

1 COMMITTEE ON FINANCE, AUDIT AND BUDGET

2
3 IN RE THE MATTER:)

4 REGULAR MEETING)

5)

6)

7
8 Report of proceedings at the meeting of
9 the above-entitled cause, before Tabitha Watson, an
10 Illinois Shorthand Reporter, on the 16th day of
11 September, 2020, at the hour of 9:32 a.m., via
12 videoconference.
13
14
15
16
17
18

19 Reported by: Tabitha Watson, CSR, RPR

20 License No.: 084-004824
21
22
23
24



1 BOARD MEMBERS PRESENT:

2 ALEJANDRO SILVA, Chairperson

3 ARABEL ALVA ROSALES

4 GLORIA CHEVERE

5 KEVIN IRVINE

6 BERNARD JAKES

7 JOHNNY MILLER

8
9
10
11 ALSO PRESENT:

12 DORVAL R. CARTER, JR., President

13 GREGORY LONGHINI, Secretary

14 KAREN SEIMETZ, General Counsel

15 MICHELLE CURRAN

16 ELLEN MCCORMACK

17 BILL MOONEY

18 JUAN PABLO PRIETO



1 SECRETARY LONGHINI: Good morning. My name is
2 Gregory Longhini. I am the secretary to the
3 Chicago Transit Board.

4 On September 9th, 2020, the Office of the
5 Secretary of the Chicago Transit Board issued a
6 notice of changed format of meeting of the
7 Committee on Finance, Audit and Budget and the
8 Chicago Transit Board, both meetings scheduled
9 today, September 16, 2020, due to the COVID-19
10 pandemic.

11 Illinois Governor JB Pritzker has issued a
12 disaster proclamation on August 21st, 2020, which
13 is in effect through September 21st, 2020 to
14 address this emergency.

15 Section 12 of the proclamation declares
16 that in-person attendance of more than 50 people is
17 not feasible in light of public health concerns.
18 This means that Chicago Transit Authority public
19 meetings occurring on September 16, 2020, today,
20 will take place only virtually.

21 Let the record show that General Counsel
22 Karen Seimetz and President Dorval Carter -- I'm
23 sorry, General Counsel Karen Seimetz and Board
24 Secretary Gregory Longhini are at the 567 West Lake



1 Street building, which is the headquarters of the
2 Chicago Transit Authority where this meeting is
3 originating from.

4 with that, we may start the Committee on
5 Finance, Audit and Budget as scheduled.

6 Chairman Silva.

7 DIRECTOR SILVA: Good morning. I would like to
8 call to order the September 16, 2020 meeting of the
9 Committee on Finance, Audit and Budget.

10 will the secretary call the roll?

11 SECRETARY LONGHINI: Yes. I will take a
12 rollcall vote.

13 Director Chevere?

14 DIRECTOR CHEVERE: Did you call me?

15 SECRETARY LONGHINI: Yes. Rollcall vote.

16 DIRECTOR CHEVERE: Present.

17 SECRETARY LONGHINI: Going down everybody with
18 the rollcall vote.

19 Director Miller?

20 DIRECTOR MILLER: Here.

21 SECRETARY LONGHINI: Director Jakes?

22 DIRECTOR JAKES: Here.

23 SECRETARY LONGHINI: Director Irvine?

24 DIRECTOR IRVINE: Here.



1 SECRETARY LONGHINI: Director Alva Rosales?

2 DIRECTOR ALVA ROSALES: Here.

3 SECRETARY LONGHINI: Chairman Silva?

4 CHAIRPERSON SILVA: Here.

5 SECRETARY LONGHINI: We have a quorum of the
6 Committee with all six members present, sir. We
7 may proceed to agenda item number two.

8 CHAIRPERSON SILVA: Our first order of business
9 is approval of the committee minutes of August 12,
10 2020.

11 Will the secretary call the roll?

12 SECRETARY LONGHINI: Yes, I will. Roll call
13 vote on minutes --

14 DIRECTOR IRVINE: I think we need a motion,
15 Greg.

16 SECRETARY LONGHINI: I'm sorry. I'm sorry. We
17 do need a motion.

18 DIRECTOR JAKES: So moved.

19 SECRETARY LONGHINI: So moved by --

20 DIRECTOR IRVINE: I second.

21 SECRETARY LONGHINI: Seconded by Irvine. Thank
22 you for jumping in and doing my job. Now let's
23 take a vote.

24 Director Chevere?



1 DIRECTOR CHEVERE: Yes.

2 SECRETARY LONGHINI: Director Miller?

3 DIRECTOR MILLER: Yes.

4 SECRETARY LONGHINI: Director Jakes?

5 DIRECTOR JAKES: Yes.

6 SECRETARY LONGHINI: Director Irvine?

7 DIRECTOR IRVINE: Yes.

8 SECRETARY LONGHINI: Director Alva Rosales?

9 DIRECTOR ALVA ROSALES: Yes.

10 SECRETARY LONGHINI: Chairman Silva?

11 CHAIRPERSON SILVA: Yes.

12 SECRETARY LONGHINI: That motion is approved
13 with six yes votes, sir. We may proceed to agenda
14 item number three.

15 CHAIRPERSON SILVA: Our next order of business
16 is the finance report. Michelle Curran will be
17 presenting.

18 MICHELLE CURRAN: Good morning. I'm Michelle
19 Curran, Vice-President of Budget and Capital
20 Finance. Today I will be presenting the July
21 financial results as compared to the original
22 budget.

23 Next slide, please. Farebox revenues are
24 down 22.8 million, bolstered a little bit by the



1 first full month of returning to front-door
2 boarding on buses.

3 Passes are down 14 million and fare and
4 pass totals, down 36.8 million. That's 71 percent
5 down versus 83 percent last month. The reduced
6 fare subsidy is flat to budget and non-farebox
7 revenues are down 3.2 million. Total revenue is
8 down 39.6 million compared to being down 44 million
9 last month. Next slide please.

10 Year-to-date revenues -- total revenues
11 are down 195.1 million. Fare and pass revenue is
12 down 181.4 and non-fare box revenue is down
13 13.9 million. Next slide, please.

14 On the expense side, labor is favorable
15 \$180,000 for the month due to vacant positions.
16 Materials, favorable 463,000. Fuel is also
17 favorable by 463,000. Power is favorable by
18 713,000. Injuries and damages are flat to budget.
19 And security services are essentially flat to
20 budget. Other expenses are unfavorable by
21 2.3 million.

22 As we talked about last month, we moved
23 some capital expenses to the operating budget
24 consistent with prior past practice. Total



1 expenses for the month are unfavorable by 400,000
2 and net against revenues, it's negative by 39.6
3 million. Next slide, please.

4 On a year-to-date basis, total expenses
5 are favorable by 11.4 million and net against
6 revenues is down by 108.7 million.

7 we've added a couple of new slides to the
8 presentation this month. First, on the public
9 funding side. Next side please.

10 Public funding for the month is
11 unfavorable 20 million with sales tax down
12 10.5 million, PTF down 7.7 million, real estate
13 transfer tax down 1 million, and PTF on the real
14 estate transfer tax down 600,000. ICE funds are
15 also down 100,000. Next slide, please.

16 On a yearly basis, public funding is down
17 71.8 million. Next slide, please.

18 with regard to the CARES funding draws,
19 we've drawn 231 million to date of the 817 million
20 allocated to CTA. This represents 28 percent of
21 the total funding allocation.

22 For system-generated revenue shortfalls
23 for January through July, we've drawn 183.7 million
24 and for public funding draws for February through



1 May, we've drawn 47.3 million. Next slide, please.

2 On the commodities side, there really
3 hasn't been any change. For fuel, we're locked in
4 for 90 percent of 2020 volume, 85 percent for 2021,
5 and 65 percent for 2022. We'll continue to look at
6 selective purchase opportunities for 2022.

7 For power, we're fully locked in through
8 2024 and for natural gas, we're locked in through
9 the spring of 2022.

10 I'd be happy to try to answer any
11 questions.

12 CHAIRPERSON SILVA: Michelle, what strategy are
13 we following in regard to increase the ridership,
14 okay -- the ridership in order to allow,
15 okay, the --

16 PRESIDENT CARTER: Director Silva, this is
17 Dorval Carter. With regard to ridership, we're
18 actually carrying pretty close to the capacity of
19 what we can carry and still maintain social
20 distancing. So while we're certainly engaged in
21 messaging around what we've done to make our system
22 safe for our customers to ride CTA, we are not
23 doing aggressive marketing to bring customers back,
24 primarily because we can't accommodate them right



1 now.

2 Until the city itself moves into
3 subsequent phases of reopening and allows us to
4 carry more people on our trains and buses, we are
5 sort of in the middle of a period where we want to
6 allow maximum opportunity for customers to ride
7 safely, but don't want to encourage ridership to
8 the point where we have crowded buses and trains.

9 CHAIRPERSON SILVA: If we are almost to
10 capacity, how long does the public funding last
11 before we run out?

12 PRESIDENT CARTER: We anticipate that our
13 public -- I think what you're really referring to
14 is emergency relief funding, because obviously our
15 public funding continues, you know, regardless.
16 Our emergency relief funding, we forecast right now
17 to carry us to about the end of the first quarter
18 of next year. All of that is subject to a lot of
19 variables, including what our regular public
20 funding comes in at, as well as our ongoing revenue
21 from the farebox. But that's our -- that's our
22 best estimate today on when we think that the
23 emergency relief funding would expire for us.

24 CHAIRPERSON SILVA: Thank you.



1 SECRETARY LONGHINI: Any further questions?

2 I'm sorry.

3 DIRECTOR ALVA ROSALES: Just a comment. I
4 really appreciate the public funding report or the
5 emergency relief, you know, public funding report.
6 That really helps us to keep a track on everything.

7 And with regards to power, it looks like
8 we've done everything we can there. Power, fuel,
9 and the other. I mean, it's really good we've
10 locked those in for several years because it looks
11 like we've got a really good rate. So kudos.

12 MICHELLE CURRAN: Thank you. Yeah. We were
13 really able to lock in at really attractive rates
14 on both the fuel and power side. Thank you.

15 DIRECTOR MILLER: Have we increased or
16 decreased on buses or trains?

17 MICHELLE CURRAN: Service levels? Is that what
18 you're referring to?

19 DIRECTOR MILLER: For the rider -- the
20 president talked about the capacity. So have we
21 increased or since we're trying to not rush back,
22 did we decrease on bus service or increase?

23 PRESIDENT CARTER: Director, we have not
24 decreased either our bus or rail service. We



1 have -- on the bus side, we have redeployed some of
2 our bus service to address where we're seeing
3 higher demand, particularly on the south and west
4 side of the city. But no, we have not decreased
5 any of our service. We've been running full
6 service during the entire time. Primarily, as I
7 indicated, to maximize the ability of the customers
8 to socially distance on our trains and buses.

9 DIRECTOR MILLER: Okay. Thank you.

10 SECRETARY LONGHINI: Director Jakes, do you
11 have any questions? Director Jakes? No?

12 Director Irvine, do you have any
13 questions?

14 DIRECTOR IRVINE: No questions. Thank you.

15 SECRETARY LONGHINI: Director Chevere?

16 DIRECTOR CHEVERE: No questions.

17 SECRETARY LONGHINI: There's no further
18 questions on the finance report I believe? All
19 right.

20 Then why don't we make a switch now for
21 the court reporting -- I'm sorry, for the sign
22 language interpreting, why don't we make a switch?

23 INTERPRETER: Actually, Greg, I'm going to keep
24 going. I think we have a little bit of a technical



1 thing happening.

2 SECRETARY LONGHINI: You have a little bit more
3 time? That's fine. You let me know when you want
4 to switch. Then --

5 THE HOST: Excuse me, Greg?

6 SECRETARY LONGHINI: Yes?

7 THE HOST: I think Director Jakes dropped off.
8 Stand by.

9 SECRETARY LONGHINI: He's off? Okay.

10 CHAIRPERSON SILVA: Do we go to agenda item
11 number four?

12 SECRETARY LONGHINI: Not yet, Chairman. We
13 lost Director Jakes. We're trying to get him back
14 on. As soon as we get him back on, we'll go to it.
15 Herb will let us know.

