

# **Transcript of Board Meeting**

# **Date:** January 15, 2025 **Case:** Chicago Transit Authority Board Meeting, In Re:

Planet Depos Phone: 888.433.3767 | Email: <u>transcripts@planetdepos.com</u> www.planetdepos.com Michigan #8598 | Nevada #089F | New Mexico #566

WORLDWIDE COURT REPORTING & LITIGATION TECHNOLOGY

1	BEFORE THE CHICAGO TRANSIT AUTHORITY BOARD
2	
3	
4	
5	
6	
7	BOARD MEETING
8	Chicago, Illinois
9	Wednesday, January 15, 2025
10	11:09 a.m. CT
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	Job No.: 566098
23	Pages: 1 - 76
24	Reported By: Courtney Petros, RPR, CSR

1	Board Meeting, held at:
2	
3	
4	CHICAGO TRANSIT AUTHORITY
5	567 West Lake Street
6	Chicago, Illinois 60661
7	312.681.3137
8	
9	
10	
11	
12	Before Courtney Petros, a Certified Shorthand
13	Reporter and Registered Professional Reporter in
14	and for the State of Illinois.
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	

2

1	APPEARANCES
2	BOARD MEMBERS:
3	LESTER L. BARCLAY, CHAIRMAN
4	REV. DR. BERNARD JAKES
5	MICHELE A. LEE
6	ROSA Y. ORTIZ
7	MICHAEL EADDY
8	ROBERTO REQUEJO
9	NEEMA JHA
10	
11	ALSO PRESENT:
12	DORVAL J. CARTER, JR., PRESIDENT
13	KENT RAY, GENERAL COUNSEL
14	GEORGETTE GREENLEE, SECRETARY
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
<u>د</u> ب	

3

1	PROCEEDINGS
2	CHAIRMAN BARCLAY: Good morning. I'd like
3	to call to order the meeting of the Chicago
4	Transit Board for January 15th, 2025.
5	Georgette, please call the roll.
6	MS. GREENLEE: Director Jha.
7	DIRECTOR JHA: Here.
8	MS. GREENLEE: Director Requejo.
9	DIRECTOR REQUEJO: Present.
10	MS. GREENLEE: Director Ortiz.
11	DIRECTOR ORTIZ: Here.
12	MS. GREENLEE: Chairman Barclay.
13	CHAIRMAN BARCLAY: Here.
14	MS. GREENLEE: Director Jakes.
15	DIRECTOR JAKES: Yes.
16	MS. GREENLEE: Director Lee.
17	DIRECTOR LEE: Yes.
18	MS. GREENLEE: Director Eaddy.
19	DIRECTOR EADDY: Here.
20	MS. GREENLEE: Chairman Barclay, you have
21	a quorum.
22	CHAIRMAN BARCLAY: We've been advised
23	prior to today's meeting that Director Eaddy would
24	be unable to attend this meeting in person due to

1	a travel obligation connected to a work
2	commitment.
3	The Chair will entertain a motion to
4	permit Director Eaddy to participate in this
5	meeting remotely.
6	DIRECTOR REQUEJO: So moved.
7	DIRECTOR LEE: Second.
8	MS. GREENLEE: It's been moved by Director
9	Requejo, seconded by Director Lee that Director
10	Eaddy be allowed to participate in the regular
11	Board meeting for the Chicago Transit Authority
12	Board for January 15th remotely.
13	We'll take a roll call vote.
14	Director Jha.
15	DIRECTOR JHA: Yes.
16	MS. GREENLEE: Director Requejo.
17	DIRECTOR REQUEJO: Yes.
18	MS. GREENLEE: Director Ortiz.
19	DIRECTOR ORTIZ: Yes.
20	MS. GREENLEE: Chairman Barclay.
21	CHAIRMAN BARCLAY: Yes.
22	MS. GREENLEE: Director Jakes.
23	DIRECTOR JAKES: Yes.
24	MS. GREENLEE: Director Lee.

1	DIRECTOR LEE: Yes.
2	MS. GREENLEE: The motion passes.
3	CHAIRMAN BARCLAY: Director Eaddy, welcome
4	to the meeting.
5	DIRECTOR EADDY: And thank you all so very
6	much.
7	MS. GREENLEE: Chairman Barclay, Director
8	Requejo is standing.
9	DIRECTOR REQUEJO: Chairman Barclay, I
10	move that we amend the regular agenda for today's
11	meeting and change the order of said agenda in the
12	following manner:
13	First, that we move the President's report
14	to the end of the agenda before new business,
15	second, that we move the construction report to
16	the top of the agenda after the public comments,
17	and, third, that the Finance, Audit, and Budget
18	Committee meeting report be moved and heard after
19	agenda item number 5 and before Board matters,
20	which is agenda item number 6.
21	DIRECTOR LEE: Second.
22	MS. GREENLEE: It's been moved by Director
23	Requejo that the meeting agenda be amended and
24	seconded by Director Lee.

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	CHAIRMAN BARCLAY: Thank you.
18	Our next order of business is the approval
19	of the minutes of the regular Board meeting of
20	December 11th, 2024.
21	May I have a motion to approve?
22	DIRECTOR REQUEJO: So moved.
23	DIRECTOR LEE: Second.
24	MS. GREENLEE: It's been moved by Director

Requejo, seconded by Director Lee that the minutes
of the regular Board meeting of December 11th,
2024, be approved.
We'll take a roll call vote.
Director Jha.
DIRECTOR JHA: Yes.
MS. GREENLEE: Director Requejo.
DIRECTOR ORTIZ: Yes.
MS. GREENLEE: Director Ortiz.
DIRECTOR ORTIZ: Yes.
MS. GREENLEE: Chairman Barclay.
CHAIRMAN BARCLAY: Yes.
MS. GREENLEE: Director Jakes.
DIRECTOR JAKES: Yes.
MS. GREENLEE: Director Lee.
DIRECTOR LEE: Yes.
MS. GREENLEE: Director Eaddy.
DIRECTOR EADDY: Yes.
MS. GREENLEE: The motion passes.
CHAIRMAN BARCLAY: Our next of order is
public comment. Georgette.
MS. GREENLEE: Mr. Chairman, we have we
had five registered public comments. I believe we
have three persons registered who are here. And I

1	will call them now.
2	I will, first of all, say thank you to our
3	public commentators for coming in today for our
4	meeting. And I will remind you that you have
5	three minutes to speak.
6	Trudy Leong from is it Rogers Park?
7	MS. LEONG: Rogers Park Chamber of
8	Commerce.
9	MS. GREENLEE: Rogers Park Chamber of
10	Commerce.
11	And you may start now.
12	MS. LEONG: Okay. Good morning, Board
13	members. Again, I am Trudy Leong, administrator
14	of the Rogers Park Chamber of Commerce. I work
15	with Bill Morton. He is the president of the
16	Rogers Park Chamber of Commerce.
17	And we also want to acknowledge one of our
18	constituents, Adam Mack. He is so happy that the
19	CTA service has returned to normal after the
20	pandemic.
21	As for the other business, we have been
22	there have been there has been a union steward
23	from Amalgamated Transit Union Local 308 that came
24	to us. And he can't appear before you because he

1	is working.
2	So there are a couple of issues about the
3	first of all, it's the second chance workers.
4	He is very concerned and they bring it to him that
5	they and some other CTA employees, they're not
6	being well-supported in the training by the CTA.
7	They have to work with dangerous chemicals and
8	they are getting injured.
9	Second is that there are not enough
10	employees to assign to the work. For instance, at
11	the Howard station and at the end of the line, one
12	employee has to clean eight cars and they're only
13	given two minutes to do it. And so that's why
14	trains are sometimes very dirty.
15	Bill and I ride the CTA all the time. We
16	love the CTA, but, however, it's very, very hard
17	to find a good seat, especially on the trains.
18	And then he is very concerned about
19	arbitrary write-ups that lead to firings because a
20	certain amount of write-ups and the employees are
21	fired and we asked him why and then he said that
22	it's harder to fire because of to save money on
23	pensions.
24	And, in addition, a lot of the CTA

1	workers, they half of their paycheck is going
2	into deductions, so they really don't have enough
3	money to live on and they have to get second jobs
4	or third jobs in order to support their families.
5	A lot of them are homeless and they are living on
6	the CTA and, also, their families are living on
7	the CTA, which leads us to three conditions that
8	we personally saw on the CTA. I have the dates
9	and the conditions and later
10	MS. GREENLEE: Ten seconds.
11	MS. LEONG: Ten seconds left?
12	MS. GREENLEE: Mm-hmm.
13	MS. LEONG: Okay. There was a hole in the
14	bus floor and then some CTA doors train doors
15	were not opening and that led to a lot of a lot
16	of confusion and I had to go to
17	MS. GREENLEE: Time.
18	MS. LEONG: Okay. Thank you. Any
19	questions? I will send you I could, if you
20	want, send you a transcript and a recording of our
21	talk with the union steward.
22	MS. GREENLEE: Ms. Leong, please feel free
23	to send that to the Board office. We will make
24	sure it is distributed.

1 MS. LEONG: Okay. 2 MS. GREENLEE: All right. 3 MS. LEONG: All right. Thank you so much. 4 No questions? Thank you. 5 MS. GREENLEE: I believe it's Niguy 6 McMullen. Good morning. 7 MR. MCMULLEN: Good morning, members of 8 the Board. My name is Niquy McMullen. I live 9 car-free in Evanston with my wife and my 10 eight-year-old daughter. We rely mainly on CTA 11 201 and the Purple Line for transportation. And I 12 am here today to speak on the topic of the 13 upcoming retirement of the current CTA president. First, I want to commend President Carter 14 15 for his years of service at CTA, especially in his 16 legacy of securing funding for the Red Line 17 Extension, which will be transformational for the far south side; however, under President Carter, 18 CTA has badly deteriorated and I believe it is 19 20 currently in a state of crisis. 21 I fell in love with Chicago when I first 22 visited a decade ago mainly because of the L. Ι 23 grew up in Florida where public transit is 24 basically nonexistent, so I was it amazing to

1	visit Chicago and be able to get around easily
2	without a car; however, the CTA of today is not
3	the CTA I fell in love with a decade ago. CTA
4	used to be well-renowned for its operational
5	excellence. Currently, it's very lacking in
6	speed, reliability, and cleanliness.
7	The Purple Line regularly only runs
8	between 60 to 70 percent of scheduled trips.
9	Canceled trips across the system are far too
10	common. I never once encountered people smoking
11	on public transit until I moved to Chicago. Now,
12	it's a regular occurrence on the Red Line.
13	I'm trying to teach my daughter the joys
13 14	I'm trying to teach my daughter the joys and freedom of reliable rapid transit. I am a
14	and freedom of reliable rapid transit. I am a
14 15	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation;
14 15 16	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation; however, I believe, with the current state of the
14 15 16 17	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation; however, I believe, with the current state of the trains, she might grow up to have a negative
14 15 16 17 18	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation; however, I believe, with the current state of the trains, she might grow up to have a negative perception of public transit due to the issues of
14 15 16 17 18 19	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation; however, I believe, with the current state of the trains, she might grow up to have a negative perception of public transit due to the issues of cleanliness and smoking and the waits in the
14 15 16 17 18 19 20	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation; however, I believe, with the current state of the trains, she might grow up to have a negative perception of public transit due to the issues of cleanliness and smoking and the waits in the bitter cold that are far too long compared to
14 15 16 17 18 19 20 21	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation; however, I believe, with the current state of the trains, she might grow up to have a negative perception of public transit due to the issues of cleanliness and smoking and the waits in the bitter cold that are far too long compared to scheduled service.
14 15 16 17 18 19 20 21 22	and freedom of reliable rapid transit. I am a huge advocate for sustainable transportation; however, I believe, with the current state of the trains, she might grow up to have a negative perception of public transit due to the issues of cleanliness and smoking and the waits in the bitter cold that are far too long compared to scheduled service. The Washington Metro, a decade ago, was

Г

1	Randy Clark, a leader with a clear passion for
2	public transit who rides so regularly, Metro now
3	leads the nation in ridership growth and their
4	excellent service is widely acclaimed.
5	We can turn the CTA around, but we need a
6	new leader that rides the system regularly, more
7	than a few times a year, a leader with significant
8	experience in transit operations and a passion to
9	transform CTA into the world-class system it once
10	was.
11	Chicago's fate is intertwined with the
12	fate of the CTA. Our great downtown, the economic
13	center of Chicago, would not exist without the L.
14	We need a new leader that rides the system
15	frequently enough to understand the customer
16	experience to make it right. Please ensure the
17	next president is someone capable, experienced,
18	and passionate about transit
19	MS. GREENLEE: That's time.
20	MR. MCMULLEN: so that they can make
21	the CTA as great as it should be.
22	Thank you so much.
23	DIRECTOR JAKES: Thank you.
24	MS. GREENLEE: I will read into the record

1	a unit ton multiplic commont that use cont from the	
1	a written public comment that was sent from the	
2	Red Line Extension TIF Coalition.	
3	Good morning, Chicago Transit Board,	
4	Chairman Lester Barclay, Committee on Finance,	
5	Audit, and Budget, all CTA Board committee	
6	persons, President Dorval R. Carter, Jr., and	
7	operational staff.	
8	The Red Line Extension TIF Coalition is a	
9	regional public engagement platform working to	
10	monitor spending and planning programs aligned to	
11	the land development intergovernmental agreements,	
12	environmental protection uniform code compliance,	
13	and railroad operations along the Red Line	
14	Extension Project area.	
15	Today, we support all of the ordinance	
16	passed by the Finance, Audit, and Budget Committee	
17	that strengthens CTA's relationship with sister	
18	agencies while simultaneously bringing more riders	
19	to the system.	
20	Also, we wish to thank President Dorval	
21	Carter, Jr., for his dedication to public service	
22	and his sense of care to secure full funding	
23	agreements for the CTA Red Line Extension project.	
24	You are a good and faithful servant.	

1	Mr. Carter traveled the state of Illinois
2	and the halls of Congress tirelessly to secure
3	funding for the Chicago bus and rail system.
4	Mr. Carter demonstrated great care and attention
5	to CTA workers and unions to ensure all their
6	needs were met. President Carter worked to ensure
7	its riders were protected while riding the system
8	and was comfortable during the prolonged heat
9	waves and winter nights.
10	Through it all, President Carter was
11	steadfast and focused on making CTA number one in
12	the nation. We thank you. And, yes, we love you.
13	As you continue your great journey in life, may
14	God continue to send angels before you like Jacob.
15	Thank you, forevermore. Michael
16	LaFargue and I might have said that wrong
17	president of the Greater Far South Halsted Chamber
18	of Commerce, John Paul Jones, cofounder Red Line
19	Extension TIF Coalition, and Janet Bell, vice
20	president Golden Gate Community Organization and
21	board member of the Red Line Extension TIF
22	Coalition.
23	Our last public comment is Dr. Kisha
24	Roberts-Tabb.

1	DR. ROBERTS-TABB: Good morning. And
2	
	thank you to the board members for allowing me the
3	opportunity to address you with a statement
4	regarding domestic sex trafficking.
5	My name is Dr. Kisha Roberts and I am
6	currently a community psychologist, human
7	trafficking consultant, former human trafficking
8	specialist for Cook County Juvenile Probation and
9	Court Services and the founder of Girls Night Out
10	non-for-profit.
11	I would like to ground this conversation
12	first by giving basic knowledge around what is
13	human trafficking. Although human trafficking
14	encompasses both sex and labor, today, I will be
15	focusing on domestic sex trafficking and
16	exploitation.
17	Sex trafficking is defined as the
18	trafficking of which any commercial act is induced
19	by forced, fraud, or coercion, or in which the
20	person induced to perform such an act has not
21	obtained 18 years of age, along with the
22	recruitment harboring transportation provision in
23	obtaining a person for the purpose of a commercial
24	sex act. While commercial sex act does not have a

#### PLANET DEPOS 888.433.3767 | WWW.PLANETDEPOS.COM

17

1	monetary value, it is defined as the exchange of	
2	anything of value, shelter being a valuable source	
3	of trade.	
4	Acknowledging that there is a large	
5	population of homelessness within the City of	
6	Chicago, many taking shelter on the rails and	
7	properties of CTA, specifically adolescents,	
8	today, I am here to speak on the frequency of	
9	domestic sexual exploitation engagement on buses	
10	and railways to recruit, harbor, transport, and	
11	trade women and children for the purpose of a	
12	commercial sex trade.	
13	Throughout my 16 years of work with human	
14	trafficking advocacy and service provision, a	
15	common theme is the intersection of victims and	
16	public transportation.	
17	As the foundation of my advocacy work is	
18	grounded in street outreach, I have observed	
19	thousands of women and men use bus stops such as	
20	Washington and Kostner, Fullerton and Pulaski,	
21	Pulaski and Chicago Avenue, bus stops along Cicero	
22	from Roosevelt to 47th, from Cicero to Damen, 59th	
23	and both Halsted and Ashland, 62nd and Ashland,	
24	76th and Halsted, stops along 79th Street, 95th	

1	and the Dan Ryan, and Michigan Avenue from 103rd
2	to 119th just to name a few.
3	As I have assessed thousands of girls who
4	have indicated that they have worked trains and
5	transit stations to meet what they refer to as
6	their Johns and 16s, which is a term used for
7	customers and buyers, offering statements like I
8	just sat next to him and asked if he wanted to
9	party and he knew what time it was.
10	Girls have told me that their pimps make
11	them use the bus stops because the police will not
12	bother them there. I encourage Chicago Transit
13	Authority to invest in human trafficking
14	identification training with collaborating with
15	community-based providers to intersect trafficking
16	on bus stops and trains while offering valuable
17	services to marginalized populations.
18	Thank you for your time.
19	Are there any questions?
20	DIRECTOR JAKES: I do. But I'm going to
21	have somebody get in contact with you.
22	DR. ROBERTS-TABB: Thank you.
23	MS. GREENLEE: Thank you.
24	Chairman Barclay, there are no further

1	public comments.	
2	CHAIRMAN BARCLAY: Our next order of	
3	business is a construction report from Bill	
4	Mooney, our chief infrastructure officer, and	
5	JuanPablo Prieto, our director of diversity	
6	programs.	
7	MR. MOONEY: Good morning. I'm Bill	
8	Mooney, your chief infrastructure officer. And	
9	I'm joined today by	
10	MR. PRIETO: JuanPablo Prieto, director of	
11	diversity programs.	
12	MR. MOONEY: We have an abridged version	
13	of your monthly construction update.	
14	We'll start where we normally do with our	
15	a Canal, Barry, Damen substation upgrade project.	
16	Most of the focus at both Damen and Canal has been	
17	on the commissioning phases of the equipment	
18	that's been installed. I've showed you pictures	
19	over the last couple of months.	
20	Here's a photo of the work going on at	
21	Damen as it prepares to commission this equipment	
22	and bring it online in the upcoming months.	
23	At Barry, now that we are weather tight	
24	there, they have started doing most of the	

1	interior work, prepping for the equipment, which
2	will be coming in the next two months. And you'll
3	start to see photos of that coming installed on
4	site and it will move into its commissioning phase
5	this spring.
6	At our Brown Line station improvement
7	project, as we finish up with most of the seasonal
8	work here, here, you can see the finished work
9	around the roof edges and some of the final, you
10	know, restoration of the steel that we've been
11	working on throughout the summer. As we move kind
12	of into the later winter months, then we'll start
13	seeing some of the that station work coming out,
14	things like paint being done.
15	MS. GREENLEE: Bill, please speak up and
16	slow down.
17	MR. MOONEY: On our Harlem bus bridge
18	project, we have been focusing on closing up the
19	steelwork for the season. Here are a couple
20	photos of the ironworkers doing the detailed work
21	on those large steel members we shared the last
22	couple of months.
23	In March, they are anticipating the big
24	pour of concrete for this bridge path. It is a

Г

1	bit weather dependent. It becomes a little bit	
2	more challenging with its exposure in the deep	
3	cold temperatures right now.	
4	Here's another photo of that finished prep	
5	work. Once this work is kind of ready for that	
6	pour in March, it will move forward into its	
7	finished work and some of the other restoration	
8	that goes around this bridge installation.	
9	At our Racine and Morgan improvement	
10	project, we've got a station, so I've shown a lot	
11	of great improvements over the last couple months	
12	here. Here's a south facing view.	
13	The station at Racine is being prepped for	
14	the precast panel exterior, so this gets a white	
15	precast panel with a big CTA logo on it as part of	
16	its architectural features. You can also see that	
17	waterfall staircase that we've talked about over	
18	the last couple months.	
19	On the inside, we are starting to see the	
20	finishes in the station itself. As now it's water	
21	tight, it's being warmed for the winter months.	
22	Here are the windows being installed in the	
23	station. Those are the windows that will be	
24	receiving that art glass the mural around it	

1	that we saw last month. And, here, you can see	
2	some of the tile work going in on the interior	
3	finishes.	
4	At Morgan, it's being prepped to be fully	
5	watertight at this point. You can see some of the	
6	access panels on the second story being closed up.	
7	And here you can see that framework from the	
8	inside and a lot of the detail work and wiring is	
9	starting to get ready for equipment installation	
10	in the summer months.	
11	We came to the conclusion of our 2024	
12	refresh and renew program in December with 29 of	
13	the 29 committed stations completed as well as all	
14	14 of the bus terminals.	
15	The last station in our list was Grand on	
16	the Red Line. Here, you can see some before and	
17	afters of our lighting improvements. This is the	
18	upgrade to the LEDs within the station footprint,	
19	a couple different views of that.	
20	And then here at Grand and Latrobe, our	
21	last bus turnaround for the season, you can see	
22	the bus turnaround bathroom. This is our	
23	employee-facing facility there to support our	
24	employees that got a facelift as well.	

