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# Transcript of Committee on Finance, Audit, & Budget

**Date:** October 9, 2024

**Case:** Chicago Transit Authority Board Meeting, In Re:

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BEFORE THE CHICAGO TRANSIT AUTHORITY BOARD

COMMITTEE ON FINANCE, AUDIT AND BUDGET

Chicago, Illinois

Wednesday, October 9, 2024

9:35 a.m.

Job No.: 554781

Pages: 1 - 95

Reported By: Courtney Petros, RPR, CSR

Transcript of Committee on Finance, Audit, & Budget  
Conducted on October 9, 2024

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1 Committee on Finance, Audit, and Budget

2 Meeting, held at:

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5 CHICAGO TRANSIT AUTHORITY

6 567 West Lake Street

7 Chicago, Illinois 60661

8 312.681.3137

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13 Before Courtney Petros, a Certified Shorthand

14 Reporter and Registered Professional Reporter in

15 and for the State of Illinois.

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A P P E A R A N C E S

BOARD MEMBERS:

- LESTER L. BARCLAY, CHAIRMAN
- REV. DR. L. BERNARD JAKES, VICE CHAIRMAN
- ROSA Y. ORTIZ
- MICHAEL EADDY
- MICHELE A. LEE
- ROBERTO REQUEJO
- NEEMA JHA

ALSO PRESENT:

- NORA LEERHSEN, CHIEF OF STAFF
- KENT RAY, GENERAL COUNSEL
- GEORGETTE GREENLEE, SECRETARY

Transcript of Committee on Finance, Audit, & Budget  
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1 P R O C E E D I N G S

2 DIRECTOR JAKES: Good morning. I would  
3 like to call to order the October 9th, 2024,  
4 meeting of the Committee on Finance, Audit, and  
5 Budget.

6 Georgette, would you please call the roll.

7 MS. GREENLEE: Director Neema Jha.

8 DIRECTOR JHA: Here.

9 MS. GREENLEE: Director Roberto Requejo.

10 DIRECTOR REQUEJO: Present.

11 MS. GREENLEE: Director Rosa Ortiz.

12 DIRECTOR ORTIZ: Here.

13 MS. GREENLEE: Director Jakes.

14 DIRECTOR JAKES: Here.

15 MS. GREENLEE: Director Michele Lee.

16 DIRECTOR LEE: Here.

17 MS. GREENLEE: Director Michael Eaddy.

18 DIRECTOR EADDY: Here.

19 MS. GREENLEE: Director Jakes, you do have  
20 a quorum.

21 DIRECTOR JAKES: The first order of  
22 business is the approval of the Committee minutes  
23 of September 11th, 2024. May I have a motion to  
24 approve?

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1 DIRECTOR LEE: So moved.

2 DIRECTOR ORTIZ: Second.

3 MS. GREENLEE: It's been moved by Director  
4 Michele Lee, seconded by Director Rosa Ortiz that  
5 the Committee -- that the Committee meeting  
6 minutes from September 11, 2024, be approved.

7 We'll take a roll call vote.

8 Director Eaddy.

9 DIRECTOR EADDY: Yes.

10 MS. GREENLEE: Director Lee.

11 DIRECTOR LEE: Yes.

12 MS. GREENLEE: Director Jakes.

13 DIRECTOR JAKES: Yes.

14 MS. GREENLEE: Director Ortiz.

15 DIRECTOR ORTIZ: Yes.

16 MS. GREENLEE: Director Requejo.

17 DIRECTOR REQUEJO: Yes.

18 MS. GREENLEE: Director Jha.

19 DIRECTOR JHA: Yes.

20 MS. GREENLEE: The motion passes.

21 DIRECTOR JAKES: Our next order of  
22 business is the finance report. Tom McKone. Good  
23 morning, Tom.

24 MR. MCKONE: All right. Good morning.

1 Good morning, Directors. Tom McKone, chief  
2 financial officer. Let me -- give me a second  
3 here while I share the presentation. Okay. There  
4 we go.

5 So I'm going to present this month's  
6 finance report. So these are results for the  
7 month of August. So we'll start with revenues.  
8 You can see here at the top line fare and pass  
9 revenues slightly under budget by about 400,000.  
10 Pass is performing better. Farebox a little bit  
11 under budget. That's due to a little bit lower  
12 ridership than anticipated in the month of August.

13 On the nonfarebox side, that's positive to  
14 budget driven by -- primarily by investment  
15 returns and then, also, the payment for charter  
16 service from the DNC for the charter service we  
17 provided.

18 So overall for the month, 400,000 positive  
19 to budget. 3.1 million better than we were last  
20 year.

21 For the year, you'll see similar trends in  
22 kind of how we're projecting to finish the year  
23 with passes trending well above their budgeted  
24 level offset by farebox coming in a little bit

1 under budget. But, overall, fare and pass totals  
2 positive to budget by 3.3 million.

3 Nonfarebox revenue, again, positive to  
4 budget. That's driven a lot by that investment  
5 income and some of those additional charter  
6 revenues. So, total, we're 7.6 million positive  
7 on the revenue side to budget and \$21 million  
8 higher than we were last year.

9 Moving over to the expenses side. We look  
10 here, we see that labor is negative to budget for  
11 the month. This is driven by the fact that we  
12 have additional overtime and unscheduled service  
13 to support the DNC. So that's offsetting some  
14 additional revenues that we had. So you'll see  
15 that service show up in the labor line.

16 Material, fuel, both positive to budget.  
17 So good trends there. On the power side,  
18 basically, flat to budget. Security services,  
19 again, negative to budget kind of finishing the  
20 month and we're going to finish the year kind of  
21 where we project at about 85 million spent for the  
22 year. That will be negative to budget at around  
23 this level on a monthly basis. Other expenses,  
24 positive to budget. A lot of that is timing



1 around our contractual services.

2 So, overall, on the expense side,  
3 \$4 million positive to budget for the month.

4 Looking at the year, we can see some of  
5 that variance on the labor side is coming down a  
6 little bit because of those August results but all  
7 the other trends hold here for the year. This is  
8 going to be consistent with our forecast of where  
9 we're going to finish for the year. So total  
10 operating expenses positive to budget by  
11 \$72 million.

12 On the public funding side, both sales tax  
13 and RET came in a little bit under budget. Not  
14 notably so, but something that we'll continue to  
15 keep an eye on. Sales tax should recover. We're  
16 looking -- watching the real estate transfer tax  
17 to see if the lower interest rates will kind of  
18 spur some transactions here at the end of the year  
19 and so we can see some of the recovery on the RET.

20 For year-to-date, very close to budget.  
21 Only off by less than a percent here. So strong  
22 sales tax, a little bit lower RET than  
23 anticipated.

24 So what that means is we drew \$32 million

1 in Federal Relief Funds. We still have 777.9  
2 million remaining in those Federal Relief Funds.  
3 Sufficient to get us through this year and we  
4 anticipate next year as well.

5 On the commodities side, there hasn't been  
6 a change here. I will note that we will have an  
7 update on the fuel side. In September, we were  
8 able to lock in some additional fuel in September  
9 for 2026.

10 And then on the power side, we're going to  
11 extend our supply contracts. And we'll get  
12 pricing on that on Friday. I'll report that  
13 pricing to the Chairman and then, obviously, to  
14 the Board as well after we make that purchase.

15 And that concludes the finance report.

16 Any questions?

17 DIRECTOR ORTIZ: No questions.

18 DIRECTOR JAKES: No. I don't have any  
19 questions, Tom. Thank you.

20 MS. GREENLEE: Director Jha, any  
21 questions?

22 DIRECTOR JHA: No questions. Thanks, Tom.

23 MS. GREENLEE: Director Requejo.

24 DIRECTOR REQUEJO: No questions.

1 MS. GREENLEE: Director Ortiz.

2 DIRECTOR ORTIZ: No. Thank you.

3 MS. GREENLEE: Director Lee.

4 DIRECTOR LEE: None. Thank you.

5 MS. GREENLEE: Director Eaddy.

6 DIRECTOR EADDY: No questions.

7 MS. GREENLEE: Director Jakes, there are  
8 no further questions.

9 DIRECTOR JAKES: Thank you, Tom.

10 MR. MCKONE: Thank you.

11 DIRECTOR JAKES: As we move to agenda item  
12 No. 4, it is the review of an ordinance  
13 authorizing the use of capital revenue funds to  
14 meet the Chicago Transit Authority's local share  
15 commitment for the Red Line Extension project in  
16 fiscal years 2030 and '31.

17 Tom.

18 MR. MCKONE: Yes. Thank you, Chairman.

19 This ordinance will authorize the use and  
20 provide additional nonfederal funds for the RLE  
21 project to demonstrate CTA's capacity to meet the  
22 additional contingency requirements of the FTA for  
23 the Red Line Extension project. These  
24 requirements must be met prior to the execution of

1 the full funding grant agreement.

2 The increase in project costs associated  
3 with the main line design-build contract and  
4 addressed by the CTA Board in August prompted an  
5 update of the FTA's standard risk assessment  
6 model.

7 FTA's circular C5200.1A FFGA guidance  
8 requires the independent assessment of the  
9 adequacy of a project sponsor's cost estimate and  
10 its contingencies and the reasonableness of the  
11 project's schedule.

12 In accordance FTA's oversight procedure  
13 40, risk and contingency review, the FTA performed  
14 a risk refresh on the updated RLE project budget  
15 which resulted in FTA requiring and additional  
16 \$407 million contingency plus any associated  
17 finance charges.

18 CTA is showing its commitment and capacity  
19 for these contingency requirements by adding  
20 project funds in fiscal year 2030 and 2031 through  
21 this ordinance and any future updates to the  
22 capital plan.

23 I'm available for any questions.

24 DIRECTOR JAKES: Will we have to revisit

1 this after -- is this just a one-time  
2 authorization or is this something we have to  
3 revisit in 2030, '31, '32?

4 MR. MCKONE: Yeah. So what will happen is  
5 this will update the project budget and then when  
6 we update the years that capital plan for the  
7 years that contain 230 and 2031, so, next year,  
8 when we have the five-year capital plan, you'll  
9 revisit it then. You'll see those funds getting  
10 added to the five-year capital plan in 2030 and  
11 then rolling into the next year.

12 And as we -- as the project progresses,  
13 the need for that additional contingency should  
14 diminish and so we would diminish those funds as  
15 needed as well.

16 DIRECTOR JAKES: Thank you, Tom.

17 MS. GREENLEE: Director Jha, any  
18 questions?

19 DIRECTOR JHA: No. Thank you.

20 MS. GREENLEE: Director Requejo.

21 DIRECTOR REQUEJO: No questions.

22 MS. GREENLEE: Director Ortiz.

23 DIRECTOR ORTIZ: None.

24 MS. GREENLEE: Chairman Barclay.

1 CHAIRMAN BARCLAY: None.

2 MS. GREENLEE: Director Lee.

3 DIRECTOR LEE: No. Thank you.

4 MS. GREENLEE: Director Eaddy.

5 DIRECTOR EADDY: No. No questions.

6 MS. GREENLEE: Director Jakes, there are  
7 no further questions. You may proceed to agenda  
8 item No. 5.

9 DIRECTOR JAKES: Agenda item 5 is the  
10 review of an ordinance authorizing a second  
11 amendment of a lease of property located at 350  
12 North Orleans Street, Chicago.

13 Bill Mooney.

14 MR. MOONEY: Good morning, Bill Mooney,  
15 your chief infrastructure officer.

16 Real estate staff recommends approval of  
17 an ordinance authorizing a second amendment of a  
18 lease for property located at 350 North Orleans  
19 Street.