16 DIRECTOR JAKES: Okay. Sorry about that. I
17 got kicked off.

18 SECRETARY LONGHINI: All right. Director
19 Jakes, did you have any questions on the finance
20 report?

21 DIRECTOR JAKES: No questions.

22 SECRETARY LONGHINI: Okay. Thank you.
23 Chairman Silva, we may now proceed to agenda item
24 number four.



1 CHAIRPERSON SILVA: Our next order of business
2 is a review of an ordinance authorizing an
3 additional experimental University Pass program
4 agreement with City Colleges of Chicago for
5 part-time students for the fall of 2020 and spring
6 of 2021 semesters.

7 Michelle Curran.

8 MICHELLE CURRAN: Thank you. Good morning.
9 Again, I'm Michelle Curran, Vice-President of
10 Budget and Capital Finance.

11 Today for your consideration, I'm
12 presenting a proposal for the extension of the City
13 colleges of Chicago's part-time U-Pass pilot
14 program for the fall 2020 and spring 2021 terms.
15 Under the pilot program, selected part-time
16 students taking between 9 and 11 credit hours are
17 eligible to receive a U-Pass.

18 The initial City Colleges' part-time pilot
19 program was implemented during the fall 2018 and
20 spring 2019 terms and subsequently extended for the
21 2019-2020 school year. The pilot program allows up
22 to 4200 part-time City Colleges students to be
23 eligible to receive U-Passes. The same as the 2019
24 to 2020 agreement. Last school year, approximately



1 2100 part-time City College students received
2 U-Passes.

3 At this onset of COVID-19, all City
4 colleges schools transitions to online learning in
5 March of 2020. Due to this, CTA did not receive
6 sufficient ridership data for the spring 2020 term
7 and staff recommends an extension of the City
8 colleges part-time student pilot for the 2020 to
9 2021 academic year.

10 City colleges will pay CTA the daily per
11 student rate of \$1.25, which is consistent with the
12 general U-Pass program. At the conclusion of the
13 pilot, CTA will review the ridership of the
14 part-time U-Pass and make a comparison to the
15 revenue earned to make a recommendation as to the
16 potential permanency of this part-time U-Pass
17 model.

18 I would be happy to answer any questions
19 you may have.

20 SECRETARY LONGHINI: Thank you, Michelle.

21 CHAIRPERSON SILVA: Do we include remote
22 participants -- students, okay, that are online?

23 MICHELLE CURRAN: Students who are online are
24 also eligible to receive the U-Pass. Typically,



1 that is not the case, but with the change that we
2 made last month with the full-time program as well
3 as with the part-time program we're presenting, we
4 would allow students to obtain a U-Pass who are
5 studying remotely or online.

6 CHAIRPERSON SILVA: Approximately how many
7 students online do we have or you don't know?

8 MICHELLE CURRAN: I'd have to get back to you
9 on that. I'm sorry. I don't have that in front of
10 me.

11 CHAIRPERSON SILVA: Thank you. Thank you.

12 MICHELLE CURRAN: Thank you.

13 SECRETARY LONGHINI: Director Alva Rosales, any
14 questions?

15 DIRECTOR ALVA ROSALES: No questions.

16 SECRETARY LONGHINI: All right. Director
17 Chevere, any questions?

18 DIRECTOR CHEVERE: No questions.

19 SECRETARY LONGHINI: Director Miller, any
20 questions?

21 DIRECTOR MILLER: No questions.

22 SECRETARY LONGHINI: Director Jakes, any
23 questions?

24 DIRECTOR JAKES: No questions.



1 SECRETARY LONGHINI: Director Irvine, any
2 questions?

3 DIRECTOR IRVINE: No questions.

4 SECRETARY LONGHINI: Thank you.

5 Chairman Silva, there are no further
6 questions on this item.

7 CHAIRPERSON SILVA: Our next order of business
8 is a review of an ordinance --

9 SECRETARY LONGHINI: Chairman Silva?

10 CHAIRPERSON SILVA: Yes.

11 SECRETARY LONGHINI: We need the -- we need to
12 place this on the omnibus for Board approval. We
13 need leave.

14 CHAIRPERSON SILVA: Okay. Since there are no
15 further questions, may I have leave to place this
16 item on the omnibus for Board approval?

17 DIRECTOR JAKES: So moved.

18 DIRECTOR IRVINE: Second.

19 SECRETARY LONGHINI: Thank you. That has been
20 moved and seconded, Chairman Silva. So you may now
21 proceed to agenda item number five.

22 CHAIRPERSON SILVA: Our next order of business
23 is the review of an ordinance authorizing an
24 intergovernmental agreement with the City of



1 Chicago through its Department of Planning and
2 Development for tax increment financing funds for
3 improvements in the Dearborn Street subway.

4 Bill Mooney.

5 BILL MOONEY: Good morning. Bill Mooney, your
6 Chief Infrastructure Officer.

7 Staff recommends approval of an ordinance
8 authorizing an intergovernmental agreement between
9 the City of Chicago and the CTA for the use of tax
10 increment financing to make improvements to the
11 CTA's Blue Line Dearborn subway.

12 The IGA will provide the CTA with
13 approximately \$2 million in capital funding to make
14 improvements related to three specific projects in
15 the Dearborn subway. Upgrades to the emergency
16 lighting systems, station and tunnel lighting, and
17 repairs to surface-level bank grading in the area
18 of Monroe. All work will be performed by CTA
19 forces.

20 I'll be happy to take any questions on
21 this item.

22 SECRETARY LONGHINI: Thank you, Bill.

23 Chairman Silva, do you have any question
24 for Bill?



1 CHAIRPERSON SILVA: No, I don't have any
2 questions.

3 SECRETARY LONGHINI: Director Alva Rosales, do
4 you have any questions for Bill?

5 DIRECTOR ALVA ROSALES: No. Sounds like
6 something needed, which I'm glad to see we're doing
7 that. So no questions though.

8 SECRETARY LONGHINI: Thank you.

9 Director Chevere?

10 DIRECTOR CHEVERE: No questions.

11 SECRETARY LONGHINI: Director Miller?

12 DIRECTOR MILLER: No questions.

13 SECRETARY LONGHINI: Director Jakes?

14 DIRECTOR JAKES: No questions.

15 SECRETARY LONGHINI: And Director Irvine?

16 DIRECTOR IRVINE: No questions.

17 SECRETARY LONGHINI: Thank you.

18 There are no further questions on this
19 item, Chairman.

20 CHAIRPERSON SILVA: If there are no further
21 questions, may I have leave to place this item on
22 the omnibus for Board approval?

23 DIRECTOR JAKES: So moved.

24 DIRECTOR IRVINE: I second.



1 SECRETARY LONGHINI: So that was moved by
2 Director Jakes and seconded by Director Irvine.
3 So, Chairman Silva, we may proceed to agenda item
4 number six.

5 CHAIRPERSON SILVA: Our next order of business
6 is the review of an ordinance authorizing an
7 intergovernmental agreement with the City of
8 Chicago through its Department of Planning and
9 Development for tax increment financing funds for
10 improvements to the Lake Street bridge.

11 Bill?

12 BILL MOONEY: Thank you. Staff recommends
13 approval of an ordinance authorizing an
14 intergovernmental agreement between the City of
15 Chicago and the CTA for the use of tax increment
16 financing to make improvements to the CTA's track
17 associated with the Lake Street bridge.

18 The IGA will provide the CTA with
19 approximately \$7 million in capital funding to make
20 improvements to the CTA's track structures that
21 support the operation of the Lake Street bridge.
22 The work will be performed in coordination with the
23 Chicago Department of Transportation and their full
24 reconstruction of the bridge itself.



1 I'm happy to take any questions.

2 SECRETARY LONGHINI: Okay. I see that Ellen is
3 back on doing sign language interpreting. Thank
4 you.

5 Chairman Silva, do you have any questions
6 regarding Bill's TIF project on Lake Street?

7 CHAIRPERSON SILVA: Bill, how many bridges do
8 we have still to be fixed?

9 BILL MOONEY: So we have two shared bridges
10 with the Chicago Department of Transportation where
11 we travel over the Chicago River. These are the
12 bascule bridges that go up and down to allow the
13 boats out to the lake.

14 The first one was the wells Street bridge,
15 which CDOT did a reconstruction of and we did the
16 associated track work in the mid 2009, 2010
17 timeframe. This would be the second one on Lake
18 Street, which CDOT has a planned reconstruction
19 for, which would include the track directly on the
20 bridge and what we're seeking financing for and
21 ultimately our supporting project would be to do
22 all the approach track that supports the bridge
23 operation itself.

24 CHAIRPERSON SILVA: Thank you.



1 SECRETARY LONGHINI: Director Alva Rosales, do
2 you have any questions?

3 DIRECTOR ALVA ROSALES: No. It just looks
4 like -- so it will take a couple of years to
5 complete, is that correct?

6 BILL MOONEY: Yeah. So CDOT is also seeking
7 funding for the bridge reconstruction and they have
8 a separate TIF kind of commitment towards their
9 funding for the bridge. It's about an 18-month to
10 two-year design for their bridgework. Our work
11 will go in coordination with their work so the
12 impact to our customers is all one -- one kind of
13 fell swoop of construction versus us doing the
14 project and then CDOT coming right on the tail of
15 it. So we're trying to coordinate that work.

16 DIRECTOR ALVA ROSALES: Makes sense. Thank
17 you.

18 SECRETARY LONGHINI: Director Chevere, any
19 questions?

20 DIRECTOR CHEVERE: No questions.

21 SECRETARY LONGHINI: Director Miller?

22 DIRECTOR MILLER: No questions.

23 SECRETARY LONGHINI: Director Jakes?

24 DIRECTOR JAKES: No questions.



1 SECRETARY LONGHINI: Director Irvine?

2 DIRECTOR IRVINE: Sure. So, Bill, is there
3 going to be track closures when we do the work?

4 BILL MOONEY: There will likely be a series of
5 line cuts to facilitate both the bridge and our
6 associated work that goes with it.

7 DIRECTOR IRVINE: would it be like a complete
8 cut or a single track?

9 BILL MOONEY: It would be a complete cut.

10 DIRECTOR IRVINE: Okay. Thanks.

11 BILL MOONEY: I don't have a whole lot of
12 details, as we're still kind of in the planning
13 phases on this and as we advance the design and
14 coordinate our design with the CDOT design -- like
15 the wells Street bridge, they actually floated the
16 new bridge section in and there was a kind of a
17 longer period of line cut. we're not completely
18 clear on their design and what may be the plan for
19 this. And, you know, our work would kind of be
20 built around their more major outage.

21 DIRECTOR IRVINE: Thanks. No further
22 questions. Thank you.

23 SECRETARY LONGHINI: Thank you.

24 Chairman Silva, there's no further



1 questions for Bill on the Lake Street project.

2 CHAIRPERSON SILVA: If there are no further
3 questions, may I have leave to place this item on
4 the omnibus for Board approval?

5 DIRECTOR JAKES: So moved.

6 DIRECTOR IRVINE: Second.

7 SECRETARY LONGHINI: It has been moved and
8 seconded by Directors Jakes and Irvine. Chairman
9 Silva, we may proceed down to agenda item number
10 seven.

11 CHAIRPERSON SILVA: Our next order of business
12 is an ordinance authorizing additional funding for
13 contract number B12OP04206 with Genuine Parts
14 Company doing business as NAPA.

15 Ellen McCormack and Juan Pablo.

16 ELLEN MCCORMACK: Ellen McCormack,
17 Vice-President of Purchasing and Supply Chain.
18 Good morning. I'm here before you this morning
19 requesting the authority to increase the CTA's
20 budget for the contract with Genuine Parts Company
21 d/b/a NAPA in the amount of \$22 million. This
22 increase is necessary in order to ensure adequate
23 funding through the term of the contract, which
24 expires in November of 2020.



1 Later in the meeting, I will also be
2 requesting the Authority enter into a new contract
3 with NAPA in the amount of \$400 million in order to
4 continue to improve and modernize the CTA supply
5 chain.