Г

1	This will go onto the internal program.	
2	So over the next couple months, we'll spend most	
3	of our time focusing on our major rail maintenance	
4	facilities and bus maintenance facilities. And	
5	then we will be back in the spring with the	
6	customer-facing program again.	
7	The Red/Purple modernization project. We	
8	proceed forward with kind of the last phases	
9	around the Red/Purple bypass. So over the next	
10	month or so, we will be untangling the multi	
11	reroutes that we've created in that corridor and	
12	starting to commission the last sections of the	
13	new track.	
14	Here, you can see some of that finished	
15	work going on in the corridor. So, here, they're	
16	installing sound panels around the transition from	
17	the concrete deck that we've recently been pouring	
18	and showing you a lot of work up through the steel	
19	structure as this looks kind of north towards	
20	Addison.	
21	And here is some finish work around the	
22	Clark Street substation. We showed some of this	
23	form work over the last couple months. Here is	
24	kind of that finished barrier wall for the	

#### PLANET DEPOS 888.433.3767 | WWW.PLANETDEPOS.COM

24

1	courtyard.

2	And up on the farther north portion of the
3	project, we are continuing to see the stations
4	advancing. So, here, you see at Bryn Mawr the
5	grand staircase getting its granite finish. Also
6	at Bryn Mawr was the restoration of the
7	streetscape. This is the bus parking pad right
8	outside the station.

9 Moving further down to Berwyn, it's getting interior finishes now. And this is the 10 11 installation of the granite flooring as they do 12 the grouting around those granite pavers. It's 13 also starting to see some of the exterior prep work for the roofing. It has kind of a grand kind 14 15 of canopy that hangs out over the front of the 16 station, that work here.

And all the stations now are seeing the precast panel installation. So here's an example at Argyle. We've seen a lot of this work going on at Bryn Mawr and Berwyn. Here it is at Argyle as they're putting the platform in place.

And at Lawrence, it's starting to see its enclosures. This is the final concrete pour of the project here with the staircase. And we're

1	happy to see that go forward.
2	We continue our continuous outreach with
3	the community. We participated in the Chicago
4	Department of Planning meeting in the 44th Ward to
5	talk about the TOD sites not only available
6	through the end of our project here, but, also,
7	some of the other sites in the area that are part
8	of our major planning plan there.
9	We had a very advanced TOD plan associated
10	with the project. And this was really just
11	touching base with the community as we're getting
12	ready to start going out to release those RFPs in
13	accordance with the plan, making sure we're still
14	in line with what the expectations of the
15	community are. So we were glad to be a party to
16	that.
17	And the last note for me on this would be
18	I would be remiss to not add the project that
19	we're regularly reporting on to note that this
20	past Friday, we did have the historic action taken
21	with the signing of a Red Line Extension project.
22	So here you can see the official signing
23	of the contract for the Federal Government's
24	almost \$2 billion commitment to that project. And

1	here's a picture of the ceremonial signing. I
2	know many of the Board members were there to
3	participate and be a party to that as well. It
4	was a great, exciting event.
5	And, finally, just a bit of the team.
6	This process has been going on since 2006 when the
7	Board took that action. We've talked about that.
8	It has really been an aggressively part of it over
9	the last three years. There have been hundreds of
10	people who have worked on the numerous aspects to
11	secure this funding. This is just a small token
12	group who was there participating with us.
13	So, with that, I'll pause and turn it over
14	to JuanPablo.
15	MR. PRIETO: Thanks, Bill.
16	As of the end of November of RPM, 121
17	unique DBEs have been awarded almost \$292 million
18	between the design and construction packages. 54
19	of those are new to CTA. DBEs have been paid more
20	than \$189 million, which puts the prime
21	contractors' attainment at 17.5 percent.
22	On the workforce side, as of the end of
23	November, 2,557 unique workers have logged over
24	2.1 million labor hours and earned over \$127

1	million. The prime contractor is tracking to meet
2	their workforce goals.
3	In December, we attended a number of
4	events to inform small businesses and residents
5	about contracting and career opportunities on CTA
6	projects. We also hosted our quarter four DBE and
7	workforce force event. Our workforce event was
8	held on December 4th at Truman College where 52
9	attendees heard a presentation on upcoming
10	projects and networked with workforce partners,
11	trade unions, and contractors to talk about career
12	opportunities.
13	Our DBE event was held on December 11th at
14	Daley College where 60 attendees heard about
15	upcoming contracts and networked with prime and
16	potential prime contractors to discuss how they
17	can partner on CTA projects.
18	We attended membership meetings for the
19	Chatham Business Association and the National
20	Association of Minority Contractors to continue
21	our Red Line Extension road show where we and
22	Walsh Vinci discussed how DBEs can compete for the
23	work on that project.
24	We also held a follow-up session with

1	HACIA's professional services committee to discuss
2	design opportunities on the Red Line Extension.
3	We also hosted just to preview January
4	a little bit on January 10th, the same day as
5	the signing, a certification drive at Altgeld
6	Gardens where we had 27 individuals show up to get
7	their businesses their applications started for
8	DBEs. So we had them do a little bit of prework,
9	registering as a vendor, bringing all their
10	documents on the jump drive so that we can guide
11	them through the application process. So we look
12	forward to welcoming some new DBEs into the pool.
13	That concludes our report. Happy to
14	answer any questions.
15	CHAIRMAN BARCLAY: I don't have any
16	questions.
17	MS. GREENLEE: Does any other member of
18	the Board have a question?
19	Director Jha.
20	DIRECTOR JHA: Yeah. It's more of a
21	request than a question. Could we start adding
22	ADA accessible stations list into this report
23	moving forward where we can see how many are, how
24	many aren't, and if there's any plan of moving

1	towards that?
2	MR. MOONEY: Sure. I mean, we could
3	include a slide that shows the current number of
4	accessible stations to ones currently in planning
5	and design that have funding associated with them
6	as well as ones that are under construction and
7	then what that total will be and you can see that
8	change going over.
9	Racine is one of the current ones in our
10	construction. Austin is just starting to get
11	going. You'll start seeing some reporting on
12	those. But we do have a bunch of others that are
13	in the design and the kind of phasing process that
14	have secured funding.
15	DIRECTOR JHA: Yeah. It would just be
16	good to know total versus where were we are and
17	maybe have some goals around year over year.
18	Same request around EVs, if there's any
19	electronic buses, if there's any progress.
20	Because I know we have a goal of 2040, I think.
21	We haven't really talk about and if we're if
22	that's achievable or not. I think it would be
23	good to get a summary of where we're at.
24	PRESIDENT CARTER: We can certainly talk

1	to you about that. That's not Bill's area of
2	responsibility.
3	DIRECTOR JHA: Okay. Well, whoever it is.
4	PRESIDENT CARTER: We can create a report
5	around that issue.
6	And as Bill indicated, with regards to the
7	ADA work, there are multiple components to it.
8	Some of it is how to make the station accessible.
9	There's also upgrades that we're doing, escalators
10	and elevators and other things, that are part of
11	the ongoing effort to improvable accessibility on
12	our system and we can give you a report that
13	reflects all of those activities.
14	DIRECTOR JHA: I'm just saying on a month
15	to month
16	MR. MOONEY: I would say that, generally
17	speaking, month to month, there won't be a lot of
18	changes. Because a project going under
19	construction, it's under construction for 18
20	moths, it won't be accessible for that 18 months,
21	right? And there's not that many projects coming
22	in. So we can send you a report and that report
23	will likely be stagnant for many, many months
24	until something maybe comes out of design and

1	moves toward a bid phase that moves into
2	construction.
3	DIRECTOR JHA: Which is fine. Just having
4	even if it's an appendix in the construction
5	report that says this is the plan for this year
6	and whenever there is change, you report it. If
7	not
8	MR. MOONEY: We had a couple graphics in
9	the All Stations Accessibility Plan briefing we
10	did with you. We can revisit those that are
11	pretty common graphics that show the phasing of
12	this that I think would be useful.
13	DIRECTOR JHA: Thank you. I appreciate
14	that.
15	MS. GREENLEE: Any other questions from
16	any of the Board members or comments?
17	DIRECTOR REQUEJO: No questions. Just
18	congrats on the progress.
19	And just one reminder or request
20	repeated request to think about presenting to our
21	Board at some point in the next year the TOD
22	strategy as a whole. I love hearing these pieces
23	here and there, but I think we have now an
24	opportunity to present all of this as a cohesive

1	strategy with the City, with the different
2	departments there, and others.
3	And some of us are worried about the Red
4	Line in that we love to see the construction and
5	the plans and everything, but we also worry that
6	some of those areas where the improvements on the
7	north side are going to gentrify and some of
8	people who can live now and can afford cannot. So
9	find those TOD sites and making them equitable,
10	very important.
11	And at the end of the line, the community
12	is eager not just to see the Red Line Extension,
13	but to see the full development of those stations
14	of the in fill, of the new facilities,
15	restaurants, housing centers.
16	And so I think we are overdue to get a
17	sense of what the overall plan is and I would love
18	if we could have a report to the Board in the
19	upcoming year.
20	MR. MOONEY: In anticipation of your
21	ongoing request for this, we have been meeting
22	proactively with law and planning and
23	infrastructure and real estate and all those
24	players that play with this to kind of coalesce

1	that into one conversation. Not only yourself but
2	many of the Board members are very interested in
3	that development. Chairman Barclay said it's near
4	and dear to your heart about getting density
5	around our stations. I'm sure we can work on
6	something.
7	PRESIDENT CARTER: Yeah. And, Bill, it
8	may be worth reaching out to the City's planning
9	department and talk about maybe having someone
10	come over as well to talk about some of the
11	broader plans, particularly around Red Line
12	Extension, which is, obviously, not just a CTA
13	conversation, it's a City of Chicago conversation,
14	but I think it's one which we can get the Board
15	briefed on what the plans are and how they're
16	planning to move forward with that.
17	I know the Chairman tends to hear some of
18	that in his role on the planning commission, but I
19	know the Board as a whole doesn't necessarily get
20	the same insight in terms of what bigger
21	opportunities are and how they're approaching
22	that. So, yeah, we'll make sure you get that.
23	DIRECTOR REQUEJO: Thank you.
24	DIRECTOR ORTIZ: I echo the comments that

1	have been made. So just second everything that's
2	been shared.
3	I just wanted to note the event last
4	Friday was an incredible opportunity to come
5	together and celebrate all of the work that has
6	been sort of in the process, as mentioned, for
7	decades, 60 years. So it was just really an
8	important event to be a part of.
9	Congratulations to all of the team members
10	who have been so diligently working on this, the
11	leadership as well in terms of getting that
12	funding. That absolutely has been no small task.
13	So even to getting that to full funding is an
14	incredible milestone that deserves a full
15	celebration as it did last week.
16	So, congratulations, again, to everyone
17	for all of the efforts to make that happen.
18	MS. GREENLEE: Director Eaddy.
19	DIRECTOR EADDY: Yeah. I'm always
20	intrigued about any type of construction projects.
21	And I had raised it before about having an
22	opportunity to have access or be taken on any of
23	the construction projects that are ongoing. So,

1	arranged.
2	PRESIDENT CARTER: We will work with April
3	and Bill and set up a tour for you of both our
4	existing major construction projects as well as
5	give you a tour of the Red Line Extension corridor
6	and the work we're going to be doing there. We'll
7	coordinate with the Chairman's office to find a
8	time to do that.
9	DIRECTOR EADDY: All right. I welcome
10	that. Thank you.
11	MR. MOONEY: Yeah. I'm more than glad to
12	do it. Nothing funner in my job than to get out
13	there. So let's go.
14	CHAIRMAN BARCLAY: The next item on the
15	agenda is executive session. Kent, it's my
16	understanding that today we have an executive
17	session.
18	MR. RAY: Yes, Chairman. The Board will
19	move into closed session pursuant to the Illinois
20	Open Meetings Act Illinois Statute Section
21	120/2(c)(1), (2), (11), and (21).
22	CHAIRMAN BARCLAY: I will now entertain a
23	motion to recess into executive session for the
24	reasons stated by counsel.

1	DIRECTOR REQUEJO: So moved.
2	DIRECTOR LEE: Second.
3	MS. GREENLEE: It's been moved by Director
4	Requejo, seconded by Director Lee that the Board
5	will recess into executive session.
6	We'll take a roll call vote.
7	Director Jha.
8	DIRECTOR JHA: Yes.
9	MS. GREENLEE: Director Requejo.
10	DIRECTOR REQUEJO: Yes.
11	MS. GREENLEE: Director Ortiz.
12	DIRECTOR ORTIZ: Yes.
13	MS. GREENLEE: Chairman Barclay.
14	CHAIRMAN BARCLAY: Yes.
15	MS. GREENLEE: Director Jakes.
16	DIRECTOR JAKES: Yes.
17	MS. GREENLEE: Director Lee.
18	DIRECTOR LEE: Yes.
19	MS. GREENLEE: Director Eaddy.
20	DIRECTOR EADDY: Yes.
21	MS. GREENLEE: Chairman Barclay, the
22	motion passes.
23	(Whereupon, the Board entered into
24	executive session.)

1	CHAIRMAN BARCLAY: I will now entertain a
2	motion to return to open session.
3	Georgette.
4	DIRECTOR REQUEJO: So moved.
5	DIRECTOR JAKES: Second.
6	MS. GREENLEE: It's been moved by Director
7	Requejo, seconded by Director Jakes that the Board
8	returns to open session.
9	We'll take a roll call vote.
10	Director Jha.
11	DIRECTOR JHA: Here.
12	MS. GREENLEE: Director Requejo.
13	DIRECTOR REQUEJO: Present.
14	MS. GREENLEE: Director Ortiz.
15	DIRECTOR ORTIZ: Here.
16	MS. GREENLEE: Director Requejo, do you
17	vote to return to open session?
18	DIRECTOR REQUEJO: No.
19	MS. GREENLEE: Just say yes.
20	DIRECTOR REQUEJO: Yes.
21	MS. GREENLEE: Thank you.
22	Chairman Barclay.
23	CHAIRMAN BARCLAY: Yes.
24	MS. GREENLEE: Director Jakes.

1	DIRECTOR JAKES: Yes.
2	MS. GREENLEE: Director Lee.
3	DIRECTOR LEE: Yes.
4	MS. GREENLEE: Director Eaddy.
5	DIRECTOR EADDY: Yes.
6	MS. GREENLEE: The motion passes.
7	CHAIRMAN BARCLAY: We will now address
8	Board agenda item 5A.
9	Kent.
10	MR. RAY: In item 5A, the Board reviewed
11	the closed session meeting minutes for December
12	11th, 2024.
13	CHAIRMAN BARCLAY: May I please have a
14	motion to approve the closed session minutes for
15	December 11th, 2024?
16	DIRECTOR REQUEJO: So moved.
17	DIRECTOR LEE: Second.
18	MS. GREENLEE: It's been moved by Director
19	Requejo, seconded by Director Lee that the Board
20	approve the closed session minutes from December
21	11th, 2024.
22	We'll take a roll call vote.
23	Director Jha.
24	DIRECTOR JHA: Yes.

1	MS. GREENLEE: Director Requejo.
2	DIRECTOR REQUEJO: Yes.
3	MS. GREENLEE: Director Ortiz.
4	DIRECTOR ORTIZ: Yes.
5	MS. GREENLEE: Chairman Barclay.
6	CHAIRMAN BARCLAY: Yes.
7	MS. GREENLEE: Director Jakes.
8	DIRECTOR JAKES: Yes.
9	MS. GREENLEE: Director Lee.
10	DIRECTOR LEE: Yes.
11	MS. GREENLEE: Director Eaddy.
12	DIRECTOR EADDY: Yes.
13	MS. GREENLEE: Chairman Barclay, the
14	motion passes.
15	CHAIRMAN BARCLAY: We will now address
16	Board agenda item 5B.
17	MR. RAY: Chairman, item 5B involves the
18	proposed amendment of ordinance 024-125 which
19	authorized execution of collective bargaining
20	agreements with the Craft Coalition of Trade
21	Unions in order to attach all applicable side
22	letters.
23	CHAIRMAN BARCLAY: I will now entertain a
24	motion to approve an ordinance amending ordinance

1	024-125 authorizing execution of collective
2	bargaining agreements containing the terms of
3	tentative agreements with the Craft Coalition of
4	Trade Unions to attach applicable side letters.
5	DIRECTOR REQUEJO: So moved.
6	DIRECTOR JHA: Second.
7	MS. GREENLEE: It's been moved by Director
8	Requejo, seconded by Director Jha to approve the
9	to approve the ordinance amending ordinance
10	024-125.
11	We will 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	
1	DIRECTOR EADDY: Yes.
2	MS. GREENLEE: The motion passes.
3	CHAIRMAN BARCLAY: We will now address
4	Board agenda item 5C. Kent.
5	MR. RAY: Agenda item 5C involves a
6	recommendation to authorize execution of a
7	collective bargaining agreement containing the
8	terms of a tentative agreement with the United
9	Steelworkers of America Local 9777.
10	CHAIRMAN BARCLAY: I will now entertain a
11	motion to approve the execution of a collective
12	bargaining agreement containing the terms of a
13	tentative agreement with the United Steelworkers
14	of America Local 9777.
15	DIRECTOR REQUEJO: So moved.
16	DIRECTOR LEE: Second.
17	MS. GREENLEE: It's been moved by Director
18	Requejo, seconded by Director Lee to approve the
19	execution of the collective bargaining agreement
20	containing the terms of the tentative agreement
21	with the United Steelworkers of America Local
22	9777.
23	We will take a roll call vote.
24	Director Jha.

