, we created several strategic
20 initiatives to the DBE program. So we have a
21 robust small business development and outreach
22 program that connect firms to the resources and
23 opportunities they need to grow. Many of these
24 initiatives came from feedback from the DBE



1 community and our DBE Advisory Committee and of
2 course technical assist agencies. We have
3 memberships to multiple organizations and regularly
4 attend membership meetings to hear directly from
5 the businesses and you can see that in -- in this
6 picture on this slide here. And we continue to
7 emphasize that diversity program staff is their
8 number one advocate within CTA. And, in fact, the
9 splitting of design build goals came from a
10 conversation that President Carter had with several
11 DBE engineering firms and we developed our mentor
12 protégé program with assistance from our DBE
13 Advisory Committee.

14 Next slide, please. So our SBE program
15 is -- is -- is an extension of our DBE program.
16 Part of the DBE regulations we are required to have
17 a race and gender neutral program to foster small
18 business participation. We decided to incorporate
19 the same certification standards with the
20 exception -- exception of the social disadvantaged
21 as a DBE certification standard. Since we did
22 that, all DBE certified firms are automatically
23 included in our small business program and we also
24 accept SBE certification from Metra, Pace and most



1 recently SEPTA in Philadelphia since they use the
2 same certification standards as well. We want to
3 see our SBE firms become primes on our contracts
4 and that is the goal of our SBE programs. Through
5 the SBE program we were able to set contracts aside
6 for only certified small businesses to compete.
7 These contracts can be valued up to 5 million
8 dollars a year and need to have a competitive pool
9 of certified SBEs to participate. Our program
10 started with a capital of \$100,000 in 2015 but we
11 quickly increased it to one million dollars because
12 we saw the small business community had the
13 capacity to do so. After awarding several SBE
14 contracts, we again saw that the capacity of the
15 small business community had grown and so we
16 increased the cap to 3 million dollars. And once
17 we saw our small businesses hitting the cap again,
18 we came back to the Board to increase it to
19 5 million dollars in 2021. Through these increases
20 we continue to maximize opportunities for small
21 businesses while ensuring contracts are manageable
22 enough so we don't set a small business up for
23 failure. Since 2013 when we launched the program,
24 we have awarded over 100 contracts valued at over



1 61.9 million dollars. We've achieved this by
2 reviewing contracts to recommend that they
3 are -- they be set aside completely or that a
4 portion of the work be set aside to create
5 opportunities for SBES. Purchasing is one of our
6 great partners as they are the ones that structure
7 the contracts to reduce barriers for small
8 businesses. Diversity also gets grant support from
9 the departments within the Authority when we
10 explore small business set-asides.

11 Next page, please. So as you know, we are
12 one of the first agencies to sign on to the Equity
13 and Infrastructure Project or EIP which brought
14 together agencies from across the country to share
15 best practices to increase the amount of
16 historically underutilized businesses that can
17 compete for contracting opportunities. Through
18 this initiative we partnered with SEPTA to create
19 an MOU to accept other -- each other's SBE
20 certifications and are working to recruit more
21 agencies to sign on to it. This will help our SBE
22 firms compete on opportunities in other markets so
23 they can continue to grow. It is no coincidence
24 that we were one of two transit agencies that were



1 asked to be one of the -- one of the first signers
2 of EIP. CTA is a recognized leader in the
3 infrastructure industry for our innovative approach
4 to DBE and SBE. And we have leveraged the DBE
5 program to uplift small businesses and create
6 growth within our communities and are consistently
7 looking at ways to improve the program.

8 Next slide, please. So I just want to
9 highlight this. We don't just set goals. We also
10 assist our DBE and SBE firms in building their
11 businesses. So CTA is an innovator in connecting
12 firms with technical and financial capacity
13 building allowing our DBEs to have successfully
14 grown their businesses and participate on mega
15 projects such as the 95th Street Terminal Project
16 as a joint venture and that was Millhouse
17 Engineering and Construction. With feedback from
18 our advisory committee, our mentor protégé program
19 has been successfully implemented on contracts such
20 as RPM creating industry leaders from our DBE
21 firms.

22 Next slide. So our programming includes
23 classes from industry experts through our small
24 business educational series. A nine-week cowork



1 program in capital sourcing, technical and
2 procurement assistance and back office support in
3 building small businesses programs. Both of these
4 programs have evolved over time in our reflection
5 of our commitment to help small businesses grow and
6 prepare to not only bid on CTA contracts but to
7 successfully perform and grow from it. Over fifty
8 firms have graduated from our program and many have
9 been awarded contracts and subcontracts with CTA.
10 The small business educational series was created
11 in 2017 when President Carter asked us to prepare
12 firms that had never done business with the CTA to
13 be ready for work that we were going to advertise
14 for the Green Line. Building small businesses was
15 piloted on RPM where we assisted over twenty firms
16 in securing 6. -- 6.5 million dollars in capital.
17 It launched as a full program in July of last year
18 and we have continued to connect small businesses
19 with capital so that they can compete for a
20 successful -- successfully and grow our CTA
21 projects. The video you will see during the
22 construction report will feature a firm that went
23 through the building small businesses program Air
24 and wellness. And I will now pass it over to Tom.