6 At this time, I would like to inform you
7 of the successes we have achieved under the current
8 contract. Next page, please.

9 The CTA has one central warehouse
10 distribution facility located at 901 West Division,
11 which is 330,000 square feet, three satellite
12 warehouses, two storerooms, seven bus garage
13 stockrooms, and 8 rail terminal stockrooms. The
14 total number of supply chain employees is 135.

15 In 2012, an assessment of the CTA's
16 warehousing system was perform and it was
17 determined that the CTA held an excessive amount of
18 inventory in stock.

19 Next page. A determination was made to
20 enter into a third-party vendor managed inventory
21 agreement in order to modernize supply chain
22 operations in the following ways.

23 Right size CTA's inventory, improve the
24 availability of materials for bus, rail, and



1 facility maintenance, upgrade warehousing
2 technology with scanning guns and electronic
3 barcoding, reduce obsolete inventory and prevent
4 the build-up of obsolete inventory going forward,
5 (inaudible) the resale of unused material, and
6 increase DBE participation.

7 The original contract with NAPA was
8 entered into in November 2012 as a piggyback off
9 the City of Chicago contract.

10 Over the past eight years, we've seen
11 reduction of CTA-owned inventory from over a
12 hundred million in 2012 to (inaudible) million in
13 2020. To digitize the warehouse operations, we now
14 have barcoding and scan gun technology throughout
15 the supply chain. We've received higher core
16 credit recoveries. We've recovered just under
17 900,000 in the sale of obsolete inventory.

18 Prior to the NAPA contract, when we had
19 obsolete inventory, our only alternative was to
20 sell the material for scrap, which gave us pennies
21 on the dollar. Under the contract, NAPA uses its
22 influence in the market to convince manufacturers
23 to buy back their product from us at a much higher
24 rate.



1 Another big success under the program has
2 been the key (inaudible). It used to be a real
3 problem for CTA to keep track of the fluids and we
4 would often run out and these are fluids necessary
5 to keep our buses and trains running. We now have
6 tanks that notify our vendor when it's time for
7 replenishment and this is no longer a problem for
8 the CTA.

9 We now have better pricing of items, we
10 have realtime pricing to achieve the lowest price
11 at any given time, we have access to more national
12 suppliers, which in turn makes us less reliant on
13 OEMs because we can now use alternative products.
14 We have better management -- material management.

15 In 2013, we had approximately 24 buses and
16 9 rail -- an average of 24 buses and 9 railcars
17 held in every day for lack of materials. In 2020,
18 that number has been reduced to 6.6 for buses and
19 7.5 for railcars. (Inaudible) be aware that this
20 is well below the national average. For a fleet
21 our size, they would expect there to be hold-ins
22 for materials, approximately 30 for buses and 30
23 for railcars. So we're far below that.

24 We've also increased our percentage of DBE



1 substantially. We had 12 percent of DBE
2 participation in 2012 and in 2020 we had
3 29.5 percent. NAPA and the CTA diversity team have
4 been working very closely. The total DBE spent on
5 the contract through July of 2020 was 114 million,
6 which represents 28.74 percent of the overall
7 contract value.

8 NAPA worked with the diversity team to
9 hold five outreach events and participated in many
10 others. NAPA has reengaged underutilized vendors
11 to achieve this goal.

12 Next page. As you can see, the CTA's
13 parts costs have been well below industry
14 benchmarks.

15 Next page. The CTA engaged KPMG to assess
16 the CTA's current Managed Vendor Inventory Program.
17 KPMG rated the CTA as highly developed compared to
18 CTA's peers. The CTA issued an RFP for a new
19 third-party VMI contract resulting in Genuine Parts
20 Company d/b/a NAPA being recommended for award of
21 the new contract.

22 The proposed VMI contract would be for a
23 period of five years with one unfunded five-year
24 extension option. The base contract amount would



1 be for \$400 million. Operating expenses reduced
2 from approximately 10.4 million on the previous
3 contract to approximately 9.1 million over the base
4 of the new contract.

5 The markup remains the same as the
6 previous contract. 7 percent on stock parts and
7 5 percent on fluids and non-stock parts. This is
8 very competitive to the industry average of 10
9 percent.

10 NAPA is increasing their staffing while
11 reducing their operating expenses by over
12 \$1 million during the base term of the contract.
13 The DBE goal is 30 percent for the life of the
14 contract.

15 I believe Juan Pablo would like to say a
16 few words.

17 J.P. PRIETO: Thank you, Ellen.

18 Good morning, Directors. Juan Pablo
19 Prieto, Director of Diversity Programs. As Ellen
20 mentioned -- I would like to provide you a few more
21 details on the efforts that NAPA has demonstrated
22 during their current contract.

23 As the slide showed, NAPA has consistently
24 met or exceeded their DBE commitments on the



1 contract and spent over \$100 million with DBE
2 firms.

3 When I started in 2014, one of my tasks
4 was to help increase and diversify the number of
5 DBE firms that NAPA was using. Together, we've
6 held a total of five outreach events with NAPA,
7 including several speed dating -- speed networking
8 sessions in which multiple NAPA representatives
9 were present to talk to DBE firms about
10 opportunities with the CTA. 18 firms that have
11 worked on the current VMI contract have attended at
12 least one of the outreach events.

13 NAPA has also participated in a number of
14 outreach events hosted by us and other agencies,
15 including the Transportation Symposium and Battle
16 of the Bids.

17 NAPA has also met one-on-one with multiple
18 DBE firms and staff to discuss opportunities.
19 Essentially, when a DBE firm learns about the
20 contract and contacts Diversity wanting to
21 participate, we would call NAPA and within a week,
22 they would have a meeting to discuss how they could
23 have them participate. These firms are included in
24 NAPA's requests for quotes for items that fall



1 within their specialty area. The average spent per
2 DBE firm is \$2.56 million.

3 Although the new contract has a 30 percent
4 overall goal and not annual goals, we will continue
5 to monitor this contract monthly. We received
6 NAPA's spend report every month and verify the
7 information input into B2G.

8 We also conduct annual site visits with
9 the firms participating on NAPA's contracts to make
10 sure that they're being treated fairly.

11 Happy to answer any questions.

12 CHAIRPERSON SILVA: Yes. What percentage of
13 our inventory is under this ordinance?

14 ELLEN MCCORMACK: Approximately 95 percent --
15 oh, I'm sorry -- yes, approximately 95 percent.

16 CHAIRPERSON SILVA: 95 percent? And what does
17 CTA represent of NAPA sales?

18 What does CTA represent of the sales of
19 NAPA?

20 ELLEN MCCORMACK: So approximately 95 percent
21 of the items that we purchase is through this
22 contract, through the NAPA contract for the buses
23 and trains.

24 CHAIRPERSON SILVA: I know the -- the total



1 company, NAPA, what do we represent on their sales?

2 ELLEN MCCORMACK: Oh, on NAPA's side? I'm not
3 sure, but I do know we are their largest
4 BIS (phonetic). We are the largest of theirs.

5 CHAIRPERSON SILVA: Thank you. Very, very,
6 very good presentation.

7 ELLEN MCCORMACK: Thank you.

8 SECRETARY LONGHINI: Director Alva Rosales?

9 DIRECTOR ALVA ROSALES: Yeah. Just kudos to
10 everybody involved in this because it's huge
11 savings for us and I think it helps CTA really
12 serve as an example for the rest of the industry
13 that this can be done.

14 You know, I just -- I want to point out
15 that -- or just also commend NAPA because it sounds
16 like they're very hands-on and very involved with
17 the whole process as well, which is the type of
18 thing that we love to see our vendors do.

19 Especially with regards to what sounds like with
20 the DBA process -- DBE process, I'm sorry. I mean,
21 I think that sounds really great because in the
22 long run, what makes a big difference is when you
23 have that type of involvement. I think it helps us
24 on all levels. But thank you for all this hard



1 work and everybody that was involved in it.

2 Because especially during this crucial
3 time we're going through, this is the type of work
4 that we need. These cost savings, efficiencies,
5 and yet at the same time, we're helping build other
6 businesses that are benefiting from it. So thank
7 you.

8 SECRETARY LONGHINI: Thank you.

9 Director Chevere, do you have any
10 questions?

11 DIRECTOR CHEVERE: No questions.

12 SECRETARY LONGHINI: Director Miller?

13 DIRECTOR MILLER: No questions. Just
14 congratulations. Good job.

15 SECRETARY LONGHINI: Director Jakes?

16 DIRECTOR JAKES: No questions.

17 SECRETARY LONGHINI: Director Irvine?

18 DIRECTOR IRVINE: No questions. Just to echo
19 what Director Alva Rosales said; great work, Ellen;
20 great work, Juan Pablo; and the whole team that put
21 this together, well done.

22 SECRETARY LONGHINI: Chairman Silva, that
23 completes the questions and answers for agenda item
24 number seven.



1 CHAIRPERSON SILVA: If there are no further
2 questions, may I have leave to place this item on
3 the omnibus for Board approval?

4 DIRECTOR JAKES: So moved.

5 DIRECTOR IRVINE: I second.

6 SECRETARY LONGHINI: Moved and seconded by
7 Jakes and Irvine.

8 Chairman Silva, we may now proceed to the
9 contracts. Contract number A1.

10 CHAIRPERSON SILVA: Our next order of business
11 is contract A1, a change order for rail car
12 purchases.

13 SECRETARY LONGHINI: Any questions, Director
14 Silva?

15 CHAIRPERSON SILVA: No, I don't have any
16 questions.

17 SECRETARY LONGHINI: Director Alva Rosales?

18 DIRECTOR ALVA ROSALES: No questions.

19 SECRETARY LONGHINI: Director Chevere?

20 DIRECTOR CHEVERE: This is a change order,
21 right?

22 SECRETARY LONGHINI: Yes.

23 DIRECTOR CHEVERE: Okay. No questions.

24 SECRETARY LONGHINI: Okay. Director Miller?



1 DIRECTOR MILLER: No questions.

2 SECRETARY LONGHINI: Director Jakes?

3 DIRECTOR JAKES: No questions.

4 SECRETARY LONGHINI: Director Irvine?

5 DIRECTOR IRVINE: No questions.

6 SECRETARY LONGHINI: Okay. There's no

7 questions on this one.

8 DIRECTOR CHEVERE: Secretary Longhini, I think
9 I do have a quick question. What was the original
10 amount of this contract?

11 SECRETARY LONGHINI: Back to Ellen for that.

12 ELLEN MCCORMACK: Yes. The original amount of
13 the contract was \$639,561,990.

14 DIRECTOR CHEVERE: Okay. That makes sense.
15 Thank you.

16 SECRETARY LONGHINI: That answers you, Director
17 Chevere?

18 DIRECTOR CHEVERE: Yes. That answered my
19 question. Yes. When I took a look at this, I
20 didn't know if it was a change order or
21 something -- when I saw under \$5 million for 846
22 rapid transit cars, I knew that couldn't be the
23 original price. It would be closer to 1 billion.

24 SECRETARY LONGHINI: Yeah. Okay. We can now



1 move on, Chairman Silva, to contract number A2.

2 CHAIRPERSON SILVA: The next order of business
3 is contract A2 for proposal for rail car parts.

4 SECRETARY LONGHINI: Any questions, Alex?

5 CHAIRPERSON SILVA: Yeah. Is this for all of
6 the railcars or this is -- this the latest railcars
7 that we acquire?

8 ELLEN MCCORMACK: This procurement is for phase
9 two of the 5000-series railcar overhaul of 714
10 railcars.

11 CHAIRPERSON SILVA: Okay. Thank you.

12 SECRETARY LONGHINI: Director Alva Rosales?

13 DIRECTOR ALVA ROSALES: No questions.

14 SECRETARY LONGHINI: Director Chevere?

15 DIRECTOR CHEVERE: No questions.

16 SECRETARY LONGHINI: Director Miller?

17 DIRECTOR MILLER: No questions.

18 SECRETARY LONGHINI: Director Jakes?

19 DIRECTOR JAKES: No questions.

20 SECRETARY LONGHINI: Director Irvine?

21 DIRECTOR IRVINE: No questions.

22 SECRETARY LONGHINI: All right. Chairman
23 Silva, we may proceed to contract B, as in boy, 1.

24 CHAIRPERSON SILVA: Our next order of business



1 is contract B1. Contract for mechanical and
2 utility work.