1	DIRECTOR JHA: Yes.
2	MS. GREENLEE: Director Requejo.
3	DIRECTOR REQUEJO: Yes.
4	MS. GREENLEE: Director Ortiz.
5	DIRECTOR ORTIZ: Yes.
6	MS. GREENLEE: Chairman Barclay.
7	CHAIRMAN BARCLAY: Yes.
8	MS. GREENLEE: Director Jakes.
9	DIRECTOR JAKES: Yes.
10	MS. GREENLEE: Director Lee.
11	DIRECTOR LEE: Yes.
12	MS. GREENLEE: Director Eaddy.
13	DIRECTOR EADDY: Yes.
14	MS. GREENLEE: The motion passes.
15	CHAIRMAN BARCLAY: We will now address
16	Board agenda item 5D. Kent.
17	MR. RAY: Agenda item 5D, the Board
18	involves a recommendation to authorize execution
19	of a collective bargaining agreement containing
20	the terms of a tentative agreement with the
21	Amalgamated Transit Union Locals 241 and 308.
22	CHAIRMAN BARCLAY: I will now entertain a
23	motion to approve the execution of a collective
24	bargaining agreement containing the terms of a

1	tentative agreement with the Amalgamated Transit
2	Union Locals 241 and 308.
3	DIRECTOR REQUEJO: So moved.
4	DIRECTOR LEE: Second.
5	MS. GREENLEE: It's been moved by Director
6	Requejo, seconded by Director Lee to approve the
7	execution of the collective bargaining agreement
8	containing the terms of a tentative agreement with
9	the Amalgamated Transit Union Local 241 and 308.
10	We'll take a roll call vote.
11	Director Jha.
12	DIRECTOR JHA: Yes.
13	MS. GREENLEE: Director Requejo.
14	DIRECTOR REQUEJO: Yes.
15	MS. GREENLEE: Director Ortiz.
16	DIRECTOR ORTIZ: Yes.
17	MS. GREENLEE: Chairman Barclay.
18	CHAIRMAN BARCLAY: Yes.
19	MS. GREENLEE: Director Jakes.
20	DIRECTOR JAKES: Yes.
21	MS. GREENLEE: Director Lee.
22	DIRECTOR LEE: Yes.
23	MS. GREENLEE: Director Eaddy.
24	DIRECTOR EADDY: Yes.

1	MS. GREENLEE: The motion passes.
2	CHAIRMAN BARCLAY: We will now address
3	Board agenda item 5E. Kent.
4	MR. RAY: Chairman, in item 5E, the Board
5	reviewed a proposed settlement with the Teamsters
6	Local 700 relating to retroactive payments under
7	the terms of the previous collective bargaining
8	agreement in the amount of \$254,234.20.
9	CHAIRMAN BARCLAY: I will now entertain a
10	motion to authorize execution of a settlement
11	agreement with the Teamsters Local 700 relating to
12	retroactive payments under the terms of the
13	previous collective bargaining agreement in the
14	amount of \$254,234.20.
15	DIRECTOR REQUEJO: So moved.
16	DIRECTOR LEE: Second.
17	MS. GREENLEE: It's been moved by Director
18	Requejo, seconded by Director Lee to authorize the
19	execution of a settlement agreement with the
20	Teamsters Local 700 relating to retroactive
21	payments under the terms of a previous collective
22	bargaining agreement in the amount of \$254,234.20.
23	We'll take a roll call vote.
24	Director Jha.

1	DIRECTOR JHA: Yes.
2	MS. GREENLEE: Director Requejo.
3	DIRECTOR REQUEJO: Yes.
4	MS. GREENLEE: Director Ortiz.
5	DIRECTOR ORTIZ: Yes.
6	MS. GREENLEE: Chairman Barclay.
7	CHAIRMAN BARCLAY: Yes.
8	MS. GREENLEE: Director Jakes.
9	DIRECTOR JAKES: Yes.
10	MS. GREENLEE: Director Lee.
11	DIRECTOR LEE: Yes.
12	MS. GREENLEE: Director Eaddy.
13	DIRECTOR EADDY: Yes.
14	MS. GREENLEE: The motion passes.
15	CHAIRMAN BARCLAY: We will now address
16	Board agenda item 5F. Kent.
17	MR. RAY: In agenda item 5F, the Board
18	reviewed a proposed settlement of the lawsuit
19	captioned Victoria Villanueva v. Chicago Transit
20	Authority and Wilson Watson. Case No. 2023-L-4773
21	pending in the Circuit Court of Cook County in the
22	amount of \$8 million.
23	CHAIRMAN BARCLAY: I will now entertain a
24	motion to approve a settlement in the amount of

### PLANET DEPOS 888.433.3767 | WWW.PLANETDEPOS.COM

1	\$8 million in the lawsuit entitled Victoria
2	Villanueva v. Chicago Transit Authority and Wilson
3	Watson. Case No. 2023-L-4773.
4	DIRECTOR REQUEJO: So moved.
5	DIRECTOR LEE: Second.
6	MS. GREENLEE: It's been moved by Director
7	Requejo, seconded by Director Lee to approve the
8	settlement in the amount of \$8 million in the
9	lawsuit entitled Victoria Villanueva v. The
10	Chicago Transit Authority and Wilson Watson. Case
11	No. 2023-L-4773.
12	We'll take a roll call vote.
13	Director Jha.
14	DIRECTOR JHA: Yes.
15	MS. GREENLEE: Director Requejo.
16	DIRECTOR REQUEJO: Yes.
17	MS. GREENLEE: Director Ortiz.
18	DIRECTOR ORTIZ: Yes.
19	MS. GREENLEE: Chairman Barclay.
20	CHAIRMAN BARCLAY: Yes.
21	MS. GREENLEE: Director Jakes.
22	DIRECTOR JAKES: Yes.
23	MS. GREENLEE: Director Lee.
24	DIRECTOR LEE: Yes.

1	MS. GREENLEE: Director Eaddy.
2	DIRECTOR EADDY: Yes.
3	MS. GREENLEE: The motion passes.
4	CHAIRMAN BARCLAY: Our next order of
5	business is a report from the Committee on
6	Finance, Audit, and Budget.
7	DIRECTOR JAKES: The Committee met earlier
8	this morning and approved the December 11th, 2024,
9	Committee minutes and reviewed the finance report.
10	The Committee reviewed ten ordinances:
11	One, an ordinance authorizing a
12	copromotional advertising trade agreement with
13	Bank of America for the 2025 Shamrock Shuffle,
14	Chicago 13.1, and Chicago Marathon;
15	An ordinance authorizing an IGA with the
16	City of Chicago through its Office of the City
17	Clerk for purchase and use of open standards fare
18	system cards for municipal identification and fare
19	payment;
20	Third, an ordinance authorizing an
21	intergovernmental agreement with the Illinois
22	Department of Children and Family Services for
23	bulk purchases of Ventra tickets;
24	An ordinance authorizing an

1	intergovernmental agreement with the Cook County
2	Assessor's Office to access geographic information
3	system data;
4	An ordinance authorizing an
5	intergovernmental agreement with the Regional
6	Transportation Authority for access to an aerial
7	photography subscription;
8	An ordinance authorizing an
9	intergovernmental agreement with the general
10	services administration through its technology
11	transformation services for consulting services
12	from Office of 18F;
13	An ordinance authorizing the renewal of an
14	intergovernmental agreement with the Village of
15	Oak Park through its department of police for
16	police security;
17	An ordinance authorizing a renewal of a
18	governmental I'm sorry renewal of an
19	intergovernmental agreement with the Village of
20	Forest Park through its department of police for
21	police security;
22	An ordinance authorizing the renewal of an
23	intergovernmental agreement with the City of
24	Evanston through its department of police for

1	police security;
2	And, lastly, an ordinance authorizing an
3	intergovernmental agreement with the City of
4	Chicago through its department of police for
5	Federal FY2023 transit security grant funds.
6	The Committee also reviewed two contracts.
7	The Committee placed the ten ordinances and two of
8	the contracts on the omnibus. The Committee
9	approved and recommended for Board approval ten
10	ordinances and two contracts.
11	This concludes the report of the Finance,
12	Audit, and Budget Committee.
13	CHAIRMAN BARCLAY: Thank you. I will now
14	entertain a motion to approve the omnibus.
15	DIRECTOR REQUEJO: So moved.
16	DIRECTOR LEE: Second.
17	MS. GREENLEE: It's been moved by Director
18	Requejo, seconded by Director Lee that the omnibus
19	be approved.
20	We'll take a roll call vote.
21	Director Jha.
22	DIRECTOR JHA: Yes.
23	MS. GREENLEE: Director Requejo.
24	DIRECTOR REQUEJO: Yes.

1	MS. GREENLEE: Director Ortiz.
2	DIRECTOR ORTIZ: Yes.
3	MS. GREENLEE: Chairman Barclay.
4	CHAIRMAN BARCLAY: Yes.
5	MS. GREENLEE: Director Jakes.
6	DIRECTOR JAKES: Yes.
7	MS. GREENLEE: Director Lee.
8	DIRECTOR LEE: Yes.
9	MS. GREENLEE: Director Eaddy.
10	DIRECTOR EADDY: Yes.
11	MS. GREENLEE: The motion passes.
12	CHAIRMAN BARCLAY: We will now address
13	Board agenda item 6, Board matters.
14	Georgette, do we have any Board matters
15	today?
16	MS. GREENLEE: Yes. Mr. Chairman, we have
17	two Board matters for today.
18	The first is to approve a resolution
19	changing the date of the January 2025 Chicago
20	Transit Board regular meeting from January 8th to
21	January 15th, 2025.
22	CHAIRMAN BARCLAY: I will now entertain a
23	motion to approve a resolution changing the date
24	of the January 2025 Chicago Transit Board regular

1	meeting from January 8th to January 15th, 2025.
2	DIRECTOR REQUEJO: So moved.
3	DIRECTOR LEE: Second.
4	MS. GREENLEE: It's been moved by Director
5	Requejo, seconded by Director Lee that the
6	resolution changing the date of the January 2025
7	Chicago Transit Board regular meeting from January
8	8th to January 15th, 2025, be approved.
9	We'll take a roll call vote.
10	Director Jha.
11	DIRECTOR JHA: Yes.
12	MS. GREENLEE: Director Requejo.
13	DIRECTOR REQUEJO: Yes.
14	MS. GREENLEE: Director Ortiz.
15	DIRECTOR ORTIZ: Yes.
16	MS. GREENLEE: Chairman Barclay.
17	CHAIRMAN BARCLAY: Yes.
18	MS. GREENLEE: Director Jakes.
19	DIRECTOR JAKES: Yes.
20	MS. GREENLEE: Director Lee.
21	DIRECTOR LEE: Yes.
22	MS. GREENLEE: Director Eaddy.
23	DIRECTOR EADDY: Yes.
24	MS. GREENLEE: The motion passes.

1	The second Board matter is to approve an
2	ordinance appointing an acting president of the
3	Chicago Transit Authority.
4	CHAIRMAN BARCLAY: I will now entertain a
5	motion to appoint Nora Leerhsen as acting
6	president of Chicago Transit Authority and to set
7	an annual salary of the acting president as
8	\$278,703.73 for the time serving in such position.
9	DIRECTOR REQUEJO: So moved.
10	DIRECTOR LEE: Second.
11	MS. GREENLEE: It's been moved by Director
12	Requejo, seconded by Director Lee to appoint Nora
13	Leerhsen as the acting president of the Chicago
14	Transit Authority and to set the annual salary of
15	the acting president at \$278,703.73 for the time
16	serving in such position.
17	We'll take a roll call vote.
18	Director Jha.
19	DIRECTOR JHA: Yes.
20	MS. GREENLEE: Director Requejo.
21	DIRECTOR REQUEJO: Yes.
22	MS. GREENLEE: Director Ortiz.
23	DIRECTOR ORTIZ: Yes.
24	MS. GREENLEE: Chairman Barclay.

1	CHAIRMAN BARCLAY: Yes.
2	MS. GREENLEE: Director Jakes.
3	DIRECTOR JAKES: Yes.
4	MS. GREENLEE: Director Lee.
5	DIRECTOR LEE: Yes.
6	MS. GREENLEE: Director Eaddy.
7	DIRECTOR EADDY: Yes.
8	MS. GREENLEE: The motion passes.
9	CHAIRMAN BARCLAY: Our next item of
10	business on the agenda is our President's report,
11	which will be given by our president, Dorval
12	Carter.
13	PRESIDENT CARTER: Thank you for this very
14	short and quick Board meeting today.
15	Mr. Chairman, members of the Board, good
16	afternoon.
17	I was 27 years old when I first walked
18	into the Merchandise Mart and began my career as a
19	staff attorney at the CTA. It was an exciting
20	time for me. But like most young people, I
21	honestly had no idea what the future was going to
22	hold.
23	Even as I found myself quickly enamored
24	with public service, even as I felt the deepening

PLANET DEPOS 888.433.3767 | WWW.PLANETDEPOS.COM

1	pride of being a part of an agency that is so
2	important to Chicago residents and visitors, I
3	never imagined that I would end up becoming
4	president of the Chicago Transit Authority.
5	As the years have gone by, an unexpected
6	career path unfolded before me. I felt a strong
7	pull towards public transportation and,
8	ultimately, I made the decision that this industry
9	would not simply be a professional stop along the
10	way, but it would be where I would spend the
11	majority of my life's work.
12	During that time, I've had the privilege
13	of serving at high level roles at both the local
14	and federal levels. It has been a rewarding and
15	fulfilling experience that has exceeded my wildest
16	dreams.
17	Today, more than 40 years later, looking
18	back at my years in public transportation, what
19	has fascinated me about the richness of my
20	experience has been the people that I've met, the
21	work I've had the opportunity to do, and the
22	challenges that I have worked to overcome while
23	standing shoulder to shoulder with all of my
24	colleagues.

1	The sum of my experience working at this
	The sum of my experience working at this
2	agency has been a portfolio of knowledge about
3	public transit and the resulting respect for the
4	hark work that it takes to lead a transit system.
5	This job can be very difficult, but the
6	challenges that I faced have been eclipsed by the
7	opportunity to work with a group of professionals
8	who are among the best in our industry. And I am
9	eternally grateful to the employees and the
10	management team that have supported me every day
11	that we have done this work.
12	Of course, so many of the most important,
13	most vital employees at CTA aren't here today.
14	They drive the buses, they operate the trains,
15	they serve our customers without regard to weather
16	or street conditions. They work in rail stations
17	and help our customers find their way across the
18	city. They clean, repair, and maintain our
19	vehicles and rail stations, and many others spend
20	long hours managing the people who are doing that
21	work or supporting their efforts in a number of
22	different ways.
23	I've spent a combined quarter century
24	bearing witness to the hard work being done by the

1	men and women of CTA's workforce and it is truly a
2	humbling experience. I have often noted my
3	respect and appreciation for the CTA family of
4	employees. And, today, standing at the end of
5	this 40-year journey, that admiration has only
6	grown.
7	Throughout the years, I've had the
8	opportunity to visit other public transit systems
9	in other cities domestically and internationally,
10	all with an eye towards bringing back useful
11	information, observations regarding best practices
12	or new technologies that could benefit our
13	organization.
14	Those experiences have included, for
15	instance, new ideas on how we provide bus service
16	and ways to improve our new control center, among
17	other insights that have, I believe, helped me and
18	my staff make CTA better, more effective, and more
19	supportive of the communities that we serve and
20	have provided insights to help us improve CTA in
21	the future.
22	I would be remiss if I didn't touch on a
23	final note before leaving CTA and it's something
24	that I have talked about for many years, well

ſ

1	before the COVID-19 pandemic hit.
2	For years, it has been a central focus of
3	mine, and I believe it is the most important
4	challenge facing public transit in Chicago. Above
5	all else, the future of CTA is about how this
6	region's public transit systems are funded.
7	Funding is a critical component to support
8	legacy public transit systems like ours and, to be
9	frank, no matter how good one's intentions, no
10	matter how much one truly believes in equitable
11	transit outcomes, providing the services that are
12	most transit dependent low income customers need
13	cost money.
14	The change of CTA's funding formula is a
15	can that has been kicked down the road for decades
16	and its shortcomings have exacerbated and were
17	exacerbated by the COVID-19 pandemic. The
18	unfortunate result is now a political climate
19	where those who are able to effect that change
20	that needs to be made are, again, definitely
21	looking for scapegoats and excuses on which to
22	blame four decades inaction.
23	That time is over. It won't be easy, but
24	it has to get done. If we ever hope to achieve a

1	world-class transit system in Chicago, I can
2	provide you with an example of doing the type of
3	hard work that will be required to move forward.
4	Last Friday, CTA was joined by local and
5	federal officials to celebrate a signed
6	full-funding grant agreement from the Federal
7	Transit Administration for the Red Line Extension.
8	And I doubt anyone in this room was happier about
9	that than I was.
10	What can get lost in that celebration is
11	the hard work and long history required to
12	actually get to that day. The focus on actually
13	making the Red Line Extension a reality began in
14	earnest in 2016, not long after I began as
15	president.
16	I worked closer with then Mayor Rahm
17	Emanuel to create the transit tax increment
18	financing district, which became known as the
19	transit TIF, which was a tool for local funding
20	for both the Red/Purple modernization project on
21	Chicago's north side, the Red Line Extension
22	project on the south side, and which has potential
23	to be used to fund upgrades on the Forest Park
24	branch of the Blue Line on the City's west side.

Г

1	After the General Assembly approved the
2	transit TIF in 2016, we worked to gain the Chicago
3	City Council's approval for the TIF, which was
4	successful. Thanks to their support in 2022, the
5	transit TIF is expected to generate \$959 million.
6	Only then were we able to move forward with FTA's
7	nearly @2 billion commitment.
8	That, of course, is only the financial
9	side of this discussion. The extensive work
10	related to engineering, project development,
11	contract evaluation, and other vital areas
12	culminated in last week's celebration at the House
13	of Hope what an appropriate name recognizing
14	our efforts to fulfill a promise that we made
15	nearly 60 years ago.
16	I'm sharing that timeline with you to
17	provide some perspective on the hard work that was
18	required to get us here today and the often slow
19	pace of progress required to achieve the results
20	that we want. It took focus, it took time, and,
21	most important, it required funding, funding that
22	we worked hard to get because we believed the
23	people of the far south side deserve the same
24	access to transit, jobs, and opportunities as the

1	
1	rest of the city.
2	The ability to see the long view, to plan,
3	strategize, execute over many years has been
4	central to the successes that I've enjoyed
5	throughout my career. That is especially true in
6	the case of the Red Line Extension and
7	extraordinary results that we achieved, which make
8	me very proud.
9	I committed nearly ten years of my life to
10	the CTA presidency, working to achieve goals that
11	I've shared with 10,000-plus CTA employees, along
12	with my senior leadership team. We've worked to
13	drive our Agency's priorities leading to a
14	confidence that I know have made the city better.
15	We have created and contributed to a legacy that
16	will last for many generations to come.
17	As many of you likely know, while I'm
18	retiring from public transit, I am not at the end
19	of my professional journey. Instead, I will soon
20	be taking a new path as the president and chief
21	executive officer of Saint Anthony's Hospital on
22	the west side of the city.
23	I have a long relationship with Saint
24	Anthony's, including a tenure as Board chair, and

1	will follow in the footsteps of my father who was
2	a doctor at the hospital for 40 years and served
3	for ten years as chair of the obstetrics and
4	gynecology department.
5	Today, Saint Anthony's maternity ward
6	named the Dr. Dorval and Vivian Carter Family
7	Birthing Center is named in my parents' honor and
8	I carry them in my spirit into this next
9	challenge.
10	I cannot be more excited to start the next
11	chapter of my life, but I want you all to know
12	that it has been an honor of a lifetime to serve
13	as CTA president and it is humbling to remember
14	that this journey began when I was a little boy on
15	the south side of Chicago discovering our amazing
16	city while riding buses and trains provided by
17	this agency that I would one day lead, lead
18	alongside the people that I would one day serve.
19	I am forever grateful for this opportunity
20	to serve our customers, the people of the City of
21	Chicago, and this esteemed Board.
22	Thank you, Chairman Barclay. That
23	concludes my remarks.
24	CHAIRMAN BARCLAY: Thank you, President

1	Carter.
2	President Carter, as Chairman of the
3	Board, I want to express my gratitude to you for
4	your years of dedicated service and leadership to
5	the CTA. Over the past ten years as president,
6	you have guided this agency through moments of
7	tremendous success and achievement as well as
8	periods of significant challenge.
9	Through it all, your steadfast commitment
10	to this agency, to the public we serve, and to
11	this great city has remained clear and unwavering.
12	You have been a champion for equity,
13	ensuring that our service and initiatives reflect
14	the communities we serve. This is exemplified in
15	CTA's successful DBE program and historic industry
16	initiatives like the equity and infrastructure
17	project, which you co-chaired, and, most notably,
18	the Red Line Extension project.
19	Without your leadership, vision, and
20	expertise, this project would still be a deferred
21	promise and not the exciting reality it is with
22	the signing of the Federal full-funding agreement
23	last week.
24	You led this agency through a

