

1 COMMITTEE ON FINANCE, AUDIT AND BUDGET

2  
3 IN RE THE MATTER: )  
4 REGULAR MEETING )  
5 OF SEPTEMBER 15th, 2021 )  
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 15th day of  
11 September, 2021, at the hour of 9:31 a.m., via  
12 videoconference.

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



1 BOARD MEMBERS PRESENT:

2 ALEJANDRO SILVA, Chairperson

3 ARABEL ALVA ROSALES

4 LESTER BARCLAY

5 KEVIN IRVINE

6 BERNARD JAKES

7 JOHNNY MILLER

8  
9  
10  
11 STAFF PRESENT:

12 DORVAL R. CARTER, JR., President

13 GREGORY LONGHINI, Secretary

14 BRAD JANSEN, Deputy General Counsel

15 MICHELLE CURRAN

16 JEREMY FINE

17 MOLLY POPPE



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

4 SECRETARY LONGHINI: Good morning. I'm Greg  
5 Longhini, the Board Secretary of the Chicago  
6 Transit Board. On September 8th of this year, the  
7 office of the Secretary of the Board issued a  
8 notice-of-changed format of Chicago Transit Board  
9 (audio cut out) September 15th, 2020 due to  
10 COVID-19 pandemic.

11 On August 20th, 2021, Governor Pritzker  
12 renewed for a period of 30 days a state-wide  
13 disaster declaration as a result of the pandemic.

14 Pursuant to Section 7(e) of the Open  
15 Meetings Act, the head of the Chicago Transit  
16 Authority has determined that it is not practical  
17 or prudent to conduct an in-person meeting in light  
18 of the ongoing pandemic. This means that as  
19 permitted by this section of the Open Meetings Act,  
20 there will not be any in-person public meetings and  
21 the Chicago Transit Authority public meetings on  
22 September 15th of this year will take place only  
23 virtually.

24 Chairman Silva, we are ready to begin the



1 Finance, Audit & Budget Committee meeting.

2 CHAIRPERSON SILVA: Good morning.

3 SECRETARY LONGHINI: Good morning.

4 CHAIRPERSON SILVA: I would like to call to  
5 order the September 15th, 2021 meeting of the  
6 Committee of Finance, Audit & Budget.

7 will the secretary call the roll?

8 SECRETARY LONGHINI: Yes.

9 Director Miller.

10 DIRECTOR MILLER: Here.

11 SECRETARY LONGHINI: Director Jakes.

12 DIRECTOR JAKES: Present.

13 SECRETARY LONGHINI: Director Irvine.

14 DIRECTOR IRVINE: Here.

15 SECRETARY LONGHINI: Director Alva Rosales.

16 DIRECTOR ALVA ROSALES: Here.

17 SECRETARY LONGHINI: I'm missing somebody.

18 Miller, Jakes, Irvine. Director Barclay.

19 DIRECTOR BARCLAY: Here.

20 SECRETARY LONGHINI: And Chairman Silva.

21 CHAIRPERSON SILVA: Here.

22 SECRETARY LONGHINI: All right. We've got all  
23 six members of the Committee present. Let the  
24 record show that Deputy General Counsel Brad Jansen



1 and President Dorval Carter are also in attendance  
2 at this meeting and I along with Chief Financial  
3 Officer Jeremy Fine are actually in the building.

4 We may proceed to Agenda Item Number 2,  
5 sir.

6 CHAIRPERSON SILVA: Our first order of business  
7 is the approval of the committee meeting minutes of  
8 August 11, 2021. May I have a motion to approve?

9 DIRECTOR JAKES: So moved.

10 DIRECTOR IRVINE: Second.

11 SECRETARY LONGHINI: Moved and seconded by  
12 Directors Jakes and Irvine. I'll take a rollcall  
13 vote.

14 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: Director Barclay.

23 DIRECTOR BARCLAY: Yes.

24 SECRETARY LONGHINI: Chairman Silva.



1 CHAIRPERSON SILVA: Yes.

2 SECRETARY LONGHINI: Motion is approved. Six  
3 yes votes. On to Number 3.

4 CHAIRPERSON SILVA: Our next order of business  
5 is the finance report. Jeremy Fine.

6 JEREMY FINE: Good morning. I'm Jeremy Fine,  
7 your Chief Financial Officer and I'll be walking  
8 through the results for the month of July as well  
9 as year-to-date numbers.

10 with regard to our July revenues, they're  
11 following the same form that we've seen in the  
12 prior months here where we see farebox totals  
13 slightly positive on both an amended budget and  
14 original budget basis.

15 Passes slightly down on an amended budget  
16 and original budget basis, but overall we're  
17 essentially at budget. Slightly down on an amended  
18 budget basis and slightly positive on an original  
19 budget basis.

20 with regard to our reduced-fare subsidy,  
21 those continue to come in as expected, however,  
22 that is a haircut to what we have traditionally  
23 received in reduced-fare subsidy and lower than  
24 what we give out in terms of free and reduced-fare



1 rides.

