

1 COMMITTEE ON FINANCE, AUDIT AND BUDGET

2
3 IN RE THE MATTER:)
4 REGULAR MEETING)
5 FEBRUARY 9TH, 2022)
6)

7
8 Report of proceedings at the meeting of
9 the above-entitled cause, before Tabitha Watson, an
10 Illinois Shorthand Reporter, on the 9th day of
11 February, 2022, at the hour of 9:52 a.m., via
12 videoconference.

13
14
15
16
17
18
19 Reported by: Tabitha Watson, CSR, RPR
20 License No.: 084-004824



1 BOARD MEMBERS PRESENT:

2 ALEJANDRO SILVA, Chairperson

3 LESTER BARCLAY

4 BERNARD JAKES

5 KEVIN IRVINE

6 JOHNNY MILLER

7 ROSA ORTIZ

8

9

10 STAFF PRESENT:

11 DORVAL R. CARTER, JR., President

12 GREGORY LONGHINI, Secretary

13 JEREMY FINE

14 JUAN PABLO PRIETO

15

16

17

18

19

20

21

22

23

24



1 (whereupon, the following
2 proceedings were had via
3 videoconference.)

4 CHAIRPERSON SILVA: Good morning. I would like
5 to call to order the February 9th, 2022 meeting of
6 the Committee of Finance, Audit and Budget. Will
7 the secretary call the roll?

8 SECRETARY LONGHINI: Yes.

9 Director Ortiz.

10 DIRECTOR ORTIZ: Here.

11 SECRETARY LONGHINI: Director Miller.

12 DIRECTOR MILLER: Here.

13 SECRETARY LONGHINI: Irvine.

14 DIRECTOR IRVINE: Here.

15 SECRETARY LONGHINI: Director Jakes.

16 DIRECTOR JAKES: Here.

17 SECRETARY LONGHINI: Director Barclay.

18 DIRECTOR BARCLAY: Here.

19 SECRETARY LONGHINI: Chairman Silva.

20 CHAIRPERSON SILVA: Here.

21 SECRETARY LONGHINI: We have all six members of
22 the Committee present, sir, for a quorum. You may
23 proceed.

24 CHAIRPERSON SILVA: Our first order of business



1 is the approval of the Committee minutes of January
2 12th, 2022. May I have a motion to approve?

3 DIRECTOR MILLER: So moved.

4 DIRECTOR ORTIZ: Second.

5 SECRETARY LONGHINI: Moved and seconded.

6 Director Ortiz for the vote.

7 DIRECTOR ORTIZ: Yes.

8 SECRETARY LONGHINI: Director Miller.

9 DIRECTOR MILLER: Yes.

10 SECRETARY LONGHINI: Director Irvine.

11 DIRECTOR IRVINE: Yes.

12 SECRETARY LONGHINI: Director Jakes.

13 DIRECTOR JAKES: Yes.

14 SECRETARY LONGHINI: Director Barclay.

15 DIRECTOR BARCLAY: Yes.

16 SECRETARY LONGHINI: Director Silva.

17 CHAIRPERSON SILVA: Yes.

18 SECRETARY LONGHINI: Minutes are approved with
19 six yes votes, sir. Proceed to 3.

20 CHAIRPERSON SILVA: Our next order of business
21 is the finance report. Jeremy Fine.

22 Good morning, Jeremy.

23 JEREMY FINE: Good morning. I'm Jeremy Fine,
24 your Chief Financial Officer, and today I'll walk



1 through the December results as well as
2 year-to-date numbers.

3 On the next page, we have the December
4 revenues. As you can see here, fare and pass
5 totals are coming in at the expected level for the
6 amended budget. They are down slightly for the
7 original budget by about 5.2 million.

8 Reduced-fare subsidy continues to come in
9 as expected and, as we've discussed before, this is
10 lower than what we have historically received and
11 also well below what we give in free and
12 reduced-fare rides, but it is coming in as
13 expected.

14 Nonfarebox totals continue to perform
15 better than expected. We see positive variance on
16 the amended budget over \$9 million and almost eight
17 and a half million dollars of positive variance on
18 the original budget.

19 So overall for the month of December, we
20 see total revenues positive to the amended budget
21 by \$9.1 million and positive to the original budget
22 by \$3.2 million.

23 On the next page, you see year-to-date
24 numbers. Again, following a somewhat similar form,



1 we see fare and pass totals slightly down, but
2 essentially flat on a percentage basis where we're
3 down about \$5.4 million on both the amended and
4 original budget basis. Again, reduced-fare subsidy
5 coming in as expected. Nonfarebox totals getting
6 bolstered by additional advertising sales.

7 We see positive variance on the amended
8 budget by about 10.7 million and down to the
9 original budget by about 3.1.

10 Overall on a year-to-date basis, we see
11 revenues -- system-generated revenues coming in
12 positive to the amended budget by \$5.3 million and
13 down to the original budget by \$8.5 million. But,
14 again, much different situation than what we've
15 seen this time last year.

16 On the next page, we see our monthly
17 expense numbers. We see negative variance on the
18 labor line on both an amended budget and original
19 budget basis. This is due to some accounting
20 treatment of health care costs and workers' comp
21 costs that we do every year at this time. So
22 there's some small variance there.

23 Materials coming in essentially at budget.
24 Fuel and power continue to be a strong performer



1 for us delivering over a million dollars of
2 aggregate positive variance on those two line
3 items.

4 Injuries and damages coming in as
5 expected, security services coming in slightly
6 positive, and other expenses continues to be a
7 strong performer providing about \$5 million plus or
8 minus of variance to the amended budget and
9 original budget. That leaves us for the month
10 positive on our expenses by about four -- sorry,
11 about \$3.4-3.5 million on the amended budget and by
12 about 2.7 on the original budget.

13 On the next page, you see year-to-date
14 numbers. Again, following a very similar form.
15 Dropping to the bottom line here, we see total
16 operating expenses positive variance year-to-date
17 for the amended budget over \$52 million. On the
18 original budget, it's almost \$60 million.

19 So, again, very good cost controls in
20 place as we've continued to move throughout the
21 year, has left us in a position where we've seen,
22 you know, quite a bit of positive variance on our
23 expenses. Then that netted against our revenues
24 continues to see very strong performance throughout



1 the year. Next page, please.

2 Public funding. We see public funding
3 coming in positive on the monthly accruals here.
4 We see sales tax coming in positive to the amended
5 budget by about \$11.3 million. This is for the
6 October receipts. You know, that sales tax lags
7 three months kind of just in general form. So
8 we're talking about October receipts here for sales
9 tax and that means that the variance to the
10 original budget is about 12.7.

11 PTF has only been received for January of
12 2022, so there's no amended budget for that year
13 yet. So you don't see any number here for the
14 amended budget. But against the original budget of
15 '22, we see a positive variance of 1.6. Real
16 estate transfer tax continues to see some positive
17 accruals and you see PTF on RETT and ICE funding
18 continue to come in positive.