3 SECRETARY LONGHINI: Any questions, Director
4 Silva?

5 CHAIRPERSON SILVA: No question from me.

6 SECRETARY LONGHINI: Director Alva Rosales?

7 DIRECTOR ALVA ROSALES: Just, the DBE goals,
8 they're set for each work release issue? Is that
9 how that's done?

10 J.P. PRIETO: No. They will not be issued for
11 each work release. The contractor will be
12 responsible for making sure that with each work
13 release, they maximize DBE participation. We will
14 work with the using group to make sure that we're
15 also monitoring it closely, that the contractor is
16 maximizing those opportunities, and follow up with
17 them when they don't.

18 DIRECTOR ALVA ROSALES: Got it. Thank you.

19 SECRETARY LONGHINI: Director Chevere?

20 DIRECTOR CHEVERE: No questions.

21 SECRETARY LONGHINI: Director Miller?

22 DIRECTOR MILLER: No questions.

23 SECRETARY LONGHINI: Director Jakes?

24 DIRECTOR JAKES: No questions.



1 SECRETARY LONGHINI: Director Irvine?

2 DIRECTOR IRVINE: No questions.

3 SECRETARY LONGHINI: All right. Chairman
4 Silva, we may now proceed to contract B, as in boy,
5 2.

6 CHAIRPERSON SILVA: Our next order of business
7 is contract number B2, a contract for electrical
8 supplies.

9 SECRETARY LONGHINI: Any questions, Chairman?

10 CHAIRPERSON SILVA: No.

11 SECRETARY LONGHINI: Director Alva Rosales?

12 DIRECTOR ALVA ROSALES: Just the prime is a
13 DBE, is that correct?

14 ELLEN MCCORMACK: That is correct.

15 DIRECTOR ALVA ROSALES: Okay. Great. Thanks.

16 SECRETARY LONGHINI: Director Chevere?

17 DIRECTOR CHEVERE: No questions.

18 SECRETARY LONGHINI: Director Miller?

19 DIRECTOR MILLER: No questions.

20 SECRETARY LONGHINI: Director Jakes?

21 DIRECTOR JAKES: No questions.

22 SECRETARY LONGHINI: Director Irvine?

23 DIRECTOR IRVINE: No questions.

24 SECRETARY LONGHINI: Chairman Silva, we may now



1 proceed to contract B3.

2 CHAIRPERSON SILVA: Our next order of business
3 is contract number B3, a contract for maintaining
4 signal equipment.

5 No questions.

6 SECRETARY LONGHINI: Director Alva Rosales?
7 Director Alva Rosales, do you have any questions on
8 this matter?

9 DIRECTOR ALVA ROSALES: No questions.

10 SECRETARY LONGHINI: Okay. Director Chevere?

11 DIRECTOR CHEVERE: No questions.

12 SECRETARY LONGHINI: Director Miller?

13 DIRECTOR MILLER: No questions.

14 SECRETARY LONGHINI: Director Jakes?

15 DIRECTOR JAKES: No questions.

16 SECRETARY LONGHINI: Director Irvine?

17 DIRECTOR IRVINE: No questions.

18 SECRETARY LONGHINI: That was B3 that we just
19 did?

20 ELLEN MCCORMACK: Yes.

21 SECRETARY LONGHINI: Okay. Chairman Silva,
22 let's move on then to B4.

23 CHAIRPERSON SILVA: Our next order of business
24 is contract number B4, a contract for rental of



1 mobile cranes.

2 SECRETARY LONGHINI: All right. Chairman
3 Silva?

4 CHAIRPERSON SILVA: No, I don't have any
5 questions.

6 SECRETARY LONGHINI: Director Alva Rosales?

7 DIRECTOR ALVA ROSALES: No questions.

8 SECRETARY LONGHINI: Director Miller?

9 DIRECTOR MILLER: No questions.

10 SECRETARY LONGHINI: Director Chevere?

11 DIRECTOR CHEVERE: No questions.

12 SECRETARY LONGHINI: Director Jakes?

13 DIRECTOR JAKES: No questions.

14 SECRETARY LONGHINI: Director Irvine?

15 DIRECTOR IRVINE: No questions.

16 SECRETARY LONGHINI: Before we proceed, I just
17 heard from Ellen that she can make the switch now
18 back for sign language interpreting. So Ellen will
19 be coming back. Okay.

20 We now may proceed to number B4 I believe.

21 CHAIRPERSON SILVA: B5.

22 SECRETARY LONGHINI: All right. B5.

23 CHAIRPERSON SILVA: Our next order of business
24 is contract number B5, a change order for the 95th



1 Street terminal improvement project.

2 No questions.

3 SECRETARY LONGHINI: Director Alva Rosales?

4 DIRECTOR ALVA ROSALES: No questions.

5 SECRETARY LONGHINI: Director Chevere?

6 DIRECTOR CHEVERE: No questions.

7 SECRETARY LONGHINI: Director Miller?

8 DIRECTOR MILLER: No questions.

9 SECRETARY LONGHINI: Director Jakes?

10 DIRECTOR JAKES: No questions.

11 SECRETARY LONGHINI: Director Irvine?

12 DIRECTOR IRVINE: No questions.

13 SECRETARY LONGHINI: All right. Chairman

14 Silva, you may proceed to contract number C, as in
15 cat, 1.

16 CHAIRPERSON SILVA: Our next order of business
17 is a contract number C1, a contract for independent
18 auditing service.

19 Is this the same audit firm, okay, that we
20 had last year?

21 ELLEN MCCORMACK: It is.

22 CHAIRPERSON SILVA: It is?

23 ELLEN MCCORMACK: Yes.

24 CHAIRPERSON SILVA: They're doing a good job.



1 ELLEN MCCORMACK: Yes, they are.

2 SECRETARY LONGHINI: Director Alva Rosales?

3 DIRECTOR ALVA ROSALES: Their DBE partner was
4 the same as well?

5 J.P. PRIETO: Yes, that's correct.

6 DIRECTOR ALVA ROSALES: Okay. Thanks.

7 SECRETARY LONGHINI: Director Chevere?

8 DIRECTOR CHEVERE: No questions.

9 SECRETARY LONGHINI: Director Miller?

10 DIRECTOR MILLER: No questions.

11 SECRETARY LONGHINI: All right. Director
12 Jakes?

13 DIRECTOR JAKES: No questions.

14 SECRETARY LONGHINI: Director Irvine?

15 DIRECTOR IRVINE: No questions.

16 SECRETARY LONGHINI: All right. Then, Chairman
17 Silva, we may proceed to contract D, as in dog,
18 one.

19 CHAIRPERSON SILVA: Our next order of business
20 is contract number D1, a planning consultant
21 contract for the Red Line Extension Project.

22 SECRETARY LONGHINI: Questions, Chairman?

23 CHAIRPERSON SILVA: No, I don't have any
24 questions.



1 SECRETARY LONGHINI: Director Alva Rosales?

2 DIRECTOR ALVA ROSALES: No questions.

3 SECRETARY LONGHINI: Director Chevere?

4 DIRECTOR CHEVERE: No questions.

5 SECRETARY LONGHINI: Director Miller?

6 DIRECTOR MILLER: No questions.

7 SECRETARY LONGHINI: Reverend Jakes?

8 DIRECTOR JAKES: No questions, Greg.

9 SECRETARY LONGHINI: Director Irvine?

10 DIRECTOR IRVINE: No questions.

11 SECRETARY LONGHINI: Chairman Silva, we may
12 proceed to contract E, as in elephant, 1.

13 CHAIRPERSON SILVA: Our next order of business
14 is contract number E1, a digital communication
15 management contract.

16 SECRETARY LONGHINI: Chairman?

17 CHAIRPERSON SILVA: Is this the same one that
18 we had, Ellen?

19 ELLEN MCCORMACK: It's the same -- so we're
20 using the same software that we have previously
21 used. We're now working through their reseller
22 Carahsoft. Granicus is the maker of the software.
23 But the contract is through their reseller,
24 Carahsoft.



1 CHAIRPERSON SILVA: Okay. Thank you. No
2 questions.

3 SECRETARY LONGHINI: Director Alva Rosales?

4 DIRECTOR ALVA ROSALES: Just, we don't have a
5 DBE on this because, it's my understanding, there
6 are no services involved, is that correct? We're
7 utilizing their software, meaning Granicus?

8 ELLEN MCCORMACK: Right. And so what Carahsoft
9 could do is give us advice if we had questions
10 about that.

11 DIRECTOR ALVA ROSALES: Okay. All right.
12 Where there are services in other cases, we will
13 try to find DBE utilization, correct?

14 ELLEN MCCORMACK: Absolutely. Absolutely.

15 PRESIDENT CARTER: Director Rosales, consistent
16 with the conversation that you and I had earlier
17 this week, we're now focused on the concern you
18 were raising about making sure that with our
19 wraparound services, that we're looking for the DBE
20 opportunities to pursue for that. And I've had a
21 conversation with JP and we will, you know, make
22 that a focus of our attention on contracts going
23 forward of this type where there may be other
24 subsets of opportunities that are tied to the



1 actual work itself, so we'll keep the Board
2 informed of our progress in that area.

3 DIRECTOR ALVA ROSALES: Great. Thank you.
4 Thanks.

5 SECRETARY LONGHINI: Any questions, Director
6 Chevere?

7 DIRECTOR CHEVERE: No questions.

8 SECRETARY LONGHINI: Director Miller?

9 DIRECTOR MILLER: No questions.

10 SECRETARY LONGHINI: Director Jakes?

11 DIRECTOR JAKES: No questions, Greg.

12 SECRETARY LONGHINI: Director Irvine?

13 DIRECTOR IRVINE: No questions.

14 SECRETARY LONGHINI: All right. Chairman
15 Silva, we may now proceed to contract F1.

16 CHAIRPERSON SILVA: Our next order of business
17 is contract number F1, a contract for a Vendor
18 Managed Inventory Program.

19 Can you tell me what relationship this has
20 with NAPA?

21 ELLEN MCCORMACK: So this is the contract I had
22 mentioned previously. Initially with the
23 ordinance, I was asking for a \$22 million increase
24 on the current contract. That expires in November.



1 So this is a new contract. We went out for an RFP
2 and NAPA won that contract. So I'm now requesting
3 your authority to enter into a new contract with
4 NAPA, which would pick up when the other contract
5 expires in November.

6 PRESIDENT CARTER: Director, just to clarify,
7 the reason that we're pursuing a change order is
8 because we burnt through the money on the existing
9 contract faster than anticipated, primarily because
10 of the additional spending we've had to do around
11 the coronavirus, purchasing PPE and other things.
12 So we needed to add money to our existing contract
13 while also preparing to enter into a new contract
14 in November after (inaudible).

15 SECRETARY LONGHINI: Director Alva Rosales?

16 DIRECTOR ALVA ROSALES: No questions.

17 SECRETARY LONGHINI: Director Chevere?

18 DIRECTOR CHEVERE: No questions.

19 SECRETARY LONGHINI: Director Miller?

20 DIRECTOR MILLER: No questions.

21 SECRETARY LONGHINI: Director Jakes?

22 DIRECTOR JAKES: No questions.

23 SECRETARY LONGHINI: Director Irvine?

24 DIRECTOR IRVINE: No questions.



1 SECRETARY LONGHINI: All right. Chairman
2 Silva, we can proceed to contract number G, as in
3 girl, 1.

4 CHAIRPERSON SILVA: Our final order of business
5 today is contract number G1, a contract for text
6 message services for the bus tracker system.

7 No questions.

8 SECRETARY LONGHINI: Okay. Director Alva
9 Rosales?

10 DIRECTOR ALVA ROSALES: No questions except
11 that this differs from Carahsoft, right, as
12 Carahsoft provides to our general customer
13 information and this -- could you explain that a
14 little bit, the difference between the two?