1 The next slide, please, Herb.

2 MR. MCKONE: Thank you, Brittney. And, you
3 know, Brittney is a little humble when she goes
4 through the facts and figures. The CTA is really a
5 trendsetter with it -- with it's DBE program and
6 under the leadership of President Carter and the
7 Board, not only have we signed an agreement with
8 Philadelphia, the first of its kind in the country,
9 but SEPTA has reached out to us and said, how do we
10 create a small business program the same way
11 Chicago has? How do we learn from you? How do we
12 make sure that we can roll this out within our area
13 too? So we're certainly sort of setting the
14 standard with the DBE program. I'm going to talk
15 to you about the workforce program that accompanies
16 our contracts. This -- what you're seeing is a
17 graphic display of the -- of the ecosystem that
18 exists for workforce participation on our
19 infrastructure projects. Obviously CTA is a big
20 part of this through the -- the projects that we
21 fund but we also coordinate with our trade union
22 partners because we have union workforce on all of
23 our -- on all of our projects. We have workforce
24 partners that are adept at supporting individuals



1 who need to enter those trades and want to work on
2 those CTA projects. That was a part of the -- the
3 contract package that we -- we looked at today with
4 the Board. Obviously the community and working
5 directly with the community and with community
6 partners and then directly with the contractors and
7 the subcontractors. And I think the -- the theme
8 here through this is no matter where we build a
9 project we want to make sure that the benefits of
10 the project reach all of the communities that we
11 serve. And that's our objective with this. And we
12 don't want to set goals as Brittney described on
13 the DBE side or on the workforce side and say,
14 okay, it's up to you to achieve them. We recognize
15 that it's up to us to help make sure that these
16 goals get achieved because what we want to see is
17 not only the SEPTA goal but to achieve and exceed
18 the goals that we set on the contracts and we have
19 to make sure that we're setting not only the -- our
20 firms up for success but the people on our projects
21 up for success as well.

22 So, Herb, next slide. We do this through
23 a series of goals that we set in our contracts and
24 these have evolved over time. Beginning in 2013



1 with the Red Line South Project we established our
2 first workforce goal on a contract and that was by
3 establishing what's now known as a -- as a WIOA
4 qualified individual. This would be somebody who
5 may be separating from the service, somebody who
6 un- or underemployed or others who have barriers
7 to -- to employment. So those individuals we set a
8 minimum threshold for participation for those
9 individuals beginning on the Red Line South
10 Project. And since then we've sort of expanded
11 from that particular goal. In conjunction and
12 working with our partners at the Housing Authority,
13 we've added section three residents to now qualify
14 for this careers opportunity goal that allows
15 somebody to work on a CHA project and then work on
16 a CTA project. They'll gain that career experience
17 that they need to sort of go up from apprentice
18 worker to journey worker and then really create a
19 career in the -- in the building trades. After we
20 established this goal and speaking with the unions
21 and other community partners, we wanted to make
22 sure that we were bringing new people into these
23 opportunities and creating those opportunities for
24 people in the communities that we're targeting to



1 be members of these projects. And what they said
2 is you need to establish a minimum number of union
3 apprentices that you're going to have on the
4 project. And that was the genesis of our union
5 apprenticeship goal. We launched that in 2017.
6 We've had it on our major contract since 2017 and
7 what that does is that opens up opportunities for
8 new people to come on to the project and to gain
9 the experience they need to move into the journey
10 worker and that career status. And then, finally,
11 we have our economic disadvantaged area goal. This
12 is a goal that we've put in place in advance of the
13 Red-Purple Modernization Project. It was launched
14 in -- in 2017 with Your New Blue as well.

15 Initially we targeted residents of ZIP codes that
16 had a medium income of \$40,000 or less. Now that's
17 migrated up to \$45,000. And initially when we put
18 this goal in place, we had a federal restriction
19 that did not allow us to target local areas. We
20 had to include all the ZIP codes across the country
21 as qualifying within this or we'd run afoul with
22 the federal competitive rules. So we put that in
23 place. It was a federal goal at -- at the time.
24 And then in working with initially the Obama



1 administration to pilot a program where we can put
2 local hiring goals on a contract, we were one of
3 the very few projects in Illinois that actually did
4 that. That was used as a basis of evidence to the
5 Biden administration to say that they could lift
6 that federal restriction on local hiring and now
7 thanks to -- to -- to the leadership of -- of
8 President Carter, thanks to the leadership of this
9 Board, we've been able to put in place an
10 economically disadvantaged goal that targets the
11 local communities that -- that are in our service
12 area that meet this qualification to meet this
13 goal. So it's been a great success of this program
14 in one of the areas where CTA has been -- been a
15 leader in really creating workforce goals on our
16 contracts.