19 So for the month, we're positive by about
20 \$12.5 million to the amended budget and about 15.5
21 to the original budget. So, again, good trajectory
22 for the month of December and, again, those are
23 differing collection dates, but this is the results
24 for the December month.



1 Year-to-date, again, we're talking about
2 2021 here. We see a total aggregate positive
3 variance to date, again, with sales tax still
4 coming in for November and December of almost
5 \$200 million to the amended budget and almost
6 \$250 million to the original budget. So, again,
7 very good out performance on public funding
8 throughout the year.

9 On the next page, you see the results
10 year-to-date for 2022 and as we spoke about on the
11 prior page, the only receipt that we have made --
12 that we have received so far for 2022 is the
13 January collections for PTF and those came in
14 \$1.6 million favorable to the budget. So we'll be,
15 obviously, updating this as we continue to accrue
16 the various line items here for 2022.

17 With regard to our Federal relief funding,
18 we've seen, again, a draw similar to what we've
19 seen in prior months of CARES in the neighborhood
20 of about \$1.1 million. That leaves us a little
21 over \$30 million remaining of that initial Federal
22 relief funding pot that we received. We do expect
23 to draw that remaining balance down over the coming
24 months, but we do have the additional funding



1 streams from CRRSAA of \$361 million and the ARP
2 funding that was officially granted to us yesterday
3 morning of \$912 -- \$912 million. So those funds
4 are projected to last us through mid 2024 as per
5 our '22 budget.

6 what is not shown on here is the ARP
7 discretionary funding that we continue to pursue.
8 And as a reminder, we're the only entity regionally
9 that was able to pursue that additional ARP
10 discretionary funding strip and we should learn of
11 the results of that -- that application in March.

12 So, again, we'll continue to update the
13 Board as to any potential additional allocations
14 from that funding pool, but as of now, we have been
15 officially granted all the funding including the
16 ARP formula funding as shown here.

17 With regard to the three commodities that
18 we purchase, fuel, power, and natural gas, you
19 know, we have continued to evaluate the fuel market
20 with regard to additional purchases there. Things
21 are very turbulent in the fuel/oil market right
22 now, but we continue to look for selective
23 opportunities to continue to purchase fuel
24 particularly for 2023 as we move forward to, you



1 know, start the process for the '23 budget later in
2 the year.

3 Power and natural gas, we're locked in
4 where we need to be for the foreseeable future, but
5 we'll continue to look for selective opportunities
6 to buy those commodities as well.

7 That concludes my formal presentation.

8 CHAIRPERSON SILVA: Are you accounting for the
9 additional allocation, okay, for the budget?

10 JEREMY FINE: Are we accounting for the
11 additional ARP discretionary funding?

12 CHAIRPERSON SILVA: Yes.

13 JEREMY FINE: No. That money, if we're awarded
14 any, was not shown on that prior page. Herb, I
15 don't know if you're able to go back to that page
16 or not, but that is not accounted for. That would
17 be additional funding that we would receive, if
18 granted, and those funds would potentially carry us
19 further into 2024 or even into 2025 or potentially
20 beyond depending on how much we're awarded. Again,
21 those funds have not been awarded and are not
22 included in the budget.

23 CHAIRPERSON SILVA: Do you have any idea, okay,
24 of how much is it going to be, okay, I mean, how



1 we're going to spend it?

2 JEREMY FINE: No. Unfortunately, we do not
3 have an estimate of what we would potentially be
4 awarded. Once we do learn of -- you know, if there
5 is any award, we'll obviously be circling back with
6 the Board. But as Herb popped up here, the only
7 moneys that we have received that we know are
8 available to us to date are the ones shown here.
9 And, again, the ARP formula funding is shown, that
10 \$912 million was officially, you know, granted to
11 us, awarded to us yesterday morning. So we have
12 the ability to start tapping into that additional
13 stream that we've talked about for the last couple
14 of months.

15 But, again, the discretionary funds, we do
16 not what we would be awarded there. We hope it
17 would be an amount to cover the remaining gap shown
18 for 2022; but, you know, again, we do not know what
19 that number would be. We have not received any
20 indication of what that number would be. But,
21 again, we'll look to circle with you and the rest
22 of the Board.

23 CHAIRPERSON SILVA: Are you competing with
24 similar agencies, okay, for that money?



1 JEREMY FINE: Yes. As I mentioned, we're the
2 only ones regionally that were able to compete for
3 those funds because of the fact that we had spent
4 our CARES funding down in the prescribed manner,
5 you know, by November; that we spent 90 percent of
6 it by kind of the deadline so to speak to be able
7 to compete for that additional discretionary
8 funding pot.

9 There are a number of other agencies
10 nationally that fall into that category as well.
11 New York MTA is probably the most notable, but
12 there's other -- particularly other transit
13 agencies around the country that are eligible for
14 that funding stream and that was a \$2.2 billion
15 additional funding stream that is competitive in
16 its nature, not kind of a formula-driven approach
17 the way that the ARP that's listed here was and it
18 is competitive and, again, you know, we'll see what
19 comes of that competitive process and we're
20 anticipating those numbers to be released in March.

21 CHAIRPERSON SILVA: Okay. Thank you. Thank
22 you. Good job. Keep it up.

23 JEREMY FINE: Thank you.

24 CHAIRPERSON SILVA: Are there any other



1 questions, anybody else? Oh, I'm sorry.

2 JEREMY FINE: Greg, I believe you're on mute.

3 DIRECTOR JAKES: Yeah, you're muted Greg.
4 Greg, unmute yourself.

5 SECRETARY LONGHINI: Director Barclay, any
6 questions?

7 DIRECTOR BARCLAY: No, just congratulations to
8 the team, especially on the \$912 million ARP fund.
9 Just look forward to finding out what the
10 discretionary funding will be in the near future.

11 SECRETARY LONGHINI: Director Ortiz.

12 DIRECTOR ORTIZ: No questions.

13 SECRETARY LONGHINI: Director Miller.

14 DIRECTOR MILLER: No questions.

15 SECRETARY LONGHINI: Director Irvine.

16 DIRECTOR IRVINE: No questions.

17 SECRETARY LONGHINI: Director Jakes.

18 DIRECTOR JAKES: No questions.

19 SECRETARY LONGHINI: All right.

20 Chairman Silva, there's no further questions. So
21 we may proceed to Contract Number B-1.

22 CHAIRPERSON SILVA: Our next order of business
23 is Contract Number B-1, materials change order
24 contract.



1 SECRETARY LONGHINI: Any questions,
2 Chairman Silva?

3 CHAIRPERSON SILVA: No questions.

4 SECRETARY LONGHINI: Director Barclay, any
5 questions?

6 DIRECTOR BARCLAY: I just noticed that there's
7 no DBE participation. Is there a reason for that
8 and is that something we're going to work with in
9 the future?