2           with regard to nonfarebox totals, they're  
3 slightly down on an original budget basis, which  
4 leaves us for the month, you know, essentially  
5 flat, slightly down by about 1.3 million on an  
6 amended budget basis and about 600,000 on an  
7 original budget basis.

8           If you flip to the next page, you will see  
9 the year-to-date numbers and, again, we see  
10 positive variance on the farebox, you know, plus  
11 and minus, you know, about budgeted levels, but  
12 down about three and a half million and positive by  
13 about three and a half million on passes on an  
14 amended budget and original budget basis. So  
15 overall, again, we're tracking fairly closely to  
16 our budgeted expectations on an amended budget and  
17 original budget basis.

18           Again, reduced-fare subsidy coming in as  
19 expected and nonfarebox totals coming in slightly  
20 below expectations. So, overall, we're, again,  
21 tracking budget pretty closely. Down about four  
22 and a half million on an amended budget basis and  
23 positive by about 4 million on an original budget  
24 basis. So, again, much different story this year



1 than where we were at this point last year.

2 with regard to our expenses, we continue  
3 to keep tight controls on those. We see labor  
4 coming in positive by about \$1.1 million. Material  
5 continues to track pretty close, slightly down to  
6 budget.

7 Fuel and power have been very strong  
8 performers for us over the last several years and  
9 they are the same here this month. And then we  
10 have injuries and damages and security services  
11 coming in either at budget or slightly positive and  
12 then other expenses continue to come in favorable  
13 by about three and a half million on an amended  
14 budget basis and about 2.7 on an original budget  
15 basis.

16 So overall, we're a little over \$6 million  
17 favorable on the amended budget and favorable by  
18 about 5.3 million on the original budget basis.

19 When you net this against our revenues, we're about  
20 \$4.8 million positive on an amend budget basis and  
21 \$4.7 million positive on an original budget basis.

22 So, again, it's nice to see some positive, you  
23 know, numbers there, which dovetails into the  
24 year-to-date numbers.





1           Again, seeing similar trajectory on the  
2 various lines. Dropping down to the bottom row  
3 here, we see total operating expenses on a  
4 year-to-date basis a little over \$27 million  
5 favorable on an amended budget and a little over  
6 \$38 million favorable on the original budget, which  
7 again netted against the revenues we see about  
8 \$22.7 million favorability on the amended budget  
9 basis and a little over \$42 million favorable on  
10 the original budget basis. So, again, this has  
11 been helpful to us and we'll talk about the CARES  
12 funds here in a moment.

13           with regard to public funding, we continue  
14 to see very strong performance from our public  
15 funding revenues in part due to the addition of  
16 online sales and to the larger, you know, public  
17 funding portfolio. So this has helped us attain  
18 very favorable results vis-à-vis our amended budget  
19 and original budget basis expectations.

20           So we see sales tax coming in about  
21 \$14 million to the positive. PTF coming in a  
22 little over 9 million. RETT continues to perform  
23 very well, a little over 4 million plus or minus.  
24 And then almost \$2 million of favorability between



1 PTF on RETT and ICE funding. So that leaves us for  
2 the month about 28, 29 million dollars of  
3 favorabilities whether you're looking at it on an  
4 amended budget or original budget basis.

5 This, again, follows a form that we've  
6 seen over the last several months where we see  
7 year-to-date numbers, again, dropping to the bottom  
8 line here where we see over \$110 million of  
9 favorability on the amended budget basis and almost  
10 \$120 million of favorability on the original budget  
11 basis. So, again, very strong performance from our  
12 public funding.

13 And then if you flip to the next page here  
14 with regard to CARES draws, again, CARES was the  
15 first package of Federal funding that we received.  
16 We -- because of the fact that we have seen, you  
17 know, positive variance both on the  
18 system-generated side of the house and particularly  
19 on the public funding side of the house, we have  
20 not needed to draw as much as we had originally  
21 anticipated. So we still do have CARES funds  
22 available, about \$80 million to draw down through  
23 the remaining portion of 2021. You know, that may  
24 need to be supplemented in the latter months.



1 We'll see with CRRSA funding, which was the second  
2 tranche of funding, but that will carry us into  
3 2022.

4 So, again, a little bit better results  
5 than what we had originally anticipated, meaning  
6 that we are only needing to draw down for the month  
7 right now about \$7.6 million, which aggregates up  
8 to 741 million of the total 817 or a little over  
9 90 percent.

10 with regard to the three commodities that  
11 we purchase, again, we're locked in for the near  
12 term. We are finalizing the fuel RFP and will be  
13 looking for selective purchases in outer years  
14 based on market conditions, but we are looking, you  
15 know, as well as for power and natural gas, but  
16 we're locked in here for the foreseeable future.  
17 So, again, we've been able to take advantage of  
18 market conditions and we'll look for additional  
19 market conditions to make selective purchases in  
20 the future.