17 If you go to the next slide, you'll see an
18 example of this on RPM. So RPM we've established
19 these three goals. You can see 10 percent,
20 15 percent and 35 percent respectively. We audit
21 these goals -- audit the workforce weekly that's on
22 the project. We go out and make sure that we're
23 not just waiting until the end of the project,
24 right, to see all the numbers come in but week by



1 week checking in with the contractor making sure
2 that the folks that are working on the project and
3 that they're submitting to meet the goals are
4 actually sort of residents of the communities that
5 we're targeting and making sure that -- that this
6 is actually -- the goals are actually -- the
7 benefits of the goals are flowing to the
8 communities and the individuals that they're
9 intended to flow to. So far on the Red and Purple
10 Modernization Project, you can see the numbers up
11 there, residents of economically disadvantaged
12 areas have worked over 339,000 hours and
13 worked -- and earned almost 19 million dollars on
14 the project. We're a little bit more than halfway
15 done with the labor on the project so those numbers
16 are only going to go up from here. In addition,
17 not only do we establish goals on construction
18 projects. We're looking -- we are extending that
19 to service projects and professional service
20 projects. So we're putting economically
21 disadvantaged area goals on some of our service
22 contracts. Again this is an area where CTA is one
23 of the leading agencies to do that. We're hoping
24 to see positive result -- results and to build from



1 there. You can see some of the upcoming projects
2 that are going to have those workforce goals. And
3 the aim of the workforce goals is to create a
4 consistency across projects. A lot of our projects
5 may only be a seasonal project, four months, six
6 months in nature. RPM is a notable exception but
7 by placing these goals consistently across
8 contracts, we're able to create a consistency of
9 opportunity where somebody may come in as an
10 apprentice on one of these three projects that
11 are -- that are listed here maybe on the Austin
12 Green Line or on the rail maintenance facility but
13 then we have the same goal as extends to the Red
14 Line extension so a person can gain that experience
15 and work on future projects on CTA knowing that we
16 have a consistency of those goals. In -- in
17 addition to support our workforce programs, our
18 manufacturing contracts we put in place a US
19 employment goal. This targets manufacturing work
20 in the US. We've put this in place on all of our
21 major rail -- rail and bus vehicle procurements.
22 The south -- the facility that was built on the
23 south side of Chicago, you see a picture here from
24 the shop for there, that is actually part of the US



1 employment plan commitment that was made by the
2 rail manufacturer to meet the US employment plan
3 requirements.

4 If you go to the next slide. And just
5 wrapping up I wanted to -- to show just some of the
6 images. Right. You can see people there
7 graduating from apprentice programs. Interested
8 workers and workforce at some of our outreach
9 events at the City Colleges. People who have maybe
10 they held union cards previously. Maybe this is
11 their first time in the unions. Very motivating
12 opportunities of people who want to work on our
13 projects and we're looking to support the ecosystem
14 to make sure that -- that they can do that. You
15 saw a video last month about Pierre. You know
16 Pierre lives on the south side of Chicago. He
17 gained all of his apprenticeship hours that he
18 needed to complete his ironworker apprenticeship on
19 the RPM project and now he's got a career as an
20 ironworker thanks to the goals that we've put on
21 these projects and the opportunities that we've
22 created. So with that, I'll open it up for
23 questions for myself or for -- for Brittney.

24 CHAIRMAN BARCLAY: well, thank you, Brittney



1 and -- and Tom, for your presentation. I'm -- I'm
2 glad to see that CTA is leading the industry in
3 creative approaches to ensure equitable
4 opportunities to participate on CTA contracts
5 projects. I would encourage the team to continue
6 to expand efforts. For example, I think, Brittney,
7 you raised the mentor protégé program. Especially
8 when we see contracts that there's no DBE
9 participation. We want to basically make sure that
10 someone is being brought along on some of those.
11 I -- I think in those cases, you know, we look to
12 see how primes can bring underrepresented
13 individuals along and on business development
14 opportunities. So I want to thank you for -- for
15 sharing this morning and bringing us up to date. I
16 open it up to any board members at this point who
17 may have any further comments.

18 SECRETARY GREENLEE: Director Lee?

19 DIRECTOR LEE: Just a quick comment. Thanks
20 again for all the hard work that, Tom and your team
21 have been doing, Brittney. I just wanted to also
22 emphasize like while I applaud all the work which
23 is, you know, we got keep -- keep going and we
24 can't stop here and like expanding and also just



1 widening the net to include people with
2 disabilities because a lot of those folks are
3 underrepresented and underemployed as well. So
4 just keep -- keep up the good work. And let's cast
5 the net a little wider.

6 SECRETARY GREENLEE: Director Jha?

7 DIRECTOR JHA: Thank you. No questions.

8 SECRETARY GREENLEE: Director Miller?

9 DIRECTOR MILLER: Keep up the good work. Thank
10 you.

11 SECRETARY GREENLEE: Director Jakes?

12 DIRECTOR JAKES: No questions.

13 SECRETARY GREENLEE: Director Ortiz?

14 DIRECTOR ORTIZ: I also want to also second the
15 importance of this work. I think it's really
16 critical. I -- I think all the numbers in the
17 economy it shows the importance of small businesses
18 and so I'm really glad that we're taking all of
19 these different and deep steps into encouraging
20 this work and this collaboration with communities.

21 PRESIDENT CARTER: Thank you, Chairman. Just a
22 couple of sort of summary comments and I was taking
23 notes on the board members', you know, comments as
24 well and we'll follow up on all of that.