20 The CTA currently leases from BRE River  
21 North Point, LLC approximately 20,823 square feet  
22 of space at 350 North Orleans Street for the use  
23 as a data center facility. CTA has been leasing  
24 this space since 1991. And the current lease is

1 set to expire on December 31st, 2024.

2 Staff has negotiated an amendment to the  
3 current lease at an annual gross rent of \$624,690  
4 per year or \$30 per square foot with two percent  
5 annual escalations for a term of five years and  
6 five months with one option to extend for an  
7 additional five years.

8 CTA will be required to pay an increase in  
9 its share of operative expenses in excess of the  
10 base year. Additionally, CTA will receive five  
11 months of abated rent or \$260,288 in the first  
12 year of the lease as well as the tenant  
13 improvement allowance of \$624,690, which may be  
14 applied as a rent credit as well.

15 I'll be happy to take any questions on  
16 this item.

17 DIRECTOR JAKES: I'm trying to make sure  
18 I'm understanding this correctly.

19 Is this our property or we're leasing the  
20 property?

21 MR. MOONEY: We're leasing properties.

22 DIRECTOR JAKES: Okay. Since 1991, has  
23 anyone considered buying the property?

24 MR. MOONEY: So it's the Apparel Center.

1 DIRECTOR JAKES: It's the who?

2 MR. MOONEY: The Apparel Center next to  
3 the Merchandise Mart.

4 DIRECTOR JAKES: So we can't afford it?

5 MR. MOONEY: We could make an attempt at  
6 it, certainly. We are a very small footprint of  
7 that building.

8 DIRECTOR JAKES: All right. I got you  
9 now.

10 MR. MOONEY: Before we pursued a second  
11 amendment to this lease, we did do a reasonable  
12 search to data center space available in the  
13 market, whether or not there's shared space.

14 Because since we first occupied this  
15 space, the need for data centers drastically  
16 evolved. We also weighed that against the cost of  
17 having to move our infrastructure, which is not  
18 insignificant. And when we were able to negotiate  
19 a favorable rent, so this is actually a decrease  
20 from the prior rent agreement, it made more sense  
21 to stay in place.

22 DIRECTOR JAKES: So we can't afford it?

23 MR. MOONEY: Yes, sir.

24 DIRECTOR JAKES: Got it. All right.



1 Thank you, Bill.

2 MS. GREENLEE: Okay. We'll take questions  
3 from other board members.

4 Director Jha.

5 DIRECTOR JHA: No questions. Thanks.

6 MS. GREENLEE: Director Requejo.

7 DIRECTOR REQUEJO: No questions.

8 MS. GREENLEE: Director Ortiz.

9 DIRECTOR ORTIZ: I'm thankful that we were  
10 able to negotiate a lower lease particularly with  
11 how office space is. Thank you.

12 MS. GREENLEE: Chairman Barclay.

13 CHAIRMAN BARCLAY: No questions.

14 MS. GREENLEE: Director Lee.

15 DIRECTOR LEE: I was going to ask about  
16 the data center. Are there other data centers  
17 that we have that we can consolidate or any other  
18 ways being more conservative?

19 MR. MOONEY: So I don't know if Caroline  
20 is still in the room, but I would invite Caroline  
21 Gallagher to talk about this.

22 So we do have multiple -- our network is  
23 built to be redundant. And so that helps us  
24 (indiscernible) issues and events. And so we tend

1 to have multiple servers operating out of multiple  
2 locations that allow us to back feed across our  
3 network.

4 As we pursue our control center upgrade  
5 out on the west side that we're doing, our  
6 training field center project, which you guys are  
7 all familiar with, that does include a data center  
8 with it. So our existing control center does have  
9 a data center with that. And that actually does  
10 include some upgrades, which does allow us to make  
11 our network even stronger and more robust but it  
12 also does potentially allows us to tighten down  
13 some of the square footage.

14 One of the biggest challenges -- I called  
15 you up and I don't let you talk -- is since we  
16 first entered into these arrangements in the '90s  
17 or built this building in 2004, which has a data  
18 center, built the control center in '95, the need  
19 for servers has gone up exponentially, I would  
20 guess.

21 DIRECTOR LEE: It occurs to me this is  
22 prime real estate. And having a data center in,  
23 you know, a prime real estate area doesn't seem to  
24 make sense, but maybe you can elaborate.

1 MS. GALLAGHER: Part of it is looking at,  
2 you know, as Bill explained really well, the  
3 redundancy. But we are looking at a cloud  
4 strategy and how to optimize, you know, our data  
5 centers and potentially distribute them even  
6 further because, you know, we do not want all of  
7 our data centers in one geographical location,  
8 right? That would not be good.

9 So we are exploring a strategy to do that.  
10 But for the meantime, as Bill really well  
11 explained, moving all of our infrastructure will  
12 be a two-to-five-year, potentially, project,  
13 right? It's not something we can do overnight  
14 because we have to be very careful that we don't  
15 bring any systems down as we're doing that move.  
16 So it's going to take a while and that's why we're  
17 entering into this agreement.

18 DIRECTOR LEE: Makes sense.

19 MS. GALLAGHER: It's a really good  
20 question. Thank you.

21 DIRECTOR LEE: No further questions.

22 MS. GREENLEE: Director Eaddy.

23 DIRECTOR EADDY: No questions.

24 MS. GREENLEE: Director Jakes, there are

1 no further questions.

2 DIRECTOR JAKES: Our next agenda item --

3 MS. GREENLEE: Director Jakes, may we  
4 place this item on the omnibus?

5 DIRECTOR JAKES: Thank you. Yes. May I  
6 now have leave to place this item on the omnibus  
7 for Board approval?

8 DIRECTOR LEE: So moved.

9 DIRECTOR ORTIZ: Second.

10 MS. GREENLEE: It's been moved by Director  
11 Lee, seconded by Director Ortiz that this  
12 ordinance be placed on the omnibus for Board  
13 approval.

14 We'll take a roll call vote.

15 Director Jha.

16 DIRECTOR JHA: Yes.

17 MS. GREENLEE: Director Requejo.

18 MR. CARTER: Yes.

19 MS. GREENLEE: Director Ortiz.

20 DIRECTOR ORTIZ: Yes.

21 MS. GREENLEE: Chairman Barclay.

22 CHAIRMAN BARCLAY: Yes.

23 MS. GREENLEE: Director Jakes.

24 DIRECTOR JAKES: Yes.

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1 MS. GREENLEE: Director Lee.

2 DIRECTOR LEE: Yes.

3 MS. GREENLEE: Director Eaddy.

4 DIRECTOR EADDY: Yes.

5 MS. GREENLEE: Director Jakes, the motion  
6 passes. Director Jakes, we might want to also  
7 place the ordinance from agenda item 4 on the  
8 omnibus.

9 DIRECTOR JAKES: May I now have leave to  
10 place agenda item 4 on the omnibus for Board  
11 approval?

12 DIRECTOR LEE: So moved.

13 DIRECTOR ORTIZ: Second.

14 MS. GREENLEE: It's been moved by Director  
15 Lee, seconded by Director Ortiz that the ordinance  
16 concerning the capital -- the CTA Authority's  
17 local share commitment for the Red Line Extension  
18 project be placed on the omnibus.

19 We'll take a roll call vote.

20 Director Jha.

21 DIRECTOR JHA: Yes.

22 MS. GREENLEE: Director Requejo.

23 DIRECTOR REQUEJO: Yes.

24 MS. GREENLEE: Director Ortiz.

1 DIRECTOR ORTIZ: Yes.

2 MS. GREENLEE: Chairman Barclay.

3 CHAIRMAN BARCLAY: Yes.

4 MS. GREENLEE: Director Jakes.

5 DIRECTOR JAKES: Yes.

6 MS. GREENLEE: Director Lee.

7 DIRECTOR LEE: Yes.

8 MS. GREENLEE: Director Eaddy.

9 DIRECTOR EADDY: Yes.

10 MS. GREENLEE: The motion passes.

11 Director Jakes, we may now proceed to agenda item  
12 No. 6.

13 DIRECTOR JAKES: Agenda item 6 is the  
14 review of an ordinance authorizing an  
15 intergovernmental agreement with the Illinois  
16 Department of Transportation and Chicago  
17 Metropolitan Agency for Planning for the I-290  
18 Blue Line Corridor Project.

19 Bill.

20 MR. MOONEY: Once again, Bill Mooney, your  
21 chief infrastructure officer. And I'm joined  
22 by --

23 MS. BADER: Cara Bader, vice president of  
24 strategy and innovation.

1 MR. MOONEY: Staff recommends approval of  
2 an ordinance to authorize an intergovernmental  
3 agreement with the Illinois Department of  
4 Transportation and Chicago Metropolitan Agency for  
5 planning the I-290 Blue Line Corridor Project.

6 In order to successfully and efficiently  
7 leverage the reconstruction of CTA's Blue Line  
8 Forest Park branch and IDOT's, I-290 interstate,  
9 CTA, IDOT, and CMAP are partnering to address the  
10 safety, mobility, and condition of the corridor.

11 The parties signed a joint statement of  
12 understanding in December of 2023 setting the  
13 program goals, responsibilities, and the creation  
14 of a corridor development office.

15 The CDO will operate as a nucleus and  
16 coordinator for the corridor program to create and  
17 implement a unified program vision and support  
18 execution of that vision.

19 The parties wish to enter into an  
20 agreement to document the responsibilities of each  
21 of the entities and agree to implement all  
22 applicable parameters. The agreement identifies  
23 CTA and IDOT as program leaders and includes a  
24 governance structure for the corridor program.

1           The initial term of the agreement is 36  
2 months with two one-year options. CMAP will be  
3 solely responsible for the execution and delivery  
4 of the CDO contract while CTA will support the  
5 oversight and compliance of the DBE participation  
6 of this contract.

7           I'll be happy to take -- answer any  
8 questions on this item.

9           DIRECTOR JAKES: No questions, Bill.  
10 Thank you.

11           MS. GREENLEE: Director Jha, any  
12 questions?

13           DIRECTOR JHA: I'm good. Thanks.

14           MS. GREENLEE: Director Requejo.

15           DIRECTOR REQUEJO: So, personally, I had  
16 some conflicts with IDOT in terms of how they  
17 prioritize or not transit. And I'm thinking Lake  
18 Shore Drive redevelopment and the pushback to add  
19 a bus lane into that massive project that's still  
20 in the works. It's been not the best  
21 relationship, I would say, between IDOT and other  
22 agencies, including CTA.

23           How are we ensuring that this project is  
24 collaborative, this project prioritizes transit,



1 and what are the roles of the three main agencies  
2 here to ensure that we reset the relationship and  
3 that we start from a place of collaboration with  
4 each other and understanding that transit in this  
5 corridor has to be a priority?

6 MR. MOONEY: Yeah. I think that's a great  
7 question, Director. And I would say that the  
8 corridor development office itself is part of that  
9 reset and that partnership.

10 Historically, we have gone off and pursued  
11 our own opportunities or tried to work with IDOT  
12 in partnerships and maybe not always sat on equal  
13 footing in those relationships. We've gone on for  
14 a series of grants with IDOT and while they were  
15 the submitting party, they were the leads, we  
16 certainly didn't feel always as strongly seated at  
17 the table.

18 This is an equitable partnership. So the  
19 governance structure here has two boats. It's  
20 fundamentally the IDOT secretary and President  
21 Carter as the deciding bodies on anything this  
22 governance body would pursue. So we have an equal  
23 seat at the table with IDOT where, oftentimes,  
24 those relationships may be something we're having

1 to broker with differently.

2 I think IDOT is seeing the role in transit  
3 changing. I think if you hear the secretary  
4 speak, he's very thoughtful about how this  
5 corridor and how important transit plays in it.  
6 And he really saw an opportunity to restart that  
7 relationship. He's been a huge proponent of  
8 having us at the table.