21 with that, that concludes my prepared  
22 remarks for the FAB. I'll open it up for questions  
23 on the FAB before turning it over to Molly Poppe to  
24 walk through the summer promotional fares.



1 CHAIRPERSON SILVA: Jeremy, can you explain the  
2 impact of online sales in the current month  
3 results?

4 JEREMY FINE: Yeah. So online sales, you know,  
5 we received -- previous to this year, we received a  
6 small portion of online sales, but it was under an  
7 archaic structure and formula. Now we're capturing  
8 kind of the full breadth of online sales, which has  
9 boosted the results that we've seen, you know, 10  
10 to 15 percent.

11 So, again, having online sales coming  
12 online, so to speak, has been very beneficial to us  
13 in the total receipts that we're selecting and has  
14 been a big boost for us in any time, but let alone  
15 during the pandemic, to see those online sales  
16 coming into the coffers. And, again, that will be  
17 baked into the cake as we continue to move forward.  
18 So this has been a big benefit to us and one that  
19 we're very happy to see the results for 2021  
20 manifesting themselves.

21 SECRETARY LONGHINI: Chairman Silva, before we  
22 move on to further questions from you or the rest  
23 of the board members, we have another component  
24 that's going to follow up on Jeremy and that's



1 Molly Poppe. She's going to make a presentation  
2 now, then we'll come back for questions for both of  
3 them from everybody.

4 All right, Molly.

5 CHAIRPERSON SILVA: Okay.

6 MOLLY POPPE: Thanks, Greg.

7 Good morning. I'm Molly Poppe. I'm the  
8 CTA's Chief Innovation Officer and we wanted to  
9 give you an update on the fare promotions that we  
10 launched this summer.

11 Memorial Day weekend CTA did launch a  
12 discount on three existing pass products that we  
13 have. We reduced the one-day promotional -- the  
14 one-day pass from \$10 to \$5. We reduced the  
15 three-day pass from 20 to 15 and we also changed  
16 the CT only -- CTA-only seven-day pass from \$28 to  
17 20. Along with the decreasing the -- the pass  
18 products, we also launched a marketing campaign  
19 that you see there on the right that was  
20 encouraging individuals to adopt those promotional  
21 fares and take CTA to some of those fun summer  
22 activities that were happening.

23 While we had initially planned to end the  
24 promotional fare pilot, due to the success of the



1 promotional fares and also the ongoing uncertainty  
2 that we have around the delta variant with the  
3 return to ridership, we did extend the promotional  
4 fares through to November 25th, 2021. Next slide.

5 A couple key highlights on the promotional  
6 fares. CTA did deliver over 10 million rides  
7 through those promotional fare products throughout  
8 the summer. We also saw an increase in ridership  
9 throughout the summer. We were delivering  
10 approximately 3.4 million trips in May, so right  
11 before the product; and in August we've risen to  
12 4.3 million weekly trips. That's adding about a  
13 million weekly trips throughout the summer.

14 We also -- our busiest ridership week was  
15 due to Lollapalooza and specific to one of the pass  
16 products that we did see really exponential growth  
17 was the one-day pass. We saw over a 300 percent  
18 increase in one-day-pass use compared to 2019. And  
19 what's really great about this pass product is the  
20 increase was primarily driven by bus riders and we  
21 also saw a large adoption of riders on the south  
22 and west side and in low-income communities, really  
23 demonstrating that the affordability of that  
24 one-day-pass product was encouraging individuals to



1 move away from a pay-per-ride and move into that  
2 one-day pass.

3 On the revenue side, as we all know, any  
4 time there's a drastic reduction in pass prices,  
5 there's a concern that there will be a significant  
6 decline in revenue to the agency, but with these  
7 promotional fares, we haven't seen a significant  
8 decline in revenue -- in fare revenue. In fact,  
9 throughout the summer, we've continued to see  
10 revenue growth due to the increase in ridership.

11 Next slide.

12 A couple key -- a couple other metrics  
13 that we wanted to note here, CTA did perform a  
14 survey of riders who purchased a promotional pass  
15 to understand how that pass may have impacted  
16 ridership behavior and we had 60 percent of  
17 respondents indicated that the promotional pass had  
18 them ride more. 43 percent of that group said they  
19 rode a lot more, with only 17 percent indicating  
20 they rode a little bit more. And, also, what's  
21 really telling about this number is 20 percent of  
22 respondents indicated that the promotional pass  
23 actually got them riding. And so that's really a  
24 key indicator of the success here is not only the



1 promotional passes encouraging people to ride more,  
2 it actually did get people on the system and it did  
3 get people out riding again. Next slide.

4 The last -- the last insight that we want  
5 to give is really comparing the promotional passes  
6 to the 30 and 7 -- 30 and pay-per-use pass that we  
7 didn't change. So as I mentioned, the one-day pass  
8 saw exponential growth in use. We had a  
9 328 percent increase and this is comparing pre --  
10 pre-promotion to post-promotion.