10 J.P. PRIETO: Morning, Chairman. Yes. This
11 contract does not have any subcontracting
12 opportunities outside of the trucking and due to
13 the as-needed nature of it, it's difficult to set a
14 goal. We can work in the future with the
15 procurement that's being advertised now to see if
16 the firms can commit to DBE participation through
17 trucking.

18 DIRECTOR BARCLAY: Let's see if we can do that.
19 Thank you.

20 SECRETARY LONGHINI: Director Ortiz, any
21 questions?

22 DIRECTOR ORTIZ: No questions.

23 SECRETARY LONGHINI: Director Miller, any
24 questions?



1 DIRECTOR MILLER: No questions.

2 SECRETARY LONGHINI: Director Irvine, any
3 questions?

4 DIRECTOR IRVINE: No questions.

5 SECRETARY LONGHINI: Director Jakes, any
6 questions?

7 DIRECTOR JAKES: No questions, Greg.

8 SECRETARY LONGHINI: No further questions. We
9 may proceed to B-2, Chairman.

10 CHAIRPERSON SILVA: Our next order of business
11 is Contract Number B-2, a sheet steel contract
12 change order.

13 SECRETARY LONGHINI: Questions, Chairman?

14 CHAIRPERSON SILVA: I don't have any questions.

15 SECRETARY LONGHINI: Director Barclay.

16 DIRECTOR BARCLAY: No questions.

17 SECRETARY LONGHINI: Director Ortiz.

18 DIRECTOR ORTIZ: No questions.

19 SECRETARY LONGHINI: Director Miller.

20 DIRECTOR MILLER: No questions.

21 SECRETARY LONGHINI: Director Irvine.

22 DIRECTOR IRVINE: No questions.

23 SECRETARY LONGHINI: Director Jakes.

24 DIRECTOR JAKES: No questions.



1 SECRETARY LONGHINI: We may proceed to number
2 B-3, Chairman Silva.

3 CHAIRPERSON SILVA: Our next order of business
4 is Contract Number B-3, a fire contract change
5 order.

6 SECRETARY LONGHINI: Any questions?

7 CHAIRPERSON SILVA: No questions.

8 DIRECTOR BARCLAY: No questions.

9 SECRETARY LONGHINI: No questions?

10 Director Barclay, any questions?

11 DIRECTOR BARCLAY: No questions.

12 SECRETARY LONGHINI: Director Ortiz.

13 DIRECTOR ORTIZ: No questions.

14 SECRETARY LONGHINI: Director Miller.

15 DIRECTOR MILLER: No questions.

16 SECRETARY LONGHINI: Director Irvine.

17 DIRECTOR IRVINE: No questions.

18 SECRETARY LONGHINI: Director Jakes.

19 DIRECTOR JAKES: No questions.

20 SECRETARY LONGHINI: You may proceed to
21 Contract Number B-4, sir.

22 CHAIRPERSON SILVA: Our next order of business
23 is Contract Number B-4, a track maintenance
24 contract change order. No questions.



1 SECRETARY LONGHINI: Director Barclay.
2 DIRECTOR BARCLAY: No questions.
3 SECRETARY LONGHINI: Director Ortiz.
4 DIRECTOR ORTIZ: No questions.
5 SECRETARY LONGHINI: Director Miller.
6 DIRECTOR MILLER: No questions.
7 SECRETARY LONGHINI: Director Irvine.
8 DIRECTOR IRVINE: No questions.
9 SECRETARY LONGHINI: Director Jakes.
10 DIRECTOR JAKES: No questions.
11 SECRETARY LONGHINI: All right. There's no
12 further question, sir.

13 CHAIRPERSON SILVA: Our next order of business
14 is Contract Number B-5, a construction contract
15 change order. No questions.

16 SECRETARY LONGHINI: Director Barclay.
17 DIRECTOR BARCLAY: No questions.
18 SECRETARY LONGHINI: Director Ortiz.
19 DIRECTOR ORTIZ: No questions.
20 SECRETARY LONGHINI: Director Miller.
21 DIRECTOR MILLER: No questions.
22 SECRETARY LONGHINI: Director Irvine.
23 DIRECTOR IRVINE: No questions.
24 SECRETARY LONGHINI: Director Jakes.



1 DIRECTOR JAKES: No questions.

2 SECRETARY LONGHINI: There's no further
3 questions on that matter, Chairman Silva.

4 CHAIRPERSON SILVA: Okay. Our next order of
5 business is Contract Number F-1, an RFP for
6 consulting services contract. I don't have
7 questions.

8 SECRETARY LONGHINI: All right. Director
9 Barclay.

10 DIRECTOR BARCLAY: No questions.

11 SECRETARY LONGHINI: Director Ortiz.

12 DIRECTOR ORTIZ: No questions.

13 SECRETARY LONGHINI: Director Miller.

14 DIRECTOR MILLER: No questions.

15 SECRETARY LONGHINI: Director Irvine.

16 DIRECTOR IRVINE: No questions.

17 SECRETARY LONGHINI: Director Jakes.

18 DIRECTOR JAKES: No questions.

19 SECRETARY LONGHINI: No further questions,
20 Chairman. We may proceed to F-2.

21 CHAIRPERSON SILVA: Our next order of business
22 is Contract Number F-2, a proposal request for a
23 capacity building contract.

24 SECRETARY LONGHINI: Chairman Silva?



1 CHAIRPERSON SILVA: Is this going to be
2 built -- can you talk a little bit more, okay, on
3 Contract F-2, please?

4 J.P. PRIETO: Yes, sir. This contract is for a
5 team to administer our Building Small Businesses
6 program, which is focused on helping small
7 businesses build their financial capacity and
8 technical capacity. So they'll have access to a
9 team that will help them look at where they are
10 financially and technically and give them the
11 resources to grow and compete for CTA projects and
12 also for larger scopes for work.

13 CHAIRPERSON SILVA: How many new businesses are
14 we creating or we helping? Can you explain a
15 little bit more about it?

16 J.P. PRIETO: Yeah. So we have metrics built
17 into the contract. The contractor is committed to
18 engaging with 50 firms per quarter, again, to
19 assess them and see what resources they need so
20 that they can compete for CTA work.

21 CHAIRPERSON SILVA: Good. And you fully
22 support this idea, okay, and it's really going to
23 work well, right?

24 J.P. PRIETO: Yes. This program started under



1 RPM. We recognized there was a need to assist
2 firms given the size of the project and we've been
3 able to help 20 firms secure over \$5.5 million in
4 capital and over 27 firms received training,
5 whether it was technical or back-office training,
6 through the program already. So now that RPM is
7 ending its procurement plan, we're taking over the
8 program and expanding it to all of our contracting
9 opportunities.

10 CHAIRPERSON SILVA: Okay. Thank you, Juan.

11 PRESIDENT CARTER: Director Silva, let me just
12 say a few more words about this contract because I
13 think it really is a significant ongoing commitment
14 to doing something that we certainly heard the
15 Board express interest in, which is developing DBE
16 firms to pursue contracts with CTA, thereby
17 enlarging the pool of eligible contractors for
18 opportunities and also developing them to pursue
19 opportunities to be primes on contracts that we
20 have going forward.