15 ELLEN MCCORMACK: This is specifically for the
16 bus tracker. It's specifically for the buses so
17 that they can connect through -- you know, there's
18 a number on every sign and they can connect and
19 find out when the buses will arrive.

20 DIRECTOR ALVA ROSALES: Where the other one,
21 the Carahsoft one is for general customer
22 information, right?

23 ELLEN MCCORMACK: Yes.

24 DIRECTOR ALVA ROSALES: Okay. Thanks.



1 SECRETARY LONGHINI: Director Chevere, any
2 questions?

3 DIRECTOR CHEVERE: No questions.

4 SECRETARY LONGHINI: Director Miller? Is
5 Director Miller still on? Maybe he'll come back.
6 Director Jakes?

7 DIRECTOR JAKES: No questions.

8 SECRETARY LONGHINI: And Director Irvine?

9 DIRECTOR IRVINE: No questions.

10 SECRETARY LONGHINI: Let me ask one more time.
11 Director Miller, any questions?

12 DIRECTOR MILLER: No questions.

13 SECRETARY LONGHINI: No questions?

14 DIRECTOR MILLER: No questions.

15 SECRETARY LONGHINI: Thank you, Reverend.

16 Chairman Silva, since there are no further
17 questions on G1, we may move to number 8A.

18 CHAIRPERSON SILVA: If there are no further
19 questions on the contracts, may I have leave to
20 place all 12 contracts on the omnibus?

21 DIRECTOR JAKES: So moved.

22 DIRECTOR IRVINE: Second.

23 SECRETARY LONGHINI: Okay. That has been moved
24 and second for the contracts, Chairman Silva. We



1 may proceed to number 8, B, as in boy.

2 CHAIRPERSON SILVA: Since there is no further
3 business to come before the Committee, may I have a
4 motion to approve the omnibus and recommend the
5 omnibus for Board approval?

6 DIRECTOR JAKES: So moved.

7 DIRECTOR IRVINE: I second.

8 SECRETARY LONGHINI: The motion was moved by
9 Director Jakes and seconded by Director Irvine. I
10 will now take a rollcall vote on the motion to
11 approve the omnibus.

12 Director Chevere?

13 DIRECTOR CHEVERE: Yes.

14 SECRETARY LONGHINI: Director Miller?

15 DIRECTOR MILLER: Yes.

16 SECRETARY LONGHINI: Director Jakes?

17 DIRECTOR JAKES: Yes.

18 SECRETARY LONGHINI: Director Irvine?

19 DIRECTOR IRVINE: Yes.

20 SECRETARY LONGHINI: Director Alva Rosales?

21 DIRECTOR ALVA ROSALES: Yes.

22 SECRETARY LONGHINI: Chairman Silva?

23 CHAIRPERSON SILVA: Yes.

24 SECRETARY LONGHINI: That motion to approve the



1 omnibus passes with six yes votes. We may now
2 proceed, sir, to contract agenda number 9.

3 CHAIRPERSON SILVA: Finally, may I have a
4 motion to adjourn?

5 DIRECTOR JAKES: So moved.

6 DIRECTOR IRVINE: Second.

7 SECRETARY LONGHINI: Moved by Jakes. Seconded
8 by Irvine. I will now take a rollcall vote.

9 Director Chevere?

10 DIRECTOR CHEVERE: Yes.

11 SECRETARY LONGHINI: Director Miller?

12 DIRECTOR MILLER: Yes.

13 SECRETARY LONGHINI: Director Jakes?

14 DIRECTOR MILLER: Yes.

15 DIRECTOR JAKES: (Inaudible response.)

16 SECRETARY LONGHINI: Director Irvine?

17 DIRECTOR IRVINE: Yes.

18 SECRETARY LONGHINI: Director Alva Rosales?

19 DIRECTOR ALVA ROSALES: Yes.

20 SECRETARY LONGHINI: Chairman Silva?

21 CHAIRPERSON SILVA: Yes.

22 SECRETARY LONGHINI: The motion to adjourn
23 passes with six yes votes and there will now be a
24 five-minute break until the beginning of the Board



1 meeting. Thank you.

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

5 (Meeting adjourned at
6 10:22 a.m.)

7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24



\$	2009 21:16	6	accommodate 9:24	approximately 14:24 16:6 18:13 20:19 27:15,22 29:2, 3 31:14,15,20	Bids 30:16
\$1 29:12	2010 21:16		achieve 27:10 28:11	area 18:17 31:1 45:2	big 27:1 32:22
\$1.25 15:11	2012 25:15 26:8,12 28:2	6.6 27:18	achieved 25:7	arrive 47:19	Bill 18:4,5,22,24 19:4 20:11,12 21:7,9 22:6 23:2,4,9,11 24:1
\$100 30:1	2013 27:15	600,000 8:14	acquire 36:7	assess 28:15	Bill's 21:6
\$180,000 7:15	2014 30:3	65 9:5	actual 45:1	assessment 25:15	billion 35:23
\$2 18:13	2018 14:19	7	add 46:12	attendance 3:16	BIS 32:4
\$2.56 31:2	2019 14:20,23	7 29:6	added 8:7	attended 30:11	bit 6:24 12:24 13:2 47:14
\$22 24:21 45:23	2019-2020 14:21	7.5 27:19	additional 14:3 24:12 46:10	attention 44:22	Blue 18:11
\$400 25:3 29:1	2020 3:4,9,12,13,19 4:8 5:10 9:4 14:5,14,24 15:5,6,8 24:24 26:13 27:17 28:2,5	7.7 8:12	address 3:14 12:2	attractive 11:13	Board 3:3,5,8,23 17:12,16 19:22 24:4 34:3 45:1 49:5 50:24
\$5 35:21	2021 9:4 14:6,14 15:9	71 7:4	adequate 24:22	audit 3:7 4:5,9 41:19	boarding 7:2
\$639,561,990 35:13	2022 9:5,6,9	71.8 8:17	adjoin 50:4,22	auditing 41:18	boats 21:13
\$7 20:19	2024 9:8	713,000 7:18	adjoined 51:5	August 3:12 5:9	bolstered 6:24
1	2100 15:1	714 36:9	advance 23:13	authority 3:18 4:2 24:19 25:2 46:3	box 7:12
1 8:13 35:23 36:23 41:15 43:12 47:3	21st 3:12,13	8	advice 44:9	authorizing 14:2 17:23 18:8 20:6,13 24:12	boy 36:23 38:4 49:1
10 29:8	22.8 6:24	8 25:13 49:1	agencies 30:14	availability 25:24	break 50:24
10.4 29:2	231 8:19	817 8:19	agenda 5:7 6:13 13:10,23 17:21 20:3 24:9 33:23 50:2	average 27:16,20 29:8 31:1	bridge 20:10,17,21,24 21:14,20,22 22:7,9 23:5,15,16
10.5 8:12	24 27:15,16	83 7:5	aggressive 9:23	award 28:20	bridges 21:7,9,12
100,000 8:15	28 8:20	846 35:21	agreement 14:4,24 17:24 18:8 20:7,14 25:21	aware 27:19	bridgework 22:10
108.7 8:6	28.74 28:6	85 9:4	Alex 36:4	B	bring 9:23
10:22 51:6	29.5 28:3	8A 48:17	allocated 8:20	B1 37:1	budget 3:7 4:5,9 6:19,22 7:6,18,20,23 14:10 24:20
11 14:16	3	9	allocation 8:21	B12op04206 24:13	build 33:5
11.4 8:5	3.2 7:7	9 14:16 27:16 50:2	alternative 26:19 27:13	B2 38:7	build-up 26:4
114 28:5	30 27:22 29:13 31:3	9.1 29:3	Alva 5:1,2 6:8,9 11:3 16:13,15 19:3,5 22:1,3,16 32:8,9 33:19 34:17,18 36:12,13 37:6,7,18 38:11,12,15 39:6,7,9 40:6,7 41:3,4 42:2,3, 6 43:1,2 44:3,4,11 45:3 46:15,16 47:8, 10,20,24 49:20,21 50:18,19	B2g 31:7	building 4:1
12 3:15 5:9 28:1 48:20	330,000 25:11	90 9:4	amount 24:21 25:3,17 28:24 35:10,12	B3 39:1,3,18	built 23:20
13.9 7:13	36.8 7:4	901 25:10	annual 31:4,8	B4 39:22,24 40:20	burnt 46:8
135 25:14	39.6 7:8 8:2	95 31:14,15,16,20	answers 33:23 35:16	B5 40:21,22,24	bus 11:22,24 12:1,2 25:12,24 47:6,16
14 7:3	4	95th 40:24	anticipate 10:12	back 9:23 11:21 13:13,14 16:8 21:3 26:23 35:11 40:18,19 48:5	buses 7:2 10:4,8 11:16 12:8 27:5,15,16,18, 22 31:22 47:16,19
16 3:9,19 4:8	400,000 8:1	9th 3:4	anticipating 46:9	bank 18:17	business 5:8 6:15 14:1 17:7, 22 20:5 24:11,14 34:10 36:2,24 38:6 39:2,23 40:23 41:16 42:19 43:13 45:16 47:4 49:3
18 30:10	4200 14:22	A	approach 21:22	barcoding 26:3,14	businesses 33:6
18-month 22:9	44 7:8	a.m. 51:6	approval 5:9 17:12,16 18:7 19:22 20:13 24:4 34:3 49:5	bascule 21:12	buy 26:23
181.4 7:12	463,000 7:16,17	A1 34:9,11	approve 49:4,11,24	base 28:24 29:3,12	
183.7 8:23	47.3 9:1	A2 36:1,3	approved 6:12	basis 8:4,16	
195.1 7:11	5	ability 12:7		Battle 30:15	
2	5 29:7	above-entitled 51:3		beginning 50:24	
2 38:5	50 3:16	Absolutely 44:14		benchmarks 28:14	
2.3 7:21	5000-series 36:9	academic 15:9		benefiting 33:6	
20 8:11	567 3:24	access 27:11			