1	once-in-a-lifetime pandemic, a time of tremendous
2	loss and uncertainty for everyone and every
3	industry. And when most transit systems ramped
4	down or shut down, you kept our system going for
5	those who relied on it to provide and receive
6	essential services.
7	There's been a great deal of Monday
8	morning quarterbacking on decisions. But to the
9	folks who relied on our system to get them where
10	they needed to go in those critical times, it was
11	imperative.
12	The transit industry even recognized and
13	applauded you and the CTA by awarding the American
14	Public Transit Association outstanding transit
15	manager and outstanding transit agency in 2021,
16	the first time in the Association's history that a
17	single transit agency was recognized with both
18	awards and in the same year. That's a result of
19	your leadership, sir.
20	Personally, I remember when you were
21	presented with the job of heading up New York
22	transit and you brought that to me, that you had
23	been offered that job. And then Boston transit as
24	well. You turned those down to stay here in

1	Chicago to make sure that the Red Line Extension
2	project got to where it needed to go.
3	You're a true transportation professional
4	with a remarkable career spanning decades in the
5	transit industry. My first encounter with you was
6	about 39 years ago as young lawyers working on a
7	transportation project. Earning respect not only
8	within our organization but across the nation and
9	the world, your leadership and legacy will leave a
10	positive and lasting impact on the CTA.
11	On behalf of the Board, I want to express
12	my deepest gratitude for your years of service,
13	your leadership, and commitment to advancing the
14	CTA's mission.
15	While your presence will be deeply missed,
16	your impact will continue to guide us as we build
17	upon the foundation which you've laid.
18	I want to wish you nothing but the best as
19	you step into this next chapter of your life. May
20	it be filled with happiness, health, and continued
21	success in all your future endeavors.
22	Thank you for everything you've done for
23	CTA, the City of Chicago, and the transit
24	industry. You leave a legacy that will never be

1	forgotten.	
2	Thank you very much.	
3	I'd like to open it up to other Board	
4	members at this time.	
5	DIRECTOR JHA: I'm going to start.	
6	I don't think there's any words to express	
7	the gratitude and how lucky I feel to be on this	
8	Board, seeing you, how you lead your team, the	
9	humanity. Countless number of times we've had	
10	wonderful conversation and I look forward to	
11	those. We hope that you continue, as you said, to	
12	help when we need.	
13	It's been incredible to see what public	
14	service is like and how to uphold those standards	
15	and raise the bar higher and higher with every	
16	single monthly Board meeting that we come to. So	
17	we're going to miss you. But we also know that	
18	you're not going far. But we're going to miss	
19	you. We're going to miss you a lot.	
20	Thank you so much.	
21	DIRECTOR REQUEJO: And I don't want to	
22	repeat the things that the Chair has mentioned.	
23	Your professional trajectory is clear, your track	
24	record.	

1	I'd rather focus on the personal. And
2	when you communicated to me your next move, I
3	expressed that I wanted to thank you on a personal
4	level as a human being knowing the amount of human
5	energy and humanity that you have invested in this
6	organization.
7	There are three values that you carried
8	forward in my nine months here that I wanted to
9	make sure are appreciated and acknowledge.
10	Number one, Dorval, is your
11	responsiveness. Every single time I reach out, I
12	ask a question in person, by e-mail, by text, you
13	directly responded and you connected me with
14	people in your team to respond to those questions,
15	no exceptions made.
16	Second, your respect. Your respect that
17	you have shown when sometimes we challenged, you
18	know, each other and we have came up to this table
19	and behind scenes with ideas that we were not in
20	agreement and the utmost respect was always
21	offered from your end. And your ability to listen
22	and to incorporate feedback is outstanding.
23	And the third thing is your resilience,
24	your resilience through perhaps the hardest moment

Г

1	for public transportation and for CTA in the
2	history of this country, right? And that pandemic
3	and the human toll it took, you absorbed all of
4	that and you decided to stay, as the Chair
5	mentioned. And that is something that will be
6	appreciated for a very, very long time and honors
7	you.
8	So I want to congratulate you for your
9	next move. I also want to congratulate your new
10	home because they are getting a huge gift with you
11	at Saint Anthony's Hospital, a transit-oriented
12	hospital at California station.
13	And, finally, I really hope from a
14	personal level that you get to turn your phone off
15	the whole night on December 31st and moving
16	forward as much as possible because you truly have
17	earned that, Dorval.
18	Thank you.
19	DIRECTOR ORTIZ: Yeah. I want to second
20	everyone's comments. There wasn't much more to
21	say.
22	But I coming into the Board and knowing
23	the responsibility of this position and taking
24	that on, right, it's a personal commitment.

1	I just want to thank you for all of what
2	you've gifted the city and our suburbs because
3	it's our region that's impacted by the CTA, your
4	unwavering commitment to do the best thing. And
5	I've always felt again, coming into this role,
6	I always felt like your heart was in the right
7	place. You have always meant the good and the
8	best for our people in the city and in our region.
9	So regardless of the various details or
10	things or how to get to things or what solution we
11	come up with, that always gave me peace, knowing
12	that your heart was in the right place.
13	And so I thank you for that. I thank you
14	for always thinking about our city and our region
15	and doing your very best to do right for everyone
16	here. So thank you for that. And congratulations
17	again.
18	I second Roberto's comment. Saint Anthony
19	is getting a gift. I know your personal
20	connections to the hospital and to the area. I
21	share them in so many different ways. So I'm
22	excited for the transformation they're going to
23	have and all the great things that are going to
24	come with the hospital, Saint Anthony, and with

1	yourself.
---	-----------

2	DIRECTOR JAKES: Dorval, I want to deal
3	with it from a different perspective. Because
4	you, for me, and for a lot of young black boys and
5	girls, you are the best of who we are. And we
6	needed to see you. And I am grateful that you
7	have modeled a life for our community that
8	encourages us, that gives us someone that we can
9	look at and hold up to say here's somebody that
10	you can emulate.
11	When and I don't know if you remember
12	this. But when we had the I don't know if they
13	were in Chicago, wherever they were, the young
14	people, and they were downstairs and this one
15	young black man young black boy, he asked
16	you he said, what do you do? And you looked at
17	him and you said, I'm doing what you should be
18	doing and can do in the next 15, 20 years. And
19	that meant the world to him and to me.
20	So thank you for being that person that we
21	can hold up as a model of excellence and
22	greatness.
23	The other part is there is a poem that is
24	near and dear to us called the Test of a Man. And

Г

1	you have exemplified the test of a man. Now, for
2	those that do not know the poem, they can Google
3	it. I will not say it. But you have, indeed,
4	exemplified the test of a man because in the seven
5	years I've had the pleasure of working with you,
6	you have taken life's numerous bumps and blows and
7	still continue to have what I call the weeble
8	wobble spirit. You weebled and you wobbled, but
9	they didn't knock you down.
10	And so thank you so much for all that
11	you've done. I wish you well for all that you are
12	yet to do down the street. And it's still not too
13	late to rescind your resignation, if you want to.
14	Thank you, Dorval.
15	DIRECTOR LEE: Hard to follow all the
16	comments. But just from a personal perspective of
17	a rider, thank you for doing this for the city and
18	making sure the people like me can get where they
19	need to go. And it's part of why I love Chicago.
20	And thank you for being part of this. And your
21	legacy will never be forgotten. And we're going
22	to miss you so much.
23	DIRECTOR EADDY: Well, as the newest
24	member of the Board, I tell you, part of my

1	excitement in coming on to this very distinguished
2	Board and group was I was going to get a chance to
3	work with Dorval Carter.
4	I certainly like many others, we've
5	observed you, we've followed you, never had the
6	opportunity before just a few months ago to
7	actually work with you, be up close. And I was
8	really very excited about this opportunity.
9	And so it's certainly bittersweet in many
10	regards because you represent so much and so much
11	that is good and you're one that an individual can
12	glean so much from.
13	When I think about you, it comes to my
14	mind you're the consummate professional. You're
15	always professional. You're always on point. And
16	I admire that about you. And it is for me to just
17	say, in my opinion, you never appear lost. You
18	have a sense of direction. You know exactly where
19	you're going and you know exactly how to get
20	there.
21	And I join with Reverend Jakes to say
22	and I thought about it and you are the epitome
23	and you express ethnic pride. You represent the
24	best and brightest of who you are, who you're

#### PLANET DEPOS 888.433.3767 | WWW.PLANETDEPOS.COM

Г

1	connected to. And just want you to know that
2	individuals like myself, we're cheering you on all
3	the time because of what you represent and it's
4	all good.
5	And I was so happy for you because I've
6	known of your efforts around the Red Line
7	Extension. And that is a crowning achievement.
8	And I'll say this. You really knew how to go out
9	on top, you know? You know how to go out on top.
10	And I just want you to know and I'll close with
11	this.
12	You're a very humble man and your
13	greatness is in your humility. And I want you to
14	know that we commend you for that. And I just
15	think that you're the greatest and your transition
16	to the hospital is just an indicator of your
17	continued service to humanity. And you are
18	commendable. And I want you to know that, sir.
19	Hats off to you.
20	CHAIRMAN BARCLAY: Thank you.
21	We will bring back President Carter at a
22	future date to recognize him as well.
23	Our final order of business, Georgette, to
24	what? The latest I've ever been here.

#### PLANET DEPOS 888.433.3767 | WWW.PLANETDEPOS.COM

Г

1	
1	It's new business. Is there any new
2	business, Georgette?
3	MS. GREENLEE: Mr. Chairman, technically,
4	there is no new business, however, there is a
5	message that came in for Dorval Carter yesterday
6	that I would be remiss not to give him because the
7	person who called me will probably call me until I
8	die and remind me that so Garland Armstrong
9	called from Des Moines, Iowa yesterday and he
10	wanted to make sure that I said to Dorval Carter
11	that he and his wife love you, that they are proud
12	of you, and rock on, black brother, rock on.
13	CHAIRMAN BARCLAY: Since there is no
14	further business to come before the Board, may I
15	have a motion to adjourn the Chicago Transit Board
16	meeting of January 15th, 2025?
17	DIRECTOR REQUEJO: So moved.
18	DIRECTOR LEE: Second.
19	MS. GREENLEE: It's been moved by Director
20	Requejo, seconded by Director Lee that the meeting
21	be adjourned.
22	We'll take a roll call vote.
23	Director Jha.
24	DIRECTOR JHA: Yes.

Г

1	MS	. GREENLEE: Director Requejo.
2	DII	RECTOR REQUEJO: Yes.
3	MS	. GREENLEE: Director Ortiz.
4	DII	RECTOR ORTIZ: Yes.
5	MS	. GREENLEE: Chairman Barclay.
6	CHZ	AIRMAN BARCLAY: Yes.
7	MS	. GREENLEE: Director Jakes.
8	DII	RECTOR JAKES: Yes.
9	MS	. GREENLEE: Director Lee.
10	DII	RECTOR LEE: Yes.
11	MS	. GREENLEE: Director Eaddy.
12	DII	RECTOR EADDY: Yes.
13	MS	. GREENLEE: Chairman Barclay, the
14	motion pas	sses.
15	CHZ	AIRMAN BARCLAY: Meeting is adjourned.
16	(0)	ff the record at 2:17 p.m.)
17		
18		
19		
20		
21		
22		
23		
24		

1	CERTIFICATE OF SHORTHAND REPORTER
2	
3	I, Courtney Petros, Registered
4	Professional Reporter and Certified Shorthand
5	Reporter, the officer before whom the foregoing
6	proceeding was taken, do hereby certify that the
7	foregoing transcript is a true and correct record
8	of the testimony given; that said testimony was
9	taken by me and thereafter reduced to typewriting
10	under my direction; that reading and signing was
11	not requested; and that I am neither counsel for,
12	related to, nor employed by any of the parties to
13	this case and have no interest, financial or
14	otherwise, in its outcome.
15	IN WITNESS WHEREOF, I have hereunto signed
16	this 20th day of January, 2025.
17	
18	Count Patros
19	Court Port
20	COURTNEY PETROS, RPR, CSR
21	
22	
23	
24	

A	61:10	administrator	6:14, 6:16,
ability	achieved	9:13	6:19, 6:20,
61:2, 67:21	61:7	admiration	6:23, 36:15,
able	achievement	57:5	39:8, 40:16,
13:1, 58:19,	63:7, 73:7	admire	42:4, 42:5, 43:16, 43:17,
60:6	acknowledge	72:16	43:16, 43:17, 45:3, 46:16,
about	9:17, 67:9	adolescents	46:17, 51:13,
10:2, 10:18,	acknowledging	18:7	40:17, 51:13, 54:10
14:18, 22:17,	18:4	advanced	aggressively
26:5, 27:7,	across	26:9	27:8
28:5, 28:11,	13:9, 56:17,	advancing	
28:14, 30:21,	65:8	25:4, 65:13	<b>ago</b> 12:22, 13:3,
31:1, 32:20,	act	advertising	13:22, 60:15,
33:3, 34:4,	17:18, 17:20,	48:12	65:6, 72:6
34:9, 34:10,	17:24, 36:20	advised	agreement
35:20, 35:21,	acting	4:22	42:7, 42:8,
55:19, 56:2,	53:2, 53:5, 53:7, 53:13,	advocacy	42:12, 42:13,
57:24, 58:5,	53:1, 53:13, 53:15	18:14, 18:17	42:19, 42:20,
59:8, 65:6,	action	advocate	43:19, 43:20,
69:14, 72:8,	26:20, 27:7	13:15	43:24, 44:1,
72:13, 72:16,	activities	aerial	44:7, 44:8,
72:22 above	31:13	49:6 afford	45:8, 45:11,
58:4	actually		45:13, 45:19,
abridged	59:12, 72:7	33:8 <b>after</b>	45:22, 48:12,
20:12	ada		48:21, 49:1,
absolutely	29:22, 31:7	6:16, 6:18, 9:19, 59:14,	49:5, 49:9,
35:12	adam	60:1	49:14, 49:19,
absorbed	9:18	afternoon	49:23, 50:3,
68:3	add	54:16	59:6, 63:22,
access	26:18	afters	67:20
23:6, 35:22,	adding	23:17	agreements
49:2, 49:6,	29:21	again	15:11, 15:23,
60:24	addison	9:13, 24:6,	40:20, 41:2,
accessibility	24:20	35:16, 58:20,	41:3
31:11, 32:9	addition	69:5, 69:17	aligned
accessible	10:24	age	15:10
29:22, 30:4,	address	17:21	all
31:8, 31:20	17:3, 39:7,	agencies	6:5, 9:2, 10:3,
acclaimed	40:15, 42:3,	15:18	10:15, 12:2,
14:4	43:15, 45:2,	agency	12:3, 15:5,
accordance	46:15, 51:12	55:1, 56:2,	15:15, 16:5, 16:10, 23:13,
26:13	adjourn	62:17, 63:6,	25:17, 29:9,
achievable	74:15	63:10, 63:24,	31:13, 32:9,
30:22	adjourned	64:15, 64:17	32:24, 33:23,
achieve	74:21, 75:15	agency's	35:5, 35:9,
58:24, 60:19,	administration	61:13	35:17, 36:9,
	49:10, 59:7	agenda	
		6:10, 6:11,	

r		•	
40:21, 55:23,	amendment	appendix	31:1, 69:20
57:10, 58:5,	40:18	32:4	areas
62:11, 63:9,	america	applauded	33:6, 60:11
65:21, 68:3,	42:9, 42:14,	64:13	aren't
69:1, 69:23,	42:21, 48:13	applicable	29:24, 56:13
71:10, 71:11,	american	40:21, 41:4	argyle
71:15, 73:2,	64:13	application	25:19, 25:20
73:4	among	29:11	armstrong
allowed	56:8, 57:16	applications	74:8
5:10	amount	29:7	around
allowing	10:20, 45:8,	appoint	13:1, 14:5,
17:2	45:14, 45:22,	53:5, 53:12	17:12, 21:9,
almost	46:22, 46:24,	appointing	22:8, 22:24,
26:24, 27:17	47:8, 67:4	53:2	24:9, 24:16,
along	angels	appreciate	24:21, 25:12,
15:13, 17:21,	16:14	32:13	30:17, 30:18,
18:21, 18:24,	annual	appreciated	31:5, 34:5,
55:9, 61:11	53:7, 53:14	67:9, 68:6	34:11, 73:6
alongside	another	appreciation	arranged
62:18	22:4	57:3	36:1
also	answer	approaching	art
3:11, 9:17,	29:14	34:21	22:24
11:6, 15:20,	anthony	appropriate	ashland
22:16, 25:5,	69:18, 69:24	60:13	18:23
25:13, 26:6,	anthony's	approval	asked
28:6, 28:24,	61:21, 61:24,	7:18, 50:9,	10:21, 19:8,
29:3, 31:9,	62:5, 68:11	60:3	70:15
33:5, 50:6,	anticipating	approve	aspects
66:17, 68:9	21:23	7:21, 39:14,	27:10
altgeld	anticipation	39:20, 40:24,	assembly
29:5	33:20	41:8, 41:9,	60:1
although	any	42:11, 42:18,	assessed
17:13	11:18, 17:18,	43:23, 44:6,	19:3
always	19:19, 29:14,	46:24, 47:7,	assessor's
35:19, 67:20,	29:15, 29:17,	50:14, 51:18,	49:2
69:5, 69:6,	29:24, 30:18,	51:23, 53:1	assign
69:7, 69:11,	30:19, 32:15,	approved	10:10
69:14, 72:15	32:16, 35:20,	8:3, 48:8,	associated
amalgamated	35:22, 51:14,	50:9, 50:19,	26:9, 30:5
9:23, 43:21,	66:6, 74:1,	52:8, 60:1	association
44:1, 44:9	76:12	april	28:19, 28:20,
amazing	anyone	36:2	64:14
12:24, 62:15	59:8	arbitrary	association's
amend	anything	10:19	64:16
6:10	18:2	architectural	attach
amended	apart	22:16	40:21, 41:4
6:23	13:23	area	attainment
amending	appear	15:14, 26:7,	27:21
40:24, 41:9	9:24, 72:17		
	,		