21 So, you know, we have spent a lot of time
22 and energy talking about how do we improve the
23 pipeline of DBE-owned or minority-owned firms to
24 really leverage the opportunities that CTA has not



1 just currently, but what we're going to see an
2 exponential growth in with the new infrastructure
3 bill as we move forward with projects on that.
4 This is a foundational piece of our efforts to do
5 that.

6 I am very excited about this program. As
7 far as I know, we may be the only -- only
8 governmental agency in this region that has
9 developed a program like this. And as Juan Pablo
10 pointed out, it started off as part of a commitment
11 by our contractor in the RPM project, Walsh-Fluor,
12 who submitted this concept to us as part of their
13 commitment to meet their DBE goals in their
14 contract and which we've been very involved in and
15 have seen a lot of success in the work that they've
16 been able to do with DBE firms for that project and
17 we liked it so much that we basically adopted it
18 and have now expanded it so that we can use it in
19 all of our projects going forward.

20 So I think you're going to see a
21 tremendous growth in DBEs who can bid on our
22 contracts going forward and even more importantly,
23 hopefully a way to bring in new DBEs into our work
24 by preparing them and putting them in a position to



1 basically bid on and successfully manage our
2 contract with a governmental agency and basically
3 prevent the one downside that we always have
4 worried about with the work that we do with DBEs,
5 their ability to stay financially solvent through
6 the entire project.

7 So this should strengthen a lot of the
8 core principles that we have been focused on in
9 terms of both expanding and improving the
10 resiliency of our DBE firms and I think that with
11 the performance metrics and the other things that
12 Juan Pablo and his team have put in place, we're
13 going to be able to measure the success of this
14 program over time and we'll be happy to report back
15 to the Board in the future about what the results
16 are that we're seeing from the work that we're
17 doing here. But I think this is going to be a
18 foundationally positive thing for CTA to do and I
19 think it will be -- it will pay diffidence for
20 decades. This is the type of thing where, you
21 know, as we develop these firms and put them in a
22 position to succeed, they will be able to compete
23 not only for future CTA work, but work at the City,
24 at the -- at Metra, at other governmental agencies



1 that I think just improves the overall economic
2 vitality of the city as a whole.

3 CHAIRPERSON SILVA: I agree with you. Okay? I
4 think it's a great idea, okay, and we're going to
5 be successful, okay, in (indiscernible) this. I
6 think, okay, one of the tough things in here, okay,
7 is going to be how do you get the money, okay, to
8 be invested, okay, in that and who is going to be
9 responsible for that. It's great. Okay?
10 Congratulations. Okay? It's a very, very good
11 idea.

12 PRESIDENT CARTER: The other thing that I hope
13 that we're able to do with this program is go out
14 and get additional Federal funding to support it.
15 So we're obviously making our own investment into
16 this program initially, but particularly with this
17 new infrastructure bill, there are a lot of
18 opportunities to get support for these kind of
19 programs. So hopefully we'll be able to expand it
20 even more than we're talking about now going
21 forward with additional Federal funding that we may
22 get to allow us to do more with this. So stay
23 tuned. I think you're going to be hearing a lot of
24 good things about what we're doing here.



1 CHAIRPERSON SILVA: Yes.

2 SECRETARY LONGHINI: Thank you.

3 Director Barclay, any questions?

4 DIRECTOR BARCLAY: Just want to comment. I am
5 delighted to support this program. I think that
6 this is exactly what I've been looking for to
7 encourage -- like President Carter said, to expand
8 the pipeline; the pipeline of potential
9 contractors. So I think this is great.

10 I just want to basically make sure we get
11 the word out and that there's a strong program to
12 get the word out because I think the more people
13 know about it, more people would take advantage of
14 it and that would strengthen our pipeline.

15 J.P. PRIETO: Yes, Mr. Chairman. We are
16 planning on doing one orientation per quarter to
17 let the small business community know about the
18 program and the resources and benefits they can get
19 from it.

20 DIRECTOR BARCLAY: Thank you.

21 PRESIDENT CARTER: And just to be clear, we'll
22 also be doing marketing of the program in general.
23 I agree with you, you know, bad news -- our
24 previous chairman used to say bad news travels



1 everywhere, good news travels nowhere. So this is
2 good news and we're going to make every effort to
3 make sure the elected officials know about it, that
4 the community organizations know about it, that the
5 not-for-profits industry groups know about it so
6 that, you know, I will be very excited if we're
7 oversubscribed for companies that want to get with
8 this. That will be one measure of success for me
9 and hopefully will lead to an ability to expand the
10 program even more.

11 SECRETARY LONGHINI: Thank you.

12 Director Ortiz, any questions?

13 DIRECTOR ORTIZ: No questions, but I second the
14 value of this investment into ensuring that there
15 is equity in terms of contracts and other growth in
16 businesses within the CTA, but that will also
17 impact the greater city as these are going to be
18 stronger companies overall. So thank you.

19 SECRETARY LONGHINI: Thank you.

20 Director Miller.

21 DIRECTOR MILLER: No questions. Just comments.
22 Thank you. Thanks again, President Carter and the
23 whole team and Juan Pablo. Another example of
24 being a trailblazer. I do agree it's going to be a



1 move, but as asked by Director Jakes, we want to
2 look at the measurement of the percentage, how it's
3 moving when we talk about from no equity making
4 certain that it is covering broadly every sector of
5 people. So if we can get the statistic on that as
6 we continue to move, we can monitor.

7 SECRETARY LONGHINI: Thank you.

8 Director Irvine.

9 DIRECTOR IRVINE: No questions. And, again,
10 kudos to Juan Pablo and President Carter and
11 everyone who did work on this. Terrific. Thank
12 you.

13 SECRETARY LONGHINI: Director Jakes.

14 DIRECTOR JAKES: No questions, Greg. Thank
15 you.

16 SECRETARY LONGHINI: Thank you.

17 Chairman, there are no further questions
18 on this matter. So we may proceed to item F-3.

19 CHAIRPERSON SILVA: Our next order of business
20 is Contract Number F-3, a consulting services
21 contract.

22 SECRETARY LONGHINI: Questions, Chairman?

23 CHAIRPERSON SILVA: Yeah, I don't have a
24 question.



1 SECRETARY LONGHINI: Director Barclay.
2 DIRECTOR BARCLAY: No questions.
3 SECRETARY LONGHINI: Director Ortiz.
4 DIRECTOR ORTIZ: No questions.
5 SECRETARY LONGHINI: Director Miller.
6 DIRECTOR MILLER: No questions.
7 SECRETARY LONGHINI: Director Irvine.
8 DIRECTOR IRVINE: No questions.
9 SECRETARY LONGHINI: Director Jakes.
10 DIRECTOR JAKES: No questions.
11 SECRETARY LONGHINI: We may proceed to Contract
12 Number J-1, Chairman.
13 CHAIRPERSON SILVA: Our final order of business
14 is Contract Number J-1, a subscription services
15 contract. I don't have a question.
16 SECRETARY LONGHINI: Director Barclay.
17 DIRECTOR BARCLAY: No questions.
18 SECRETARY LONGHINI: Director Ortiz.
19 DIRECTOR ORTIZ: No questions.
20 SECRETARY LONGHINI: Director Miller.
21 DIRECTOR MILLER: No questions.
22 SECRETARY LONGHINI: Director Irvine.
23 DIRECTOR IRVINE: No questions.
24 SECRETARY LONGHINI: Director Jakes.