<p style="text-align: center;">C</p> <p>C1 41:17</p> <p>call 4:8,10,14 5:11 30:21</p> <p>capacity 9:18 10:10 11:20</p> <p>capital 6:19 7:23 14:10 18:13 20:19</p> <p>car 34:11 36:3</p> <p>Carahsoft 43:22,24 44:8 47:11, 12,21</p> <p>CARES 8:18</p> <p>carry 9:19 10:4,17</p> <p>carrying 9:18</p> <p>cars 35:22</p> <p>Carter 3:22 9:16,17 10:12 11:23 44:15 46:6</p> <p>case 16:1</p> <p>cases 44:12</p> <p>cat 41:15</p> <p>cause 51:4</p> <p>CDOT 21:15,18 22:6,14 23:14</p> <p>central 25:9</p> <p>chain 24:17 25:5,14,21 26:15</p> <p>Chairman 4:6 5:3 6:10 13:12, 23 17:5,9,20 18:23 19:19 20:3 21:5 23:24 24:8 33:22 34:8 36:1,22 38:3,9, 24 39:21 40:2 41:13 42:16,22 43:11,16 45:14 47:1 48:16,24 49:22 50:20</p> <p>CHAIRPERSON 5:4,8 6:11,15 9:12 10:9,24 13:10 14:1 15:21 16:6,11 17:7, 10,14,22 19:1,20 20:5 21:7,24 24:2,11 31:12,16,24 32:5 34:1,10,15 36:2,5, 11,24 37:5 38:6,10 39:2,23 40:4,21,23 41:16,22,24 42:19, 23 43:13,17 44:1 45:16 47:4 48:18 49:2,23 50:3,21</p> <p>change 9:3 16:1 34:11,20 35:20 40:24 46:7</p> <p>changed 3:6</p> <p>Chevere 4:13,14,16 5:24 6:1 12:15,16 16:17,18 19:9,10 22:18,20 33:9,11 34:19,20,23 35:8,14,17,18 36:14, 15 37:19,20 38:16, 17 39:10,11 40:10,</p>	<p>11 41:5,6 42:7,8 43:3,4 45:6,7 46:17, 18 48:1,3 49:12,13 50:9,10</p> <p>Chicago 3:3,5,8,18 4:2 14:4 18:1,9 20:8,15,23 21:10,11 26:9</p> <p>Chicago's 14:13</p> <p>Chief 18:6</p> <p>city 10:2 12:4 14:4,12, 18,22 15:1,3,7,10 17:24 18:9 20:7,14 26:9</p> <p>clarify 46:6</p> <p>clear 23:18</p> <p>close 9:18</p> <p>closely 28:4 37:15</p> <p>closer 35:23</p> <p>closures 23:3</p> <p>College 15:1</p> <p>Colleges 14:4,13,22 15:4,8,10</p> <p>Colleges' 14:18</p> <p>commend 32:15</p> <p>comment 11:3</p> <p>commitment 22:8</p> <p>commitments 29:24</p> <p>committee 3:7 4:4,9 5:6,9 49:3</p> <p>commodities 9:2</p> <p>communication 43:14</p> <p>company 24:14,20 28:20 32:1</p> <p>compared 6:21 7:8 28:17</p> <p>comparison 15:14</p> <p>competitive 29:8</p> <p>complete 22:5 23:7,9</p> <p>completely 23:17</p> <p>completes 33:23</p> <p>concern 44:17</p> <p>concerns 3:17</p> <p>conclusion 15:12</p> <p>conduct 31:8</p> <p>congratulations 33:14</p> <p>connect 47:17,18</p> <p>consideration 14:11</p> <p>consistent 7:24 15:11 44:15</p>	<p>consistently 29:23</p> <p>construction 22:13</p> <p>consultant 42:20</p> <p>contacts 30:20</p> <p>continue 9:5 25:4 31:4</p> <p>continues 10:15</p> <p>contract 24:13,20,23 25:2,8 26:7,9,18,21 28:5,7, 19,21,22,24 29:3,4, 6,12,14,22 30:1,11, 20 31:3,5,22 34:9,11 35:10,13 36:1,3,23 37:1 38:4,7 39:1,3, 24 40:24 41:14,17 42:17,20,21 43:12, 14,15,23 45:15,17, 21,24 46:1,2,3,4,9, 12,13 47:2,5 50:2</p> <p>contractor 37:11,15</p> <p>contracts 31:9 34:9 44:22 48:19,20,24</p> <p>conversation 44:16,21</p> <p>convince 26:22</p> <p>coordinate 22:15 23:14</p> <p>coordination 20:22 22:11</p> <p>core 26:15</p> <p>coronavirus 46:11</p> <p>correct 22:5 38:13,14 42:5 44:6,13</p> <p>cost 33:4</p> <p>costs 28:13</p> <p>Counsel 3:21,23</p> <p>couple 8:7 22:4</p> <p>court 12:21</p> <p>COVID-19 3:9 15:3</p> <p>cranes 40:1</p> <p>credit 14:16 26:16</p> <p>crowded 10:8</p> <p>crucial 33:2</p> <p>CTA 8:20 9:22 15:5,10,13 18:9,12,18 20:15,18 25:4,9,17 27:3,8 28:3,15,17,18 30:10 31:17,18 32:11</p> <p>CTA's 18:11 20:16,20 24:19 25:15,23 28:12,16,18</p> <p>CTA-OWNED 26:11</p> <p>Curran 6:16,18,19 11:12,17 14:7,8,9 15:23 16:8, 12</p>	<p>current 25:7 28:16 29:22 30:11 45:24</p> <p>customer 47:12,21</p> <p>customers 9:22,23 10:6 12:7 22:12</p> <p>cut 23:8,9,17</p> <p>cuts 23:5</p> <p style="text-align: center;">D</p> <p>d/b/a 24:21 28:20</p> <p>D1 42:20</p> <p>daily 15:10</p> <p>damages 7:18</p> <p>data 15:6</p> <p>date 8:19</p> <p>dating 30:7</p> <p>day 27:17</p> <p>DBA 32:20</p> <p>DBE 26:6 27:24 28:1,4 29:13,24 30:1,5,9, 18,19 31:2 32:20 37:7,13 38:13 42:3 44:5,13,19</p> <p>Dearborn 18:3,11,15</p> <p>declares 3:15</p> <p>decrease 11:22</p> <p>decreased 11:16,24 12:4</p> <p>demand 12:3</p> <p>demonstrated 29:21</p> <p>Department 18:1 20:8,23 21:10</p> <p>design 22:10 23:13,14,18</p> <p>details 23:12 29:21</p> <p>determination 25:19</p> <p>determined 25:17</p> <p>developed 28:17</p> <p>Development 18:2 20:9</p> <p>differece 32:22 47:14</p> <p>differs 47:11</p> <p>digital 43:14</p> <p>digitize 26:13</p> <p>directly 21:19</p> <p>Director 4:7,13,14,16,19,20, 21,22,23,24 5:1,2, 14,18,20,24 6:1,2,3, 4,5,6,7,8,9 9:16</p>	<p>11:3,15,19,23 12:9, 10,11,12,14,15,16 13:7,13,16,18,21 16:13,15,16,18,19, 21,22,24 17:1,3,17, 18 19:3,5,9,10,11, 12,13,14,15,16,23, 24 20:2 22:1,3,16, 18,20,21,22,23,24 23:1,2,7,10,21 24:5, 6 29:19 32:8,9 33:9, 11,12,13,15,16,17, 18,19 34:4,5,13,17, 18,19,20,23,24 35:1, 2,3,4,5,8,14,16,18 36:12,13,14,15,16, 17,18,19,20,21 37:3, 6,7,18,19,20,21,22, 23,24 38:1,2,11,12, 15,16,17,18,19,20, 21,22,23 39:6,7,9, 10,11,12,13,14,15, 16,17 40:6,7,8,9,10, 11,12,13,14,15 41:3, 4,5,6,7,8,9,10,11,12 42:2,3,6,7,8,9,10,11, 13,14,15 43:1,2,3,4, 5,6,8,9,10 44:3,4,11, 15 45:3,5,7,8,9,10, 11,12,13 46:6,15,16, 17,18,19,20,21,22, 23,24 47:8,10,20,24 48:1,3,4,5,6,7,8,9, 11,12,14,21,22 49:6, 7,9,12,13,14,15,16, 17,18,19,20,21 50:5, 6,9,10,11,12,13,14, 15,16,17,18,19</p> <p>Directors 24:8 29:18</p> <p>disaster 3:12</p> <p>discuss 30:18,22</p> <p>distance 12:8</p> <p>distancing 9:20</p> <p>distribution 25:10</p> <p>diversify 30:4</p> <p>diversity 28:3,8 29:19 30:20</p> <p>Division 25:10</p> <p>dog 42:17</p> <p>dollar 26:21</p> <p>Dorval 3:22 9:17</p> <p>drawn 8:19,23 9:1</p> <p>draws 8:18,24</p> <p>dropped 13:7</p> <p>due 3:9 7:15 15:5</p> <p style="text-align: center;">E</p> <p>E1 43:14</p> <p>earlier 44:16</p> <p>earned 15:15</p> <p>echo 33:18</p>	<p>effect 3:13</p> <p>efficiencies 33:4</p> <p>efforts 29:21</p> <p>electrical 38:7</p> <p>electronic 26:2</p> <p>elephant 43:12</p> <p>eligible 14:17,23 15:24</p> <p>Ellen 21:2 24:15,16 29:17, 19 31:14,20 32:2,7 33:19 35:11,12 36:8 38:14 39:20 40:17, 18 41:21,23 42:1 43:18,19 44:8,14 45:21 47:15,23</p> <p>emergency 3:14 10:14,16,23 11:5 18:15</p> <p>employees 25:14</p> <p>encourage 10:7</p> <p>end 10:17</p> <p>engaged 9:20 28:15</p> <p>ensure 24:22</p> <p>enter 25:2,20 46:3,13</p> <p>entered 26:8</p> <p>entire 12:6</p> <p>equipment 39:4</p> <p>essentially 7:19 30:19</p> <p>estate 8:12,14</p> <p>estimate 10:22</p> <p>events 28:9 30:6,12,14</p> <p>exceeded 29:24</p> <p>excessive 25:17</p> <p>Excuse 13:5</p> <p>existing 46:8,12</p> <p>expect 27:21</p> <p>expense 7:14</p> <p>expenses 7:20,23 8:1,4 29:1, 11</p> <p>experimental 14:3</p> <p>expire 10:23</p> <p>expires 24:24 45:24 46:5</p> <p>explain 47:13</p> <p>extended 14:20</p> <p>extension 14:12 15:7 28:24 42:21</p>
--	--	---	--	--	---