		induity 10, 2020	
attend	57:10, 73:21	43:24, 44:7,	50:17, 52:4,
4:24	badly	45:7, 45:13,	53:11, 55:14,
attended	12:19	45:22	55:20, 56:2,
28:3, 28:18	bank	barrier	56:6, 58:2,
attendees	48:13	24:24	58:15, 61:3,
28:9, 28:14	bar	barry	62:12, 63:12,
attention	66:15	20:15, 20:23	64:7, 64:23,
16:4	barclay	base	66:13, 73:24,
attorney	3:3, 4:2, 4:12,	26:11	74:19
54:19	4:13, 4:20,	basic	before
audit	4:22, 5:20,	17:12	1:1, 2:12,
6:17, 15:5,	5:21, 6:3, 6:7,	basically	6:14, 6:19,
15:16, 48:6,	6:9, 7:8, 7:9,	12:24	9:24, 16:14,
50:12	7:17, 8:11,	bathroom	23:16, 35:21,
austin	8:12, 8:20,	23:22	55:6, 57:23,
30:10	15:4, 19:24,	bearing	58:1, 72:6,
authority	20:2, 29:15,	56:24	74:14, 76:5
1:1, 2:4, 5:11,	34:3, 36:14,	became	began
19:13, 46:20,	36:22, 37:13,	59:18	54:18, 59:13,
47:2, 47:10,	37:14, 37:21,	because	59:14, 62:14
49:6, 53:3,	38:1, 38:22,	9:24, 10:19,	behalf
53:6, 53:14,	38:23, 39:7,	10:22, 12:22,	65:11
55:4	39:13, 40:5,	19:11, 30:20,	behind
authorize	40:6, 40:13,	31:18, 60:22,	67:19
42:6, 43:18,	40:15, 40:23,	68:10, 68:16,	being
45:10, 45:18	41:18, 41:19,	69:2, 70:3,	10:6, 18:2,
authorized	42:3, 42:10,	71:4, 72:10,	21:14, 22:13,
40:19	43:6, 43:7,	73:3, 73:5, 74:6	22:21, 22:22,
authorizing	43:15, 43:22,	becomes	23:4, 23:6,
41:1, 48:11,	44:17, 44:18,	22:1	55:1, 56:24,
48:15, 48:20,	45:2, 45:9,	becoming	67:4, 70:20,
48:24, 49:4,	46:6, 46:7,	55:3	71:20
49:8, 49:13,	46:15, 46:23,	been	believe
49:17, 49:22,	47:19, 47:20,	4:22, 5:8,	8:23, 12:5,
50:2	48:4, 50:13,	6:22, 7:24,	12:19, 13:16,
available	51:3, 51:4,	9:21, 9:22,	57:17, 58:3
26:5	51:12, 51:22,	20:16, 20:18,	believed
avenue	52:16, 52:17,	21:10, 21:18,	60:22
18:21, 19:1	53:4, 53:24,	24:17, 27:6,	believes
awarded	54:1, 54:9,	27:8, 27:9,	58:10
27:17	62:22, 62:24,	27:17, 27:19,	bell
awarding	73:20, 74:13,	33:21, 35:1,	16:19
64:13	75:5, 75:6,	35:2, 35:6,	benefit
awards	75:13, 75:15	35:10, 35:12,	57:12
64:18	bargaining	37:3, 38:6,	bernard
В	40:19, 41:2,	39:18, 41:7,	3:4
back	42:7, 42:12,	42:17, 44:5,	berwyn
24:5, 55:18,	42:19, 43:19,	45:17, 47:6,	25:9, 25:20
24.), JJ:10,			

best	15:3, 15:5,	bring	buyers
56:8, 57:11,	16:21, 17:2,	10:4, 20:22,	19:7
65:18, 69:4,	27:2, 27:7,	73:21	bypass
69:8, 69:15,	29:18, 32:16,	bringing	24:9
70:5, 72:24	32:21, 33:18,	15:18, 29:9,	С
better	34:2, 34:14,	57:10	california
57:18, 61:14	34:19, 36:18,	broader	68:12
between	37:4, 37:23,	34:11	call
13:8, 27:18	38:7, 39:8,	brother	4:3, 4:5, 5:13,
bid	39:10, 39:19,	74:12	4:5, 4:5, 5:15, 7:1, 8:4, 9:1,
32:1	40:16, 42:4,	brought	37:6, 38:9,
oig	43:16, 43:17,	64:22	
21:23, 22:15	45:3, 45:4,	brown	39:22, 41:11,
bigger	46:16, 46:17,	21:6	42:23, 44:10,
34:20	50:9, 51:13,	bryn	45:23, 47:12,
bill	51:14, 51:17,	25:4, 25:6,	50:20, 52:9,
9:15, 10:15,	51:20, 51:24,	25:20	53:17, 71:7,
20:3, 20:7,	52:7, 53:1,	budget	74:7, 74:22
20:3, 20:7, 21:15, 27:15,	54:14, 54:15,	6:17, 15:5,	called
31:6, 34:7, 36:3	61:24, 62:21,	15:16, 48:6,	70:24, 74:7,
bill's	63:3, 65:11,	50:12	74:9
	66:3, 66:8,	build	came
31:1	66:16, 68:22,		9:23, 23:11,
billion	71:24, 72:2,	65:16	67:18, 74:5
26:24, 60:7	74:14, 74:15	bulk	can't
birthing	boston	48:23	9:24
62:7	64:23	bumps	canal
bit	both	71:6	20:15, 20:16
22:1, 27:5,	17:14, 18:23,	bunch	canceled
29:4, 29:8	20:16, 36:3,	30:12	13:9
bitter	55:13, 59:20,	bus	cannot
13:20	64:17	11:14, 16:3,	33:8, 62:10
bittersweet	bother	18:19, 18:21,	canopy
72:9	19:12	19:11, 19:16,	25:15
black	boy	21:17, 23:14,	capable
70:4, 70:15,	62:14, 70:15	23:21, 23:22,	14:17
74:12		24:4, 25:7,	captioned
blame	<b>boys</b> 70:4	57:15	46:19
58:22		buses	car
blows	branch	18:9, 30:19,	13:2
71:6	59:24	56:14, 62:16	car-free
blue	bridge	business	12:9
59:24	21:17, 21:24,	6:14, 7:18,	cards
ooard	22:8	9:21, 20:3,	48:18
1:1, 1:7, 2:1,	briefed	28:19, 48:5,	40:10 Care
3:2, 4:4, 5:11,	34:15	54:10, 73:23,	
5:12, 6:19,	briefing	74:1, 74:2,	15:22, 16:4
	32:9	74:4, 74:14	Career
7:19, 8:2, 9:12,		• •	
7:19, 8:2, 9:12, 11:23, 12:8,	brightest 72:24	businesses	28:5, 28:11,

		•	
54:18, 55:6,	certified	75:6, 75:13,	50:4, 51:19,
61:5, 65:4	2:12, 76:4	75:15	51:24, 52:7,
carried	certify	chairman's	53:3, 53:6,
67:7	76:6	36:7	53:13, 55:2,
carry	chair	challenge	55:4, 58:4,
62:8	5:3, 61:24,	58:4, 62:9,	59:1, 60:2,
cars	62:3, 66:22,	63:8	62:15, 62:21,
10:12	68 <b>:</b> 4	challenged	65:1, 65:23,
carter	chairman	67:17	70:13, 71:19,
3:12, 12:14,	3:3, 4:2, 4:12,	challenges	74:15
12:18, 15:6,	4:13, 4:20,	55:22, 56:6	chicago's
15:21, 16:1,	4:22, 5:20,	challenging	14:11, 59:21
16:4, 16:6,	5:21, 6:3, 6:7,	22:2	chief
16:10, 30:24,	6:9, 7:8, 7:9,	chamber	20:4, 20:8,
31:4, 34:7,	7:17, 8:11,	9:7, 9:9, 9:14,	61:20
36:2, 54:12,	8:12, 8:20,	9:16, 16:17	children
54:13, 62:6,	8:22, 15:4,	champion	18:11, 48:22
63:1, 63:2,	19:24, 20:2,	63:12	cicero
72:3, 73:21,	29:15, 34:3,	chance	18:21, 18:22
74:5, 74:10	34:17, 36:14,	10:3, 72:2	circuit
case	36:18, 36:22,	change	46:21
46:20, 47:3,	37:13, 37:14,	6:11, 30:8,	cities
47:10, 61:6,	37:21, 38:1,	32:6, 58:14,	57:9
76:13	38:22, 38:23,	58:19	city
celebrate	39:7, 39:13,	changes	18:5, 33:1,
35:5, 59:5	40:5, 40:6,	31:18	34:13, 48:16,
celebration	40:13, 40:15, 40:17, 40:23,	changing	49:23, 50:3,
35:15, 59:10,	40:17, 40:23, 41:18, 41:19,	51:19, 51:23,	56:18, 60:3,
60:12 <b>center</b>	42:3, 42:10,	52:6	61:1, 61:14,
14:13, 57:16,	43:6, 43:7,	chapter	61:22, 62:16, 62:20, 63:11,
62:7	43:15, 43:22,	62:11, 65:19	65:23, 69:2,
centers	44:17, 44:18,	chatham	69:8, 69:14,
33:15	45:2, 45:4,	28:19	71:17
central	45:9, 46:6,	cheering	city's
58:2, 61:4	46:7, 46:15,	73:2	34:8, 59:24
century	46:23, 47:19,	chemicals 10:7	clark
56:23	47:20, 48:4,	chicago	14:1, 24:22
ceremonial	50:13, 51:3,	1:1, 1:8, 2:4,	clean
27:1	51:4, 51:12,	2:6, 4:3, 5:11,	10:12, 56:18
certain	51:16, 51:22,	12:21, 13:1,	cleanliness
10:20	52:16, 52:17,	13:11, 14:13,	13:6, 13:19
certainly	53:4, 53:24,	15:3, 16:3,	clear
30:24, 72:4,	54:1, 54:9,	18:6, 18:21,	14:1, 63:11,
72:9	54:15, 62:22,	19:12, 26:3,	66:23
certificate	62:24, 63:2,	34:13, 46:19,	clerk
76:1	73:20, 74:3,	47:2, 47:10,	48:17
certification	74:13, 75:5,	48:14, 48:16,	climate
29:5			58:18

close comes 50:7, 50:8, congratulations 72:7, 73:10 31:24, 72:13 50:12 35:9, 35:16, closed comfortable common 69:16 13:10, 18:15, 23:6, 36:19, 16:8 congress 39:11, 39:14, 32:11 16:2 coming 39:20 communicated connected 9:3, 21:2, 67:2 closer 21:3, 21:13, 5:1, 67:13, 59:16 31:21, 68:22, communities 73:1 69:5, 72:1 57:19, 63:14 connections closing commend community 69:20 21:18 co-chaired 12:14, 73:14 16:20, 17:6, constituents commendable 26:3, 26:11, 63:17 9:18 26:15, 33:11, 73:18 coalesce construction 33:24 comment 70:7 6:15, 20:3, community-based coalition 8:21, 15:1, 20:13, 27:18, 19:15 15:2, 15:8, 16:23, 69:18 30:6, 30:10, 16:19, 16:22, commentators compared 31:19, 32:2, 40:20, 41:3 9.3 13:20 32:4, 33:4, 35:20, 35:23, comments compete code 6:16, 8:23, 28:22 36:4 15:12 consultant completed coercion 20:1, 32:16, 17:19 34:24, 68:20, 23:13 17:7 71:16 compliance consulting cofounder commerce 49:11 16:18 15:12 consummate cohesive 9:8, 9:10, component 9:14, 9:16, 72:14 32:24 58:7 16:18 components contact cold commercial 31:7 19:21 13:20, 22:3 17:18, 17:23, concerned containing collaborating 17:24, 18:12 10:4, 10:18 41:2, 42:7, 19:14 commission 42:12, 42:20, concludes colleagues 20:21, 24:12, 43:19, 43:24, 29:13, 50:11, 55:24 34:18 44:8 62:23 collective commissioning continue 40:19, 41:1, conclusion 16:13, 16:14, 20:17, 21:4 23:11 42:7, 42:11, commitment 26:2, 28:20, concrete 42:19, 43:19, 5:2, 26:24, 65:16, 66:11, 21:24, 24:17, 43:23, 44:7, 60:7, 63:9, 71:7 45:7, 45:13, 25:23 continued 65:13, 68:24, 45:21 conditions 69:4 65:20, 73:17 college 11:7, 11:9, committed continuing 28:8, 28:14 56:16 23:13, 61:9 confidence 25:3 combined committee continuous 56:23 61:14 6:18, 15:4, 26:2 confusion come 15:5, 15:16, contract 34:10, 35:4, 11:16 26:23, 60:11 29:1, 48:5, 61:16, 66:16, congrats 69:11, 69:24, 48:7, 48:9, contracting 32:18 48:10, 50:6, congratulate 28:5 74:14 68:8, 68:9

contractor	22:11, 22:18,	57:18, 57:20,	59:12, 62:17,
28:1	23:19, 24:2,	57:23, 58:5,	62:18, 76:16
contractors	24:23, 32:8	59:4, 61:10,	dbe
27:21, 28:11,	course	61:11, 62:13,	28:6, 28:13,
28:16, 28:20	56:12, 60:8	63:5, 64:13,	63 <b>:</b> 15
contracts	court	65:10, 65:23,	dbes
28:15, 50:6,	17:9, 46:21	68:1, 69:3	27:17, 27:19,
50:8, 50:10	courtney	cta's	28:22, 29:8,
contributed	1:24, 2:12,	15:17, 57:1,	29:12
61:15	76:3, 76:20	58:14, 63:15,	deal
control	courtyard	65:14	64:7, 70:2
57:16	25:1	culminated	dear
conversation	covid	60:12	34:4, 70:24
17:11, 34:1,	58:1, 58:17	current	decade
34:13, 66:10	craft	12:13, 13:16,	12:22, 13:3,
cook	40:20, 41:3	30:3, 30:9	13:22
17:8, 46:21,	create	currently	decades
49:1	31:4, 59:17	12:20, 13:5,	35:7, 58:15,
coordinate	created	17:6, 30:4	58:22, 65:4
36:7	24:11, 61:15	customer	december
copromotional	crisis	14:15	7:20, 8:2,
48:12	12:20	customer-facing	23:12, 28:3,
correct	critical	24:6	28:8, 28:13,
76:7	58:7, 64:10	customers	39:11, 39:15,
corridor	crowning	19:7, 56:15,	39:20, 48:8,
24:11, 24:15,	73:7	56:17, 58:12,	68:15
36:5	csr	62:20	decided
cost	1:24, 76:20	D	68:4
58:13	ct	daley	decision
could	1:10	28:14	55:8
11:19, 29:21,	cta	damen	decisions
30:2, 33:18,	9:19, 10:5,	18:22, 20:15,	64:8
57:12	10:6, 10:15,	20:16, 20:21	deck
council's	10:16, 10:24,		
		dan	24:17
60:3	11:6, 11:7,	19:1	dedicated
counsel	11:6, 11:7, 11:8, 11:14,	19:1	<b>dedicated</b> 63:4
<b>counsel</b> 3:13, 36:24,	11:6, 11:7, 11:8, 11:14, 12:10, 12:13,		dedicated 63:4 dedication
<b>counsel</b> 3:13, 36:24, 76:11	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19,	19:1 <b>dangerous</b> 10:7 <b>data</b>	dedicated 63:4 dedication 15:21
<pre>counsel 3:13, 36:24, 76:11 countless</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3	dedicated 63:4 dedication 15:21 deductions
<pre>counsel 3:13, 36:24, 76:11 countless 66:9</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5,	19:1 <b>dangerous</b> 10:7 <b>data</b>	dedicated 63:4 dedication 15:21 deductions 11:2
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23,	dedicated 63:4 dedication 15:21 deductions 11:2 deep
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22 <b>dates</b>	dedicated 63:4 dedication 15:21 deductions 11:2 deep 22:2 deepening
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county 17:8, 46:21,</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5, 16:11, 18:7,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22 <b>dates</b> 11:8	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2 <b>deepening</b> 54:24
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county 17:8, 46:21, 49:1</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5, 16:11, 18:7, 22:15, 27:19,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22 <b>dates</b> 11:8 <b>daughter</b>	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2 <b>deepening</b> 54:24 <b>deepest</b>
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county 17:8, 46:21, 49:1 couple</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5, 16:11, 18:7, 22:15, 27:19, 28:5, 28:17,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22 <b>dates</b> 11:8 <b>daughter</b> 12:10, 13:13	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2 <b>deepening</b> 54:24 <b>deepest</b> 65:12
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county 17:8, 46:21, 49:1 couple 10:2, 20:19,</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5, 16:11, 18:7, 22:15, 27:19, 28:5, 28:17, 34:12, 54:19,	19:1 dangerous 10:7 data 49:3 date 51:19, 51:23, 52:6, 73:22 dates 11:8 daughter 12:10, 13:13 day	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2 <b>deepening</b> 54:24 <b>deepest</b> 65:12 <b>deeply</b>
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county 17:8, 46:21, 49:1 couple</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5, 16:11, 18:7, 22:15, 27:19, 28:5, 28:17,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22 <b>dates</b> 11:8 <b>daughter</b> 12:10, 13:13	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2 <b>deepening</b> 54:24 <b>deepest</b> 65:12
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county 17:8, 46:21, 49:1 couple 10:2, 20:19,</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5, 16:11, 18:7, 22:15, 27:19, 28:5, 28:17, 34:12, 54:19,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22 <b>dates</b> 11:8 <b>daughter</b> 12:10, 13:13 <b>day</b>	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2 <b>deepening</b> 54:24 <b>deepest</b> 65:12 <b>deeply</b>
<pre>counsel 3:13, 36:24, 76:11 countless 66:9 country 68:2 county 17:8, 46:21, 49:1 couple 10:2, 20:19,</pre>	11:6, 11:7, 11:8, 11:14, 12:10, 12:13, 12:15, 12:19, 13:2, 13:3, 13:23, 14:5, 14:9, 14:12, 14:21, 15:5, 15:23, 16:5, 16:11, 18:7, 22:15, 27:19, 28:5, 28:17, 34:12, 54:19,	19:1 <b>dangerous</b> 10:7 <b>data</b> 49:3 <b>date</b> 51:19, 51:23, 52:6, 73:22 <b>dates</b> 11:8 <b>daughter</b> 12:10, 13:13 <b>day</b>	<b>dedicated</b> 63:4 <b>dedication</b> 15:21 <b>deductions</b> 11:2 <b>deep</b> 22:2 <b>deepening</b> 54:24 <b>deepest</b> 65:12 <b>deeply</b>

		•	
deferred	diligently	62:6, 67:10,	46:13, 48:1,
63:20	35:10	68:17, 70:2,	48:2, 51:9,
defined	direction	71:14, 72:3,	51:10, 52:22,
17:17, 18:1	72:18, 76:10	74:5, 74:10	52:23, 54:6,
definitely	directly	doubt	54:7, 71:23,
58:20	67:13	59:8	75:11, 75:12
demonstrated	dirty	down	eager
16:4	10:14	21:16, 25:9,	33:12
density	discovering	58:15, 64:4,	earlier
34:4	62:15	64:24, 71:9,	48:7
department	discuss	71:12	earned
26:4, 34:9,	28:16, 29:1	downstairs	27:24, 68:17
48:22, 49:15,	discussed	70:14	earnest
49:20, 49:24,	28:22	downtown	59:14
50:4, 62:4	discussion	14:12	earning
departments	60:9	dr	65:7
33:2	distinguished	3:4, 16:23,	easily
dependent	72:1	17:1, 17:5,	13:1
22:1, 58:12	distributed	19:22, 62:6	easy
des	11:24	dreams	58:23
74:9	district	55:16	echo
deserve	59:18	drive	34:24
60:23	diversity	29:5, 29:10,	eclipsed
deserves	20:5, 20:11	56:14, 61:13	56:6
35:14	doctor	due	economic
design	62:2	4:24, 13:18	14:12
27:18, 29:2,	documents	during	edges
30:5, 30:13,	29:10	16:8, 55:12	21:9
31:24	doing	E	effect
detail	20:24, 21:20,	e-mail	58:19
23:8	31:9, 36:6,	67:12	effective
detailed	56:20, 59:2,	each	57:18
21:20	69:15, 70:17,	67:18	effort
details	70:18, 71:17	eaddy	31:11
69:9	domestic	3:7, 4:18,	efforts
deteriorated	17:4, 17:15,	4:19, 4:23, 5:4,	35:17, 56:21,
12:19	18:9	5:10, 6:3, 6:5,	60:14, 73:6
development	domestically	7:14, 7:15,	eight
15:11, 33:13,	57:9	8:17, 8:18,	10:12
34:3, 60:10	done	35:18, 35:19,	eight-year-old
die	21:14, 56:11,	36:9, 37:19,	12:10
74:8	56:24, 58:24,	37:20, 39:4,	electronic
different	65:22, 71:11	39:5, 40:11,	30:19
23:19, 33:1,	doors	40:12, 41:24,	elevators
56:22, 69:21,	11:14	42:1, 43:12,	31:10
70:3	dorval	43:13, 44:23,	else
difficult	3:12, 15:6,	44:24, 46:12,	58:5
56:5	15:20, 54:11,		emanuel
	,,		59:17