1 Particularly with people with disability. I think,
2 Director Lee, you're correct. I don't know how
3 much of a focus we have placed on that particular
4 group. But we should be trying to make sure that
5 we're incorporating them into our -- our broader
6 efforts as well. And -- and certainly there are
7 contracts where that may be an opportunity that we
8 have yet to explore. All of which is to say I
9 don't find any stretch of the imagination to view
10 our work as completed based on what you just heard.
11 If there is anything that I hope you took away from
12 historical discussion of everything we put in place
13 that we've been building on top of each other.
14 when I -- when I came here as president, I really
15 tasked my team with doing a couple of things. One
16 was starting to increase the pool of available DBEs
17 who could do work on CTA. The second is increasing
18 the opportunities for those DBEs to do work on CTA.
19 And the things that you have seen that we put in
20 place have been intended to address both of those
21 goals. Along with, you know, our breaking up of
22 contracts and -- and really doing things that may
23 not be as efficient as we -- we could do it from a
24 procurement standpoint or from a project standpoint



1 but are opportunities for us to create these types
2 of additional opportunities for companies to do
3 business with us and its -- it's been important to
4 me that we're not only creating opportunities for
5 them to get this with us as subs but that we're
6 also starting to create opportunities to get
7 business with us as primes. You know, I -- I -- I
8 have stressed particularly to our major contractors
9 that seeing just them at the table and not, you
10 know, other subs, diversity of -- of who's working
11 at your project at the table is a lost opportunity
12 with them because they need to learn what it's like
13 to interact with the head of CTA and hear from the
14 head of CTA about what our expectations are on
15 projects and what we're looking for in
16 accomplishing. Similarly on the workforce side
17 it's a similar type of objective. It's to increase
18 the pool of available employees. Particularly on
19 major capital construction projects. And I -- I
20 mention that particularly in relation to RLE. This
21 is going to be a great opportunity for us to do a
22 lot of great stuff. And we have certainly taken
23 the lessons that we've learned from what we did
24 with RPM and are applying them to RLE. Not the



1 least of which is why the workforce contracts are
2 in front of you today because one of the things
3 that we've learned is that you can't start this
4 stuff early enough. You know, we're still -- we're
5 still a little ways away from awarding a contract
6 to construct this project. But the work that needs
7 to start in the communities to basically start to
8 develop the pipeline and to get people prepared to
9 take advantage of these opportunities starts now.
10 And there are other opportunities that we can put
11 people on while we're waiting for RLE to get
12 started that allows them to get experience and we
13 certainly have examples of employees who have
14 worked on multiple CTA projects over the course of
15 their -- their career. You know, moving up through
16 the ranks of -- of their union apprenticeships and
17 other things that are now benefitting from that on
18 projects like RPM. And so the idea here is to not
19 only make sure that we're exposing particularly
20 those communities who have been the most
21 significantly impacted economically to these
22 opportunities but then creating the pathway for
23 them to actually get meaningful jobs on these
24 projects. And for a project like RLE or RPM the



1 benefit of that project is that it's going to go on
2 for four or five years. These are not short
3 projects. They are what are referred to as mega
4 projects. CTA has had a lot of mega projects in
5 its history. We're blessed to have -- we're in the
6 process of having two of them going on at the time.
7 And if we don't maximize the benefit of that type
8 of an opportunity then that is just a missed
9 situation for us that we should never ever allow to
10 happen. So I want you to get a better sense of
11 philosophically what I'm trying to do in this area
12 and the fact that we continue to be innovative. We
13 continue to look at ways to expand what we're
14 doing. The equity in infrastructure projects is an
15 opportunity to take a lot of stuff that we're doing
16 here locally and make it a national effort which is
17 also going to open up DBEs and others for us at a
18 much broader level than we've ever had before. And
19 so I'm hoping that will provide benefits for us
20 particularly around projects like RLE where we're
21 going to be looking for qualified DBEs to basically
22 come in and do -- do work that may have
23 historically been done by non-DBE firms.

24 CHAIRMAN BARCLAY: Thank you. Our next order



1 of business is the approval of the minutes of the
2 regular board meeting of March 8th, 2023. May I
3 have a motion to approve?

4 DIRECTOR MILLER: So moved.

5 DIRECTOR JHA: Second.

6 SECRETARY GREENLEE: The motion has been made
7 by Director Miller and is seconded by Director Jha.
8 Director Jha?

9 DIRECTOR JHA: Yes.

10 SECRETARY GREENLEE: Director Miller?

11 DIRECTOR MILLER: Yes.

12 SECRETARY GREENLEE: Director Jakes?

13 DIRECTOR JAKES: Yes.

14 SECRETARY GREENLEE: Director Ortiz?

15 DIRECTOR ORTIZ: Yes.

16 SECRETARY GREENLEE: Director Lee?

17 DIRECTOR LEE: Yes.

18 SECRETARY GREENLEE: Director Barclay?

19 CHAIRMAN BARCLAY: Yes.

20 SECRETARY GREENLEE: Chairman Barclay?

21 CHAIRMAN BARCLAY: Yes.

22 SECRETARY GREENLEE: The motion to approve the
23 minutes has passed.

24 CHAIRMAN BARCLAY: Our next order of business



1 is executive session. It's my understanding, Kent,
2 that there is an executive session today.