9 You know, last summer, we did a series --  
10 I know Director Lee joined us on a couple of these  
11 with the FHWA administrator, with the FTA  
12 administrator. So even though we were talk to go  
13 the highways, right, we were at the table in that  
14 conversation and he helped bring us to the table  
15 and President Carter lead a lot of that and we  
16 talked about that.

17 This vision really is about a partnership.  
18 And the whole purpose here -- it's built upon kind  
19 of the complex big idea behind the great program  
20 where you have complex problems that require  
21 multiple parties engaged to agree to things and  
22 look at the greatest opportunity and, oftentimes,  
23 look at the opportunity cost of putting aside  
24 those other opportunities.

1           And so having our regional planning  
2 agency, CMAP, at the table to help steward that  
3 for us as a partnership allows us to kind of look  
4 at a multilayered approach to chasing funding.  
5 There will opportunities that we can chase a piece  
6 of funding that's very specific to transit and  
7 we'll gain benefit and maybe we adjust our scope a  
8 little bit and it gives them a little something.

9           And, similarly, they have done similar  
10 things where we went after those mega projects  
11 which we would not have been eligible for without  
12 the IDOT partnership. And, you know, as part of  
13 this kind of gesture to see this as a holistic  
14 corridor. You know, they brought us to the table  
15 in those partnerships and not only did we go after  
16 it once and were unsuccessful, they were willing  
17 to put us at the table again for a second attempt.

18           And so I think there is a -- in this  
19 corridor, especially, an overwhelming amount of  
20 support. I will say that the legislative leaders  
21 see this as a key corridor and see transit as a  
22 key entity of it. And they don't like having a  
23 conversation about the corridor without transit at  
24 the table.

1           DIRECTOR REQUEJO: Appreciate hearing  
2 positive movement in the relationship. And you're  
3 saying that the power is shared -- the  
4 decision-making power is shared between IDOT and  
5 CTA at the top of the structure?

6           MR. MOONEY: Yes, sir.

7           DIRECTOR REQUEJO: What happens if there's  
8 a conflict and the two parties are not in  
9 agreement on something? Is there a place for CMAP  
10 or is there a mechanism in the IGA to resolve  
11 those conflicts?

12          MR. MOONEY: So, I mean, CMAP is there to  
13 help usher -- I'll say as a mediator in that  
14 relationship and stuff. But I have great  
15 confidence in our leaders that they can come to an  
16 agreeable resolution for everybody.

17           You know, this doesn't preclude us from  
18 pursuing any of the work we pursue and investment  
19 in our transit assets. You'll be hearing -- you  
20 know, we talked a little bit about a few things.  
21 Our project is to bring all station accessibility  
22 to Pulaski station, right? That is something that  
23 we're pursuing as partly of our own program.  
24 We're feeding that information up to the general

1 kind of CDO office.

2 And we're still pursuing track jobs date  
3 in and day out. I mean, we have \$111 million  
4 committed in reconnecting community grants to go  
5 do track between Kedzie and Pulaski. So our  
6 interests are still our interests.

7 This is really about the high-level  
8 programmatic corridor visions. It's getting the  
9 message kind of unified that it is a corridor and  
10 we are in it together. So --

11 DIRECTOR REQUEJO: And, finally, I'm not  
12 familiar with this consultant that is being funded  
13 to support all the work. I do like the fact that  
14 there is a significant portion that is DBE in the  
15 contract in line with what we do as an agency.

16 How will the voice of community members,  
17 advocates, and others be incorporated in the whole  
18 decision-making around this project?

19 MR. MOONEY: Yeah. Absolutely. So the  
20 consultant that is the lead on this, CDM Smith,  
21 actually does a ton of work for us. They are on  
22 our general engineering contract. They are on our  
23 general planning contract. They are part of our  
24 program management office for the Red Line

1 Extension. So, I mean, they do a significant  
2 amount of work for us in the region, especially a  
3 lot of planning work.

4 The governance structure for it has the  
5 executive level, so the secretary and the  
6 president kind of as decision makers. Then  
7 there's a subset management committee, which is  
8 supporting agencies of which we sit on that  
9 management committee IDOT has.

10 So the work can focus in on that  
11 committee. And the goal of that committee is to  
12 grind out the process, right, and make  
13 recommendations to the executive level. CDOT sits  
14 at that table. RTA sits at that table. The  
15 tollway sits at that table. Because there's a  
16 conversation about open tolling. Where is the  
17 tollway in play in financing a corridor  
18 development right here?

19 And then there is also an advocacy  
20 committee that does get into the local government  
21 structures, so the wards, commissioners, the state  
22 representatives, community groups. So there is  
23 actually a coalition, that has grouped. I'm sure  
24 you're familiar with it, The I-290 Coalition. So

1 they're part of that advocacy group. And so they  
2 actually interface with that management committee.  
3 They bring forward their opinions and thoughts  
4 about those opportunities.

5 DIRECTOR REQUEJO: And they're  
6 incorporated in the org chart for the --

7 MR. MOONEY: Yes, sir. And if you haven't  
8 seen that, I'm glad to share that with you.

9 MS. BADER: The only thing that I would  
10 add is that the process isn't start from a  
11 position of nothing's happening in this corridor.  
12 We're also in a discovery phase with CDM Smith  
13 where they're looking at all of the existing  
14 plans, both recent and about to initiate, for  
15 certain elements of the corridor, whether that's  
16 plans that CDOT is leading around activation in  
17 the Garfield Park area.

18 And so I think there's also a desire to  
19 make sure that we're going and looking at where  
20 has the community been participating and sharing  
21 their ideas for the corridor to date and starting  
22 from that position of what people would like to  
23 see.

24 DIRECTOR REQUEJO: Thanks.

1 MS. GREENLEE: Director Ortiz.

2 DIRECTOR ORTIZ: Thank you. I second all  
3 the comments that Director Requejo shared. In  
4 addition, you know, I think this is an incredible  
5 opportunity that we have that maybe it wasn't  
6 originally designed for, but equitable transit  
7 oriented development, I'm sure, will play a big  
8 role in just bridging the communities into the  
9 station and having some overall guidelines and  
10 more specific guidelines across all of the  
11 different stations, I think, will be really  
12 important for it to actually be more connected to  
13 the communities that it serves.

14 MR. MOONEY: I agree with you 100 percent,  
15 Director.

16 And one of the conversations that has been  
17 brewing kind of around this -- there's an old  
18 concept in adding green space and reconnecting  
19 those communities. Some of that is being  
20 revisited, especially in the corridors where our  
21 stations are access points. Can you make them,  
22 for lack of a better -- can you give them better  
23 curb appeal, right? Can we make those conditions  
24 as you enter and cross those -- between the two



1 sides of the Eisenhower better and interactive?  
2 How do you work in bike, pedestrian, Divy, all  
3 those aspects, mid-block crossing and things like  
4 that.

5 So that's all on the table and it's a big,  
6 important part of this conversation.

7 DIRECTOR ORTIZ: Thank you.

8 MS. GREENLEE: Chairman Barclay.

9 CHAIRMAN BARCLAY: No questions.

10 MS. GREENLEE: Director Lee.

11 DIRECTOR LEE: No questions. Excited to  
12 see it move forward.

13 MS. GREENLEE: Director Eaddy.

14 DIRECTOR EADDY: No questions.

15 MS. GREENLEE: Director Jakes, there are  
16 no further questions.

17 DIRECTOR JAKES: May I now have leave to  
18 place this item on the omnibus for Board approval?

19 DIRECTOR LEE: So moved.

20 DIRECTOR ORTIZ: Second.

21 MS. GREENLEE: It's been moved by Director  
22 Lee, seconded by Director Ortiz that this  
23 ordinance be placed on the omnibus for Board  
24 approval.

1 We'll take a roll call vote.

2 Director Jha.

3 DIRECTOR JHA: Yes.

4 MS. GREENLEE: Director Requejo.

5 DIRECTOR REQUEJO: Yes.

6 MS. GREENLEE: Director Ortiz.

7 DIRECTOR ORTIZ: Yes.

8 MS. GREENLEE: Chairman Barclay.

9 CHAIRMAN BARCLAY: Yes.

10 MS. GREENLEE: Director Jakes.

11 DIRECTOR JAKES: Yes.

12 MS. GREENLEE: Director Lee.

13 DIRECTOR LEE: Yes.

14 MS. GREENLEE: Director Eaddy.

15 DIRECTOR EADDY: Yes.

16 MS. GREENLEE: The motion passes.

17 Director Jakes, you may now proceed to  
18 agenda item No. 7.

19 DIRECTOR JAKES: Item 7 is the review of  
20 an ordinance authorizing the purchase of blanket  
21 railroad protective liability insurance for policy  
22 year November 1, 2024 through October 31st, 2025.

23 Sisavanh.

24 MS. BAKER: Good morning, Directors.

1 Sisavanh Baker from the legal department.

2 We are coming before the Board for  
3 approval of our blanket railroad protective  
4 insurance policy. This is an annual policy that  
5 the CTA has had in place for 15 years and this  
6 ordinance is for the renewal term November 1st,  
7 2024 through October 31st, 2025.

8 This blanket policy covers all CTA  
9 contractors and certain noncontractors who perform  
10 work within 50 feet of the CTA railroad right of  
11 way. The CTA enrolls these businesses in the  
12 program and prorates the cost of the insurance  
13 across the construction projects. The CTA is not  
14 out of pocket for the cost of the insurance.

15 Our insurance broker, Alliant and DBE  
16 Paradigm, again marketed the renewal of this  
17 annual policy to the insurance market and the  
18 incumbent insurer, Aspen Specialty Insurance,  
19 offered the best price for renewal.

20 The rates have increased slightly, an  
21 additional one penny per \$100 of construction from  
22 the expiring policy. Our initial base cash  
23 deposit is \$14,419 with taxes and fees. And we  
24 are requesting a not-to-exceed amount of \$800,000

1 for the projected premium, which is primarily  
2 based on the projected construction forecast cost  
3 for this upcoming year. It's going to be -- we  
4 projected \$97 million for eight of our ten  
5 projects.

6 We believe Aspen will provide excellent  
7 service and responsiveness and we recommend  
8 renewal with this carrier.

9 I am happy to answer any questions.

10 DIRECTOR JAKES: I have no questions,  
11 Sisavanh.

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

14 DIRECTOR JHA: No questions. Thanks.

15 MS. GREENLEE: Director Requejo.

16 DIRECTOR REQUEJO: No questions.

17 MS. GREENLEE: Director Ortiz.

18 DIRECTOR ORTIZ: None. Thank you.

19 MS. GREENLEE: Chairman Barclay.

20 CHAIRMAN BARCLAY: No questions.

21 MS. GREENLEE: Director Lee.

22 DIRECTOR LEE: No questions. Thank you.

23 MS. GREENLEE: Director Eaddy.

24 DIRECTOR EADDY: No questions.

1 MS. GREENLEE: Director Jakes, there are  
2 no further questions.

3 DIRECTOR JAKES: May I now have leave to  
4 place this item on the omnibus for Board approval?

5 DIRECTOR LEE: So moved.

6 DIRECTOR ORTIZ: Second.

7 MS. GREENLEE: It's been moved by Director  
8 Lee, seconded by Director Ortiz that this  
9 ordinance be placed on the omnibus for Board  
10 approval.