		•	
employed	16:6	event	execution
76:12	ensuring	27:4, 28:7,	40:19, 41:1,
employee	63:13	28:13, 35:3,	42:6, 42:11,
10:12	entered	35:8	42:19, 43:18,
employee-facing	37:23	events	43:23, 44:7,
23:23	entertain	28:4	45:10, 45:19
employees	5:3, 36:22,	ever	executive
10:5, 10:10,	38:1, 40:23,	58:24, 73:24	36:15, 36:16,
10:20, 23:24,	42:10, 43:22,	every	36:23, 37:5,
56:9, 56:13,	45:9, 46:23,	56:10, 64:2,	37:24, 61:21
57:4, 61:11	50:14, 51:22,	66:15, 67:11	exemplified
emulate	53:4	everyone	63:14, 71:1,
70:10	entitled	35:16, 64:2,	71:4
enamored	47:1, 47:9	69 <b>:</b> 15	exist
54:23	environmental	everyone's	14:13
enclosures	15:12	68:20	existing
25:23	epitome	everything	36:4
encompasses	72:22	33:5, 35:1,	expectations
17:14	equipment	65:22	26:14
encounter	20:17, 20:21,	evs	expected
65:5	21:1, 23:9	30:18	60:5
encountered	equitable	exacerbated	experience
13:10	33:9, 58:10	58:16, 58:17	14:8, 14:16,
encourage	equity	exactly	55:15, 55:20,
19:12	63:12, 63:16	72:18, 72:19	56:1, 57:2
encourages	escalators	example	experienced
70:8	31:9	25:18, 59:2	14:17
end	especially	exceeded	experiences
6:14, 10:11,	10:17, 12:15,	55:15	57:14
26:6, 27:16,	61:5	excellence	expertise
27:22, 33:11,	essential	13:5, 70:21	63:20
55:3, 57:4,	64 <b>:</b> 6	excellent	exploitation
61:18, 67:21	estate	13:24, 14:4	17:16, 18:9
endeavors	33:23	exceptions	exposure
65:21	esteemed	67 <b>:</b> 15	22:2
energy	62:21	exchange	express
67:5	eternally	18:1	63:3, 65:11,
engagement	56:9	excited	66:6, 72:23
15:9, 18:9	ethnic	62:10, 69:22,	expressed
engineering	72:23	72:8	67 <b>:</b> 3
60:10	evaluation	excitement	extension
enjoyed	60:11	72:1	12:17, 15:2,
61:4	evanston	exciting	15:8, 15:14,
enough	12:9, 49:24	27:4, 54:19,	15:23, 16:19,
10:9, 11:2,	even	63:21	16:21, 26:21,
14:15	32:4, 35:13,	excuses	28:21, 29:2,
ensure	54:23, 54:24,	58:21	33:12, 34:12,
14:16, 16:5,	64:12	execute	36:5, 59:7,
		61:3	

		n buildury 10, 2020	
59:13, 59:21,	features	25:10	foregoing
61:6, 63:18,	22:16	fire	76:5, 76:7
65:1, 73:7	federal	10:22	forest
extensive	26:23, 50:5,	fired	49:20, 59:23
60:9	55:14, 59:5,	10:21	forever
exterior	59:6, 63:22	firings	62:19
22:14, 25:13	feedback	10:19	forevermore
extraordinary	67:22	first	16:15
61:7	feel	6:13, 9:2,	forgotten
eye	11:22, 66:7	10:3, 12:14,	66:1, 71:21
57:10	fell	12:21, 17:12,	form
F	12:21, 13:3	51:18, 54:17,	24:23
f	- felt	64:16, 65:5	former
	54:24, 55:6,	five	17:7
49:12	69:5, 69:6	8:23	formula
faced	few	floor	58:14
56:6	14:7, 19:2,	11:14	forward
facelift	72:6	flooring	22:6, 24:8,
23:24	fill	25:11	26:1, 29:12,
facilities	33:14	florida	29:23, 34:16,
24:4, 33:14	filled	12:23	59:3, 60:6,
facility	65:20	focus	66:10, 67:8,
23:23	final	20:16, 58:2,	68:16
facing	21:9, 25:23,	59:12, 60:20,	found
22:12, 58:4	57:23, 73:23	67:1	54:23
faithful	finally	focused	foundation
15:24	-	16:11	
falling	27:5, 68:13 finance	focusing	18:17, 65:17 founder
13:23		17:15, 21:18,	17:9
families	6:17, 15:4,	24:3	four
11:4, 11:6	15:16, 48:6, 48:9, 50:11	folks	
family	financial	64:9	28:6, 58:22 framework
48:22, 57:3,		follow	
62:6	60:8, 76:13	62:1, 71:15	23:7
far	financing	follow-up	frank
12:18, 13:9,	59:18 <b>find</b>	28:24	58:9
13:20, 16:17,		followed	fraud
60:23, 66:18	10:17, 33:9, 36:7, 56:17		17:19
fare		72:5 following	free
48:17, 48:18	fine		11:22
farther	32:3	6:12	freedom
25:2	finish	footprint	13:14
fascinated	21:7, 24:21,	23:18	frequency
55:19	25:5	footsteps	18:8
fate	finished	62:1	frequently
14:11, 14:12	21:8, 22:4,	force	14:15
father	22:7, 24:14,	28:7	friday
62 <b>:</b> 1	24:24	forced	26:20, 35:4,
	finishes	17:19	59:4
	22:20, 23:3,		

	Conducted on Jan	, , , , , , , , , , , , , , , , , , ,	
front	gate	glean	grand
25:15	16:20	72:12	23:15, 23:20,
fta's	gave	go	25:5, 25:14
60:6	69:11	11:16, 24:1,	granite
fulfill	general	26:1, 36:13,	25:5, 25:11,
60:14	3:13, 49:9,	64:10, 65:2,	25:12
fulfilling	60:1	71:19, 73:8,	grant
55:15	generally	73:9	50:5, 59:6
full	31:16	goal	graphics
15:22, 33:13,	generate	30:20	32:8, 32:11
35:13, 35:14	60:5	goals	grateful
full-funding	generations	28:2, 30:17,	56:9, 62:19,
59:6, 63:22	61:16	61:10	70:6
fullerton	gentrify	god	gratitude
18:20	33:7	16:14	63:3, 65:12,
fully	geographic	goes	66 <b>:</b> 7
23:4	49:2	22:8	great
fund	georgette	going	14:12, 14:21,
59:23	3:14, 4:5,	11:1, 19:20,	16:4, 16:13,
funded	8:21, 38:3,	20:20, 23:2,	22:11, 27:4,
58:6	51:14, 73:23,	24:15, 25:19,	63:11, 64:7,
funding	74:2	26:12, 27:6,	69:23
12:16, 15:22,	getting	30:8, 30:11,	greater
16:3, 27:11,	10:8, 25:5,	31:18, 33:7,	16:17
30:5, 30:14,	25:10, 26:11,	36:6, 54:21,	greatest
35:12, 35:13,	34:4, 35:11,	64:4, 66:5,	73:15
58:7, 58:14,	35:13, 68:10,	66:17, 66:18,	greatness
59:19, 60:21	69:19	66:19, 69:22,	70:22, 73:13
funds	gift	69:23, 71:21, 72:2, 72:10	grew
50:5	68:10, 69:19	72:2, 72:19 golden	12:23
funner	gifted	16:20	ground
36:12	69:2	gone	17:11
further	girls	55:5	grounded
19:24, 25:9,	17:9, 19:3,	good	18:18
74:14	19:10, 70:5	4:2, 9:12,	group
future	give	10:17, 12:6,	27:12, 56:7,
54:21, 57:21,	31:12, 36:5,	12:7, 15:3,	72:2
58:5, 65:21,	74:6	15:24, 17:1,	grouting
73:22	given	20:7, 30:16,	25:12
fy	10:13, 54:11,	30:23, 54:15,	grow
50:5	76:8 gives	58:9, 69:7,	13:17
G	70:8	72:11, 73:4	grown
gain	ju:8 giving	google	57:6
60:2	17:12	71:2	growth
gardens	glad	government's	14:3 guide
29:6	26:15, 36:11	26:23	-
garland	glass	governmental	29:10, 65:16 guided
74:8	22:24	49:18	63:6
	22.27		0.0
	1		

gynecology	heard	historic	human
62:4	6:18, 28:9,	26:20, 63:15	17:6, 17:7,
H	28:14	history	17:13, 18:13,
hacia's	hearing	59:11, 64:16,	19:13, 67:4,
29:1	32:22	68:2	68:3
29:1 half	heart	hit	humanity
	34:4, 69:6,	58:1	66:9, 67:5,
11:1	69:12	hold	73:17
halls	heat	54:22, 70:9,	humble
16:2	16:8	70:21	73:12
halsted	held	hole	humbling
16:17, 18:23,	2:1, 28:8,	11:13	57:2, 62:13
18:24	28:13, 28:24	home	humility
hangs	help	68:10	73:13
25:15	56:17, 57:20,	homeless	hundreds
happen	66:12	11:5	27:9
35:17, 35:24	helped	homelessness	<u> </u>
happier	57 <b>:</b> 17	18:5	
59:8	here	honestly	idea
happiness	4:7, 4:11,	54:21	54:21
65:20	4:13, 4:19,	honor	ideas
happy	8:24, 12:12,	62:7, 62:12	57:15, 67:19
9:18, 26:1,	18:8, 21:8,	honors	identification
29:13, 73:5	21:19, 22:12,	68:6	19:14, 48:18
harbor	22:22, 23:1,	hope	iga
18:10	23:7, 23:16,	58:24, 60:13,	48:15
harboring	23:20, 24:14,	66:11, 68:13	illinois
17:22	24:15, 24:21,	hospital	1:8, 2:6, 2:14,
hard	24:23, 25:4,	61:21, 62:2,	16:1, 36:19,
10:16, 56:24,	25:16, 25:20,	68:11, 68:12,	36:20, 48:21
59:3, 59:11,	25:24, 26:6,	69:20, 69:24,	imagined
60:17, 60:22,	26:22, 32:23,	73:16	55:3
71:15	38:11, 38:15,	hosted	impact
harder	56:13, 60:18,	28:6, 29:3	65:10, 65:16
10:22	64:24, 67:8,	hours	impacted
hardest	69:16, 73:24	27:24, 56:20	69:3
67:24	here's	house	imperative
hark	20:20, 22:4,	60:12	64:11
56:4	22:12, 25:18,	housing	important
harlem	27:1, 70:9	33:15	33:10, 35:8,
21:17	hereby	howard	55:2, 56:12,
hats	76:6	10:11	58:3, 60:21
73:19	hereunto	however	improvable
heading	76:15	10:16, 12:18,	31:11
64:21	high	13:2, 13:16,	improve
health	55:13	74:4	57:16, 57:20
65:20	higher	huge	improvement
hear	66:15	13:15, 68:10	21:6, 22:9
34:17		13.13, 00.10	

		10019 10,2020	
improvements	inside	involves	janet
22:11, 23:17,	22:19, 23:8	40:17, 42:5,	16:19
33:6	insight	43:18	january
inaction	34:20	iowa	1:9, 4:4, 5:12,
58:22	insights	74:9	29:3, 29:4,
include	57:17, 57:20	ironworkers	51:19, 51:20,
30:3	installation	21:20	51:21, 51:24,
included	22:8, 23:9,	issue	52:1, 52:6,
57:14	25:11, 25:18	31:5	52:7, 52:8,
including	installed	issues	74:16, 76:16
61:24	20:18, 21:3,	10:2, 13:18	jha
income	22:22	item	3:9, 4:6, 4:7,
58:12	installing	6:19, 6:20,	5:14, 5:15, 7:2,
incorporate	24:16	36:14, 39:8,	7:3, 8:5, 8:6,
67:22	instance	39:10, 40:16,	29:19, 29:20,
incredible	10:10, 57:15	40:17, 42:4,	30:15, 31:3,
35:4, 35:14,	instead	42:5, 43:16,	31:14, 32:3,
66:13	61:19	43:17, 45:3,	32:13, 37:7,
increment	intentions	45:4, 46:16,	37:8, 38:10,
59:17	58:9	46:17, 51:13,	38:11, 39:23,
indeed	interest	54:9	39:24, 41:6,
71:3	76:13	itself	41:8, 41:12,
indicated	interested	22:20	41:13, 42:24,
19:4, 31:6	34:2	J	43:1, 44:11,
indicator	intergovernmental	jacob	44:12, 45:24,
73:16	15:11, 48:21,	16:14	46:1, 47:13,
individual	49:1, 49:5,	jakes	47:14, 50:21,
72:11	49:9, 49:14,	3:4, 4:14,	50:22, 52:10,
individuals	49:19, 49:23,	4:15, 5:22,	52:11, 53:18,
29:6, 73:2	50:3	5:23, 7:10,	53:19, 66:5,
induced	interior	7:11, 8:13,	74:23, 74:24
17:18, 17:20	21:1, 23:2,	8:14, 14:23,	job
industry	25:10	19:20, 37:15,	1:22, 36:12,
55:8, 56:8,	internal	37:16, 38:5,	56:5, 64:21,
63:15, 64:3,	24:1	38:7, 38:24,	64:23
64:12, 65:5,	internationally	39:1, 40:7,	jobs
65:24	57:9	40:8, 41:20,	11:3, 11:4,
inform	intersect	41:21, 43:8,	60:24
28:4	19:15	43:9, 44:19,	john
information	intersection	44:20, 46:8,	16:18
49:2, 57:11	18:15	46:9, 47:21,	johns
infrastructure	intertwined	47:22, 48:7,	19:6
20:4, 20:8,	14:11	51:5, 51:6,	join
33:23, 63:16	intrigued	52:18, 52:19,	72:21
initiatives	35:20	54:2, 54:3,	joined
63:13, 63:16	invest	70:2, 72:21,	20:9, 59:4
injured	19:13	75:7, 75:8	jones
10:8	invested		16:18
	67:5		
		1	

journey	73:14, 73:18	55:17	40:9, 40:10,
16:13, 57:5,	knowing	latest	41:22, 41:23,
61:19, 62:14	67:4, 68:22,	73:24	42:16, 42:18,
joys	69:11	latrobe	43:10, 43:11,
13:13	knowledge	23:20	44:4, 44:6,
jr	17:12, 56:2	law	44:21, 44:22,
3:12, 15:6,	known	33:22	45:16, 45:18,
15:21	59:18, 73:6	lawrence	46:10, 46:11,
juanpablo	kostner	25:22	47:5, 47:7,
20:5, 20:10,	18:20	lawsuit	47:23, 47:24,
27:14	L	46:18, 47:1,	50:16, 50:18,
jump	1	47:9	51:7, 51:8,
29:10	<b>4</b> 6:20, 47:3,	lawyers	52:3, 52:5,
juvenile	47:11	65 <b>:</b> 6	52:20, 52:21,
17:8	labor	lead	53:10, 53:12,
ĸ	17:14, 27:24	10:19, 56:4,	54:4, 54:5,
kent	lacking	62:17, 66:8	71:15, 74:18,
3:13, 36:15,	13:5	leader	74:20, 75:9,
39:9, 42:4,	lafarque	14:1, 14:6,	75:10
43:16, 45:3,	16:16	14:7, 14:14	leerhsen
45:16, 45:5, 46:16	laid	leadership	53:5, 53:13
kept	65 <b>:</b> 17	13:24, 35:11,	left
64:4	lake	61:12, 63:4,	11:11
kicked	2:5	63:19, 64:19,	legacy
58:15	land	65:9, 65:13	12:16, 58:8,
kind	15:11	leading	61:15, 65:9,
21:11, 22:5,	large	61:13	65:24, 71:21
24:8, 24:19,	18:4, 21:21	leads	leong
24:24, 25:14,	last	11:7, 14:3	9:6, 9:7, 9:12,
30:13, 33:24	16:23, 20:19,	leave	9:13, 11:11,
kisha	21:21, 22:11,	65:9, 65:24	11:13, 11:18,
16:23, 17:5	22:18, 23:1,	leaving	11:22, 12:1,
knew	23:15, 23:21,	57:23	12:3
19:9, 73:8	24:8, 24:12,	led	lester
knock	24:23, 26:17,	11:15, 63:24	3:3, 15:4
71:9	27:9, 35:3,	leds	let's
know	35:15, 59:4,	23:18	36:13
21:10, 27:2,	60:12, 61:16,	lee	letters
30:16, 30:20,	63:23	3:5, 4:16,	40:22, 41:4 <b>level</b>
34:17, 34:19,	lasting	4:17, 5:7, 5:9,	
61:14, 61:17,	65:10	5:24, 6:1, 6:21,	55:13, 67:4,
62:11, 66:17,	lastly	6:24, 7:12,	68:14 <b>levels</b>
67:18, 69:19,	50:2	7:13, 7:23, 8:1,	
70:11, 70:12,	late	8:15, 8:16,	55:14 <b>life</b>
71:2, 72:18,	71:13	37:2, 37:4,	
72:19, 73:1,	later	37:17, 37:18,	16:13, 61:9,
73:9, 73:10,	11:9, 21:12,	39:2, 39:3,	62:11, 65:19, 70:7
	···, ··,	39:17, 39:19,	/ U : /

	Conducted on Ja	induly 15, 2025	51
life's	long	major	58:10
55:11, 71:6	13:20, 56:20,	24:3, 26:8,	matters
lifetime	59:11, 59:14,	36:4	6:19, 51:13,
62:12	61:2, 61:23,	majority	51:14, 51:17
lighting	68:6	55:11	mawr
23:17	look	make	25:4, 25:6,
likely	29:11, 66:10,	11:23, 14:16,	25:20
31:23, 61:17	70:9	14:20, 19:10,	maybe
line	looked	31:8, 34:22,	30:17, 31:24,
10:11, 12:11,	70:16	35:17, 57:18,	34:9
12:16, 13:7,	looking	61:7, 65:1,	mayor
13:12, 15:2,	55:17, 58:21	67:9, 74:10	59:16
15:8, 15:13,	looks	making	mcmullen
15:23, 16:18,	24:19	16:11, 26:13,	12:6, 12:7,
16:21, 21:6,	loss	33:9, 59:13,	12:8, 14:20
23:16, 26:14,	64:2	71:18	mean
26:21, 28:21,	lost	man	30:2
29:2, 33:4,	59:10, 72:17	70:15, 70:24,	meant
33:11, 33:12,	lot	71:1, 71:4,	69:7, 70:19
34:11, 36:5,	10:24, 11:5,	73:12	meet
59:7, 59:13,	11:15, 22:10,	management	19:5, 28:1
59:21, 59:24,	23:8, 24:18,	56:10	meeting
61:6, 63:18,	25:19, 31:17,	manager	1:7, 2:1, 4:3,
65:1, 73:6	66:19, 70:4	64:15	4:23, 4:24, 5:5,
list	love	managing	5:11, 6:4, 6:11,
23:15, 29:22	10:16, 12:21,	56:20	6:18, 6:23,
listen	13:3, 16:12,	manner	7:19, 8:2, 9:4,
67 <b>:</b> 21	32:22, 33:4,	6:12	26:4, 33:21,
little	33:17, 71:19,	many	39:11, 51:20,
22:1, 29:4,	74:11	18:6, 27:2,	52:1, 52:7,
29:8, 62:14	low	29:23, 29:24,	54:14, 66:16,
live	58:12	31:21, 31:23,	74:16, 74:20,
11:3, 12:8,	lucky	34:2, 56:12,	75:15
33:8	66:7	56:19, 57:24,	meetings
living	M	61:3, 61:16,	28:18, 36:20
11:5, 11:6	mack	61:17, 69:21,	member
local	9:18	72:4, 72:9	16:21, 29:17,
9:23, 42:9,	made	marathon	71:24
42:14, 42:21,	35:1, 55:8,	48:14	members
44:9, 45:6,	58:20, 60:14,	march	3:2, 9:13,
45:11, 45:20,	61:14, 67:15	21:23, 22:6	12:7, 17:2,
55:13, 59:4,	mainly	marginalized	21:21, 27:2,
59:19	12:10, 12:22	19:17	32:16, 34:2,
locals	maintain	mart	35:9, 54:15,
43:21, 44:2	56:18	54:18	66:4
logged	maintenance	maternity	membership
27:23	24:3, 24:4	62:5	28:18
logo		matter	<b>men</b>
22:15		53:1, 58:9,	18:19, 57:1