3 MR. RAY: Yes, Chairman Barclay. We will be
4 moving into closed session pursuant to the Illinois
5 Open Meetings Act, second 2, paragraph C,
6 subparagraphs 1 and 11.

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

10 DIRECTOR MILLER: So moved.

11 DIRECTOR ORTIZ: Second.

12 SECRETARY GREENLEE: It has been moved by
13 Director Miller and seconded by Director Ortiz.
14 Director Ortiz?

15 DIRECTOR ORTIZ: Yes.

16 SECRETARY GREENLEE: Director Jakes?

17 DIRECTOR JAKES: Yes.

18 SECRETARY GREENLEE: Chairman Barclay?

19 CHAIRMAN BARCLAY: Yes.

20 SECRETARY GREENLEE: Director Miller?

21 DIRECTOR MILLER: Yes.

22 SECRETARY GREENLEE: Director Jha?

23 DIRECTOR JHA: Yes.

24 SECRETARY GREENLEE: Director Lee?



1 DIRECTOR LEE: Yes.

2 SECRETARY GREENLEE: Mr. Chairman, the motion
3 to move into executive session has passed
4 unanimously.

5 CHAIRMAN BARCLAY: Okay.

6 (Whereupon, the Board
7 recessed into Executive
8 Session at 11:46 a.m.)

9 (Whereupon the meeting
10 reconvened at 12:06 p.m.
11 as follows:)

12 CHAIRMAN BARCLAY: Thank you. Kent, may I now
13 have a motion to approve an ordinance
14 sustaining -- okay.

15 MR. RAY: Chairman, would you like me to
16 summarize item 7-A?

17 CHAIRMAN BARCLAY: Please.

18 MR. RAY: Chairman, item 7-A involves the
19 Board's review of the Section 28 Hearing
20 Committee's recommendation regarding CTA's
21 discharge of James Jackson. Mr. Jackson requested
22 a hearing to contest his discharge under section 28
23 under the Metropolitan Transit Authority Act. The
24 hearing was held before an appointed committee and



1 after considering all of the evidence presented in
2 the hearing, the committee has recommended that the
3 Chicago Transit Board sustain Mr. Jackson's
4 discharge.

5 CHAIRMAN BARCLAY: Thank you, Kent. May I have
6 a motion to approve an ordinance sustaining the
7 discharge of James Jackson?

8 DIRECTOR MILLER: So moved.

9 DIRECTOR ORTIZ: Second.

10 SECRETARY GREENLEE: It's been moved by
11 Director Miller. Seconded by Director Ortiz. Let
12 us take the vote. Director Ortiz?

13 DIRECTOR ORTIZ: Yes.

14 SECRETARY GREENLEE: Director Jakes?

15 DIRECTOR JACKS: Yes.

16 SECRETARY GREENLEE: Chairman Barclay?

17 CHAIRMAN BARCLAY: Yes.

18 SECRETARY GREENLEE: Director Miller?

19 DIRECTOR MILLER: Yes.

20 SECRETARY GREENLEE: Director Jha?

21 DIRECTOR JHA: Yes.

22 SECRETARY GREENLEE: Director Lee?

23 DIRECTOR LEE: Yes.

24 SECRETARY GREENLEE: There is a unanimous vote



1 to sustain the motion that has been made by
2 Director Miller.

3 CHAIRMAN BARCLAY: Our next order of business
4 is board matters. Georgette, do we have any board
5 matters?

6 SECRETARY GREENLEE: Chairman Barclay, we have
7 no board matters this month.

8 CHAIRMAN BARCLAY: The next order of business
9 is a report from the Committee on Finance, Audit
10 and Budget. Director Jakes?

11 CHAIRMAN JAKES: The committee met earlier this
12 morning and approved the March 8th committee --
13 committee minutes and reviewed the finance report.
14 The committee reviewed one ordinance. An ordinance
15 authorizing a co-promotional trade agreement with
16 the City of Chicago through its Department of
17 Cultural Affairs and Special Events for 2023. The
18 committee also reviewed fifteen contracts. The
19 committee -- the committee approved and recommended
20 for Board approval one ordinance and the fifteen
21 contracts. The committee placed the ordinance and
22 fifteen of the contracts on the omnibus. That
23 concludes my report, Chairman Barclay.