11 The three-day also saw growth. It was  
12 44 percent growth or 15,000 more uses of the  
13 three-day pass compared to pre-promotional and then  
14 the seven-day pass saw a 75 percent growth. Now,  
15 the 30-day and the full fare pay-per-use or  
16 pay-as-you-ride, we did not make any changes as  
17 part of this promotion to those and what you  
18 actually saw is a slight decline in 30-day use  
19 looking at pre-promotion to current or after the  
20 promotion was launched. And while we did see  
21 pay-per-use growth, which is indicating to us that  
22 there's still some room to attract more riders out  
23 of that pay-per-use and into some of these passes  
24 and what we really want to continue to see with





1 these passes and what we'll continue to analyze is  
2 how -- is how people are switching out of that  
3 pay-per-use and switching into those passes and if  
4 we are really seeing a growth in ridership.

5 And one last thing that I'll point out  
6 here is when you compared riders that were riding  
7 on the promotional pass and riders that were riding  
8 in pay-per-use during this time period, we also saw  
9 an increase in rides. So we actually saw  
10 70 percent in rides during the summer months for  
11 individuals that bought the promotional pass. So  
12 they were riding 70 percent more with the  
13 promotional pass than they were pre-promotion and  
14 then when you look at pay-per-use during that same  
15 time period, those pay-per-use riders were actually  
16 riding the same amount pre-promotion and with the  
17 promotional pass.

18 So we're going to continue to analyze this  
19 and continue to look at the results here as we move  
20 into the fall and try to identify some other  
21 opportunities that may exist to further encourage  
22 individuals to adopt a pass and move into riding  
23 more -- riding more on CTA.

24 And with that, Jeremy and I can answer any



1 questions that you have.

2 SECRETARY LONGHINI: Thank you very much, Molly  
3 and Jeremy.

4 Chairman Silva, do you have any further  
5 questions for Jeremy and --

6 CHAIRPERSON SILVA: I don't.

7 SECRETARY LONGHINI: No? All right.

8 Director Barclay, do you have any  
9 questions?

10 DIRECTOR BARCLAY: I do not.

11 SECRETARY LONGHINI: Okay. Director Alva  
12 Rosales?

13 DIRECTOR ALVA ROSALES: I don't. I just want  
14 to make a com -- a couple comments I guess to  
15 Jeremy and team. You know, thanks for keeping the  
16 costs down. I think it has made such a big  
17 difference because we didn't think the CARES Act  
18 was going to be stretched this long and so much of  
19 it is due to the efficiency of the work that  
20 everyone is doing. So kudos to that.

21 And on the promotional fares, I just keep  
22 hearing great things from everybody, you know, out  
23 there in the public with regards to the promotional  
24 figures. I think they really appreciate it. They



1 see it.

2 I'm curious though, are there -- you know,  
3 based on what we're seeing, it doesn't look like it  
4 from the data, but are we thinking there's any  
5 downfalls to this at all, you know, are there any  
6 concerns in the long run I guess in regards to  
7 this? I can only see positives, but I'm just  
8 curious.

9 MOLLY POPPE: Yeah, I don't think there's --  
10 there's never a downfall when we increase ridership  
11 and that's really the focus as we think about  
12 recovering from COVID and how we can get  
13 individuals back into the riding -- riding patterns  
14 with transit and sort of get over that first ride  
15 anxiety. What we hear a lot from people is they  
16 have a concern coming to transit for the first  
17 ride, but once they get over that first ride, they  
18 really -- it's like riding a bike. They -- they  
19 get back into it and they're back to riding transit  
20 and really see it as a benefit. So I don't really  
21 see a downside. I think any time that we really  
22 are increasing ridership and encouraging  
23 individuals to ride the system, that that's a  
24 positive for the agency.



1 DIRECTOR ALVA ROSALES: Okay. Great. No, good  
2 job.

3 PRESIDENT CARTER: Director Rosales.

4 DIRECTOR ALVA ROSALES: Yes.

5 PRESIDENT CARTER: To further amplify on  
6 Molly's answer, you know, the pricing around our  
7 passes is something that, as you know, has been a  
8 subject of a lot of discussion over many years in  
9 terms of do we have it set at the right price  
10 point, so on and so forth. I think one of the  
11 things that the one-day-pass experience in  
12 particular has told us is that it was really  
13 overpriced given what we were going to do.

14 The challenges that we have faced in the  
15 past around this issue have been the financial risk  
16 that it would take to reduce passes and fear the  
17 corresponding lost revenue which would come from  
18 that, which was, you know, if we were carrying  
19 1.5 million people a day, it would be a much bigger  
20 hit on our budget than, you know, the number of  
21 rides we're carrying currently.