F	front-door 7:1 fuel 7:16 9:3 11:8,14 full 7:1 12:5 20:23 full-time 16:2 fully 9:7 funding 8:9,10,16,18,21,24 10:10,14,15,16,20, 23 11:4,5 18:13 20:19 22:7,9 24:12, 23 funds 8:14 18:2 20:9	hard 32:24 he'll 48:5 headquarters 4:1 health 3:17 heard 40:17 held 25:17 27:17 30:6 helping 33:5 helps 11:6 32:11,23 Herb 13:15 higher 12:3 26:15,23 highly 28:17 hold 28:9 hold-ins 27:21 HOST 13:5,7 hosted 30:14 hours 14:16 huge 32:10 hundred 26:12	influence 26:22 inform 25:6 information 31:7 47:13,22 informed 45:2 Infrastructure 18:6 initial 14:18 Initially 45:22 Injuries 7:18 input 31:7 intergovernmental 17:24 18:8 20:7,14 INTERPRETER 12:23 interpreting 12:22 21:3 40:18 inventory 25:18,20,23 26:3,4, 11,17,19 28:16 31:13 45:18 involved 32:10,16 33:1 44:6 involvement 32:23 Irvine 4:23,24 5:14,20,21 6:6,7 12:12,14 17:1, 3,18 19:15,16,24 20:2 23:1,2,7,10,21 24:6,8 33:17,18 34:5,7 35:4,5 36:20, 21 38:1,2,22,23 39:16,17 40:14,15 41:11,12 42:14,15 43:9,10 45:12,13 46:23,24 48:8,9,22 49:7,9,18,19 50:6,8, 16,17 issue 37:8 issued 3:5,11 28:18 37:10 item 5:7 6:14 13:10,23 17:6,16,21 18:21 19:19,21 20:3 24:3,9 33:23 34:2 items 27:9 30:24 31:21	job 5:22 33:14 41:24 JP 44:21 Juan 24:15 29:15,18 33:20 July 6:20 8:23 28:5 jumping 5:22	23 24:7 32:8 33:8, 12,15,17,22 34:6,13, 17,19,22,24 35:2,4, 6,8,11,16,24 36:4, 12,14,16,18,20,22 37:3,6,19,21,23 38:1,3,9,11,16,18, 20,22,24 39:6,10,12, 14,16,18,21 40:2,6, 8,10,12,14,16,22 41:3,5,7,9,11,13 42:2,7,9,11,14,16,22 43:1,3,5,7,9,11,16 44:3 45:5,8,10,12,14 46:15,17,19,21,23 47:1,8 48:1,4,8,10, 13,15,23 49:8,14,16, 18,20,22,24 50:7,11, 13,16,18,20,22
	G			K	
F1 45:15,17 facilitate 23:5 facility 25:10 26:1 fairly 31:10 fall 14:5,14,19 30:24 fare 7:3,6,11 farebox 6:23 10:21 faster 46:9 favorable 7:14,16,17 8:5 feasible 3:17 February 8:24 feet 25:11 fell 22:13 final 47:4 Finally 50:3 finance 3:7 4:5,9 6:16,20 12:18 13:19 14:10 financial 6:21 financing 18:2,10 20:9,16 21:20 find 44:13 47:19 fine 13:3 firm 30:19 31:2 41:19 firms 30:2,5,9,10,18,23 31:9 five-minute 50:24 five-year 28:23 fixed 21:8 flat 7:6,18,19 fleet 27:20 floated 23:15 fluids 27:3,4 29:7 focus 44:22 focused 44:17 follow 37:16 forces 18:19 forecast 10:16 format 3:6 forward 26:4 44:23 front 16:9	G1 47:5 48:17 garage 25:12 gas 9:8 gave 26:20 general 3:21,23 15:12 47:12, 21 Genuine 24:13,20 28:19 girl 47:3 give 44:9 glad 19:6 goal 28:11 29:13 31:4 goals 31:4 37:7 good 3:1 4:7 6:18 11:9,11 14:8 18:5 24:18 29:18 32:6 33:14 41:24 Governor 3:11 grading 18:17 Granicus 43:22 44:7 great 32:21 33:19,20 38:15 45:3 Greg 5:15 12:23 13:5 43:8 45:11 Gregory 3:2,24 group 37:14 gun 26:14 guns 26:2	hard 32:24 he'll 48:5 headquarters 4:1 health 3:17 heard 40:17 held 25:17 27:17 30:6 helping 33:5 helps 11:6 32:11,23 Herb 13:15 higher 12:3 26:15,23 highly 28:17 hold 28:9 hold-ins 27:21 HOST 13:5,7 hosted 30:14 hours 14:16 huge 32:10 hundred 26:12	influence 26:22 inform 25:6 information 31:7 47:13,22 informed 45:2 Infrastructure 18:6 initial 14:18 Initially 45:22 Injuries 7:18 input 31:7 intergovernmental 17:24 18:8 20:7,14 INTERPRETER 12:23 interpreting 12:22 21:3 40:18 inventory 25:18,20,23 26:3,4, 11,17,19 28:16 31:13 45:18 involved 32:10,16 33:1 44:6 involvement 32:23 Irvine 4:23,24 5:14,20,21 6:6,7 12:12,14 17:1, 3,18 19:15,16,24 20:2 23:1,2,7,10,21 24:6,8 33:17,18 34:5,7 35:4,5 36:20, 21 38:1,2,22,23 39:16,17 40:14,15 41:11,12 42:14,15 43:9,10 45:12,13 46:23,24 48:8,9,22 49:7,9,18,19 50:6,8, 16,17 issue 37:8 issued 3:5,11 28:18 37:10 item 5:7 6:14 13:10,23 17:6,16,21 18:21 19:19,21 20:3 24:3,9 33:23 34:2 items 27:9 30:24 31:21	Karen 3:22,23 key 27:2 kicked 13:17 kind 22:8,12 23:12,16,19 knew 35:22 KPMG 28:15,17 kudos 11:11 32:9	23 24:7 32:8 33:8, 12,15,17,22 34:6,13, 17,19,22,24 35:2,4, 6,8,11,16,24 36:4, 12,14,16,18,20,22 37:3,6,19,21,23 38:1,3,9,11,16,18, 20,22,24 39:6,10,12, 14,16,18,21 40:2,6, 8,10,12,14,16,22 41:3,5,7,9,11,13 42:2,7,9,11,14,16,22 43:1,3,5,7,9,11,16 44:3 45:5,8,10,12,14 46:15,17,19,21,23 47:1,8 48:1,4,8,10, 13,15,23 49:8,14,16, 18,20,22,24 50:7,11, 13,16,18,20,22
		I		L	M
front-door 7:1 fuel 7:16 9:3 11:8,14 full 7:1 12:5 20:23 full-time 16:2 fully 9:7 funding 8:9,10,16,18,21,24 10:10,14,15,16,20, 23 11:4,5 18:13 20:19 22:7,9 24:12, 23 funds 8:14 18:2 20:9	G G1 47:5 48:17 garage 25:12 gas 9:8 gave 26:20 general 3:21,23 15:12 47:12, 21 Genuine 24:13,20 28:19 girl 47:3 give 44:9 glad 19:6 goal 28:11 29:13 31:4 goals 31:4 37:7 good 3:1 4:7 6:18 11:9,11 14:8 18:5 24:18 29:18 32:6 33:14 41:24 Governor 3:11 grading 18:17 Granicus 43:22 44:7 great 32:21 33:19,20 38:15 45:3 Greg 5:15 12:23 13:5 43:8 45:11 Gregory 3:2,24 group 37:14 gun 26:14 guns 26:2	hard 32:24 he'll 48:5 headquarters 4:1 health 3:17 heard 40:17 held 25:17 27:17 30:6 helping 33:5 helps 11:6 32:11,23 Herb 13:15 higher 12:3 26:15,23 highly 28:17 hold 28:9 hold-ins 27:21 HOST 13:5,7 hosted 30:14 hours 14:16 huge 32:10 hundred 26:12	influence 26:22 inform 25:6 information 31:7 47:13,22 informed 45:2 Infrastructure 18:6 initial 14:18 Initially 45:22 Injuries 7:18 input 31:7 intergovernmental 17:24 18:8 20:7,14 INTERPRETER 12:23 interpreting 12:22 21:3 40:18 inventory 25:18,20,23 26:3,4, 11,17,19 28:16 31:13 45:18 involved 32:10,16 33:1 44:6 involvement 32:23 Irvine 4:23,24 5:14,20,21 6:6,7 12:12,14 17:1, 3,18 19:15,16,24 20:2 23:1,2,7,10,21 24:6,8 33:17,18 34:5,7 35:4,5 36:20, 21 38:1,2,22,23 39:16,17 40:14,15 41:11,12 42:14,15 43:9,10 45:12,13 46:23,24 48:8,9,22 49:7,9,18,19 50:6,8, 16,17 issue 37:8 issued 3:5,11 28:18 37:10 item 5:7 6:14 13:10,23 17:6,16,21 18:21 19:19,21 20:3 24:3,9 33:23 34:2 items 27:9 30:24 31:21	Karen 3:22,23 key 27:2 kicked 13:17 kind 22:8,12 23:12,16,19 knew 35:22 KPMG 28:15,17 kudos 11:11 32:9	23 24:7 32:8 33:8, 12,15,17,22 34:6,13, 17,19,22,24 35:2,4, 6,8,11,16,24 36:4, 12,14,16,18,20,22 37:3,6,19,21,23 38:1,3,9,11,16,18, 20,22,24 39:6,10,12, 14,16,18,21 40:2,6, 8,10,12,14,16,22 41:3,5,7,9,11,13 42:2,7,9,11,14,16,22 43:1,3,5,7,9,11,16 44:3 45:5,8,10,12,14 46:15,17,19,21,23 47:1,8 48:1,4,8,10, 13,15,23 49:8,14,16, 18,20,22,24 50:7,11, 13,16,18,20,22
		H			
front-door 7:1 fuel 7:16 9:3 11:8,14 full 7:1 12:5 20:23 full-time 16:2 fully 9:7 funding 8:9,10,16,18,21,24 10:10,14,15,16,20, 23 11:4,5 18:13 20:19 22:7,9 24:12, 23 funds 8:14 18:2 20:9	hands-on 32:16 happening 13:1 happy 9:10 15:18 18:20 21:1 31:11	hard 32:24 he'll 48:5 headquarters 4:1 health 3:17 heard 40:17 held 25:17 27:17 30:6 helping 33:5 helps 11:6 32:11,23 Herb 13:15 higher 12:3 26:15,23 highly 28:17 hold 28:9 hold-ins 27:21 HOST 13:5,7 hosted 30:14 hours 14:16 huge 32:10 hundred 26:12	influence 26:22 inform 25:6 information 31:7 47:13,22 informed 45:2 Infrastructure 18:6 initial 14:18 Initially 45:22 Injuries 7:18 input 31:7 intergovernmental 17:24 18:8 20:7,14 INTERPRETER 12:23 interpreting 12:22 21:3 40:18 inventory 25:18,20,23 26:3,4, 11,17,19 28:16 31:13 45:18 involved 32:10,16 33:1 44:6 involvement 32:23 Irvine 4:23,24 5:14,20,21 6:6,7 12:12,14 17:1, 3,18 19:15,16,24 20:2 23:1,2,7,10,21 24:6,8 33:17,18 34:5,7 35:4,5 36:20, 21 38:1,2,22,23 39:16,17 40:14,15 41:11,12 42:14,15 43:9,10 45:12,13 46:23,24 48:8,9,22 49:7,9,18,19 50:6,8, 16,17 issue 37:8 issued 3:5,11 28:18 37:10 item 5:7 6:14 13:10,23 17:6,16,21 18:21 19:19,21 20:3 24:3,9 33:23 34:2 items 27:9 30:24 31:21	Karen 3:22,23 key 27:2 kicked 13:17 kind 22:8,12 23:12,16,19 knew 35:22 KPMG 28:15,17 kudos 11:11 32:9	23 24:7 32:8 33:8, 12,15,17,22 34:6,13, 17,19,22,24 35:2,4, 6,8,11,16,24 36:4, 12,14,16,18,20,22 37:3,6,19,21,23 38:1,3,9,11,16,18, 20,22,24 39:6,10,12, 14,16,18,21 40:2,6, 8,10,12,14,16,22 41:3,5,7,9,11,13 42:2,7,9,11,14,16,22 43:1,3,5,7,9,11,16 44:3 45:5,8,10,12,14 46:15,17,19,21,23 47:1,8 48:1,4,8,10, 13,15,23 49:8,14,16, 18,20,22,24 50:7,11, 13,16,18,20,22
front-door 7:1 fuel 7:16 9:3 11:8,14 full 7:1 12:5 20:23 full-time 16:2 fully 9:7 funding 8:9,10,16,18,21,24 10:10,14,15,16,20, 23 11:4,5 18:13 20:19 22:7,9 24:12, 23 funds 8:14 18:2 20:9	hands-on 32:16 happening 13:1 happy 9:10 15:18 18:20 21:1 31:11	hard 32:24 he'll 48:5 headquarters 4:1 health 3:17 heard 40:17 held 25:17 27:17 30:6 helping 33:5 helps 11:6 32:11,23 Herb 13:15 higher 12:3 26:15,23 highly 28:17 hold 28:9 hold-ins 27:21 HOST 13:5,7 hosted 30:14 hours 14:16 huge 32:10 hundred 26:12	influence 26:22 inform 25:6 information 31:7 47:13,22 informed 45:2 Infrastructure 18:6 initial 14:18 Initially 45:22 Injuries 7:18 input 31:7 intergovernmental 17:24 18:8 20:7,14 INTERPRETER 12:23 interpreting 12:22 21:3 40:18 inventory 25:18,20,23 26:3,4, 11,17,19 28:16 31:13 45:18 involved 32:10,16 33:1 44:6 involvement 32:23 Irvine 4:23,24 5:14,20,21 6:6,7 12:12,14 17:1, 3,18 19:15,16,24 20:2 23:1,2,7,10,21 24:6,8 33:17,18 34:5,7 35:4,5 36:20, 21 38:1,2,22,23 39:16,17 40:14,15 41:11,12 42:14,15 43:9,10 45:12,13 46:23,24 48:8,9,22 49:7,9,18,19 50:6,8, 16,17 issue 37:8 issued 3:5,11 28:18 37:10 item 5:7 6:14 13:10,23 17:6,16,21 18:21 19:19,21 20:3 24:3,9 33:23 34:2 items 27:9 30:24 31:21	Karen 3:22,23 key 27:2 kicked 13:17 kind 22:8,12 23:12,16,19 knew 35:22 KPMG 28:15,17 kudos 11:11 32:9	23 24:7 32:8 33:8, 12,15,17,22 34:6,13, 17,19,22,24 35:2,4, 6,8,11,16,24 36:4, 12,14,16,18,20,22 37:3,6,19,21,23 38:1,3,9,11,16,18, 20,22,24 39:6,10,12, 14,16,18,21 40:2,6, 8,10,12,14,16,22 41:3,5,7,9,11,13 42:2,7,9,11,14,16,22 43:1,3,5,7,9,11,16 44:3 45:5,8,10,12,14 46:15,17,19,21,23 47:1,8 48:1,4,8,10, 13,15,23 49:8,14,16, 18,20,22,24 50:7,11, 13,16,18,20,22
front-door 7:1 fuel 7:16 9:3 11:8,14 full 7:1 12:5 20:23 full-time 16:2 fully 9:7 funding 8:9,10,16,18,21,24 10:10,14,15,16,20, 23 11:4,5 18:13 20:19 22:7,9 24:12, 23 funds 8:14 18:2 20:9	hands-on 32:16 happening 13:1 happy 9:10 15:18 18:20 21:1 31:11	hard 32:24 he'll 48:5 headquarters 4:1 health 3:17 heard 40:17 held 25:17 27:17 30:6 helping 33:5 helps 11:6 32:11,23 Herb 13:15 higher 12:3 26:15,23 highly 28:17 hold 28:9 hold-ins 27:21 HOST 13:5,7 hosted 30:14 hours 14:16 huge 32:10 hundred 26:12	influence 26:22 inform 25:6 information 31:7 47:13,22 informed 45:2 Infrastructure 18:6 initial 14:18 Initially 45:22 Injuries 7:18 input 31:7 intergovernmental 17:24 18:8 20:7,14 INTERPRETER 12:23 interpreting 12:22 21:3 40:18 inventory 25:18,20,23 26:3,4, 11,17,19 28:16 31:13 45:18 involved 32:10,16 33:1 44:6 involvement 32:23 Irvine 4:23,24 5:14,20,21 6:6,7 12:12,14 17:1, 3,18 19:15,16,24 20:2 23:1,2,7,10,21 24:6,8 33:17,18 34:5,7 35:4,5 36:20, 21 38:1,2,22,23 39:16,17 40:14,15 41:11,12 42:14,15 43:9,10 45:12,13 46:23,24 48:8,9,22 49:7,9,18,19 50:6,8, 16,17 issue 37:8 issued 3:5,11 28:18 37:10 item 5:7 6:14 13:10,23 17:6,16,21 18:21 19:19,21 20:3 24:3,9 33:23 34:2 items 27:9		