24 CHAIRMAN BARCLAY: Thank you, Director Jakes.



1 May I now -- I will now entertain a motion to
2 approve the omnibus as stated by Director Jakes.

3 DIRECTOR MILLER: So moved.

4 DIRECTOR ORTIZ: Second.

5 SECRETARY GREENLEE: It's been moved by
6 Director Miller and seconded by Director Ortiz to
7 approve the --

8 CHAIRMAN JAKES: Omnibus.

9 SECRETARY GREENLEE: -- omnibus. We'll take
10 the vote. Director Ortiz?

11 DIRECTOR ORTIZ: Yes.

12 SECRETARY GREENLEE: Director Jakes?

13 DIRECTOR JAKES: Yes.

14 SECRETARY GREENLEE: Chairman Barclay?

15 CHAIRMAN BARCLAY: Yes.

16 SECRETARY GREENLEE: Director Miller?

17 DIRECTOR MILLER: Yes.

18 SECRETARY GREENLEE: Director Jha?

19 DIRECTOR JHA: Yes.

20 SECRETARY GREENLEE: Director Lee?

21 DIRECTOR LEE: Yes.

22 SECRETARY GREENLEE: The vote is unanimous.

23 CHAIRMAN BARCLAY: Our next order of business
24 is the construction report from Bill Mooney, Vice



1 President of Infrastructure, and Brittney Johnson
2 from Diversity Programs.

3 MR. MOONEY: Good afternoon, Chairman Barclay
4 and Directors. I am Bill Mooney, your Chief
5 Infrastructure Officer and I'm joined with Brittney
6 Johnson. We'll begin our construction monthly
7 update with our CDOT Lake Line and Damen Station.
8 Most of the activities in the past month has
9 remained focused on rehabbing the existing
10 structural elements to be able to accommodate the
11 new platforms as well as the preparation for the
12 foundations for the station house. We can move
13 forward to the photos on this and see some examples
14 of this.

15 I showed you last month most of the
16 existing structure in that area has been put on
17 temporary shoring while they rebuild the columns
18 and column bases. And here is an example of
19 those -- that -- that shoring as well as them
20 excavating out what was done -- some foundation
21 work that was done on our previous portion of the
22 contract creating new foundations and micropiles.
23 Very similar to what you've seen on RPM and other
24 projects we do. And you can move forward to the



1 next slide, please. And here they are hanging the
2 new column bases and looking to tie into those
3 micropiles. Those micropiles are those kind of
4 round, brown things towards the bottom of that pit
5 there. They'll form up a rebar cage and pour up
6 all the concrete to the new column base there to
7 give us the new thicker foundation that the
8 platform -- the new platforms will be sitting on as
9 well as the existing structure.

10 Next slide. And here is the other
11 portion. This is over in the station house area.
12 So as -- as you've seen on -- recently on Damen
13 Substations from the RPM project work. You know,
14 one of the key aspects when you start to build
15 buildings out of the ground is giving you good
16 foundation. Here they are getting ready to pour
17 the grade beams. This is really what the
18 foundation of the sub -- of the new station house
19 will be built on and they're getting ready and
20 starting to pour those in those photos.

21 Next slide. Our next project is our
22 non-revenue rail vehicle facility. It's
23 progressing forward very actively. There's a whole
24 bunch of work going on inside, outside and -- and



1 then kind of on the building at this point. So all
2 the walls are in place and the roofing is
3 predominantly in place and in the process of
4 getting all the finished roofing product on place.
5 sealing it up completely. They're in the process
6 of installing windows as well as all these kind of
7 internal duct banks to the building that involve
8 all the mechanical and electrical that we'll use as
9 part of the operation of that building. Here are
10 some photos around that work. So here you can see
11 the new roofing membrane installed. So this is a
12 multi-layered roof membrane of industrial grades.
13 This is the first layer of the membrane going on on
14 to that tin deck that you've seen in previous
15 months. Next slide. Here is what we call the
16 clerestory or clerestories. These are similar to
17 skylights other than they don't leak as much so it
18 allows some fresh -- fresh air and ventilation and
19 natural lighting into the facility. There's five
20 of them in total over the roof. You can see the
21 framing and ultimately the existing cladding of the
22 roof as well. Next slide. Here's some of that
23 internal duct banks I mentioned a minute ago. So
24 this is actually for all of the electrical power



1 within the facility. The facility has some access
2 to the traction power system because it does do
3 work on rail-borne vehicle maintenance that does
4 require some of that electric -- access to
5 electrical power for movement as well as, you know,
6 just house electrical and other things that go on
7 and communication cables of all of these -- in
8 these ducts.

9 Next slide. We move forward to our Canal,
10 Barry and Damen Substation upgrade project. Most
11 of the work remains kind of focused around Damen
12 Substation as it comes and sprouts up out of the
13 ground. But recently as the Board awarded the
14 Belmont crossover work last month we've had a
15 series of weekend line cuts on installing various
16 portions of that crossover work in the subway right
17 there. It was a 1950's era crossover. It was
18 really critical to the function of our ability to
19 work around emergencies as well as plan work and
20 getting it upgraded and brought to the modern
21 standards is really important. So I'll give you a
22 couple of photos around this work.

23 Here you can see at Damen we've sprouted
24 out of the ground now. You've seen the foundation



1 work going on over there the last couple months.
2 Here is the structural steel. This is a unique
3 substation. We only have a few that are
4 multi-story buildings. This will be a two-story
5 substation with similar traction power equipment on
6 the second floor. And ultimately is a glass
7 enclosure on the second floor that you can from the
8 Damen Station on Blue Line you actually will be
9 able to see into that equipment in the substation.
10 We're kind of giving a unique peek behind the
11 scenes in our system and part of the new
12 architecture of it. Next slide. And here's some
13 of the work. So this is one of the crossover
14 weekends where we were down in the subway working
15 kind of in a really confined space rebuilding that
16 track work. So they dug it all the way back down
17 to the concrete subfloor of the subway itself,
18 removed all the old ties, ballasts of the old duct
19 bank, put in new duct banks as well as a new base
20 for -- for ballast and new ties. So move forward
21 to the next slide. And here you can see some of
22 that -- that special track work. So this
23 is -- this is the type of track work that allows us
24 to switch from one track to another. And so here



1 you can see that new track work being installed and
2 ultimately then they fill it up to stone and do
3 what we call tamping the lining where they compress
4 the stone and set the final alignment. This is now
5 happening over a series of weekends and then they
6 also will be feathering in the approach to
7 actually -- the track that kind of touches the
8 crossover on either side just to make it a nice,
9 smooth transition.