	001144004	11 January 15, 2025	
mentioned	modeled	morning	45:15, 45:17,
35:6, 66:22,	70:7	4:2, 9:12,	47:4, 47:6,
68 <b>:</b> 5	modernization	12:6, 12:7,	50:15, 50:17,
merchandise	24:7, 59:20	15:3, 17:1,	52:2, 52:4,
54:18	moines	20:7, 48:8, 64:8	53:9, 53:11,
message	74:9	morton	74:17, 74:19
74:5	moment	9:15	moves
met	67:24	most	32:1
16:6, 48:7,	moments	20:16, 20:24,	moving
55:20	63:6	21:7, 24:2,	25:9, 29:23,
metro	monday	54:20, 56:12,	29:24, 68:15
13:22, 14:2	64 <b>:</b> 7	56:13, 58:3,	much
michael	monetary	58:12, 60:21,	6:6, 12:3,
3:7, 16:15	18:1	63:17, 64:3	14:22, 58:10,
michele	money	moths	66:2, 66:20,
3:5	10:22, 11:3,	31:20	68:16, 68:20,
michigan	58:13	motion	71:10, 71:22,
19:1	monitor	5:3, 6:2, 7:16,	72:10, 72:12
might	15:10	7:21, 8:19,	multi
13:17, 16:16	month	36:23, 37:22,	24:10
milestone	23:1, 24:10,	38:2, 39:6,	multiple
35:14	31:14, 31:15,	39:14, 40:14,	31:7
million	31:17	40:24, 42:2,	municipal
27:17, 27:20,	monthly	42:11, 43:14,	48:18
27:24, 28:1,	20:13, 66:16	43:23, 45:1,	mural
46:22, 47:1,	months	45:10, 46:14,	22:24
47:8, 60:5	20:19, 20:22,	46:24, 48:3,	myself
mind	21:2, 21:12,	50:14, 51:11,	54:23, 73:2
72:14	21:22, 22:11,	51:23, 52:24,	N
mine	22:18, 22:21,	53:5, 54:8,	name
58:3	23:10, 24:2,	74:15, 75:14	12:8, 17:5,
minority	24:23, 31:20,	move	19:2, 60:13
28:20	31:23, 67:8,	6:10, 6:13,	named
minutes	72:6	6:15, 21:4,	62:6, 62:7
7:19, 8:1, 9:5,	mooney	21:11, 22:6,	nation
10:13, 39:11,	20:4, 20:7,	34:16, 36:19,	14:3, 16:12,
39:14, 39:20,	20:8, 20:12,	59:3, 60:6,	65:8
48:9	21:17, 30:2,	67:2, 68:9	national
miss	31:16, 32:8,	moved	28:19
66:17, 66:18,	33:20, 36:11	5:6, 5:8, 6:18,	nd
66:19, 71:22	more	6:22, 7:22,	18:23
missed	14:6, 15:18,	7:24, 13:11,	near
65:15	22:2, 27:19,	37:1, 37:3,	34:3, 70:24
mission	29:20, 36:11,	38:4, 38:6,	nearly
65:14	55:17, 57:18,	39:16, 39:18,	60:7, 60:15,
mm-hmm	62:10, 68:20	41:5, 41:7,	61:9
11:12	morgan	42:15, 42:17,	necessarily
model	22:9, 23:4	44:3, 44:5,	34:19
70:21			

need	niquy	obviously	30:9
14:5, 14:14,	12:5, 12:8	34:12	ongoing
58:12, 66:12,	non-for-profit	occurrence	31:11, 33:21,
71:19	17:10	13:12	35:23
needed	nonexistent	offered	online
64:10, 65:2,	12:24	64:23, 67:21	20:22
70:6	nora	offering	only
needs	53:5, 53:12	19:7, 19:16	10:12, 13:7,
16:6, 35:24,	normal	office	26:5, 34:1,
58:20	9:19	11:23, 36:7,	57:5, 60:6,
neema	normally	48:16, 49:2,	60:8, 65:7
3:9	20:14	49:12	open
negative	north	officer	36:20, 38:2,
13:17	24:19, 25:2,	20:4, 20:8,	38:8, 38:17,
neither	33:7, 59:21	61:21, 76:5	48:17, 66:3
76:11	notably	official	opening
networked	63:17	26:22	11:15
28:10, 28:15	note	officials	operate
never	26:17, 26:19,	59:5	56:14
13:10, 55:3,	35:3, 57:23	often	operational
65:24, 71:21,	noted	57:2, 60:18	13:4, 15:7
72:5, 72:17	57:2	okay	operations
new	nothing	9:12, 11:13,	14:8, 15:13
6:14, 13:24,	36:12, 65:18	11:18, 12:1,	opinion
14:6, 14:14,	november	31:3	72:17
24:13, 27:19,	27:16, 27:23	old	opportunities
29:12, 33:14,	number	54:17	28:5, 28:12,
57:12, 57:15,		omnibus	29:2, 34:21,
57:16, 61:20,	6:19, 6:20,	50:8, 50:14,	60:24
64:21, 68:9,	16:11, 28:3, 30:3, 56:21,	50:18	opportunity
74:1, 74:4	66:9, 67:10	once	17:3, 32:24,
newest	numerous	13:10, 14:9,	35:4, 35:22,
71:23	27:10, 71:6	22:5	55:21, 56:7,
next		once-in-a-lifeti-	57:8, 62:19,
7:18, 8:20,	0	me	72:6, 72:8
14:17, 19:8,	oak	64:1	order
20:2, 21:2,	49:15		4:3, 6:11,
24:2, 24:9,	obligation	one 9:17, 10:11,	7:18, 8:20,
32:21, 36:14,	5:1	16:11, 30:9,	11:4, 20:2,
48:4, 54:9,	observations	32:19, 34:1,	40:21, 48:4,
62:8, 62:10,	57:11	34:14, 48:11,	73:23
65:19, 67:2,	observed	58:10, 62:17,	ordinance
68:9, 70:18	18:18, 72:5		15:15, 40:18,
night	obstetrics	62:18, 67:10, 70:14, 72:11	40:24, 41:9,
17:9, 68:15	62:3	one's	48:11, 48:15,
nights	obtained	58:9	48:20, 48:24,
16:9	17:21		49:4, 49:8,
nine	obtaining	ones	49:13, 49:17,
67:8	17:23	30:4, 30:6,	····/ ···/

49:22, 50:2,	outreach	park	61:20
53:2	18:18, 26:2	9:6, 9:7, 9:9,	paul
ordinances	outside	9:14, 9:16,	16:18
48:10, 50:7,	25:8	49:15, 49:20,	pause
50:10	outstanding	59:23	27:13
organization	64:14, 64:15,	parking	pavers
16:20, 57:13,	67:22	25:7	25:12
65:8, 67:6	over	part	paycheck
ortiz	20:19, 22:11,	22:15, 26:7,	11:1
3:6, 4:10,	22:17, 24:2,	27:8, 31:10,	payment
4:11, 5:18,	24:9, 24:23,	35:8, 55:1,	48:19
5:19, 7:6, 7:7,	25:15, 27:8,	70:23, 71:19,	payments
8:8, 8:9, 8:10,	27:13, 27:23,	71:20, 71:24	45:6, 45:12,
34:24, 37:11,	27:24, 30:8,	participate	45:21
37:12, 38:14,	30:17, 34:10,	5:4, 5:10, 27:3	peace
38:15, 40:3,	58:23, 61:3,	participated	69:11
40:4, 41:16,	63:5	26:3	pending
41:17, 43:4,	overall	participating	46:21
43:5, 44:15,	33:17	27:12	pensions
44:16, 46:4,	overcome	particularly	10:23
46:5, 47:17,	55:22	34:11	people
47:18, 51:1,	overdue	parties	13:10, 27:10,
51:2, 52:14,	33:16	76:12	33:8, 54:20,
52:15, 53:22,	P	partner	55:20, 56:20,
53:23, 68:19,	pace	28:17	60:23, 62:18,
75:3, 75:4	60:19	partners	62:20, 67:14,
other	packages	28:10	69:8, 70:14,
9:21, 10:5,	27:18	party	71:18
22:7, 26:7, 29:17, 31:10,	pad	19:9, 26:15,	percent
32:15, 57:8,	25:7	27:3	13:8, 27:21
57:9, 57:17,	pages	passed	perception
60:11, 66:3,	1:23	15:16	13:18
67:18, 70:23	paid	passes	perform
others	27:19	6:2, 7:16,	17:20
30:12, 33:2,	paint	8:19, 37:22,	perhaps
56:19, 72:4	21:14	39:6, 40:14,	67 <b>:</b> 24
otherwise	pandemic	42:2, 43:14,	periods
76:14	9:20, 58:1,	45:1, 46:14,	63:8
out	58:17, 64:1,	48:3, 51:11,	permit
17:9, 21:13,	68:2	52:24, 54:8,	5:4
25:15, 26:12,	panel	75:14	person
31:24, 34:8,	22:14, 22:15,	passion	4:24, 17:20,
36:12, 67:11,	25:18	14:1, 14:8	17:23, 67:12,
73:8, 73:9	panels	passionate	70:20, 74:7
outcome	23:6, 24:16	14:18	personal
76:14	parents	past	67:1, 67:3,
outcomes	62:7	26:20, 63:5	68:14, 68:24,
58:11		<b>path</b>	69:19, 71:16
		21:24, 55:6,	

personally	34:15	25:23	pretty
11:8, 64:20	platform	pouring	32:11
persons	15:9, 25:21	24:17	preview
8:24, 15:6	play	practices	29:3
perspective	33:24	57:11	previous
60:17, 70:3,	players	precast	45:7, 45:13,
71:16	33:24	22:14, 22:15,	45:21
petros	please	25:18	prework
1:24, 2:12,	4:5, 11:22,	prep	29:8
76:3, 76:20	14:16, 21:15,	22:4, 25:13	pride
phase	39:13	prepares	55:1, 72:23
21:4, 32:1	pleasure	20:21	prieto
phases	71:5	prepped	20:5, 20:10,
20:17, 24:8	plus	22:13, 23:4	27:15
phasing	61:11	prepping	prime
30:13, 32:11	poem	21:1	27:20, 28:1,
phone	70:23, 71:2	presence	28:15, 28:16
68:14	point	65:15	prior
photo	23:5, 32:21,	present	4:23
20:20, 22:4	72:15	3:11, 4:9,	priorities
photography	police	32:24, 38:13	61:13
49:7	19:11, 49:15,	presentation	privilege
	49:16, 49:20,	28:9	55:12
photos	49:21, 49:24,		
21:3, 21:20	50:1, 50:4	presented	proactively
picture		64:21	33:22
27:1	political	presenting	probably
pictures	58:18	32:20	74:7
20:18	pool	presidency	probation
pieces	29:12	61:10	17:8
32:22	population	president	proceed
pimps	18:5	3:12, 9:15,	24:8
19:10	populations	12:13, 12:14,	proceeding
place	19:17	12:18, 13:24,	76:6
25:21, 69:7,	portfolio	14:17, 15:6,	process
69:12	56:2	15:20, 16:6,	27:6, 29:11,
placed	portion	16:10, 16:17,	30:13, 35:6
50 <b>:</b> 7	25:2	16:20, 30:24,	professional
plan	position	31:4, 34:7,	2:13, 29:1,
26:8, 26:9,	53:8, 53:16,	36:2, 53:2,	55:9, 61:19,
26:13, 29:24,	68 <b>:</b> 23	53:6, 53:7,	65:3, 66:23,
32:5, 32:9,	positive	53:13, 53:15,	72:14, 72:15,
33:17, 61:2	65 <b>:</b> 10	54:11, 54:13,	76:4
planning	possible	55:4, 59:15,	professionals
15:10, 26:4,	68:16	61:20, 62:13,	56:7
26:8, 30:4,	potential	62:24, 63:2,	program
33:22, 34:8,	28:16, 59:22	63:5, 73:21	23:12, 24:1,
34:16, 34:18	pour	president's	24:6, 63:15
-	-	6:13, 54:10	programs
plans	ZI:Z4, ZZ:0,		programs
<b>plans</b> 33:5, 34:11,	21:24, 22:6,		15:10, 20:6,

		<b>.</b>	
20:11	psychologist	19:19, 29:14,	read
progress	17:6	29:16, 32:15,	14:24
30:19, 32:18,	public	32:17, 67:14	reading
60:19	6:16, 8:21,	quick	76:10
project	8:23, 9:3,	54:14	ready
15:14, 15:23,	12:23, 13:11,	quickly	22:5, 23:9,
20:15, 21:7,	13:18, 14:2,	54:23	26:12
21:18, 22:10,	15:1, 15:9,	quorum	real
24:7, 25:3,	15:21, 16:23,	4:21	33:23
25:24, 26:6,	18:16, 20:1,	R	reality
26:10, 26:18,	54:24, 55:7,	racine	59:13, 63:21
26:21, 26:24,	55:18, 56:3,	22:9, 22:13,	really
28:23, 31:18,	57:8, 58:4,	30:9	11:2, 26:10,
59:20, 59:22,	58:6, 58:8,	rahm	27:8, 30:21,
60:10, 63:17,	61:18, 63:10,	59:16	35:7, 68:13,
63:18, 63:20,	64:14, 66:13,	rail	72:8, 73:8
65:2, 65:7	68:1	16:3, 24:3,	reasons
projects	pulaski	56:16, 56:19	36:24
28:6, 28:10,	18:20, 18:21	railroad	receive
28:17, 31:21,	pull	15:13	64:5
35:20, 35:23,	55:7	rails	receiving
36:4	purchase	18:6	22:24
prolonged	48:17	railways	recently
16:8	purchases	18:10	24:17
promise	48:23	raise	recess
60:14, 63:21	purple	66:15	36:23, 37:5
properties	12:11, 13:7,	raised	recognize
18:7	24:7, 24:9,	35:21	73:22
proposed	59:20	ramped	recognized
40:18, 45:5,	purpose	64:3	64:12, 64:17
46:18	17:23, 18:11	randy	recognizing
protected	pursuant	14:1	60:13
16:7	36:19	rapid	recommendation
protection	puts	13:14	42:6, 43:18
15:12	27:20	rather	recommended
proud	putting	67:1	50:9
61:8, 74:11	25:21	ray	record
provide	Q	3:13, 36:18,	14:24, 66:24,
57:15, 59:2,	quarter	39:10, 40:17,	75:16, 76:7
60:17, 64:5	28:6, 56:23	42:5, 43:17,	recording
provided	quarterbacking	45:4, 46:17	11:20
57:20, 62:16	64:8	rd	recruit
providers	question	19:1	18:10
19:15	29:18, 29:21,	reach	recruitment
providing	67:12	67 <b>:</b> 11	17:22
58:11	questions	reaching	red
provision	11:19, 12:4,	34:8	12:16, 13:12,
17:22, 18:14			15:2, 15:8,

	Conducted on Jan	lidal y 15, 2025	21
15:13, 15:23,	14:6, 26:19	6:18, 20:3,	74:17, 74:20,
16:18, 16:21,	related	29:13, 29:22,	75:1, 75:2
23:16, 24:7,	60:10, 76:12	31:4, 31:12,	request
24:9, 26:21,	relating	31:22, 32:5,	29:21, 30:18,
28:21, 29:2,	45:6, 45:11,	32:6, 33:18,	32:19, 32:20,
33:3, 33:12,	45:20	48:5, 48:9,	33:21
34:11, 36:5,	relationship	50:11, 54:10	requested
59:7, 59:13,	15:17, 61:23	reported	76:11
59:20, 59:21,	release	1:24	required
61:6, 63:18,	26:12	reporter	59:3, 59:11,
65:1, 73:6	reliability	2:13, 76:1,	60:18, 60:19,
reduced	13:6	76:4, 76:5	60:21
76:9	reliable	reporting	reroutes
refer	13:14	26:19, 30:11	24:11
19:5	relied	represent	rescind
reflect	64:5, 64:9	72:10, 72:23,	71:13
63:13	rely	73:3	residents
reflects	12:10	requejo	28:4, 55:2
31:13	remained	3:8, 4:8, 4:9,	resignation
refresh	63:11	5:6, 5:9, 5:16,	71:13
23:12	remarkable	5:17, 6:8, 6:9,	resilience
regard	65:4	6:23, 7:4, 7:5,	67:23, 67:24
56:15	remarks	7:22, 8:1, 8:7,	resolution
regarding	62:23	32:17, 34:23,	51:18, 51:23,
17:4, 57:11	remember	37:1, 37:4,	52:6
regardless	62:13, 64:20,	37:9, 37:10,	respect
69 <b>:</b> 9	70:11	38:4, 38:7,	56:3, 57:3,
regards	remind	38:12, 38:13,	65:7, 67:16,
31:6, 72:10	9:4, 74:8	38:16, 38:18,	67:20
region	reminder	38:20, 39:16,	respond
69:3, 69:8,	32:19	39:19, 40:1,	67:14
69 <b>:</b> 14	remiss	40:2, 41:5,	responded
region's	26:18, 57:22,	41:8, 41:14,	67:13
58:6	74:6	41:15, 42:15,	responsibility
regional	remotely	42:18, 43:2,	31:2, 68:23
15:9, 49:5	5:5, 5:12	43:3, 44:3,	responsiveness
registered	renew	44:6, 44:13, 44:14, 45:15,	67:11
2:13, 8:23,	23:12	44:14, 45:15, 45:18, 46:2,	rest
8:24, 76:3	renewal	46:3, 47:4,	61:1
registering	49:13, 49:17,	47:7, 47:15,	restaurants
29:9	49:18, 49:22	47:16, 50:15,	33:15
regular	repair	50:18, 50:23,	restoration
5:10, 6:10,	56:18	50:24, 52:2,	21:10, 22:7,
7:19, 8:2,	repeat	52:5, 52:12,	25:6
13:12, 51:20,	66:22	52:13, 53:9,	result
51:24, 52:7	repeated	53:12, 53:20,	58:18, 64:18
regularly	32:20	53:21, 66:21,	resulting
13:7, 14:2,	report		56:3
	6:13, 6:15,		

	Conducted on 3d	•	
results	36:9, 68:2,	S	6:21, 7:23,
60:19, 61:7	68:24, 69:6,	said	10:3, 10:9,
retirement	69:12, 69:15	6:11, 10:21,	11:3, 23:6,
12:13	road	16:16, 34:3,	35:1, 37:2,
retiring	28:21, 58:15	66:11, 70:16,	38:5, 39:17,
61:18	roberto	70:17, 74:10,	41:6, 42:16,
retroactive	3:8	76:8	44:4, 45:16,
45:6, 45:12,	roberto's	saint	47:5, 50:16,
45:20	69:18	61:21, 61:23,	52:3, 53:1,
return	roberts	62:5, 68:11,	53:10, 67:16,
38:2, 38:17	17:5	69:18, 69:24	68:19, 69:18,
returned	roberts-tabb	salary	74:18
9:19	16:24, 17:1,	53:7, 53:14	seconded
returns	19:22	same	5:9, 6:24, 8:1,
38:8	rock	29:4, 30:18,	37:4, 38:7,
rev	74:12	34:20, 60:23,	39:19, 41:8,
3:4	rogers	64:18	42:18, 44:6,
reverend	9:6, 9:7, 9:9,	sat	45:18, 47:7,
72:21	9:14, 9:16	19:8	50:18, 52:5,
reviewed	role	save	53:12, 74:20
39:10, 45:5,	34:18, 69:5	10:22	seconds
46:18, 48:9,	roles	saw	11:10, 11:11
48:10, 50:6	55:13	11:8, 23:1	secretary
revisit	roll	say	3:14
32:10	4:5, 5:13, 7:1,	9:2, 31:16,	section
rewarding	8:4, 37:6, 38:9,	38:19, 68:21,	36:20
55:14	39:22, 41:11,	70:9, 71:3,	sections 24:12
rfps	42:23, 44:10,	72:17, 72:21,	secure
26:12	45:23, 47:12,	73:8	15:22, 16:2,
richness	50:20, 52:9,	saying	27:11
55:19	53:17, 74:22	31:14	secured
ride	roof	says	30:14
10:15	21:9	32:5	securing
rider	roofing	scapegoats	12:16
71:17	25:14	58:21	security
riders	room	scenes	49:16, 49:21,
15:18, 16:7	59:8	67:19	50:1, 50:5
ridership	roosevelt	scheduled	see
14:3	18:22	13:8, 13:21	21:3, 21:8,
rides	rosa	season	22:16, 22:19,
14:2, 14:6,	3:6	21:19, 23:21	23:1, 23:5,
14:14	<b>rpm</b> 27:16	seasonal	23:7, 23:16,
riding		21:7	23:21, 24:14,
16:7, 62:16	<b>rpr</b> 1:24, 76:20	seat	25:3, 25:4,
right	runs	10:17	25:13, 25:22,
12:2, 12:3,	13:7	second	26:1, 26:22,
14:16, 22:3,	ryan	5:7, 6:15,	29:23, 30:7,
25:7, 31:21,	19:1		