22 So one of the -- if there's any  
23 opportunity that has come out of this pandemic, and  
24 I say that with a heavy grain of salt, is that it



1 has allowed us to experiment on things that would  
2 have been much more difficult for us to take the  
3 risk to do if we are running at a normal level of  
4 service and ridership. So this is an example of  
5 really where the team has put their heads together  
6 and said let's try some things and see how they  
7 work and we were presently surprised at the  
8 results.

9 I think that it is indicative of the type  
10 of innovation that we're going to have to -- to  
11 pursue going forward as we try to grow our  
12 ridership back and really get our revenue  
13 stabilized again under whatever may be, quote, the  
14 new normal that we're going to be facing around  
15 transit usage going forward.

16 DIRECTOR ALVA ROSALES: And I think it's really  
17 great that as we're doing it, we're collecting the  
18 data, right? We're taking close look at the data  
19 so we can monitor and we can figure out, you know,  
20 as you were saying, what is that price point that  
21 works best for all involved, especially not only  
22 the ridership, but also the income because that is  
23 a balance that we have to keep. So great job. So  
24 thank you.



1           SECRETARY LONGHINI: Thank you. Director  
2 Irvine, any questions?

3           DIRECTOR IRVINE: No questions. Just I do  
4 appreciate the creativity you're showing in trying  
5 to find ways to get people back on the system.  
6 Thank you.

7           SECRETARY LONGHINI: Director Jakes?

8           DIRECTOR JAKES: No questions, but I think that  
9 President Carter summed it up well. You know,  
10 opportunities in the pandemic and, Jeremy and  
11 Molly, you have definitely done an awesome job with  
12 that. So thank you.

13                     And thank you for your leadership,  
14 Mr. President.

15           SECRETARY LONGHINI: Thank you.

16                     Director Miller, any questions?

17           DIRECTOR MILLER: I just want to say good job.  
18 Good job. And, Molly, this promotion started in  
19 May, didn't it, and you extended it to November?  
20 It started in May?

21           MOLLY POPPE: Correct. We started it right  
22 before Memorial Day and then we extended it through  
23 to November 25th of this year.

24           DIRECTOR MILLER: That's great. Okay. So



1 we've got more than a half a year. Great.

2 MOLLY POPPE: Yeah.

3 SECRETARY LONGHINI: Thank you all.

4 That concludes the finance report.

5 Chairman Silva, we may now move to Agenda Item  
6 Number 4.

7 CHAIRPERSON SILVA: Our next order of business  
8 is the review of an ordinance amending Ordinance  
9 020-108 approving the fiscal years of 2021 through  
10 2025 Capital Improvement Program. Michelle Curran.

11 MICHELLE CURRAN: Good morning. I'm Michelle  
12 Curran, Vice-President of Budget and Capital  
13 Finance.

14 I'm here today to present an amendment of  
15 the 2021 to 2025 Capital Improvement Program or  
16 CIP. In November 2020, the Board approved the \$3.4  
17 billion CIP and the CIP is being -- was amended in  
18 May and we are proposing a further amendment to  
19 incorporate additional known changes.

20 The amendment is being done to include  
21 several awards. First, a low or no-emission  
22 Federal grant for \$8 million to fund electric buses  
23 and charging infrastructure.

24 Second, CMAP (phonetic) funds of



1 \$3 million transferred from CDOT as part of its  
2 Drive Clean Chicago Rebate Program, which will also  
3 provide funding for the electric bus program.

4 Third, Federal safety demonstration of  
5 research funds of \$1.5 million for a pilot project  
6 to install new safety features for the electrified  
7 third rail.

8 And fourth, to include the final award  
9 amount for the annual transit security grant  
10 funding, which includes \$3.9 million for CTA's  
11 transit cyber security and risk mitigation project;  
12 4.9 million for CTA's rail station video management  
13 system upgrade; and 5.1 million for the Chicago  
14 Police Department to provide transit with dedicated  
15 teams.

16 Finally, we have 625,000 for the United  
17 Work Program or UWP planning funds for program  
18 development. The net increase due to the amendment  
19 is \$20.5 million revising the 2021 to 2015 Capital  
20 Improvement Program to \$3.146 billion.

21 I'd be happy to try to answer any  
22 questions.

23 SECRETARY LONGHINI: Thank you, Michelle.

24 Chairman Silva?





1 CHAIRPERSON SILVA: I don't have a question.

2 SECRETARY LONGHINI: Director Barclay?

3 DIRECTOR BARCLAY: I don't have any questions  
4 at this time.

5 SECRETARY LONGHINI: Thank you.

6 Director Alva Rosales?

7 DIRECTOR ALVA ROSALES: No questions.

8 SECRETARY LONGHINI: Director Irvine?

9 DIRECTOR IRVINE: No questions. Thank you.

10 SECRETARY LONGHINI: Director Jakes?

11 DIRECTOR JAKES: No questions.

12 SECRETARY LONGHINI: Director Miller?

13 DIRECTOR MILLER: No questions.

14 SECRETARY LONGHINI: There are no further  
15 questions, Chairman Silva.

16 CHAIRPERSON SILVA: If there are no further --  
17 since there are no further questions, may I have  
18 leave to place this item on the omnibus for board  
19 approval?