11 We'll take a roll call vote.

12 Director Jha.

13 DIRECTOR JHA: Yes.

14 MS. GREENLEE: Director Requejo.

15 DIRECTOR REQUEJO: Yes.

16 MS. GREENLEE: Director Ortiz.

17 DIRECTOR ORTIZ: Yes.

18 MS. GREENLEE: Chairman Barclay.

19 CHAIRMAN BARCLAY: Yes.

20 MS. GREENLEE: Director Jakes.

21 DIRECTOR JAKES: Yes.

22 MS. GREENLEE: Director Lee.

23 DIRECTOR LEE: Yes.

24 MS. GREENLEE: Director Eaddy.

1           DIRECTOR EADDY: Yes.

2           MS. GREENLEE: The motion passes.

3           Director Jakes, you may now proceed to  
4 agenda item No. 8.

5           DIRECTOR JAKES: Agenda item 8 is the  
6 review of an ordinance authorizing the purchase of  
7 cybersecurity insurance coverage for policy year  
8 November 1, 2024 through October 31st, 2025.

9           Sisavanh.

10          MS. BAKER: Thank you, Director.

11          We are coming before the Board on the  
12 renewal of our cyber insurance policy. This is an  
13 annual policy that is renewed every year and the  
14 term of this policy will begin, as indicated,  
15 November 2024 until October 2025.

16          Our insurance broker, Alliant and DBE  
17 Paradigm, marketed this coverage to the insurance  
18 market and approached numerous -- 11 insurance  
19 companies for competitive proposals. We recommend  
20 proceeding with the incumbent insurer, AmTrust,  
21 for a \$5 million policy, which provides coverage  
22 for cyber extortion, data recovery, business  
23 interruption, and more.

24          Our deductible is still at 1 million and

1 our base premium will be approximately \$275,000  
2 before taxes. This insurance policy continues to  
3 provide a number of protections for the  
4 CTA-related cyber breaches or intrusions of CTA's  
5 computer and network as well as cyber extortion.  
6 I recommend renewal of this policy with AmTrust  
7 and am happy to answer any questions or concerns.

8 DIRECTOR JAKES: Sisavanh, has there been  
9 an increase from last year to this year?

10 MS. BAKER: Yes. We're asking for an  
11 increase from 2 million to 5 million. That is  
12 reflective of what's going on generally in the  
13 world with the high-profile hackings.

14 But, also, the market has improved a  
15 little bit. We used to have a \$5 million policy  
16 back in 2019. And after the pandemic in 2020,  
17 coverage was less and we were paying significantly  
18 more to get that level of of a \$5 million coverage  
19 but the pricing has come down -- or the coverage  
20 has come up a little bit and so now is the time to  
21 bring this back up to 5 million.

22 DIRECTOR JAKES: Thank you.

23 MS. GREENLEE: Director Jha.

24 DIRECTOR JHA: No questions. Thanks.

Transcript of Committee on Finance, Audit, & Budget  
Conducted on October 9, 2024

39

1 MS. GREENLEE: Director Requejo.

2 DIRECTOR REQUEJO: No questions.

3 MS. GREENLEE: Director Ortiz.

4 DIRECTOR ORTIZ: No further questions.

5 Thank you.

6 MS. GREENLEE: Chairman Barclay.

7 CHAIRMAN BARCLAY: No questions.

8 MS. GREENLEE: Director Lee.

9 DIRECTOR LEE: No questions. Thanks.

10 MS. GREENLEE: Director Eaddy.

11 DIRECTOR EADDY: No questions.

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

14 DIRECTOR JAKES: May I now have leave to  
15 place this item on the omnibus for Board approval?

16 DIRECTOR LEE: So moved.

17 DIRECTOR ORTIZ: Second.

18 MS. GREENLEE: It's been moved by Director  
19 Lee, seconded by Director Ortiz that this item be  
20 placed on the omnibus for Board approval.

21 We'll take a roll call vote.

22 Director Jha.

23 DIRECTOR JHA: Yes.

24 MS. GREENLEE: Director Requejo.



1 DIRECTOR REQUEJO: Yes.

2 MS. GREENLEE: Director Ortiz.

3 DIRECTOR ORTIZ: Yes.

4 MS. GREENLEE: Chairman Barclay.

5 CHAIRMAN BARCLAY: Yes.

6 MS. GREENLEE: Director Jakes.

7 DIRECTOR JAKES: Yes.

8 MS. GREENLEE: Director Lee.

9 DIRECTOR LEE: Yes.

10 MS. GREENLEE: Director Eaddy.

11 DIRECTOR EADDY: Yes.

12 MS. GREENLEE: The motion passes.

13 Director Jakes, we may now proceed to  
14 agenda item 9.

15 DIRECTOR JAKES: Agenda 9 is a review of  
16 an ordinance authorizing pilot program agreements  
17 with Global Display Solutions, Inc. and Papercast  
18 North America for digital bus stop sign pilots  
19 under the -- CTA's Innovation Studio program.  
20 Cara.

21 MS. BADER: Thank you. Good morning.  
22 Cara Bader, vice president of innovation here at  
23 the CTA. I'm presenting on an ordinance where  
24 staff is recommending to advance two of the first

1 pilots under CTA's Innovation Studio program.

2 The Board approved the CTA Innovation  
3 Studio in late 2013 and the program was created to  
4 allow CTA to pilot solutions and new technologies  
5 for some of CTA's biggest challenges.

6 Since the Board approved the program,  
7 planning and innovation staff have been working  
8 collaboratively to develop problem statements,  
9 open the program publicly, and review pilot  
10 submissions that have been received from the  
11 private sector.

12 Three problem statements were selected for  
13 2024 based on feedback from CTA riders and  
14 employees. The statements included safety; how  
15 can CTA automatically detect people or large  
16 objects on the track to enable swift intervention?  
17 Internal process improvement; how can CTA  
18 automatically monitor the condition of physical  
19 assets at bus stops or their use over time? And  
20 customer experience; how can CTA expand real-time  
21 arrival and alert signage to bus stops. And this  
22 is the area I'm presenting on today.

23 Once the problem statements were  
24 identified, planning and innovation did outreach

1 to the business community as well as technology  
2 incubators in partnership with CTA's DBE team to  
3 educate the private sector on the program and  
4 encourage submissions.

5 CTA received 31 pilot submissions across  
6 all three problem statements from businesses in  
7 various sectors, those that have worked with us  
8 before as well as new. And many submissions  
9 proposed creative technology applications or  
10 innovative solutions to help solve these  
11 challenges.

12 Staff from departments across the agency  
13 came together to evaluate the submissions and  
14 selected the proposals that will be moving forward  
15 to the pilot.

16 Today, I'm here to seek approval of the  
17 Board's approval of stipends for two companies  
18 selected to pilot their tools as a part of the  
19 customer experience problem statement.

20 The two companies were selected by staff  
21 for -- are, one, GDS a global signage manufacturer  
22 with expertise in large outdoor displays, and,  
23 two, Papercast, a supplier of solar and  
24 battery-powered displays and software to support

1 information and other signs.

2 We're seeking \$55,000 in project stipends  
3 for each company for a total of \$110,000 to cover  
4 the cost of hardware and a portion of the software  
5 for up to 20 digital signs to be tested across our  
6 system. The hardware will remain property of CTA  
7 after the pilot conclusion.

8 As a part of the authorizing ordinance for  
9 Innovation Studio, planning an innovation must  
10 return to the Board for approval of any pilots  
11 that have costs for stipends regardless of the  
12 amount.

13 Through the pilots with GDS and Papercast,  
14 CTA will be testing the deployment of signs  
15 throughout our network and signs will be placed on  
16 each company which have a variety of hardware  
17 features; they vary in their power source, screen  
18 size, the method of ADA access with touch button  
19 functionality, as well as other features that we'd  
20 like to get a sense of how they will work within  
21 our network.

22 The digital signs will provide real-time  
23 bus arrival information as well as other bus  
24 service information such as alerting when a rider

1 -- when the bus is under going a reroute.

2 The products being tested will have --  
3 will also have unique back-end interfaces, which  
4 will allow CTA to test different methods for  
5 maintaining our signs and displaying content on  
6 those signs. And CTA will be running both pilots  
7 simultaneously to allow us to compare the  
8 advantages of each solution as well as compare  
9 their functionality particularly in the cold  
10 weather.

11 We'll be monitoring for customer  
12 satisfaction and feedback as well as our staff  
13 ease of using the back-end solutions. If the  
14 pilots are successful, CTA will move forward with  
15 the procurement process for a systemwide  
16 deployment of digital bus science leveraging the  
17 learnings of this pilot program.

18 With the Board approval of these stipends,  
19 our team will more forward with launching these  
20 digital signs expeditiously as the cold weather is  
21 coming and we know that that's one of the most  
22 interesting time to measure the effectiveness of  
23 hardware.

24 Please note that we will be coming to the

1 Board in future cycles for other pilots that are  
2 under review. I can now take any questions.

3 DIRECTOR JAKES: Who is doing our signage  
4 now?

5 MS. BADER: We work with a variety of  
6 vendors that supply the signs, the sign hardware  
7 itself. So GDS actually has supplied some of our  
8 existing signs within the system, but CTA staff  
9 maintains the signs as well as does the content  
10 management for them.

11 DIRECTOR JAKES: So can you tell me if GDS  
12 is doing it now, then why are we looking at adding  
13 -- well, since they -- I mean, between them and  
14 Papercast, I need to see what's the difference  
15 between what we're getting now -- and I heard all  
16 of the details of what you're proposing to get,  
17 but do you really believe that this is going to  
18 cause an uptick in ridership and customer  
19 satisfaction?

20 MS. BADER: Yeah. Great question. This  
21 pilot in particular is targeting our ability to  
22 display digital information at bus stops. And so  
23 CTA has approximately 10,000 bus stops. Only  
24 about 600 of them have a digital sign. And that's

1 the signs that are on the shelters.

2 So there are thousands of stops that don't  
3 display any real-time information, whether it's  
4 arrivals, reroutes, etc. And so this pilot is  
5 looking for the potential for us to identify a  
6 scalable solution that could potentially be  
7 deployed at thousands of stops. We're thinking  
8 about corners that maybe won't fit a shelter for  
9 certain reasons, maybe it's not big enough, maybe  
10 the conditions haven't been right.

11 And so this is an opportunity to test out  
12 those solutions that go beyond the signage that we  
13 have today and bring some of that rail-like  
14 experience to our bus stops.

15 DIRECTOR JAKES: And this will also --  
16 real-time tracker will be incorporated with this?

17 MS. BADER: Exactly. So they will be an  
18 e-display. So if you have a Kindle or something  
19 similar, it's that type of display that could then  
20 display the real-time arrival information similar  
21 to the experience that we have at rail stations.

22 And the reason why we've looked at two  
23 different vendors is they offer two different  
24 setups, some are solar-powered, some are

1 battery-powered. So we're really trying to think,  
2 if CTA goes this route, what would be sustainable  
3 and scalable on the level of, you know, 1,000  
4 stops, 2,000 tops, 3,000 stops where that's  
5 potentially a lot of equipment out in the field.

6 DIRECTOR JAKES: Did Global Display  
7 Solutions get an advantage because they already  
8 contract with the CTA?

9 MS. BADER: No, they did not. Everyone's  
10 pilot submissions were reviewed independently.  
11 Papercast, the other submitter that's moving  
12 forward, they are a very prominent supplier of the  
13 displays themselves.

14 And so we did outreach to companies that  
15 often work in transit. So we did see some  
16 familiar faces. But amongst the 31 proposals that  
17 we've received across all sectors, there's a wide  
18 mix of companies that often bid on transit  
19 programs versus new companies, starting out  
20 companies, people that are trying to take a  
21 product from one industry and bring it to another  
22 space.

23 But the process that we undertook with  
24 staff as well as agency review was also reviewed



1 by our chief internal auditor and assured that the  
2 appropriate procedures were followed.

3 DIRECTOR JAKES: And if this is approved,  
4 when are you looking to have this launch?

5 MS. BADER: We look to be launching either  
6 in December or January, just depending on how  
7 quickly we can move through shipping and get the  
8 materials on site and determine the pilot  
9 locations.