1 DIRECTOR JAKES: No questions.

2 SECRETARY LONGHINI: No further questions,
3 Chairman. You may proceed to number 4A.

4 CHAIRPERSON SILVA: If there are no further
5 questions on the contracts, may I have leave to
6 place the nine contracts on the omnibus?

7 DIRECTOR MILLER: So moved.

8 DIRECTOR ORTIZ: Second.

9 SECRETARY LONGHINI: Moved and seconded. You
10 may proceed to Number 4B.

11 CHAIRPERSON SILVA: If there is no further
12 business to come before the Committee, may I have a
13 motion to approve the omnibus and recommend the
14 omnibus for board approved?

15 DIRECTOR MILLER: So moved.

16 DIRECTOR ORTIZ: Second.

17 SECRETARY LONGHINI: Moved and seconded. I'll
18 take a rollcall vote on the omnibus.

19 Director Ortiz.

20 DIRECTOR ORTIZ: Yes.

21 SECRETARY LONGHINI: Director Miller.

22 DIRECTOR MILLER: Yes.

23 SECRETARY LONGHINI: Director Irvine.

24 DIRECTOR IRVINE: Yes.



1 SECRETARY LONGHINI: Director Jakes.

2 DIRECTOR JAKES: Yes.

3 SECRETARY LONGHINI: Director Barclay.

4 DIRECTOR BARCLAY: Yes.

5 SECRETARY LONGHINI: Chairman Silva.

6 CHAIRPERSON SILVA: Yes.

7 SECRETARY LONGHINI: That motion is approved
8 with six yes votes, sir. We may proceed to 5.

9 CHAIRPERSON SILVA: Finally, may I have a
10 motion to adjourn?

11 DIRECTOR MILLER: So moved.

12 DIRECTOR ORTIZ: Second.

13 SECRETARY LONGHINI: Moved and seconded. The
14 vote.

15 Director Ortiz.

16 DIRECTOR ORTIZ: Second. Yes.

17 SECRETARY LONGHINI: Director Miller.

18 DIRECTOR MILLER: Yes.

19 SECRETARY LONGHINI: Director Irvine.

20 DIRECTOR IRVINE: Yes.

21 SECRETARY LONGHINI: Director Jakes.

22 DIRECTOR JAKES: Yes.

23 SECRETARY LONGHINI: Director Barclay.

24 DIRECTOR BARCLAY: Yes.



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

SECRETARY LONGHINI: Chairman Silva.

CHAIRPERSON SILVA: Yes.

SECRETARY LONGHINI: That motion is approved
with six yes votes. We are adjourned.

(which were all the proceedings
had in the above-entitled
cause.)

(Adjourned at 10:22.)



dollars 5:17 7:1	fact 13:3		indiscernible 24:5	left 7:21	19:20 17:14,15 18:5, 6,20,21 19:13,14
downside 23:3	fall 13:10	G	industry 26:5	level 5:5	26:20,21 28:5,6,20, 21 29:7,15,21,22
draw 9:18,23	fare 5:4 6:1	gap 12:17	infrastructure 22:2 24:17	leverage 21:24	30:11,17,18
Dropping 7:15	favorable 9:14	gas 10:18 11:3	initial 9:21	listed 13:17	million 5:7,16,17,21,22 6:3, 8,12,13 7:1,7,11,17, 18 8:5,20 9:5,6,14, 20,21 10:1,3 12:10 14:8 21:3
due 6:19 15:12	February 3:5	general 8:7 25:22	initially 24:16	locked 11:3	minority-owned 21:23
E	Federal 9:17,21 24:14,21	give 5:11 20:10	Injuries 7:4	LONGHINI 3:8,11,13,15,17,19, 21 4:5,8,10,12,14, 16,18 14:5,11,13,15, 17,19 15:1,4,20,23 16:2,5,8,13,15,17, 19,21,23 17:1,6,9, 12,14,16,18,20 18:1, 3,5,7,9,11,16,18,20, 22,24 19:2,8,11,13, 15,17,19,24 25:2 26:11,19 27:7,13,16, 22 28:1,3,5,7,9,11, 16,18,20,22,24 29:2, 9,17,21,23 30:1,3,5, 7,13,17,19,21,23 31:1,3	months 5:19 7:9 8:19,22,24
economic 24:1	final 28:13	goal 15:14	interest 21:15	lot 21:21 22:15 23:7 24:17,23	monthly 6:16 8:3
effort 26:2	Finally 30:9	goals 22:13	invested 24:8	lower 5:10	months 8:7 9:19,24 12:14
efforts 22:4	finance 3:6 4:21	good 3:4 4:22,23 7:19 8:21 9:7 13:22 20:21 24:10,24 26:1,2	investment 24:15 26:14	M	morning 3:4 4:22,23 10:3 12:11 15:10
elected 26:3	financial 4:24 20:7	governmental 22:8 23:2,24	involved 22:14	made 9:11	motion 4:2 29:13 30:7,10 31:3
eligible 13:13 21:17	financially 20:10 23:5	granted 10:2,15 11:18 12:10	Irvine 3:13,14 4:10,11 14:15,16 16:2,4,21, 22 17:16,17 18:7,8, 22,23 19:15,16 27:8, 9 28:7,8,22,23 29:23,24 30:19,20	maintenance 17:23	move 7:20 10:24 22:3 27:1,6
encourage 25:7	finding 14:9	great 24:4,9 25:9	item 27:18	make 25:10 26:2,3	moved 4:3,5 29:7,9,15,17 30:11,13
ending 21:7	Fine 4:21,23 11:10,13 12:2 13:1,23 14:2	greater 26:17	items 7:3 9:16	making 24:15 27:3	moving 27:3
energy 21:22	fire 17:4	Greg 14:2,3,4 16:7 27:14	J	manage 23:1	MTA 13:11
engaging 20:18	firms 15:16 20:18 21:2,3, 4,16,23 22:16 23:10, 21	groups 26:5	J-1 28:12,14	manner 13:4	mute 14:2
enlarging 21:17	flat 6:2	grow 20:11	J.P. 15:10 20:4,16,24 25:15	March 10:11 13:20	muted 14:3
ensuring 26:14	focused 20:6 23:8	growth 22:2,21 26:15	Jakes 3:15,16 4:12,13 14:3,17,18 16:5,7, 23,24 17:18,19 18:9, 10,24 19:1,17,18 27:1,13,14 28:9,10, 24 29:1 30:1,2,21,22	market 10:19,21	N
entire 23:6	foreseeable 11:4	H	January 4:1 8:11 9:13	marketing 25:22	nationally 13:10
entity 10:8	form 5:24 7:14 8:7	half 5:17	Jeremy 4:21,22,23 11:10,13 12:2 13:1,23 14:2	materials 6:23 14:23	natural 10:18 11:3
equity 26:15 27:3	formal 11:7	happy 23:14	job 13:22	matter 19:3 27:18	nature 13:16 15:13
essentially 6:2,23	formula 10:16 12:9	health 6:20	Juan 21:10 22:9 23:12 26:23 27:10	means 8:9	negative 6:17
estate 8:16	formula-driven 13:16	heard 21:14	K	measure 23:13 26:8	neighborhood 9:19
estimate 12:3	forward 10:24 14:9 21:20 22:3,19,22 24:21	hearing 24:23	kind 8:7 13:6,16 24:18	measurement 27:2	netted 7:23
evaluate 10:19	foundational 22:4	helping 20:6,14	kudos 27:10	meet 22:13	news 25:23,24 26:1,2
excited 22:6 26:6	foundationally 23:18	Herb 11:14 12:6	L	meeting 3:5	Nonfarebox 5:14 6:5
expand 24:19 25:7 26:9	free 5:11	historically 5:10	labor 6:18	members 3:21	not-for-profits 26:5
expanded 22:18	fuel 6:24 10:18,19,23 10:21	hope 12:16 24:12	lags 8:6	mentioned 13:1	notable 13:11
expanding 21:8 23:9	fuel/oil 10:21	I	larger 20:12	Metra 23:24	noticed 15:6
expect 9:22	fully 20:21	ICE 8:17	lead 26:9	metrics 20:16 23:11	November 9:4 13:5
expected 5:5,9,13,15 6:5 7:5	fund 14:8	idea 11:23 20:22 24:4,11	learn 10:10 12:4	mid 10:4	number 8:13 12:19,20 13:9 14:21,23 16:11 17:1, 4,21,23 18:14 19:5,
expense 6:17	funding 8:2,17 9:7,17,22,24 10:2,7,10,14,15,16 11:11,17 12:9 13:4, 8,14,15 14:10 24:14, 21	impact 26:17	leave 29:5	Miller 3:11,12 4:3,8,9 14:13,14 15:23 16:1,	
expenses 7:6,10,16,23	fund 14:8	importantly 22:22	leaves 7:9 9:20		
explain 20:14	future 11:4 14:10 15:9,14 23:15,23	improve 21:22			
exponential 22:2	funds 10:3 11:18,21 12:15 13:3	improves 24:1			
express 21:15	included 23:9	improving 23:9			
F	including 11:22	indication 12:20			
F-1 19:5	indicating 10:15				
F-2 19:20,22 20:3					
F-3 27:18,20					