20 DIRECTOR JAKES: So moved.

21 DIRECTOR IRVINE: Second.

22 SECRETARY LONGHINI: Moved and second by Jakes  
23 and Irvine. We may now move to the contracts, sir,  
24 starting with B, as in boy, 1.



1 CHAIRPERSON SILVA: Our next order of business  
2 is Contract Number B-1, a change order to a  
3 materials contract.

4 SECRETARY LONGHINI: Questions, Chairman?

5 CHAIRPERSON SILVA: I don't have a question.

6 SECRETARY LONGHINI: Okay. Director Barclay?

7 DIRECTOR BARCLAY: No questions.

8 SECRETARY LONGHINI: Director Alva Rosales?

9 DIRECTOR ALVA ROSALES: No questions.

10 SECRETARY LONGHINI: Director Irvine?

11 DIRECTOR IRVINE: No questions.

12 SECRETARY LONGHINI: Director Jakes?

13 DIRECTOR JAKES: No questions.

14 SECRETARY LONGHINI: Director Miller?

15 DIRECTOR MILLER: No questions.

16 SECRETARY LONGHINI: Chairman, we can proceed  
17 to B-2.

18 CHAIRPERSON SILVA: Our next order of business  
19 is Contract Number B-2, a jokes (phonetic) order  
20 contract. I don't have a question.

21 SECRETARY LONGHINI: Thank you.

22 Director Barclay?

23 DIRECTOR BARCLAY: I don't have any questions.

24 SECRETARY LONGHINI: Director Alva Rosales?



1 DIRECTOR ALVA ROSALES: No questions.  
2 SECRETARY LONGHINI: Director Irvine?  
3 DIRECTOR IRVINE: No questions.  
4 SECRETARY LONGHINI: Director Jakes?  
5 DIRECTOR JAKES: No questions.  
6 SECRETARY LONGHINI: Director Miller?  
7 DIRECTOR MILLER: No questions.  
8 SECRETARY LONGHINI: All right. We can proceed  
9 to F-1, sir.  
10 CHAIRPERSON SILVA: Our next order of business  
11 is Contract Number F-1, an investment services  
12 consulting contract.  
13 SECRETARY LONGHINI: Questions, Chairman?  
14 CHAIRPERSON SILVA: I don't have a question.  
15 SECRETARY LONGHINI: All right. Director  
16 Barclay?  
17 DIRECTOR BARCLAY: No questions.  
18 SECRETARY LONGHINI: Director Alva Rosales?  
19 DIRECTOR ALVA ROSALES: No questions.  
20 SECRETARY LONGHINI: Director Irvine?  
21 DIRECTOR IRVINE: No questions.  
22 SECRETARY LONGHINI: Director Jakes?  
23 DIRECTOR JAKES: No questions.  
24 SECRETARY LONGHINI: Director Miller?



1 DIRECTOR MILLER: No questions.

2 SECRETARY LONGHINI: All right. Move to the  
3 final contract then. G, as in girl, 1.

4 CHAIRPERSON SILVA: Our next order of business  
5 is Contract Number G-1, a change order for  
6 technology services report. I don't have any  
7 questions.

8 SECRETARY LONGHINI: Director Barclay?

9 DIRECTOR BARCLAY: No questions.

10 SECRETARY LONGHINI: Director Alva Rosales?

11 DIRECTOR ALVA ROSALES: No questions.

12 SECRETARY LONGHINI: Director Irvine?

13 DIRECTOR IRVINE: No questions.

14 SECRETARY LONGHINI: Director Jakes?

15 DIRECTOR JAKES: No questions.

16 SECRETARY LONGHINI: Director Miller?

17 DIRECTOR MILLER: No questions.

18 SECRETARY LONGHINI: Since there are no  
19 questions, Chairman Silva, we need to remove this  
20 contract from the omnibus, so we need to vote on it  
21 right now.

22 CHAIRPERSON SILVA: I will now entertain a  
23 motion to recommend board approval of Contract  
24 Number G-1.



1 DIRECTOR JAKES: So moved.

2 DIRECTOR IRVINE: Second.

3 SECRETARY LONGHINI: Moved and seconded by  
4 Directors Jakes and Miller [sic]. I'll now take a  
5 rollcall vote.

6 Director Barclay.

7 DIRECTOR BARCLAY: Yes.

8 SECRETARY LONGHINI: Director Alva Rosales.

9 DIRECTOR ALVA ROSALES: I'll abstain.

10 SECRETARY LONGHINI: Director Irvine.

11 DIRECTOR IRVINE: Yes.

12 SECRETARY LONGHINI: Director Miller.

13 DIRECTOR MILLER: Yes.

14 SECRETARY LONGHINI: Director Jakes.

15 DIRECTOR JAKES: Yes.

16 SECRETARY LONGHINI: Chairman Silva.

17 CHAIRPERSON SILVA: Yes.

18 SECRETARY LONGHINI: That motion is approved  
19 with five yes votes and one abstention by Director  
20 Alva Rosales. So, Chairman, you may now proceed to  
21 5A.