10 With the cold weather and, particularly,  
11 battery-powered hardware, we know that those  
12 months are going to be the most critical for  
13 understanding how the signs would perform and hold  
14 up.

15 DIRECTOR JAKES: And will you make that  
16 information public so that we'll know where to go  
17 look and where the public will know to go look?

18 MS. BADER: Absolutely. We're working  
19 with staff now to look at deployment locations.  
20 We're looking at both geographic equity, high  
21 ridership, areas that don't have a sign. And  
22 since many of these are solar-powered, areas of  
23 marginal light conditions to understand what we'll  
24 need to have in terms of reliable access. And

1 then once those locations are identified, we'll  
2 definitely share those back with the Board as well  
3 as the public.

4 DIRECTOR JAKES: And the last thing I  
5 would ask is that we pay particular attention to  
6 the south and west side.

7 MS. BADER: Absolutely.

8 DIRECTOR JAKES: Thank you. No further  
9 questions.

10 MS. GREENLEE: Director Jha.

11 DIRECTOR JHA: Thank you for all those  
12 questions.

13 Is the pilot going to run for six months?  
14 Did I hear that right?

15 MS. BADER: The pilot can run for up to a  
16 year. I think because we want to make sure that  
17 if this is something that's working, we can move  
18 expeditiously to a procurement, we'll definitely  
19 have about a six-month check in and move forward  
20 from there.

21 DIRECTOR JHA: And have we done any  
22 analysis on scaling this program to go to  
23 production, what would this cost look like  
24 depending on which solution you go to?

1 MS. BADER: We've done some preliminary  
2 analysis. I don't have those figures off the top  
3 of my head. But I think that part of the first  
4 few months of this pilot stage will be  
5 understanding, you know, if our internal goal is  
6 maybe to have this at 2, 3, 4,000 bus stops, is  
7 the reliability of this project going to make that  
8 an attainable number or not? And so we want to be  
9 able to recalibrate what a scaled solution looks  
10 like successfully based on how we see the product  
11 working in the market.

12 DIRECTOR JHA: And can you also talk about  
13 the prioritization of this particular use case  
14 under the customer service, like, where does it  
15 sit in your list of priorities?

16 MS. BADER: In terms of customer service  
17 priorities?

18 DIRECTOR JHA: Yes.

19 MS. BADER: We do see a lot of demand for  
20 our riders for real-time information. You know,  
21 the way that the signs at rail stations have been  
22 scaled through the system over the last few years  
23 is a great example of that.

24 And I think that one of the things that we

1 particularly focused on is making sure that not  
2 just rail riders get that experience in terms of  
3 hardware that makes it easy for you to understand  
4 the system, to provide real-time alerts on  
5 reroutes, for example.

6 And so digital information and reliable  
7 information coming from CTA does really fall to  
8 the top in terms of things that are -- riders are  
9 asking us for and customer experience. And I  
10 think that this is a unique way for us to be  
11 pushing that rail-like experience to bus stops.

12 DIRECTOR JHA: Last question.

13 What's the feasibility of getting this  
14 rolled out everywhere? Because I'm assuming there  
15 are tons of bus stops that don't allow you to  
16 install a physical device, correct?

17 MS. BADER: Yeah. So I think the two  
18 configurations that we're testing are ones that  
19 can be mounted on an existing bus stop pole. And  
20 so, in theory, you know, were testing a sign that  
21 could go on any pole.

22 The power sources will be one of the  
23 factors that we're looking at because not every  
24 place is going to get sufficient sun exposure for

1 a solar-powered display. And that's why we're  
2 also going to look at the batter-powered options.  
3 Those might have different cost implications,  
4 though, as well as maintenance implications if  
5 we're relying on a battery.

6 And so that is why this pilot will be  
7 helpful for us to understand could it be feasible  
8 to but this at every bus stop or not. I think  
9 that we have reached out to our colleagues at the  
10 department Department of Transportation to talk to  
11 them about the poles and what we'll be doing in  
12 terms of testing. And so part of that is  
13 understanding wether or not sort of, literally,  
14 every sign could have one of these digital signs  
15 in the future.

16 DIRECTOR JHA: So you're not anticipating  
17 any additional infrastructure building to  
18 accommodate for this?

19 MS. BADER: I think the ideal end-state  
20 here is that this sign is on the existing sign  
21 that has our plate sign. And we're looking to  
22 understand do our existing poles have that  
23 capability, would we need to replace some of them,  
24 and then what's that tradeoff depending on the

1 product type.

2 DIRECTOR JHA: Thank you.

3 MS. GREENLEE: Director Requejo.

4 DIRECTOR REQUEJO: No questions. Just  
5 wanted to double down on the special attention to  
6 make sure that the final map includes the south  
7 and the west sides and, also, locations where  
8 we'll be reaching out intentionally to people with  
9 disabilities and senior citizens.

10 And then congrats on the launching of a  
11 new program, one that is much needed. And I  
12 shared this also with Molly Poppe. And I would  
13 love to see more of this innovation -- calls from  
14 innovation and engagements towards not only the  
15 business community, which is really important, but  
16 also the civic sector and the nonprofit community  
17 so they can help us with their ideas, their  
18 innovations to some of the problems that we're  
19 dealing with today. Thanks.

20 MS. GREENLEE: Director Ortiz.

21 DIRECTOR ORTIZ: Thank you. I second all  
22 of the comments that have been shared so far. I  
23 want to stress how important it is that we are  
24 very much thinking about the kinds of resources

1 and tools that we're putting in our rail system  
2 and investing and thinking through that for our  
3 bus system as well.

4 We've heard consistently across all of the  
5 use of ridership in our buses being very reliable,  
6 consistent, and needed across our heavier years of  
7 the pandemic. And so I'm excited that we're  
8 prioritizing and thinking through our bus system  
9 in this particular project.

10 I want to second the equity aspect of this  
11 work, right, like in terms of where they're going  
12 to be located. In addition to the south and west  
13 side, northwest side is also really important,  
14 southwest side are all really important locations  
15 as well. So locations that really need this kind  
16 of infrastructure, if you can please keep all of  
17 that in mind.

18 I did share in our briefing that, also, a  
19 lot of these communities need Wi-Fi access. So if  
20 that is something that we can think through, if  
21 they can act as hotspots as well, I think that  
22 would be very welcomed and appreciated by all of  
23 the community residents who may not have that  
24 readily accessible Wi-Fi.

1           And if it's digital, I anticipate putting  
2           that in different languages may also not be a  
3           heavy lift. And so just really thinking about  
4           where and how these information can be translated  
5           into many languages that are needed throughout our  
6           city. I think that will be really helpful to  
7           really think through our audience, our customers.

8           I think that's it. Thank you.

9           MS. GREENLEE: Chairman Barclay.

10          CHAIRMAN BARCLAY: I echo everything that  
11          I've heard so far, but I've got my own kind of  
12          comment.

13          First, congratulations. Because we've  
14          talked about this for a while. And I remember  
15          when we engaged and we were talking about how much  
16          we were going to be spending for it.

17          Of the \$110,000 approximately that you are  
18          asking us to approve for the two companies, how  
19          much are they actually spending?

20          MS. BADER: Yeah. The project budget is  
21          predominantly just for materials purchasing. And  
22          so, you know, we've worked with companies and  
23          other companies that we're talking to in the pilot  
24          project.



1           The intent here is not to be billing hours  
2     for services for people to be viewing this as  
3     we're selling you an off-the-shelf project. These  
4     projects are largely at cost. And so it's going  
5     to materials. There's some labor related to, for  
6     example, training our staff to be able to do  
7     installation and maintenance, but, otherwise,  
8     these are predominantly at-cost pilots.

9           CHAIRMAN BARCLAY: Is the end result for  
10    them -- if it's successful -- to come back and  
11    seek a contract with us?

12          MS. BADER: Yeah. Absolutely. And I  
13    think that that's a great part of this program,  
14    right? We're trying to develop and test whether  
15    or not there is an at-scale need for CTA to  
16    procure something and their skin in the game is to  
17    say, yeah, this is how it's going to work, this is  
18    how you would optimize -- this is what you need to  
19    know in terms of a procurement and then we hope  
20    that they want to come back and bid and we want to  
21    see more bidders even beyond, potentially, these  
22    two suppliers.

23          CHAIRMAN BARCLAY: And of the 31  
24    applications that you received, how many were

1 minority or disadvantaged businesses?

2 MS. BADER: Yeah. We worked with our DBE  
3 team. We did not receive any applications from  
4 minority or disadvantaged businesses, either they  
5 aren't registered or they don't know yet to  
6 register.

7 I think one of the areas for us to focus  
8 and improve on this program is thinking about how  
9 we might be developing a pipeline that then, when  
10 we go to maybe market a procurement, that we can  
11 make sure to target more DBEs or if we're bringing  
12 smaller businesses that are just starting out that  
13 may be a DBE but they haven't gone through the  
14 paperwork, for example, that we're bringing them  
15 into the process of understanding what CTA  
16 procurement opportunities might be.

17 So we didn't get any in this first cycle,  
18 but I think that that's sort of a challenge and  
19 area of growth for us in the program.

20 CHAIRMAN BARCLAY: Yeah. I'd like to see  
21 some effort directed in that area. Because I  
22 think that there's probably a lot of talent that  
23 doesn't know. And this is still new. I  
24 understand. But, you know, just from the

1 innovation side of things, I'm sure there's some  
2 talent there.

3 MS. BADER: And we get great support from  
4 the Office of Diversity in trying to make that  
5 effort a part of the program. I think that it  
6 sort of raises the bar for us next cycle to try to  
7 get more connection there.

8 CHAIRMAN BARCLAY: Thank you.

9 MS. GREENLEE: Director Lee.

10 DIRECTOR LEE: Yeah. I'm really excited  
11 about this program. I ride the bus all the time.  
12 I hate waiting and not knowing when the bus is  
13 coming next. Sp that's great.

14 How are we engaging the ADA Advisory  
15 Council to make sure that their feedback is being  
16 heard? And then the second question is how are we  
17 going to be gathering the customer feedback? I  
18 know you're evaluating two different options and  
19 just relying on folks to give us feedback or is  
20 there a plan?

21 MS. BADER: Yeah. So we're right at the  
22 beginning stage of thinking about pilot  
23 implementation. We've talked to the ADA Advisory  
24 Committee about a variety of way-finding issues.

1           And I think once we know that this sort of  
2 -- this pilot can go forward, we'll go back to  
3 them with the features that these two signage  
4 suppliers have, which is predominantly the touch  
5 to speak enunciator, and sort of get their  
6 feedback there as well as incorporate that in  
7 terms of identifying locations where it would be  
8 important to have that feature.

9           And then in terms of monitoring customer  
10 feedback, we'll likely leverage a lot of the  
11 channels that we already use. So we can think  
12 about probably deploying a targeted survey to  
13 riders that tap around the bus stops where we're  
14 installing these signs to get their feedback as  
15 well as, potentially, some in-the-field  
16 monitoring.

17           DIRECTOR LEE: Thank you.

18           MS. GREENLEE: Director Eaddy.

19           DIRECTOR EADDY: Yes. I was very excited  
20 and impressed when I was reviewing this CTA  
21 Innovation Studio. And with the vastness of the  
22 system -- and I see there's only 20 locations --  
23 what was the process in identifying where that  
24 measurement would be made throughout this entire

1 system?

2 Because as you've heard, there's needs --  
3 you know, probably greater needs in certain  
4 pockets. What was the process in identifying?  
5 Where has that been finalized where there will be  
6 located being only 20?