<p>regard 8:18 9:13,17</p> <p>regular 10:19</p> <p>related 18:14</p> <p>relationship 45:19</p> <p>release 37:8,11,13</p> <p>reliant 27:12</p> <p>relief 10:14,16,23 11:5</p> <p>remains 29:5</p> <p>remote 15:21</p> <p>remotely 16:5</p> <p>rental 39:24</p> <p>reopening 10:3</p> <p>repairs 18:17</p> <p>replenishment 27:7</p> <p>report 6:16 11:4,5 12:18 13:20 31:6</p> <p>reporting 12:21</p> <p>represent 31:17,18 32:1</p> <p>representatives 30:8</p> <p>represents 8:20 28:6</p> <p>requesting 24:19 25:2 46:2</p> <p>requests 30:24</p> <p>resale 26:5</p> <p>reseller 43:21,23</p> <p>response 50:15</p> <p>responsible 37:12</p> <p>rest 32:12</p> <p>resulting 28:19</p> <p>results 6:21</p> <p>returning 7:1</p> <p>revenue 7:7,11,12 8:22 10:20 15:15</p> <p>revenues 6:23 7:7,10 8:2,6</p> <p>Reverend 43:7 48:15</p> <p>review 14:2 15:13 17:8,23 20:6</p> <p>RFP 28:18 46:1</p> <p>ride 9:22 10:6</p> <p>rider 11:19</p> <p>ridership 9:13,14,17 10:7 15:6,13</p> <p>River 21:11</p>	<p>roll 4:10 5:11</p> <p>rollcall 4:12,15,18 5:12 49:10 50:8</p> <p>Rosales 5:1,2 6:8,9 11:3 16:13,15 19:3,5 22:1,3,16 32:8,9 33:19 34:17,18 36:12,13 37:6,7,18 38:11,12,15 39:6,7,9 40:6,7 41:3,4 42:2,3, 6 43:1,2 44:3,4,11, 15 45:3 46:15,16 47:9,10,20,24 49:20, 21 50:18,19</p> <p>run 10:11 27:4 32:22</p> <p>running 12:5 27:5</p> <p>rush 11:21</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p>safe 9:22</p> <p>safely 10:7</p> <p>sale 26:17</p> <p>sales 8:11 31:17,18 32:1</p> <p>satellite 25:11</p> <p>savings 32:11 33:4</p> <p>scan 26:14</p> <p>scanning 26:2</p> <p>scheduled 3:8 4:5</p> <p>school 14:21,24</p> <p>schools 15:4</p> <p>scrap 26:20</p> <p>seconded 5:21 17:20 20:2 24:8 34:6 49:9 50:7</p> <p>secretary 3:1,2,5,24 4:10,11, 15,17,21,23 5:1,3,5, 11,12,16,19,21 6:2, 4,6,8,10,12 11:1 12:10,15,17 13:2,6, 9,12,18,22 15:20 16:13,16,19,22 17:1, 4,9,11,19 18:22 19:3,8,11,13,15,17 20:1 21:2 22:1,18, 21,23 23:1,23 24:7 32:8 33:8,12,15,17, 22 34:6,13,17,19,22, 24 35:2,4,6,8,11,16, 24 36:4,12,14,16,18, 20,22 37:3,6,19,21, 23 38:1,3,9,11,16, 18,20,22,24 39:6,10, 12,14,16,18,21 40:2, 6,8,10,12,14,16,22 41:3,5,7,9,11,13 42:2,7,9,11,14,16,22 43:1,3,5,7,9,11,16 44:3 45:5,8,10,12,14 46:15,17,19,21,23 47:1,8 48:1,4,8,10, 13,15,23 49:8,14,16,</p>	<p>18,20,22,24 50:7,11, 13,16,18,20,22</p> <p>section 3:15 23:16</p> <p>security 7:19</p> <p>seeking 21:20 22:6</p> <p>Seimetz 3:22,23</p> <p>selected 14:15</p> <p>selective 9:6</p> <p>sell 26:20</p> <p>semesters 14:6</p> <p>sense 22:16 35:14</p> <p>separate 22:8</p> <p>September 3:4,9,13,19 4:8</p> <p>series 23:4</p> <p>serve 32:12</p> <p>service 11:17,22,24 12:2,5,6 41:18</p> <p>services 7:19 44:6,12,19 47:6</p> <p>sessions 30:8</p> <p>set 37:8</p> <p>shared 21:9</p> <p>shortfalls 8:22</p> <p>show 3:21</p> <p>showed 29:23</p> <p>side 7:14 8:9 9:2 11:14 12:1,4 32:2</p> <p>sign 12:21 21:3 40:18 47:18</p> <p>signal 39:4</p> <p>Silva 4:6,7 5:3,4,8 6:10, 11,15 9:12,16 10:9, 24 13:10,23 14:1 15:21 16:6,11 17:5, 7,9,10,14,20,22 18:23 19:1,20 20:3,5 21:5,7,24 23:24 24:2,9,11 31:12,16, 24 32:5 33:22 34:1, 8,10,14,15 36:1,2,5, 11,23,24 37:4,5 38:4,6,10,24 39:2, 21,23 40:3,4,21,23 41:14,16,22,24 42:17,19,23 43:11, 13,17 44:1 45:15,16 47:2,4 48:16,18,24 49:2,22,23 50:3,20, 21</p> <p>single 23:8</p> <p>sir 5:6 6:13 50:2</p> <p>site 31:8</p> <p>size 25:23 27:21</p>	<p>slide 6:23 7:9,13 8:3,15, 17 9:1 29:23</p> <p>slides 8:7</p> <p>social 9:19</p> <p>socially 12:8</p> <p>software 43:20,22 44:7</p> <p>sort 10:5</p> <p>sounds 19:5 32:15,19,21</p> <p>south 12:3</p> <p>specialty 31:1</p> <p>specific 18:14</p> <p>specifically 47:15,16</p> <p>speed 30:7</p> <p>spend 31:6</p> <p>spending 46:10</p> <p>spent 28:4 30:1 31:1</p> <p>spring 9:9 14:5,14,20 15:6</p> <p>square 25:11</p> <p>staff 15:7 18:7 20:12 30:18</p> <p>staffing 29:10</p> <p>Stand 13:8</p> <p>start 4:4</p> <p>started 30:3</p> <p>station 18:16</p> <p>stock 25:18 29:6</p> <p>stockrooms 25:13</p> <p>storerooms 25:12</p> <p>strategy 9:12</p> <p>Street 4:1 18:3 20:10,17,21 21:6,14,18 23:15 24:1 41:1</p> <p>structures 20:20</p> <p>student 15:8,11</p> <p>students 14:5,16,22 15:1,22, 23 16:4,7</p> <p>studying 16:5</p> <p>subject 10:18</p> <p>subsequent 10:3</p> <p>subsequently 14:20</p> <p>subsets 44:24</p> <p>subsidy 7:6</p>	<p>substantially 28:1</p> <p>subway 18:3,11,15</p> <p>success 27:1</p> <p>successes 25:7</p> <p>sufficient 15:6</p> <p>suppliers 27:12</p> <p>supplies 38:8</p> <p>supply 24:17 25:4,14,21 26:15</p> <p>support 20:21</p> <p>supporting 21:21</p> <p>supports 21:22</p> <p>surface-level 18:17</p> <p>switch 12:20,22 13:4 40:17</p> <p>swoop 22:13</p> <p>Symposium 30:15</p> <p>system 9:21 25:16 47:6</p> <p>system-generated 8:22</p> <p>systems 18:16</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>tail 22:14</p> <p>taking 14:16</p> <p>talk 30:9</p> <p>talked 7:22 11:20</p> <p>tanks 27:6</p> <p>tasks 30:3</p> <p>tax 8:11,13,14 18:2,9 20:9,15</p> <p>team 28:3,8 33:20</p> <p>technical 12:24</p> <p>technology 26:2,14</p> <p>term 15:6 24:23 29:12</p> <p>terminal 25:13 41:1</p> <p>terms 14:14,20</p> <p>text 47:5</p> <p>thing 13:1 32:18</p> <p>things 46:11</p> <p>third-party 25:20 28:19</p> <p>tied 44:24</p> <p>TIF 21:6 22:8</p>	<p>time 12:6 13:3 25:6 27:6, 11 33:3,5 48:10</p> <p>timeframe 21:17</p> <p>today 3:9,19 6:20 10:22 14:11 47:5</p> <p>total 7:7,10,24 8:4,21 25:14 28:4 30:6 31:24</p> <p>totals 7:4</p> <p>track 11:6 20:16,20 21:16, 19,22 23:3,8 27:3</p> <p>tracker 47:6,16</p> <p>trains 10:4,8 11:16 12:8 27:5 31:23</p> <p>transfer 8:13,14</p> <p>transit 3:3,5,8,18 4:2 35:22</p> <p>transitions 15:4</p> <p>Transportation 20:23 21:10 30:15</p> <p>travel 21:11</p> <p>treated 31:10</p> <p>tunnel 18:16</p> <p>turn 27:12</p> <p>two-year 22:10</p> <p>type 32:17,23 33:3 44:23</p> <p>Typically 15:24</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>U-PASS 14:13,17 15:12,14, 16,24 16:4</p> <p>U-PASSES 14:23 15:2</p> <p>ultimately 21:21</p> <p>understanding 44:5</p> <p>underutilized 28:10</p> <p>unfavorable 7:20 8:1,11</p> <p>unfunded 28:23</p> <p>University 14:3</p> <p>unused 26:5</p> <p>upgrade 26:1</p> <p>Upgrades 18:15</p> <p>utility 37:2</p> <p>utilization 44:13</p> <p>utilizing 44:7</p>
--	--	--	---	---	--



V

vacant
7:15
variables
10:19
vendor
25:20 27:6 28:16
45:17
vendors
28:10 32:18
verify
31:6
versus
7:5 22:13
Vice-president
6:19 14:9 24:17
virtually
3:20
visits
31:8
VMI
28:19,22 30:11
volume
9:4
vote
4:12,15,18 5:13,23
49:10 50:8
votes
6:13 50:1,23

W

wanting
30:20
warehouse
25:9 26:13
warehouses
25:12
warehousing
25:16 26:1
ways
25:22
week
30:21 44:17
Wells
21:14 23:15
west
3:24 12:3 25:10
won
46:2
words
29:16
work
18:18 20:22 21:16
22:10,11,15 23:3,6,
19 33:1,3,19,20
37:2,8,11,12,14 45:1
worked
28:8 30:11
working
28:4 43:21
wraparound
44:19

Y

year
10:18 14:21,24 15:9
41:20
year-to-date
7:10 8:4
yearly
8:16
years
11:10 22:4 26:10
28:23