22 CHAIRPERSON SILVA: Since there are no further  
23 questions on the contracts, may I have leave to  
24 place the Contract Numbers B-1, B-2, and F-1 on the



1 omnibus?

2 DIRECTOR JAKES: So moved.

3 DIRECTOR IRVINE: Second.

4 SECRETARY LONGHINI: Moved by Director Jakes,  
5 second by Director Miller [sic]. We can proceed to  
6 (audio cut out) B, sir.

7 Chairman Silva?

8 CHAIRPERSON SILVA: Since there is no further  
9 business to come before the Committee, may I have a  
10 motion to approve the omnibus and recommend the  
11 omnibus for board approval?

12 DIRECTOR JAKES: So moved.

13 DIRECTOR IRVINE: Second.

14 SECRETARY LONGHINI: Moved by Director Jakes  
15 and seconded by Director Miller [sic]. We'll take  
16 a vote on the omnibus.

17 Director Barclay.

18 DIRECTOR BARCLAY: Yes.

19 SECRETARY LONGHINI: Director Alva Rosales.

20 DIRECTOR ALVA ROSALES: Yes.

21 SECRETARY LONGHINI: Director Irvine.

22 DIRECTOR IRVINE: Yes.

23 SECRETARY LONGHINI: Director Jakes.

24 DIRECTOR JAKES: Yes.



1 SECRETARY LONGHINI: Director Miller.

2 DIRECTOR MILLER: Yes.

3 SECRETARY LONGHINI: Chairman Silva.

4 CHAIRPERSON SILVA: Yes.

5 SECRETARY LONGHINI: That motion is approved  
6 with six yes votes. Agenda Item Number 6.

7 CHAIRPERSON SILVA: Finally, may I have a  
8 motion to adjourn?

9 DIRECTOR JAKES: So moved.

10 DIRECTOR IRVINE: And I second.

11 SECRETARY LONGHINI: Moved by Director Jakes,  
12 seconded by Director Irvine. I'll take the vote on  
13 adjournment.

14 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: Director Barclay.

23 DIRECTOR BARCLAY: Yes.

24 SECRETARY LONGHINI: Chairman Silva.



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

CHAIRPERSON SILVA: Yes.

SECRETARY LONGHINI: The motion to adjourn is approved with six yes votes and there will be about a five-minute break before the full board will meet. Thank you all.

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

(Meeting adjourned at 10:01 a.m.)





1 STATE OF ILLINOIS )  
2 ) SS:  
3 COUNTY OF C O O K )  
4

5 Tabitha Watson, being first duly sworn, on  
6 oath says that she is a court reporter doing  
7 business in the state of Illinois and that she  
8 reported in shorthand the proceedings of said  
9 meeting and that the foregoing is a true and  
10 correct transcript of her shorthand notes so taken  
11 as aforesaid and contains the proceedings given at  
12 said meeting on said date.