7 MS. BADER: Correct. We haven't finalized  
8 the locations yet. I think some of the factors  
9 that we're looking at are, obviously, high  
10 ridership bus routes, bus routes that often are  
11 rerouted for different reasons because they go  
12 through areas where lots of events are.

13 We'll be looking at geographic equity  
14 heavily and looking at transfer points,  
15 particularly southwest, northwest areas that are  
16 farther away from rail and areas where it's  
17 unlikely that a full-scale shelter would come in  
18 the future. So we don't yet have those lined up,  
19 but we'll definitely be looking at all those  
20 factors.

21 I mean, 20 is not a lot, right? 10,000  
22 bus stops. But we also understand we don't have  
23 an unlimited check with this program, so we wanted  
24 to be reasonable also in terms of the request.

1 There's also the potential that we could install a  
2 sign for a few months and move it to other  
3 locations over the course of the year.

4 DIRECTOR EADDY: Yeah. That might be a  
5 very good idea to move it around if that is  
6 something that could be considered and if we can  
7 afford it.

8 MS. GREENLEE: Director Jakes, there are  
9 no further questions.

10 DIRECTOR JAKES: May I now have leave to  
11 place this items on the omnibus for Board  
12 approval?

13 DIRECTOR LEE: So moved.

14 DIRECTOR ORTIZ: Second.

15 MS. GREENLEE: It's been moved by Director  
16 Lee, seconded by Director Ortiz that this  
17 ordinance be placed on the omnibus for Board  
18 approval.

19 We'll take a roll call vote.

20 Director Jha.

21 DIRECTOR JHA: Yes.

22 MS. GREENLEE: Director Requejo.

23 DIRECTOR REQUEJO: Yes.

24 MS. GREENLEE: Director Ortiz.

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1 DIRECTOR ORTIZ: Yes.

2 MS. GREENLEE: Chairman Barclay.

3 CHAIRMAN BARCLAY: Yes.

4 MS. GREENLEE: Director Jakes.

5 DIRECTOR JAKES: Yes.

6 MS. GREENLEE: Director Lee.

7 DIRECTOR LEE: Yes.

8 MS. GREENLEE: Director Eaddy.

9 DIRECTOR EADDY: Yes.

10 MS. GREENLEE: The motion passes.

11 Director Jakes, we may now proceed to  
12 agenda item No. 10.

13 DIRECTOR JAKES: Our next order of  
14 business today is the review of contract Nos. B-1  
15 and B-2, contract awards for infrastructure.

16 I have no questions, Georgette.

17 MS. GREENLEE: We will take questions from  
18 other members of the Board.

19 Director Jha.

20 DIRECTOR JHA: No questions.

21 MS. GREENLEE: Director Requejo.

22 DIRECTOR REQUEJO: No questions.

23 MS. GREENLEE: Director Ortiz.

24 DIRECTOR ORTIZ: None.

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1 MS. GREENLEE: Chairman Barclay.

2 CHAIRMAN BARCLAY: No questions.

3 MS. GREENLEE: Director Lee.

4 DIRECTOR LEE: No questions.

5 MS. GREENLEE: Director Eaddy.

6 DIRECTOR EADDY: No questions.

7 MS. GREENLEE: Director Jakes, there are  
8 no further questions.

9 We may now proceed to contract Nos. C-1  
10 through C-2.

11 DIRECTOR JAKES: Our next of order is the  
12 review of contract Nos. C-1 through C-2, contract  
13 awards for finance.

14 No questions, Georgette.

15 MS. GREENLEE: Director Jha, any  
16 questions?

17 DIRECTOR JHA: No questions.

18 MS. GREENLEE: Director Requejo.

19 DIRECTOR REQUEJO: No questions.

20 MS. GREENLEE: Director Ortiz.

21 DIRECTOR ORTIZ: No.

22 MS. GREENLEE: Chairman Barclay.

23 CHAIRMAN BARCLAY: No.

24 MS. GREENLEE: Director Lee.



1           DIRECTOR LEE: None.

2           MS. GREENLEE: Director Eaddy.

3           DIRECTOR EADDY: I'm just checking.

4           I just would be curious to know what was  
5 the process in identifying those five additional  
6 funds?

7           MS. MCCORMACK: Director, for this  
8 procurement, what we did was we did letters of  
9 interest and qualifications. So we're not look at  
10 the price here. We're looking at your experience,  
11 right?

12           So the four factors we looked at is the  
13 experiences and technical expertise that the  
14 company provides. So they give us -- we ask them  
15 what projects have you worked on similar to this,  
16 what other transit agencies, and so forth, so they  
17 give us a list of that.

18           We also ask them for their prior  
19 underwriting performance so we can call the  
20 companies, how did they perform for you and so  
21 forth.

22           And then -- we question their knowledge of  
23 national, state, and transit debt markets. So we  
24 asked them for their information for their

1 experience with that.

2 And then, finally, we ask for their  
3 understanding of the CTA's credit and financing  
4 issues. So that was all the information that we  
5 received. Our evaluators then looked at that  
6 information and scored them.

7 So anyone who scored higher -- and, you  
8 know --

9 DIRECTOR EADDY: Yeah.

10 MS. MCCORMACK: -- will be accepted.

11 There was one firm that just didn't have the  
12 knowledge of the transit debt markets. And  
13 they're not local, so they didn't have -- maybe  
14 that's why they didn't have so much experience  
15 with CTA. So they were the only firm that didn't  
16 make it this time. It doesn't mean they can't  
17 come back. They might act as a sub for somewhere  
18 else or get a job with another transit agency or  
19 somewhat, in which case, when they reapply for us,  
20 they would then have more experience in those  
21 areas.

22 DIRECTOR EADDY: And what is your ceiling?  
23 Because you had 38 already and then you added five  
24 more. What's the ceiling?

1 MS. MCCORMACK: 70 percent.

2 DIRECTOR EADDY: So you've got a ways to  
3 go.

4 MS. MCCORMACK: Right. So they didn't  
5 quite meet that. So --

6 DIRECTOR EADDY: Okay. Thank you.

7 MS. GREENLEE: Director Jakes, there are  
8 no further questions.

9 You may now proceed to contract D-1.

10 DIRECTOR JAKES: Our next order of  
11 business is the review of contract D-1, contract  
12 award for planning and innovation.

13 No questions.

14 MS. GREENLEE: We'll take questions from  
15 other members of the Board.

16 Director Jha.

17 DIRECTOR JHA: No questions.

18 MS. GREENLEE: Director Requejo.

19 DIRECTOR REQUEJO: No questions.

20 MS. GREENLEE: Director Ortiz.

21 DIRECTOR ORTIZ: None.

22 MS. GREENLEE: Chairman Barclay.

23 CHAIRMAN BARCLAY: No questions.

24 MS. GREENLEE: Director Lee.

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1 DIRECTOR LEE: None.

2 MS. GREENLEE: Director Eaddy.

3 DIRECTOR EADDY: No.

4 MS. GREENLEE: Director Jakes, there are  
5 no further questions.

6 We may now proceed to contract G-1.

7 DIRECTOR JAKES: Our next order of  
8 business is the review of contract F-1, contract  
9 award for technology.

10 No questions.

11 MS. GREENLEE: I'm sorry. That's G-1,  
12 Director Jakes. My apologies.

13 DIRECTOR JAKES: I'm sorry. G-1.

14 MS. GREENLEE: Are there any questions  
15 from Director Jha?

16 DIRECTOR JHA: No.

17 MS. GREENLEE: Director Requejo.

18 DIRECTOR REQUEJO: No questions.

19 MS. GREENLEE: Director Ortiz.

20 DIRECTOR ORTIZ: None.

21 MS. GREENLEE: Chairman Barclay.

22 CHAIRMAN BARCLAY: No questions.

23 MS. GREENLEE: Director Lee.

24 DIRECTOR LEE: None.

1 MS. GREENLEE: Director Eaddy.

2 DIRECTOR EADDY: No.

3 MS. GREENLEE: Director Jakes, we may not  
4 proceed to contracts H-1 and H-2.

5 DIRECTOR JAKES: Our next order of  
6 business is the review of contracts H-1 and H-2,  
7 contract awards for the safety.

8 No questions.

9 MS. GREENLEE: Director Jha, any  
10 questions?

11 DIRECTOR JHA: No questions.

12 MS. GREENLEE: Director Requejo.

13 DIRECTOR REQUEJO: So one of the contracts  
14 is a \$26 million contract for unarmed services and  
15 security in our transit line. And we had a pretty  
16 robust presentation recently on all of the  
17 security measures that we are putting in place.  
18 There's been some progress in some areas.

19 Last time we met, I asked the President  
20 how are we thinking more comprehensively about  
21 security and how can we build on lessons that we  
22 have learned over this past few years to move  
23 above and beyond the binary of armed police and  
24 unarmed guards and think about community

1 engagement, ambassadors, a physical structure  
2 around our stations, lighting, things like that.

3           And I'm curious as to how is the team  
4 thinking about perhaps building on the RTA summit  
5 that took place a few months ago where a huge room  
6 of experts, community-based groups, elected  
7 officials, CTA, others, came together to start a  
8 conversation of how are we thinking about starting  
9 2025 with a more, again, comprehensive, deeper  
10 plan for security that, again, includes these  
11 types of supports but looks above and beyond those  
12 layers and thinks, again, about, you know,  
13 homelessness, you know, and unhoused citizen  
14 support, mental health crises that take place,  
15 crisis response ambassadors, etc.

16           MS. ZUSMAN: Nancy-Ellen Zusman, your  
17 chief safety and security officer.

18           We are looking at all of those things  
19 globally. Today, we're coming just with the  
20 charge order related to the guard contracts. But  
21 we are always holistically looking at are there  
22 other things -- obviously, the ZeroEyes, that was  
23 a technology piece that we looked at. We're  
24 continuing to look at other technology.

1           You know, there's technology at Wrigley  
2     Field related to security where you could have  
3     numbers of people coming in at the same time not  
4     necessarily delaying riders. But other technology  
5     that's out there, we're looking to expand  
6     potentially the social service outreach contracts,  
7     some transit ambassador training for employees,  
8     some other tools.

9           We're always looking at this in a global  
10    way. We're not just looking at it -- the narrow  
11    scope of more guards and more police, but are  
12    there other things that we can do to address  
13    security and safety issues related to the riders  
14    and the employees.

15           DIRECTOR REQUEJO: Thank you. I'm curious  
16    particularly -- because I welcome -- of course,  
17    technology is very important and we have improved  
18    on that end.

19           Technology is one side of innovation. As  
20    you know, there is innovations that come more from  
21    the side of social innovation. Communities often  
22    know better than experts in security what works  
23    best in their particular location, etc. And I  
24    feel that we can do more engaging, again,

1 community-based organizations, civic sector in  
2 helping us figure out the safety issues that we  
3 have in our system.

4 And the other thing that I think would be  
5 important to consider is it often feels a bit  
6 desolate in some stations. There's a lack of  
7 staff. So there's not a lot of human presence.  
8 And, again, having police presence and unarmed  
9 guards present is important, but it's also  
10 important to think about how do we integrate some  
11 customer service that is friendly towards the  
12 passengers and is there, from a positive side of  
13 things, creating a sense that there are people  
14 around here.

15 So that's the type of comprehensive  
16 approach that I would love to see the team and  
17 others at CTA engage in, again, in partnership  
18 with RTA and others who are thinking above and  
19 beyond technology, you know, armed forces, and  
20 cameras, etc.