10 Next slide. And we move on to our
11 Red-Purple Modernization Project. The project
12 continues forward. We make advancements in the
13 corridor signal improvements. Most notably around
14 Winona relay house. Like I've shown you work going
15 on there. The equipment continues to show up on
16 site and to be prepared to be installed. And also
17 advance most of the track work on the Lawrence
18 Bryn Mawr modernization corridor with the
19 installation of third rail coming behind it and
20 we're finishing up with special track work near
21 Ramona(sic) -- Winona with the middle track there
22 as well as beginning of the installation of the
23 sound walls and the other activities as we march
24 towards ultimately to stage B and the stage change



1 hook related to the summer. Now on the RBP side of
2 the corridor the Red-Purple bypass area. So
3 we -- we are working to quickly bring to conclusion
4 stage two which also will see a transition towards
5 the end of this summer where we will be
6 transitioning kind of which of the two tracks we're
7 running on between Belmont and Addison. And we
8 continue to close up the decks there, fill it in
9 and start building track from there. So we got
10 some photos showing that work. So here is in the
11 Red bypass corridor -- Red-Purple bypass corridor.
12 You can see some of that -- that concrete enclosure
13 I just mentioned here. So here they are actually
14 forming the rebar cages on top of the exist -- the
15 precast pours that I showed you previously.
16 Ultimately this becomes the basis for the new track
17 pad and then we will install the -- the ties and
18 the rail on top of it. Next slide. This is the
19 Clark relay house. So I showed you some photos
20 last month of the -- the relay house being
21 installed and placed. Here is equipment actually
22 being brought and installed on the platforms around
23 it that will ultimately be the ComEd feeds that
24 power the -- the facility. Next slide. And this



1 is up on the Lawrence to Bryn Mawr corridor. Here
2 you can see the special works very similar to what
3 I just talked about at Belmont but this is up to
4 facilitate movement between track three and the
5 middle track. That will be the new winona middle
6 track here. This will actually also be the track
7 that we'll be operating on during the next phase
8 change as part of the temporary station access in
9 this area. So here you can see the concrete ties
10 that were poured up to meet that special track work
11 and they're doing the finish concrete patching
12 around it. Next slide. And over the last couple
13 of months I've shown you some of the -- the
14 advanced work of the next phase temp station. So
15 you see the stairway that goes up to what appears
16 to be nowhere. It is now starting to connect to
17 the station house. So this is at Belmont and two
18 station houses near Argyle that will facilitate
19 access to the temporary station there during the
20 next phase change and -- and the kind of finished
21 product of that stair that goes up from that
22 station house being framed out as being roof and
23 getting ready for -- for us to fully install and
24 get it ready for that next phase.



1 Next slide. We continue to advance the
2 track work on that next big bridge up there now.
3 So here you see kind of some of the -- we're in the
4 final about 2000 feet of pour of track out here
5 that we're working through. So here they are
6 bolting up all the plates that we previously have
7 poured up to and now securing and they torque them
8 down as well as they're starting to install the
9 contact rail blocks which is ultimately what we
10 need to put the third rail chair on which holds
11 that third rail up in the air for us. Next slide.
12 And here is some of that out in more detail. So
13 now you can see actually the third rail in place.
14 You see all the running rails in place. It's
15 really starting to look like a railroad. You've
16 got sound walls on both sides. This is getting
17 closer and closer to that finished project. This
18 is towards the further northern end of the area
19 closer to Thorndale.

20 Next slide. And we continue our community
21 outreach activities. So we participated with this
22 opening and the Cubs opening games with a series of
23 meetings with the Wrigleyville community discussing
24 traffic -- traffic operations around various



1 activities that go on in that area including the
2 Cubs Park Station. We participated with the City
3 of Chicago and -- and our group meetings with the
4 Wilton Neighbors Association which is in the area
5 close to Belmont. We continue to host -- host our
6 virtual office hours. We also participate in a
7 series of community meetings, virtual community
8 meetings talking about the next phase of what comes
9 after RPM phase one kind of what that docket starts
10 to look like. And we as always continue our
11 outreach in coordination with the 44th ward and
12 48th ward and a weekly and biweekly relationship
13 and ongoing as any issues may occur. And with that
14 I will turn it over to Brittney.