		Junuary 15, 2025	
33:4, 33:12,	37:24, 38:2,	shown	35:12
33:13, 61:2,	38:8, 38:17,	22:10, 67:17	smoking
66:13, 70:6	39:11, 39:14,	shows	13:10, 13:19
seeing	39:20	30:3	solution
21:13, 25:17,	set	shuffle	69:10
30:11, 66:8	36:3, 53:6,	48:13	some
seen	53:14	shut	10:5, 11:14,
25:19	settlement	64:4	21:9, 21:13,
send	45:5, 45:10,	side	22:7, 23:2,
11:19, 11:20,	45:19, 46:18,	12:18, 27:22,	23:5, 23:16,
11:23, 16:14,	46:24, 47:8	33:7, 40:21,	24:14, 24:21,
31:22	seven	41:4, 59:21,	24:22, 25:13,
senior	71:4	59:22, 59:24,	26:7, 29:12,
61:12	sex	60:9, 60:23,	30:11, 30:17,
sense	17:4, 17:14,	61:22, 62:15	31:8, 32:21,
15:22, 33:17,	17:15, 17:17,	signature-mig2k	33:3, 33:6,
72:18	17:24, 18:12	76:18	33:7, 34:10,
sent	sexual	signed	34:17, 60:17
15:1	18:9	59:5, 76:15	somebody
servant	shamrock	significant	19:21, 70:9
15:24	48:13	14:7, 63:8	someone
serve	share	signing	14:17, 34:9,
56:15, 57:19,	69 <b>:</b> 21	26:21, 26:22,	70:8
62:12, 62:18,	shared	27:1, 29:5,	something
62:20, 63:10,	21:21, 35:2,	63:22, 76:10	31:24, 34:6,
63:14	61:11	simply	57:23, 68:5
served	sharing	55:9	sometimes
62:2	60:16	simultaneously	10:14, 67:17
service	shelter	15:18	soon
9:19, 12:15,	18:2, 18:6	since	61:19
13:21, 14:4,	short	27:6, 74:13	sorry
15:21, 18:14,	54:14	single	49:18
54:24, 57:15,	shortcomings	64:17, 66:16,	sort
63:4, 63:13,	58:16	67:11	35:6
65:12, 66:14,	shorthand	sir	sound
73:17	2:12, 76:1,	64:19, 73:18	24:16
services	76:4	sister	source
17:9, 19:17,	should	15:17	18:2
29:1, 48:22,	14:21, 70:17	site	south
49:10, 49:11,	shoulder	21:4	12:18, 16:17,
58:11, 64:6	55:23	sites	22:12, 59:22,
serving	show	26:5, 26:7,	60:23, 62:15
53:8, 53:16,	28:21, 29:6,	33:9	spanning
55:13	32:11	slide	65:4
session	showed	30:3	speak
28:24, 36:15,	20:18, 24:22	slow	9:5, 12:12,
36:17, 36:19,	showing	21:16, 60:18	18:8, 21:15
36:23, 37:5,	24:18	small	speaking
		27:11, 28:4,	31:17

specialist	statement	strategize	67:9, 71:18,
17:8	17:3	61:3	74:10
specifically	statements	strategy	sustainable
18:7	19:7	32:22, 33:1	13:15
speed	station	street	system
13:6	10:11, 21:6,	2:5, 18:18,	13:9, 14:6,
spend	21:13, 22:10,	18:24, 24:22,	14:9, 14:14,
24:2, 55:10,	22:13, 22:20,	56:16, 71:12	15:19, 16:3,
56:19	22:23, 23:15,	streetscape	16:7, 31:12,
spending	23:18, 25:8,	25:7	48:18, 49:3,
15:10	25:16, 31:8,	strengthens	56:4, 59:1,
spent	68:12	15:17	64:4, 64:9
56:23	stations	strong	systems
spirit	19:5, 23:13,	55:6	57:8, 58:6,
62:8, 71:8	25:3, 25:17,	structure	58:8, 64:3
spring	29:22, 30:4,	24:19	Т
21:5, 24:5	32:9, 33:13,	subscription	table
st	34:5, 56:16,	49:7	67 <b>:</b> 18
68:15	56:19	substation	take
staff	statute	20:15, 24:22	5:13, 7:1, 8:4,
15:7, 54:19,	36:20	suburbs	37:6, 38:9,
57:18	stay	69:2	39:22, 41:11,
stagnant	64:24, 68:4	success	42:23, 44:10,
31:23	steadfast	63:7, 65:21	45:23, 47:12,
staircase	16:11, 63:9	successes	50:20, 52:9,
22:17, 25:5,	steel	61:4	53:17, 74:22
25:24	21:10, 21:21,	successful	taken
standards	24:18	60:4, 63:15	26:20, 35:22,
48:17, 66:14	steelwork	sum	71:6, 76:6, 76:9
standing	21:19	56:1	takes
6:8, 55:23,	steelworkers	summary	56:4
57:4	42:9, 42:13,	30:23	taking
start	42:21	summer	18:6, 61:20,
9:11, 20:14,	step	21:11, 23:10	68:23
21:3, 21:12,	65:19	support	talk
26:12, 29:21,	steward	11:4, 15:15,	11:21, 26:5,
30:11, 62:10,	9:22, 11:21	23:23, 58:7,	28:11, 30:21,
66:5	still	60 <b>:</b> 4	30:24, 34:9,
started	26:13, 63:20,	supported	34:10
20:24, 29:7	71:7, 71:12	56:10	talked
starting	stop	supporting	22:17, 27:7,
22:19, 23:9,	55:9	56:21	57:24
24:12, 25:13,	<b>stops</b>	supportive	task
25:22, 30:10	18:19, 18:21,	57:19	35:12
state	18:24, 19:11, 19:16	sure	tax
2:14, 12:20,		11:24, 26:13,	59:17
13:16, 16:1	story	30:2, 34:5,	teach
stated	23:6	34:22, 65:1,	13:13
36:24			

team	th	72:13, 73:15	times
27:5, 35:9,	4:4, 5:12,	thinking	14:7, 64:10,
56:10, 61:12,	7:20, 8:2,	69 <b>:</b> 14	66:9
66:8, 67:14	18:22, 18:24,	third	tirelessly
teamsters	19:2, 26:4,	6:17, 11:4,	16:2
45:5, 45:11,	28:13, 29:4,	48:20, 67:23	tod
45:20	39:12, 39:15,	thought	26:5, 26:9,
technically	39:21, 48:8,	72:22	32:21, 33:9
74:3	51:21, 52:1,	thousands	today
technologies	52:8, 74:16,	18:19, 19:3	9:3, 12:12,
57:12	76:16	three	13:2, 15:15,
technology	thank	8:24, 9:5,	17:14, 18:8,
49:10	6:5, 7:17, 9:2,	11:7, 27:9, 67:7	20:9, 36:16,
tell	11:18, 12:3,	through	51:15, 51:17,
35:24, 71:24	12:4, 14:22,	16:10, 24:18,	54:14, 55:17,
temperatures	14:23, 15:20,	26:6, 29:11,	56:13, 57:4,
22:3	16:12, 16:15,	48:16, 49:10,	60:18, 62:5
ten	17:2, 19:18,	49:15, 49:20,	today's
11:10, 11:11,	19:22, 19:23,	49:24, 50:4,	4:23, 6:10
48:10, 50:7,	32:13, 34:23,	63:6, 63:9,	together
50:9, 61:9,	36:10, 38:21,	63:24, 67:24	35:5
62:3, 63:5	50:13, 54:13,	throughout	token
tends	62:22, 62:24,	18:13, 21:11,	27:11
34:17	65:22, 66:2,	57:7, 61:5	told
tentative	66:20, 67:3,	tickets	19:10
41:3, 42:8,	68:18, 69:1,	48:23	toll
42:13, 42:20,	69:13, 69:16,	tif	68:3
43:20, 44:1,	70:20, 71:10,	15:2, 15:8,	took
44:8	71:14, 71:17,	16:19, 16:21,	27:7, 60:20,
tenure	71:20, 73:20	59:19, 60:2,	68:3
61:24	thanks	60:3, 60:5	tool
term	13:23, 27:15,	tight	59:19
19:6	60 <b>:</b> 4	20:23, 22:21	top
terminals	theme	tile	6:16, 73:9
23:14	18:15	23:2	topic
terms	thereafter	time	12:12
34:20, 35:11,	76:9	10:15, 11:17,	total
41:2, 42:8,	thing	14:19, 19:9,	30:7, 30:16
42:12, 42:20,	67:23, 69:4	19:18, 24:3,	touch
43:20, 43:24,	things	36:8, 53:8,	57:22
44:8, 45:7,	21:14, 31:10,	53:15, 54:20,	touching
45:12, 45:21	66:22, 69:10,	55:12, 58:23,	26:11
test	69:23	60:20, 64:1,	tour
70:24, 71:1,	think	64:16, 66:4,	36:3, 36:5
71:4	30:20, 30:22,	67:11, 68:6,	toward
testimony	32:12, 32:20,	73:3	32:1
76:8	32:23, 33:16,	timeline	towards
text	34:14, 66:6,	60:16	24:19, 30:1,
67:12			21.19, 30.1,

	Conducted on Ja	inuary 15, 2025	102
55:7, 57:10	53:3, 53:6,	68:14	42:21
track	53:14, 55:4,	turnaround	untangling
24:13, 66:23	56:3, 56:4,	23:21, 23:22	24:10
tracking	57:8, 58:4,	turned	until
28:1	58:6, 58:8,	64:24	13:11, 31:24,
trade	58:11, 58:12,	two	74:7
18:3, 18:11,	59:1, 59:7,	10:13, 21:2,	unwavering
18:12, 28:11,	59:17, 59:19,	50:6, 50:7,	63:11, 69:4
40:20, 41:4,	60:2, 60:5,	50:10, 51:17	upcoming
48:12	60:24, 61:18,	type	12:13, 20:22,
trafficking	64:3, 64:12,	35:20, 59:2	28:9, 28:15,
17:4, 17:7,	64:14, 64:15,	typewriting	33:19
17:13, 17:15,	64:17, 64:22,	76:9	update
17:17, 17:18,	64:23, 65:5,	U	20:13
18:14, 19:13,	65:23, 74:15	-	upgrade
19:15	transit-oriented	ultimately	20:15, 23:18
train	68:11	55:8 unable	upgrades
11:14	transition		31:9, 59:23
training	24:16, 73:15	4:24	uphold
10:6, 19:14	transport	uncertainty	66:14
trains	18:10	64:2 under	use
10:14, 10:17,	transportation		18:19, 19:11,
13:17, 19:4,	12:11, 13:15,	12:18, 30:6,	48:17
19:16, 56:14,	17:22, 18:16,	31:18, 31:19,	useful
62:16	49:6, 55:7,	45:6, 45:12, 45:21, 76:10	32:12, 57:10
trajectory	55:18, 65:3,	understand	utmost
66:23	65:7, 68:1	14:15	67:20
transcript	travel	understanding	v
11:20, 76:7	5:1	36:16	valuable
transform	traveled	unexpected	18:2, 19:16
14:9	16:1	55:5	value
transformation	tremendous	unfolded	18:1, 18:2
49:11, 69:22	63:7, 64:1	55:6	values
transformational	trips	unfortunate	67:7
12:17	13:8, 13:9	58:18	various
transit	trudy	uniform	69:9
1:1, 2:4, 4:4,	9:6, 9:13	15:12	vehicles
5:11, 9:23,	true	union	56:19
12:23, 13:11,	61:5, 65:3,	9:22, 9:23,	vendor
13:14, 13:18,	76:7	11:21, 43:21,	29:9
14:2, 14:8,	truly	44:2, 44:9	ventra
14:18, 15:3,	57:1, 58:10,	unions	48:23
19:5, 19:12,	68:16	16:5, 28:11,	version
43:21, 44:1,	truman	40:21, 41:4	20:12
44:9, 46:19,	28:8	unique	versus
47:2, 47:10,	trying	27:17, 27:23	30:16
50:5, 51:20,	13:13	united	vice
51:24, 52:7,	turn	42:8, 42:13,	16:19
	14:5, 27:13,	-2, -2,	
II.			

victims	12:14, 60:20,	30:21, 30:23,	whole
18:15	62:11, 63:3,	31:9, 36:6,	32:22, 34:19,
victoria	65:11, 65:18,	66:17, 66:18,	68:15
46:19, 47:1,	66:21, 68:8,	66:19, 71:21,	widely
47:9	68:9, 68:19,	73:2	14:4
view	69:1, 70:2,	we've	wife
22:12, 61:2	71:13, 73:1,	4:22, 21:10,	12:9, 74:11
views	73:10, 73:13,	22:10, 22:17,	wildest
23:19	73:18	24:11, 24:17,	55:15
village	wanted	25:19, 27:7,	wilson
49:14, 49:19	19:8, 35:3,	61:12, 66:9,	46:20, 47:2,
villanueva	67:3, 67:8,	72:4, 72:5	47:10
46:19, 47:2,	74:10	weather	windows
47:9	ward	20:23, 22:1,	22:22, 22:23
vinci	26:4, 62:5	56:15	winter
28:22	warmed	wednesday	16:9, 21:12,
vision	22:21	1:9	22:21
63:19	washington	weeble	wiring
visit	13:22, 18:20	71:7	23:8
13:1, 57:8	water	weebled	wish
visited	22:20	71:8	15:20, 65:18,
12:22	waterfall	week	71:11
visitors	22:17	35:15, 63:23	within
55:2	watertight	week's	18:5, 23:18,
vital	23:5	60 <b>:</b> 12	65 <b>:</b> 8
56:13, 60:11	watson	welcome	without
vivian	46:20, 47:3,	6:3, 36:9	13:2, 14:13,
62:6	47:10	welcoming	56:15, 63:19
vote	waves	29:12	witness
5:13, 7:1, 8:4,	16:9	well-renowned	56:24, 76:15
37:6, 38:9,	way	13:4	wobble
38:17, 39:22,	55:10, 56:17	well-supported	71:8
41:11, 42:23,	ways	10:6	wobbled
44:10, 45:23,	56:22, 57:16,	west	71:8
47:12, 50:20,	69:21	2:5, 59:24,	women
52:9, 53:17,	we'll	61:22	18:11, 18:19,
74:22	5:13, 7:1, 8:4,	whenever	57:1
W	20:14, 21:12,	32:6	wonderful
waits	24:2, 34:22, 36:6, 37:6,	whereof	66:10
13:19	38:9, 39:22,	76:15	words
walked	44:10, 45:23,	whereupon	66:6
54:17	47:12, 50:20,	37:23	work
wall	52:9, 53:17,	wherever	5:1, 9:14,
24:24	74:22	70:13	10:7, 10:10,
walsh	we're	white	18:13, 18:17,
28:22	25:24, 26:11,	22:14	20:20, 21:1,
want	26:13, 26:19,	whoever	21:8, 21:13,
9:17, 11:20,		31:3	21:20, 22:5,

	Conducted on Jan		
22:7, 23:2,	<u> </u>	\$292	52:8, 70:18,
23:8, 24:15,	yeah	27:17	74:16
24:18, 24:21,	-	\$8	16
24:23, 25:14,	29:20, 30:15,	46:22, 47:1,	18:13, 19:6
25:16, 25:19,	34:7, 34:22,	47:8	17
28:23, 31:7,	35:19, 36:11,	\$959	75:16
34:5, 35:5,	68:19	60 <b>:</b> 5	17.5
36:2, 36:6,	year	<u></u>	
55:11, 55:21,	14:7, 30:17,	·	27:21
56:4, 56:7,	32:5, 32:21,	.3137	18
	33:19, 57:5,	2:7	17:21, 31:19,
56:11, 56:16,	64:18	0	31:20, 49:12
56:21, 56:24,	years	024	19
59:3, 59:11,	12:15, 17:21,		58:1, 58:17
60:9, 60:17,	18:13, 27:9,	40:18, 41:1,	2
72:3, 72:7	35:7, 54:17,	41:10	2
worked	55:5, 55:17,	09	- 36:21, 75:16
16:6, 19:4,	55:18, 57:7,	1:10	2(c) (1
27:10, 55:22,	57:24, 58:2,	1	36:21
59:16, 60:2,	60:15, 61:3,	10	2,557
60:22, 61:12	61:9, 62:2,	29:4	27:23
workers	62:3, 63:4,	10,000	
10:3, 11:1,	63:5, 65:6,	61:11	2.1
16:5, 27:23	65:12, 70:18,	103	27:24
workforce	71:5	19:1	20
27:22, 28:2,	yesterday	11	70:18, 76:16
28:7, 28:10,			2006
57:1	74:5, 74:9	1:10, 7:20,	27:6
working	york	8:2, 28:13,	201
10:1, 15:9,	64:21	36:21, 39:12,	12:11
21:11, 35:10,	young	39:15, 39:21,	2016
56:1, 61:10,	54:20, 65:6,	48:8	59:14, 60:2
65:6, 71:5	70:4, 70:13,	119	2021
world	70:15	19:2	64:15
65:9, 70:19	yourself	120	2022
world-class	34:1, 70:1	36:21	60:4
	\$	121	2023
14:9, 59:1	\$127	27:16	46:20, 47:3,
worried	27:24	125	47:11, 50:5
33:3	\$189	40:18, 41:1,	2024
worry	27:20	41:10	
33:5	\$2 \$2	13.1	7:20, 8:3,
worth	-	48:14	23:11, 39:12,
34:8	26:24	14	39:15, 39:21,
write-ups	\$254,234.20	23:14	48:8
10:19, 10:20	45:8, 45:14,	15	2025
written	45:22	1:9, 4:4, 5:12,	1:9, 4:4,
15:1	\$278,703.73	51:21, 52:1,	48:13, 51:19,
wrong	53:8, 53:15		51:21, 51:24,
16:16		1	52:1, 52:6,
		1	

	Conducted of	n January 15, 2025	105
52:8, 74:16,	567	@	
76:16	2:5		
2040		@2	
	59	60:7	
30:20	18:22		
21	5a		
36:21	39:8, 39:10		
241	5b		
43:21, 44:2,	40:16, 40:17		
44:9	5c		
25	42:4, 42:5		
76:16	5d		
27			
	43:16, 43:17		
29:6, 54:17	5e		
29	45:3, 45:4		
23:12, 23:13	5f		
3	46:16, 46:17		
308	6		
9:23, 43:21,	60	<u> </u>	
44:2, 44:9	13:8, 28:14,		
31	35:7, 60:15		
68:15			
	60661		
312.681	2:6		
2:7	62		
39	18:23		
65 <b>:</b> 6	7		
4	70		
40	13:8		
55:17, 57:5,	700		
62:2	45:6, 45:11,		
44	45:20		
26:4	<b>76</b>		
<b>47</b>			
	1:23, 18:24		
18:22	79		
4773	18:24		
46:20, 47:3,	8		
47:11	8th		
4th	51:20, 52:1,		
28:8	52:8		
5	9	—	
52		— I	
28:8	95		
54	18:24		
27:18	9777		
566098	42:9, 42:14,		
1:22	42:22		