21 MS. ZUSMAN: Well, and you're right. I  
22 mean, at the summit, they did talk about a lot of  
23 different sort of community-based solutions. And  
24 we are always expanding and looking at other ways



1 that we can address these issues, not just the  
2 narrow scope of, as I said, more police and more  
3 guards. Because I agree. I mean, the Chatbot 2  
4 is a way for customers to report anonymously when  
5 they see issues. Obviously, it can't be responded  
6 to in the moment, but we see those from the  
7 security standpoint are there reports of issues  
8 that we should -- chronic issues, in particular,  
9 that we could address.

10 DIRECTOR REQUEJO: All right. So let me  
11 know how I can be helpful in reconstituting and  
12 reconnecting with those larger group of players.

13 MS. ZUSMAN: Absolutely.

14 MS. LEERHSEN: What I would add, Director,  
15 is also related to the things we are announcing  
16 today with regards to our strategic plan, which is  
17 the first ever of its kind. And it's very much  
18 aimed at addressing the dynamic issues that exist  
19 in our system in a new way and thinking of new  
20 solutions. And our conversation is well-suited  
21 for that as well.

22 DIRECTOR REQUEJO: Yeah. I appreciate the  
23 effort. And to acknowledging that -- you know,  
24 bringing more people to our table when we need

1 them is important and opening up the conversation  
2 to others is really important as well. So  
3 appreciate everybody's efforts here.

4 MS. GREENLEE: Director Ortiz.

5 DIRECTOR ORTIZ: Thank you. I'm going to  
6 stick to this topic for a second and maybe we'll  
7 talk more about the strategic plan.

8 So I just want to emphasize -- and we  
9 talked about this at our briefing -- just the  
10 importance of social innovation, right? I talked  
11 about how people is a great asset that we all have  
12 and that we can all tap into. I believe in  
13 people's good intentions and good spirits. And so  
14 really bringing that out of everyone, our team  
15 members, everyone who uses all of our stations,  
16 and everyone that's engaged. So really thinking  
17 about how we engage people and think about people  
18 as assets I think are really important.

19 Creating a safety and welcoming  
20 environments as well I think are absolutely  
21 important. If I see someone with an arm, whether  
22 that's a police officer or someone else, that  
23 doesn't make me feel safer. It actually makes me  
24 feel like we're in a really dangerous place.

1           And so really thinking about -- my  
2 background is in architecture, so thinking about  
3 the environment and how we're welcoming people and  
4 how we're thinking about things. So there might  
5 be live music. I know that makes a huge  
6 difference when I'm entering a station and someone  
7 is playing music or there's art.

8           All of these different components are as  
9 important of thinking about technology and how  
10 we're, you know, finding this or finding that out.  
11 To me, we invest a lot of money in technology and  
12 it costs a lot and I think we should really  
13 leverage what and how we work with people to  
14 actually address people issues as well.

15           So concepts about the ambassador and  
16 partnerships, all of those continue to be  
17 critically important. And I know we've been  
18 sharing this for a while, so I appreciate the fact  
19 that you continue to look at -- our team continues  
20 to look at our things, but it would be really  
21 helpful to know when and how we could be --  
22 implement these components because we're putting  
23 money in and I think it would be helpful for all  
24 of us to know exactly where and how these funds

1 are going to be distributed and not just have, you  
2 know, a fund and know that these things are being  
3 looked at when we still haven't seen them when  
4 we've been advocating for these for a while.

5 So I just continue to also offer support,  
6 offer connections, offer networks, offer space and  
7 time to think through these pieces. As we know,  
8 we talked about what are the priorities for all of  
9 us and, you know, ridership safety has definitely  
10 been at the top of mind for everyone.

11 So thank you for all you're doing as well.

12 CHAIRMAN BARCLAY: Well, first, thank you  
13 for a comprehensive briefing. But as I expressed  
14 during the briefing, this is the area of the  
15 Authority that concerns me most at this time.

16 If our riders don't feel safe, our  
17 customers don't feel safe, and many of our staff  
18 members have indicated that there are safety  
19 concerns that they have, then we're not going to  
20 get our ridership back up.

21 And just pouring more money into security  
22 without seeing some real results in terms of  
23 change -- I agree with the technology. I agree  
24 with the social services program as well. But,

1 you know, unarmed security guards, how effective  
2 are they? We've been testing this out for a  
3 period of time. We need to know the degree of  
4 effectiveness that exists there.

5 Additionally, you know, people want -- and  
6 I take issue with my colleague. But when people  
7 see police, they have a greater sense of safety,  
8 as I perceive it. And so, for me, it's simply we  
9 don't see enough armed police officers on our  
10 trains. We don't have what New York has where you  
11 see them. People tend to at least have a little  
12 bit more respect and seem to be a little more  
13 accountable when they do see Authority.

14 What we saw during the DNC was great. We  
15 saw police everywhere. And our customers deserve  
16 to have nothing less than what we had when  
17 visitors came to town. We should lay out the  
18 carpet for our customers who are loyal to us, who  
19 support us, who ride our system every day and  
20 depend on us for having enough security to get  
21 them from point A to point B. To me, it's not  
22 just throwing more money at the issue,  
23 particularly, with unarmed security guards.

24 I want to know the effectiveness of the

1 unarmed security guards. And I want to know if --  
2 because if we're just spinning our wheels and just  
3 having three people to huddle up and not really do  
4 anything, then our customers aren't going to ride  
5 the system. And our employees, who we owe a duty  
6 to, they've got to get home to their families back  
7 and forth as well. We owe them that.

8 So we need to see more police presence on  
9 our system. Because the people who decide that  
10 they're going to disturb our system or commit  
11 crimes on our system -- you know, maybe a social  
12 program is good for them, but maybe some of those  
13 are beyond that. Our customers deserve nothing  
14 but the best. And I'm going to be a strong  
15 advocate to make sure that that happens.

16 MS. ZUSMAN: Well, and we are exploring --  
17 when I say all options, we are looking at how much  
18 would it cost for us to create our own police  
19 force and how long would it take. That is one of  
20 the options that we're looking at. We're looking  
21 at everything. Everything is really on the table.

22 So, you know, we're adjusting the guard  
23 coverages. We've found that the K-9s are more  
24 effective as a team, so we're going to switch

1 locations with the K-9s and reduce some of the  
2 unarmed guards. So we are continually looking at  
3 -- and getting feedback from employees and  
4 customers as to what works best.

5 MR. RYAN: So Kevin Ryan, vice president  
6 of security.

7 So two points. Number one, this change  
8 order is not to keep on with the same old, same  
9 old. This is to get us through to the bid process  
10 to renew the security contract.

11 Without -- I don't think it would be  
12 advisable to pull security out at this point.  
13 There is some intrinsic value to the unarmed  
14 guards. We've -- despite some of the statistical  
15 information, it's not perfect, I'm not saying it's  
16 perfect, but I think to pull it out without having  
17 a plan to backfill it would be inadvisable. So,  
18 right now, this is to get us through the next bid  
19 process.

20 We have several -- as Nancy-Ellen  
21 indicated, we have several strategies we're  
22 looking at, one being -- formation of a police  
23 force would be a long-term endeavor. There's  
24 several shorter term endeavors we can do.

1           And to Directors Ortiz and Requejo, to  
2 address your concerns, there's room at the table  
3 for both of these solutions. The police force  
4 does it with CAPS. It brings community police  
5 officers together. So, yes, we need more law  
6 enforcement presence, yes, we need more community  
7 presence and input.

8           Security, for what we are responsible for,  
9 we do attend community meetings, we do get input,  
10 we do listen to what's going on. So to that  
11 extent, we're trying -- as far as I can, I'm  
12 trying to address that portion of the issue and,  
13 also, bring it in.

14           And, Chairman, we, as you know, meet with  
15 the police department. They're very good partners  
16 with us. We bring all the issues that we see from  
17 our perspective to the department and we're also  
18 looking at enhancing our security from a more  
19 robust enforcement end, so to speak, which would  
20 include, as we mentioned, not only the police  
21 force but looking at bringing in off-duty or  
22 retired law enforcement experience into the system  
23 and increasing the use of the K-9s, which have  
24 proved more effective in more serious or



1 problematic chronic locations.

2 So I hope that answers a little bit of  
3 your questions.

4 CHAIRMAN BARCLAY: Well, in part. We know  
5 we have some hot spots. And when we have issues  
6 -- on the Red Line, to get from 22nd Street to  
7 95th Street can be very risky at certain hours.

8 Why don't we flood this with police and  
9 let's shut some of this activity down? It just  
10 seems to me that there's some practical things  
11 that we can do. I mean, I ride the trains. I see  
12 drug dealing on the train, smoking on the train.  
13 Nobody says anything. Nobody's there. It just  
14 seems to me that there are hot spots, Mr. Ryan,  
15 that we can basically focus on to shut some of  
16 this activity down. And I don't see that kind of  
17 strategy.

18 MR. RYAN: Well, to that end, over the  
19 last month, we have focused on the south Red Line.  
20 There's been 23 arrests made. The department also  
21 did conduct some narcotic missions on the south  
22 Red Line. We're still focusing on that area.

23 Also, the north Red Line -- because we  
24 kind of displaced some of the issues going on, we

1 noticed a shift up north, so we did shift some  
2 resources there as well. So it's still ongoing.  
3 You're right. We know where the hot spots are and  
4 we're engaged in it.

5 CHAIRMAN BARCLAY: Thank you.

6 MS. GREENLEE: Director Lee.

7 DIRECTOR LEE: I'm not going to rehash all  
8 the comments. I agree with everything that's been  
9 said. Safety is paramount. And exploring plans  
10 just isn't enough. You have to come to us with  
11 solutions. We can't just say that we're looking  
12 at this and we're looking at that. What are we  
13 doing? And I've seen drug use. And it's scary,  
14 right? Safety affects everything. And so until  
15 you come to us with solutions, I think we're going  
16 to be kind of in this circle of conversation  
17 that's not really getting anywhere. Thank you.

18 MS. GREENLEE: Director Eaddy.

19 DIRECTOR EADDY: Certainly. I concur with  
20 all that's been said. So without being redundant,  
21 I agree.

22 MS. GREENLEE: Director Ortiz.

23 DIRECTOR ORTIZ: Yeah. Just wanted to  
24 also second the idea of thinking about multiple

1 approaches to this work. I also just want to  
2 point out that, historically, our systems haven't  
3 always been equitable and have often been biased  
4 negatively affecting people of color.

5 And so I am very much conscious of that  
6 and that's why I'm very much looking at various  
7 options, particularly about our youth and our  
8 youth of color. And that's why I want to be  
9 really thoughtful about the kind of holistic  
10 approach that we're looking into and not just  
11 penalizing youth and otherwise through other  
12 methods that we know haven't always been fair or  
13 equitable to our youth particularly.

14 So I just want to call that out. I've  
15 also -- I don't want to generalize. But I've also  
16 been in Mexico in really hard and dangerous areas  
17 where everyone is armed. That still hasn't felt  
18 comfortable for me. Again, this is personal.  
19 I've had those experiences, so I'm just sharing  
20 where -- you know, I'm sharing sort of where I'm  
21 coming from.

22 DIRECTOR JAKES: And I get what you're  
23 saying because, on one hand, you want everybody to  
24 be safe, on the other hand, you have others who

1 feels that there's over policing.

2 But for the sake of the contract, when is  
3 the next bidding process?

4 MS. ZUSMAN: So we're anticipating issuing  
5 an RFP for new unarmed guard contracts in the next  
6 month or two. So the current contract for  
7 Inter-Con and Monterrey had a three-year base,  
8 which was through April of '25.

9 So we would start the procurement process  
10 probably in the next month or two and go out for  
11 -- and we may include the flexibility of having  
12 armed guards as well as just unarmed guards, at  
13 least the flexibility in the bidding process. And  
14 the bidding process takes quite a bit of time. So  
15 the change order is really to get us through an  
16 opportunity for a new contract related to the  
17 unarmed.