22 27:20 28:12,14 29:3,10 numbers 5:2,24 6:17 7:14 13:20	plan 21:7 planning 25:16 pointed 22:10 pool 10:14 21:17 popped 12:6 position 7:21 22:24 23:22 positive 5:15,17,20,21 6:7,12 7:2,6,10,16,22 8:3,4, 15,16,18,19 9:2 23:18 pot 9:22 13:8 potential 10:13 25:8 potentially 11:18,19 12:3 power 6:24 10:18 11:3 preparing 22:24 prescribed 13:4 present 3:22 presentation 11:7 President 21:11 24:12 25:7,21 26:22 27:10 prevent 23:3 previous 25:24 PRIETO 15:10 20:4,16,24 25:15 primes 21:19 principles 23:8 prior 9:11,19 11:14 proceed 3:23 4:19 14:21 16:9 17:1,20 19:20 27:18 28:11 29:3,10 30:8 proceedings 3:2 31:5 process 11:1 13:19 procurement 15:15 21:7 program 20:6,24 21:6,8 22:6, 9 23:14 24:13,16 25:5,11,18,22 26:10 programs 24:19 project 21:2 22:11,16 23:6 projected 10:4 projects 20:11 22:3,19 proposal 19:22 providing 7:7 PTF 8:11,17 9:13 public 8:2 9:7	purchase 10:18,23 purchases 10:20 pursue 10:7,9 21:16,18 put 23:12,21 putting 22:24	results 5:1 8:23 9:9 10:11 23:15 RETT 8:17 revenues 5:4,20 6:11 7:23 RFP 19:5 rides 5:12 roll 3:7 rollcall 29:18 RPM 21:1,6 22:11	size 21:2 slightly 5:6 6:1 7:5 small 6:22 20:5,6 25:17 solvent 23:5 speak 13:6 spend 12:1 spent 13:3,5 21:21 spoke 9:10 start 11:1 12:12 started 20:24 22:10 statistic 27:5 stay 23:5 24:22 steel 16:11 stream 12:13 13:14,15 streams 10:1 strengthen 23:7 25:14 strip 10:10 strong 6:24 7:7,24 25:11 stronger 26:18 subcontracting 15:11 submitted 22:12 subscription 28:14 subsidy 5:8 6:4 succeed 23:22 success 22:15 23:13 26:8 successful 24:5 successfully 23:1 support 20:22 24:14,18 25:5 system-generated 6:11	terms 23:9 26:15 Terrific 27:11 thing 23:18,20 24:12 things 10:20 23:11 24:6,24 time 6:15,21 21:21 23:14 today 4:24 total 5:20 7:15 9:2 totals 5:5,14 6:1,5 tough 24:6 track 17:23 trailblazer 26:24 training 21:4,5 trajectory 8:21 transfer 8:16 transit 13:12 travels 25:24 26:1 treatment 6:20 tremendous 22:21 trucking 15:12,17 tuned 24:23 turbulent 10:21 type 23:20	
O	Q	R	S	T	U	
October 8:6,8 Officer 4:24 officially 10:2,15 12:10 officials 26:3 omnibus 29:6,13,14,18 ongoing 21:13 operating 7:16 opportunities 10:23 11:5 15:12 21:9,18,19,24 24:18 order 3:5,24 4:20 14:22,23 16:10,12 17:3,5,22, 24 18:13,15 19:4,21 27:19 28:13 organizations 26:4 orientation 25:16 original 5:7,18,21 6:4,9,13, 18 7:9,12,18 8:10, 14,21 9:6 Ortiz 3:9,10 4:4,6,7 14:11, 12 15:20,22 16:17, 18 17:12,13 18:3,4, 18,19 19:11,12 26:12,13 28:3,4,18, 19 29:8,16,19,20 30:12,15,16 oversubscribed 26:7	quarter 20:18 25:16 question 18:12 27:24 28:15 questions 14:1,6,12,14,16,18, 20 15:1,3,5,21,22,24 16:1,3,4,6,7,8,13,14, 16,18,20,22,24 17:6, 7,8,9,10,11,13,15, 17,19,24 18:2,4,6,8, 10,15,17,19,21,23 19:1,3,7,10,12,14, 16,18,19 25:3 26:12, 13,21 27:9,14,17,22 28:2,4,6,8,10,17,19, 21,23 29:1,2,5 quorum 3:22	Real 8:15 reason 15:7 receipt 9:11 receipts 8:6,8 receive 11:17 received 5:10 8:11 9:12,22 12:7,19 21:4 recognized 21:1 recommend 29:13 reduced-fare 5:8,12 6:4 regard 9:17 10:17,20 region 22:8 regionally 10:8 13:2 released 13:20 relief 9:17,22 remaining 9:21,23 12:17 reminder 10:8 report 4:21 23:14 request 19:22 resiliency 23:10 resources 20:11,19 25:18 responsible 24:9 rest 12:21	sales 6:6 8:4,6,8 9:3 scopes 20:12 seconded 4:5 29:9,17 30:13 secretary 3:7,8,11,13,15,17, 19,21 4:5,8,10,12, 14,16,18 14:5,11,13, 15,17,19 15:1,4,20, 23 16:2,5,8,13,15, 17,19,21,23 17:1,6, 9,12,14,16,18,20 18:1,3,5,7,9,11,16, 18,20,22,24 19:2,8, 11,13,15,17,19,24 25:2 26:11,19 27:7, 13,16,22 28:1,3,5,7, 9,11,16,18,20,22,24 29:2,9,17,21,23 30:1,3,5,7,13,17,19, 21,23 31:1,3 sector 27:4 secure 21:3 security 7:5 selective 10:22 11:5 services 7:5 19:6 27:20 28:14 set 15:13 sheet 16:11 shown 10:6,16 11:14 12:8, 9,17 significant 21:13 Silva 3:4,19,20,24 4:16, 17,20 11:8,12,23 12:23 13:21,24 14:20,22 15:2,3 16:10,14 17:2,3,7,22 18:13 19:3,4,21,24 20:1,13,21 21:10,11 24:3 25:1 27:19,23 28:13 29:4,11 30:5, 6,9 31:1,2 similar 5:24 7:14 9:18 12:24 sir 3:22 4:19 17:21 18:12 20:4 30:8 situation 6:14	takeing 21:7 talk 20:2 27:3 talked 12:13 talking 8:8 9:1 21:22 24:20 tapping 12:12 tax 8:4,6,9,16 9:3 team 14:8 20:5,9 23:12 26:23 technical 20:8 21:5 technically 20:10	unmute 14:4 update 10:12 updating 9:15	V