15 MS. JOHNSON: Thanks, Bill. So good afternoon
16 Directors. On March 20th -- on March 20th we
17 hosted a workforce outreach event at Olive-Harvey
18 college and it is a picture here that you can see.
19 The event was targeted to union cardholders with an
20 interest in learning about trade employment
21 opportunities on CTA's Red and Purple Modernization
22 Project. There were sixty attendees. The event
23 featured a presentation with speakers from CTA, the
24 CTA RLE team, the RPM workforce partners, Hire360



1 and Chicago Cook Workforce Partnership and Cisco.
2 Following the presentation, the attendees were
3 invited to network with representatives from
4 various unions, subcontractors and workforce assist
5 agencies involved on the RPM project. And we
6 received feedback from the attendees that they were
7 happy to see an event that had resources and
8 explained how to utilize those resources. As of
9 March 31st, DBEs have been awarded over 239 million
10 dollars between the design and construction
11 packages. Additionally, the 239 million has been
12 awarded to 89 unique DBE firms and this is the
13 result of the outreach that has been conducted by
14 CTA and the prime to ensure the entire DBE
15 community is aware of the opportunities on the
16 project. One of the goals of RPM was to engage
17 with DBE firms that had never participated in a CTA
18 project and some of these firms were well
19 established and some are new to the industry. And
20 of the 89 firms, 34 are new to working with CTA.
21 On the workforce side as of March 31st over 1800
22 unique individuals have worked over 1.2 million
23 labor hours and earned over 70 million dollars on
24 the project. That concludes my portion of the



1 report and I will now pass it back to Bill for our
2 video on Air and wellness.

3 MR. MOONEY: Thank you, Brittney. I actually
4 would like to pause and turn it over to President
5 Carter to introduce the next video in the series
6 that we've been offering last month and we saw
7 video about our workforce program and we have
8 information on DBE. President Carter?

9 CHAIRMAN BARCLAY: He's -- he's not here.

10 MR. MOONEY: Oh, then I will be glad to
11 introduce the video. My apologies. Yeah. So
12 we -- we introduced last month a series that we are
13 highlighting. Some of the great impacts the
14 project has made. It's kind of broader than just
15 the scope of concrete and steel. Last month we
16 hired -- highlighted a video around the workforce
17 program. It was a gentleman named Pierre who is in
18 the ironworker trades talking about what the
19 project impact has been for him. This month we
20 have a great video about a firm that has worked
21 through our -- our building small business program
22 as well as got kind of a light in the industry
23 based on the opportunities that RPM -- RPM offered
24 offer them and I'll let the video speak for itself



1 from beyond here.

2 (Video played.)

3 MR. MOONEY: With that, we'll be glad to take
4 any questions. Again this is a great opportunity
5 to highlight some of the impact of -- of the
6 projects we do here. You know, we made a
7 commitment to the Board and President Carter had
8 made extending, you know, the capital program
9 beyond the concrete and steel.

10 SECRETARY GREENLEE: Director Lee, do you have
11 any questions?

12 DIRECTOR LEE: No questions. Thank you so much
13 for the presentation.

14 SECRETARY GREENLEE: Director Ortiz?

15 DIRECTOR ORTIZ: None. Thank you.

16 SECRETARY GREENLEE: Director Jakes?

17 CHAIRMAN JAKES: No. Thank you.

18 SECRETARY GREENLEE: Chairman Barclay?

19 CHAIRMAN BARCLAY: No questions. Great job.

20 SECRETARY GREENLEE: Director Miller?

21 DIRECTOR MILLER: No questions. Thank you.

22 SECRETARY GREENLEE: Director Jha?

23 DIRECTOR JHA: No questions. I love seeing the
24 stories. The personal stories. It makes it really



1 good. Real. It's real. Right? So thank you.

2 CHAIRMAN BARCLAY: All right. Our final order
3 of business is new business. Georgette, is there
4 any new business?

5 SECRETARY GREENLEE: No, Chairman Barclay.
6 There is no new business.

7 CHAIRMAN JAKES: You sure?

8 CHAIRMAN BARCLAY: Since there's no further
9 business to come before the Board, may I have a
10 motion to adjourn --

11 DIRECTOR MILLER: So moved. I'm sorry. You
12 dragged me backing into a fight. Yeah. Go ahead.

13 CHAIRMAN BARCLAY: -- to adjourn the Chicago
14 Transit Board meeting of April 12th, 2023?

15 DIRECTOR MILLER: So moved.

16 DIRECTOR ORTIZ: Second.

17 SECRETARY GREENLEE: It's been properly moved
18 by Director Miller and seconded by Director Ortiz.
19 Let's have the vote. Director Lee?

20 DIRECTOR LEE: Yes.

21 SECRETARY GREENLEE: Director Ortiz?

22 DIRECTOR ORTIZ: Yes.

23 SECRETARY GREENLEE: Director Jakes?

24 DIRECTOR JAKES: Yeah.



1 SECRETARY GREENLEE: Director Miller?

2 DIRECTOR MILLER: Yes.

3 SECRETARY GREENLEE: Director Jha?

4 DIRECTOR JHA: Yes.

5 SECRETARY GREENLEE: Director Barclay?

6 CHAIRMAN BARCLAY: Yes.

7 SECRETARY GREENLEE: The vote is unanimous.

8 The meeting is adjourned.

9 DIRECTOR MILLER: Thank you.

10 (whereupon, the meeting
11 adjourned at 12:25 p.m.)

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