18 The K-9 contract, which is currently under  
19 an emergency contract, we've been going through  
20 the procurement process for a permanent contract  
21 for that and I anticipate that coming to the Board  
22 sometime in the next -- probably the November  
23 Board.

24 DIRECTOR JAKES: My last question because

1 I know we have to move on.

2 In the conversation as far as the unarmed  
3 guards are concerned, has there been any  
4 conversation with our employees who are there  
5 every day watching what's happening to see whether  
6 or not they're effective or not?

7 MS. ZUSMAN: Yes. So the security  
8 department starting, actually, in February has  
9 started an outreach program to reach out to the  
10 CSAs and the CSRs to get feedback.

11 And since February till now, they have  
12 had, I think, 1,465 contacts with individual  
13 employees to try and get feedback, what are you  
14 seeing -- all the issues, not just the guards, but  
15 all the issues and trying to address those issues.

16 So, yes, we are engaged. We're attending  
17 wrap sessions. We're trying to get feedback from  
18 employees as well.

19 DIRECTOR JAKES: Okay. I want to discuss  
20 this further at some point.

21 MS. ZUSMAN: Absolutely. Absolutely.

22 DIRECTOR JAKES: Okay. If there are no  
23 further questions -- no. I don't need to put this  
24 on the omnibus.

1 MS. GREENLEE: Director Jakes, there are  
2 no further contracts.

3 DIRECTOR JAKES: No further contracts.  
4 All right. Since there are no further questions  
5 on the contracts, may I have leave to place the  
6 eight contracts on the omnibus?

7 DIRECTOR LEE: So moved.

8 DIRECTOR ORTIZ: Second.

9 MS. GREENLEE: It's been moved by Director  
10 Lee, seconded by Director Ortiz to place the eight  
11 contracts on the omnibus.

12 We'll take a roll call vote.

13 Director Jha.

14 DIRECTOR JHA: It's a yes with a  
15 contingent. I very much agree with Director Lee.  
16 We had a very detailed discussion when we talked  
17 about budget. I would not be approving anything  
18 under security until we see a holistic plan of how  
19 we plan to invest this money, where, where the  
20 changes are coming from, and what are the outcomes  
21 that we are looking at.

22 So if we are planning on coming back in  
23 November, I would like the team to really create a  
24 communication plan on how that money is going to

1 get spent. I don't want to get into the details  
2 of the briefing conversation but I think I've made  
3 my ask pretty clear and I'm going to stick to it.

4 So, yes, because we don't want to stop.  
5 Security is subzero, right? We all know that.  
6 But not having a clear plan just puts the Board in  
7 a position where we feel like we're approving  
8 things without really having a view of the roadmap  
9 or a strategy in terms of how are you planning on  
10 spending especially when it has gone from a  
11 significant increase if you go back to 2018, even  
12 to 2022, to 2025.

13 So just reiterating the ask and making  
14 sure that you come back with a plan before we  
15 approve anything further.

16 DIRECTOR JAKES: So then it seems like I  
17 need to -- so are you saying yes on the eight?

18 DIRECTOR JHA: Yes. On this particular  
19 project.

20 DIRECTOR JAKES: Are you saying yes on 7  
21 and maybe 1 as a no? That's what it sounds like.  
22 So it sounds yes on seven, safety -- no or eight  
23 yes but with an asterisk?

24 DIRECTOR JHA: Yes on all of it because I

1 don't want to hold up the safety because this is  
2 to get us to a point where we can bid. We don't  
3 want to hold up.

4 But I just want to make it clear that we  
5 cannot continue on approving, like you said, if  
6 there's a plan without having a very specific  
7 strategy on here's is exactly how we are going to  
8 spend, this is the benefit I'm seeing, these are  
9 the changes, and here are the additional things  
10 that might be in progress. But I think that list  
11 needs to be very crisp and summarized in a way  
12 that it's easy for folks that are not security  
13 experts to understand.

14 MS. ZUSMAN: I understand what you're  
15 saying. You're saying yes today --

16 DIRECTOR JHA: Yes today.

17 MS. ZUSMAN: -- for the change order but  
18 before we bring the permanent contract for the  
19 K-9s, you want to see a holistic plan or  
20 everything we plan to do --

21 DIRECTOR JHA: Not just for the K-9, but  
22 anything related to security on budget even for  
23 2025. I know we have a date coming up in  
24 November.



1           So we need to see the holistic view of --  
2           what you are asking for 2025 as a budget needs to  
3           have proper justification of why and how you're  
4           going to spend it and what are the benefits we're  
5           getting that we already don't have from this year  
6           and last year.

7           MS. ZUSMAN: Yes. Yes. No. I  
8           understand.

9           DIRECTOR JHA: Thank you.

10          MS. GREENLEE: Director Requejo.

11          DIRECTOR REQUEJO: Similar to Director  
12          Jha. It's a yes. And, also, I trust that the  
13          team has heard us loud and clear today. And we  
14          have not organized, by the way.

15          MS. ZUSMAN: I hear you loud and clear. I  
16          got it.

17          DIRECTOR REQUEJO: And why I encouraged  
18          you all to take advantage of this moment is  
19          because we have a budget coming up, right? So  
20          what best moment now to think about what resources  
21          do we need to orchestrate and how much and how  
22          different from last year so we can start 2025 on a  
23          reset mode.

24          And, also, an encouragement that it is

1 important that we break silos within the agency.  
2 It shouldn't be all on your shoulders. We have  
3 great colleagues around our organization. We just  
4 heard from the innovation folks, who I would love  
5 to be more engaged in innovative ways to deal with  
6 security, etc.

7 And, super important, outside partners who  
8 have been knocking at our door saying, hey, can we  
9 help, let us show you, let us tell you what  
10 happens in our neighborhood, have some ideas, and  
11 are that type of community approach that I feel  
12 has been lacking.

13 And as I mentioned before, I think our  
14 colleagues here, our pastors, understand this very  
15 well, their communities have ideas, their  
16 communities know better than anyone else who is  
17 doing what, when, and what time, and they've been  
18 missing.

19 So it's an ask for a plan that is not just  
20 you all internally trying to figure out how to do  
21 this with the security team. It is within the  
22 agency and with some of those key partners, again,  
23 that have been reaching out with solutions for a  
24 while. So that's my addition to the yes vote.

1 MS. GREENLEE: Director Ortiz.

2 DIRECTOR ORTIZ: Same. Exactly. Plus, to  
3 the point, if we can make sure that in that  
4 process, in that task force, in that idea space,  
5 staff is also included. I very much second that  
6 they're there, eyes and ears on the ground.  
7 Including them in that process I think would be  
8 incredibly helpful. So, yes. And if we're not  
9 calling it a contingency, the stipulations stated  
10 previously.

11 MS. GREENLEE: Chairman Barclay.

12 CHAIRMAN BARCLAY: Yes. But, also, I  
13 adopt my colleagues' position too.

14 MS. GREENLEE: Director Jakes.

15 DIRECTOR JAKES: Yes on the seven. I'm  
16 concerned about the safety. And the only reason  
17 I'm concerned about that safety is because I keep  
18 hearing a lot of complaints about Monterrey.

19 MS. ZUSMAN: Monterrey.

20 DIRECTOR JAKES: I've heard a lot of  
21 complaints about them. And I'm concerned that  
22 there's going to be an opportunity to give them  
23 another contract and they're not living up to  
24 their expectations.

1 MS. ZUSMAN: And that's why we're going to  
2 go through a competitive process.

3 DIRECTOR JAKES: Okay.

4 MS. ZUSMAN: And we are auditing both  
5 contractors. And when we see situations where a  
6 guard doesn't behave, we are requesting that those  
7 guards be pulled from our property.

8 So we have had the companies -- both  
9 companies -- remove a significant number of guards  
10 based on feedback from employees or that the  
11 analysts have viewed on camera.

12 DIRECTOR JAKES: And when does their  
13 contract expire?

14 MS. GREENLEE: So Monterrey's is through  
15 April of 2025. We're going to go through a  
16 process. Because it takes a while to do a new  
17 procurement. So I would anticipate trying to get  
18 something on the street in the next month or two,  
19 hopefully, the next month. And then it's whatever  
20 process it takes for purchasing to go through its  
21 process.

22 DIRECTOR JAKES: So my vote will be yes on  
23 eight.

24 MS. GREENLEE: Director Lee.

1           DIRECTOR LEE: Agree with everything. So  
2 yes and looking forward a plan.

3           MS. GREENLEE: Director Eaddy.

4           DIRECTOR EADDY: Yes, with stipulations.

5           MS. GREENLEE: General counsel, can we  
6 have a yes with stipulation vote on our contracts?

7           MR. RAY: I would say the motion passes  
8 but the message is clear.

9           MS. LEERHSEN: Yeah. And just to  
10 recognize all the conversation here, on behalf of  
11 President Carter, I think you saw a robust  
12 discussion in our lead up to this contract change  
13 order where we are aiming to present a very  
14 multilayered dynamic approach to this issue with  
15 police at its foundation.

16           But we hear you. We hear that you want to  
17 hear how these programs are doing and receive  
18 metrics on those. I know we provided some in the  
19 lead up to this discussion, but we absolutely will  
20 continue that and present that to you as  
21 requested.

22           DIRECTOR JAKES: Since there is no further  
23 business to come before the Committee, may I have  
24 a motion to approve the omnibus and recommend the

1 omnibus for Board approval?

2 DIRECTOR LEE: So moved.

3 DIRECTOR ORTIZ: Second.

4 MS. GREENLEE: It's been moved by Director  
5 Lee, seconded by Director Ortiz to approve the  
6 omnibus and recommend the omnibus for Board  
7 approval.

8 We'll take a roll call vote.

9 Director Jha.

10 DIRECTOR JHA: Yes.

11 MS. GREENLEE: Director Requejo.

12 DIRECTOR REQUEJO: Yes.

13 MS. GREENLEE: Director Ortiz.

14 DIRECTOR ORTIZ: Yes.

15 MS. GREENLEE: Chairman Barclay.

16 CHAIRMAN BARCLAY: Yes.

17 MS. GREENLEE: Director Jakes.

18 DIRECTOR JAKES: Yes.

19 MS. GREENLEE: Director Lee.

20 DIRECTOR LEE: Yes.

21 MS. GREENLEE: Director Eaddy.

22 DIRECTOR EADDY: Yes.

23 MS. GREENLEE: The motion passes.

24 DIRECTOR JAKES: And, finally, may I have

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1 a motion to adjourn?

2 DIRECTOR LEE: So moved.

3 DIRECTOR ORTIZ: Second.

4 MS. GREENLEE: It's been moved to adjourn

5 the October 9th meeting of Finance, Audit, and

6 Budget Committee of the CTA Board.

7 We'll take a roll call vote.

8 Director Jha.

9 DIRECTOR JHA: Yes.

10 MS. GREENLEE: Director Requejo.

11 DIRECTOR REQUEJO: Yes.

12 MS. GREENLEE: Director Ortiz.

13 DIRECTOR ORTIZ: Yes.

14 MS. GREENLEE: Chairman Barclay.

15 CHAIRMAN BARCLAY: Yes.

16 MS. GREENLEE: Director Jakes.

17 DIRECTOR JAKES: Yes.

18 MS. GREENLEE: Director Lee.

19 DIRECTOR LEE: Yes.

20 MS. GREENLEE: Director Eaddy.

21 DIRECTOR EADDY: Yes.

22 MS. GREENLEE: Director Jakes, the motion

23 passes.

24 (Off the record at 11:00 a.m.)

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CERTIFICATE OF SHORTHAND REPORTER

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

IN WITNESS WHEREOF, I have hereunto signed this 14th day of October, 2024.



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COURTNEY PETROS, RPR, CSR



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