P	R	S	T	U	V	
Pablo 22:9 23:12 26:23 27:10 part 22:10,12 participation 15:7,16 pass 5:4 6:1 pay 23:19 people 25:12,13 27:5 percent 13:5 percentage 6:2 27:2 perform 5:14 performance 7:24 9:7 23:11 performer 6:24 7:7 piece 22:4 pipeline 21:23 25:8,14 place 7:20 23:12 29:6	Real 8:15 reason 15:7 receipt 9:11 receipts 8:6,8 receive 11:17 received 5:10 8:11 9:12,22 12:7,19 21:4 recognized 21:1 recommend 29:13 reduced-fare 5:8,12 6:4 regard 9:17 10:17,20 region 22:8 regionally 10:8 13:2 released 13:20 relief 9:17,22 remaining 9:21,23 12:17 reminder 10:8 report 4:21 23:14 request 19:22 resiliency 23:10 resources 20:11,19 25:18 responsible 24:9 rest 12:21	sales 6:6 8:4,6,8 9:3 scopes 20:12 seconded 4:5 29:9,17 30:13 secretary 3:7,8,11,13,15,17, 19,21 4:5,8,10,12, 14,16,18 14:5,11,13, 15,17,19 15:1,4,20, 23 16:2,5,8,13,15, 17,19,21,23 17:1,6, 9,12,14,16,18,20 18:1,3,5,7,9,11,16, 18,20,22,24 19:2,8, 11,13,15,17,19,24 25:2 26:11,19 27:7, 13,16,22 28:1,3,5,7, 9,11,16,18,20,22,24 29:2,9,17,21,23 30:1,3,5,7,13,17,19, 21,23 31:1,3 sector 27:4 secure 21:3 security 7:5 selective 10:22 11:5 services 7:5 19:6 27:20 28:14 set 15:13 sheet 16:11 shown 10:6,16 11:14 12:8, 9,17 significant 21:13 Silva 3:4,19,20,24 4:16, 17,20 11:8,12,23 12:23 13:21,24 14:20,22 15:2,3 16:10,14 17:2,3,7,22 18:13 19:3,4,21,24 20:1,13,21 21:10,11 24:3 25:1 27:19,23 28:13 29:4,11 30:5, 6,9 31:1,2 similar 5:24 7:14 9:18 12:24 sir 3:22 4:19 17:21 18:12 20:4 30:8 situation 6:14	takeing 21:7 talk 20:2 27:3 talked 12:13 talking 8:8 9:1 21:22 24:20 tapping 12:12 tax 8:4,6,9,16 9:3 team 14:8 20:5,9 23:12 26:23 technical 20:8 21:5 technically 20:10	unmute 14:4 update 10:12 updating 9:15	U	variance 5:15,17 6:7,17,22 7:2,8,16,22 8:9,15 9:3 videoconference 3:3 vitality 24:2 vote 4:6 29:18 30:14 votes 4:19 30:8 31:4
P	R	S	T	U	V	
Pablo 22:9 23:12 26:23 27:10 part 22:10,12 participation 15:7,16 pass 5:4 6:1 pay 23:19 people 25:12,13 27:5 percent 13:5 percentage 6:2 27:2 perform 5:14 performance 7:24 9:7 23:11 performer 6:24 7:7 piece 22:4 pipeline 21:23 25:8,14 place 7:20 23:12 29:6	Real 8:15 reason 15:7 receipt 9:11 receipts 8:6,8 receive 11:17 received 5:10 8:11 9:12,22 12:7,19 21:4 recognized 21:1 recommend 29:13 reduced-fare 5:8,12 6:4 regard 9:17 10:17,20 region 22:8 regionally 10:8 13:2 released 13:20 relief 9:17,22 remaining 9:21,23 12:17 reminder 10:8 report 4:21 23:14 request 19:22 resiliency 23:10 resources 20:11,19 25:18 responsible 24:9 rest 12:21	sales 6:6 8:4,6,8 9:3 scopes 20:12 seconded 4:5 29:9,17 30:13 secretary 3:7,8,11,13,15,17, 19,21 4:5,8,10,12, 14,16,18 14:5,11,13, 15,17,19 15:1,4,20, 23 16:2,5,8,13,15, 17,19,21,23 17:1,6, 9,12,14,16,18,20 18:1,3,5,7,9,11,16, 18,20,22,24 19:2,8, 11,13,15,17,19,24 25:2 26:11,19 27:7, 13,16,22 28:1,3,5,7, 9,11,16,18,20,22,24 29:2,9,17,21,23 30:1,3,5,7,13,17,19, 21,23 31:1,3 sector 27:4 secure 21:3 security 7:5 selective 10:22 11:5 services 7:5 19:6 27:20 28:14 set 15:13 sheet 16:11 shown 10:6,16 11:14 12:8, 9,17 significant 21:13 Silva 3:4,19,20,24 4:16, 17,20 11:8,12,23 12:23 13:21,24 14:20,22 15:2,3 16:10,14 17:2,3,7,22 18:13 19:3,4,21,24 20:1,13,21 21:10,11 24:3 25:1 27:19,23 28:13 29:4,11 30:5, 6,9 31:1,2 similar 5:24 7:14 9:18 12:24 sir 3:22 4:19 17:21 18:12 20:4 30:8 situation 6:14	takeing 21:7 talk 20:2 27:3 talked 12:13 talking 8:8 9:1 21:22 24:20 tapping 12:12 tax 8:4,6,9,16 9:3 team 14:8 20:5,9 23:12 26:23 technical 20:8 21:5 technically 20:10	unmute 14:4 update 10:12 updating 9:15	U	W
P	R	S	T	U	W	
Pablo 22:9 23:12 26:23 27:10 part 22:10,12 participation 15:7,16 pass 5:4 6:1 pay 23:19 people 25:12,13 27:5 percent 13:5 percentage 6:2 27:2 perform 5:14 performance 7:24 9:7 23:11 performer 6:24 7:7 piece 22:4 pipeline 21:23 25:8,14 place 7:20 23:12 29:6	Real 8:15 reason 15:7 receipt 9:11 receipts 8:6,8 receive 11:17 received 5:10 8:11 9:12,22 12:7,19 21:4 recognized 21:1 recommend 29:13 reduced-fare 5:8,12 6:4 regard 9:17 10:17,20 region 22:8 regionally 10:8 13:2 released 13:20 relief 9:17,22 remaining 9:21,23 12:17 reminder 10:8 report 4:21 23:14 request 19:22 resiliency 23:10 resources 20:11,19 25:18 responsible 24:9 rest 12:21	sales 6:6 8:4,6,8 9:3 scopes 20:12 seconded 4:5 29:9,17 30:13 secretary 3:7,8,11,13,15,17, 19,21 4:5,8,10,12, 14,16,18 14:5,11,13, 15,17,19 15:1,4,20, 23 16:2,5,8,13,15, 17,19,21,23 17:1,6, 9,12,14,16,18,20 18:1,3,5,7,9,11,16, 18,20,22,24 19:2,8, 11,13,15,17,19,24 25:2 26:11,19 27:7, 13,16,22 28:1,3,5,7, 9,11,16,18,20,22,24 29:2,9,17,21,23 30:1,3,5,7,13,17,19, 21,23 31:1,3 sector 27:4 secure 21:3 security 7:5 selective 10:22 11:5 services 7:5 19:6 27:20 28:14 set 15:13 sheet 16:11 shown 10:6,16 11:14 12:8, 9,17 significant 21:13 Silva 3:4,19,20,24 4:16, 17,20 11:8,12,23 12:23 13:21,24 14:20,22 15:2,3 16:10,14 17:2,3,7,22 18:13 19:3,4,21,24 20:1,13,21 21:10,11 24:3 25:1 27:19,23 28:13 29:4,11 30:5, 6,9 31:1,2 similar 5:24 7:14 9:18 12:24 sir 3:22 4:19 17:21 18:12 20:4 30:8 situation 6:14	takeing 21:7 talk 20:2 27:3 talked 12:13 talking 8:8 9:1 21:22 24:20 tapping 12:12 tax 8:4,6,9,16 9:3 team 14:8 20:5,9 23:12 26:23 technical 20:8 21:5 technically 20:10	unmute 14:4 update 10:12 updating 9:15	U	W
P	R	S	T	U	W	
Pablo 22:9 23:12 26:23 27:10 part 22:10,12 participation 15:7,16 pass 5:4 6:1 pay 23:19 people 25:12,13 27:5 percent 13:5 percentage 6:2 27:2 perform 5:14 performance 7:24 9:7 23:11 performer 6:24 7:7 piece 22:4 pipeline 21:23 25:8,14 place 7:20 23:12 29:6	Real 8:15 reason 15:7 receipt 9:11 receipts 8:6,8 receive 11:17 received 5:10 8:11 9:12,22 12:7,19 21:4 recognized 21:1 recommend 29:13 reduced-fare 5:8,12 6:4 regard 9:17 10:17,20 region 22:8 regionally 10:8 13:2 released 13:20 relief 9:17,22 remaining 9:21,23 12:17 reminder 10:8 report 4:21 23:14 request 19:22 resiliency 23:10 resources 20:11,19 25:18 responsible 24:9 rest 12:21	sales 6:6 8:4,6,8 9:3 scopes 20:12 seconded 4:5 29:9,17 30:13 secretary 3:7,8,11,13,15,17, 19,21 4:5,8,10,12, 14,16,18 14:5,11,13, 15,17,19 15:1,4,20, 23 16:2,5,8,13,15, 17,19,21,23 17:1,6, 9,12,14,16,18,20 18:1,3,5,7,9,11,16, 18,20,22,24 19:2,8, 11,13,15,17,19,24 25:2 26:11,19 27:7, 13,16,22 28:1,3,5,7, 9,11,16,18,20,22,24 29:2,9,17,21,23 30:1,3,5,7,13,17,19, 21,23 31:1,3 sector 27:4 secure 21:3 security 7:5 selective 10:22 11:5 services 7:5 19:6 27:20 28:14 set 15:13 sheet 16:11 shown 10:6,16 11:14 12:8, 9,17 significant 21:13 Silva 3:4,19,20,24 4:16, 17,20 11:8,12,23 12:23 13:21,24 14:20,22 15:2,3 16:10,14 17:2,3,7,22 18:13 19:3,4,21,24 20:1,13,21 21:10,11 24:3 25:1 27:19,23 28:13 29:4,11 30:5, 6,9 31:1,2 similar 5:24 7:14 9:18 12:24 sir 3:22 4:19 17:21 18:12 20:4 30:8 situation 6:14	takeing 21:7 talk 20:2 27:3 talked 12:13 talking 8:8 9:1 21:22 24:20 tapping 12:12 tax 8:4,6,9,16 9:3 team 14:8 20:5,9 23:12 26:23 technical 20:8 21:5 technically 20:10	unmute 14:4 update 10:12 updating 9:15	U	W
P	R	S	T	U	W	
Pablo 22:9 23:12 26:23 27:10 part 22:10,12 participation 15:7,16 pass 5:4 6:1 pay 23:19 people 25:12,1						

work

15:8,14 20:12,20,23
22:15,23 23:4,16,23
27:11

workers'

6:20

worried

23:4

Y

year

6:15,21 7:21 8:1,12
9:8 11:2

year-to-date

5:2,23 6:10 7:13,16
9:1,10

yesterday

10:2 12:11

York

13:11