13 Tabitha Watson  
14

15 Certified Shorthand Reporter  
16  
17  
18  
19  
20  
21  
22  
23  
24



<b>\$</b>	<b>2</b>	<b>7</b>			
<b>\$1.1</b>	<b>2</b>	<b>7</b>	<b>amended</b>	10,19 10:4,9,11	<b>Carter</b>
8:4	5:4	16:6	6:13,15,17 7:6,14,	<b>begin</b>	5:1 20:3,5 22:9
<b>\$1.5</b>	<b>2.7</b>	<b>7(e)</b>	16,22 8:13,17 9:5,8,	3:24	<b>cause</b>
24:5	8:14	3:14	18 10:4,9 23:17	<b>behavior</b>	32:8
<b>\$10</b>	<b>20</b>	<b>70</b>	<b>amending</b>	15:16	<b>CDOT</b>
13:14	13:15,17 15:21	17:10,12	23:8	<b>beneficial</b>	24:1
<b>\$110</b>	<b>2015</b>	<b>741</b>	<b>amendment</b>	12:12	<b>Chairman</b>
10:8	24:19	11:8	23:14,18,20 24:18	<b>benefit</b>	3:24 4:20 5:24 12:21
<b>\$120</b>	<b>2019</b>	<b>75</b>	<b>amount</b>	12:18 19:20	18:4 23:5 24:24
10:10	14:18	16:14	17:16 24:9	<b>big</b>	25:15 26:4,16 27:13
<b>\$14</b>	<b>2020</b>		<b>amplify</b>	12:14,18 18:16	28:19 29:16,20 30:7
9:21	3:9 23:16		20:5	<b>bigger</b>	31:3,24
<b>\$2</b>	<b>2021</b>	<b>8</b>	<b>analyze</b>	20:19	<b>CHAIRPERSON</b>
9:24	3:11 4:5 5:8 10:23	<b>817</b>	17:1,18	<b>bike</b>	4:2,4,21 5:6 6:1,4
<b>\$20.5</b>	12:19 14:4 23:9,15	11:8	<b>annual</b>	19:18	12:1 13:5 18:6 23:7
24:19	24:19	<b>8th</b>	24:9	<b>billion</b>	25:1,16 26:1,5,18
<b>\$22.7</b>	<b>2022</b>	3:6	<b>anticipated</b>	23:17 24:20	27:10,14 28:4,22
9:8	11:3		10:21 11:5	<b>bit</b>	29:17,22 30:8 31:4,7
<b>\$27</b>	<b>2025</b>	<b>9</b>	<b>anxiety</b>	11:4 15:20	32:1
9:4	23:10,15	<b>9</b>	19:15	<b>board</b>	<b>challenges</b>
<b>\$28</b>	<b>20th</b>	9:22	<b>approval</b>	3:5,6,7,8 12:23	20:14
13:16	3:11	<b>90</b>	5:7 25:19 28:23	23:16 25:18 28:23	<b>change</b>
<b>\$3</b>	<b>25th</b>	11:9	30:11	30:11 32:4	16:7 26:2 28:5
24:1	14:4 22:23	<b>A</b>	<b>approve</b>	<b>boost</b>	<b>changed</b>
<b>\$3.146</b>	<b>28</b>	<b>a.m.</b>	5:8 30:10	12:14	13:15
24:20	10:2	32:10	<b>approved</b>	<b>boosted</b>	<b>charging</b>
<b>\$3.4</b>	<b>29</b>	<b>above-entitled</b>	6:2 23:16 29:18 31:5	12:9	23:23
23:16	10:2	32:7	32:3	<b>bottom</b>	<b>Chicago</b>
<b>\$3.9</b>		<b>abstain</b>	<b>approving</b>	9:2 10:7	3:5,8,15,21 24:2,13
24:10	<b>3</b>	29:9	23:9	<b>bought</b>	<b>Chief</b>
<b>\$38</b>	<b>3</b>	<b>abstention</b>	<b>approximately</b>	17:11	5:2 6:7 13:8
9:6	6:3	29:19	14:10	<b>boy</b>	<b>CIP</b>
<b>\$4.7</b>	<b>3.4</b>	<b>Act</b>	<b>archaic</b>	25:24	23:16,17
8:21	14:10	3:15,19 18:17	12:7	<b>Brad</b>	<b>Clean</b>
<b>\$4.8</b>	<b>30</b>	<b>activities</b>	<b>attain</b>	4:24	24:2
8:20	3:12 16:6	13:22	9:17	<b>breadth</b>	<b>close</b>
<b>\$42</b>	<b>30-day</b>	<b>adding</b>	<b>attendance</b>	12:8	8:5 21:18
9:9	16:15,18	14:12	5:1	<b>break</b>	<b>closely</b>
<b>\$5</b>	<b>300</b>	<b>addition</b>	<b>attract</b>	32:4	7:15,21
13:14	14:17	9:15	16:22	<b>budget</b>	<b>CMAP</b>
<b>\$6</b>	<b>328</b>	<b>additional</b>	<b>audio</b>	4:1,6 6:13,14,15,16,	23:24
8:16	16:9	11:18 23:19	3:9 30:6	17,18,19 7:3,6,7,14,	<b>coffers</b>
<b>\$7.6</b>		<b>adjoin</b>	<b>Audit</b>	16,17,21,22,23 8:6,	12:16
11:7	<b>4</b>	31:8 32:2	4:1,6	11,14,17,18,20,21	<b>collecting</b>
<b>\$8</b>	<b>4</b>	<b>adjoined</b>	<b>August</b>	9:5,6,8,10,18,19	21:17
23:22	7:23 9:23 23:6	32:9	3:11 5:8 14:11	10:4,9,10 20:20	<b>comments</b>
<b>\$80</b>	<b>4.3</b>	<b>adjourment</b>	<b>Authority</b>	23:12	18:14
10:22	14:12	31:13	3:16,21	<b>budgeted</b>	<b>committee</b>
<b>0</b>	<b>4.9</b>	<b>adoption</b>	24:8	7:11,16	4:1,6,23 5:7 30:9
<b>020-108</b>	24:12	<b>advantage</b>	<b>award</b>	<b>building</b>	<b>commodities</b>
23:9	<b>43</b>	11:17	24:8	5:3	11:10
<b>1</b>	15:18	<b>affordability</b>	<b>awards</b>	<b>bus</b>	<b>communities</b>
<b>1</b>	<b>44</b>	14:23	23:21	14:20 24:3	14:22
25:24 28:3	16:12	<b>agency</b>	<b>awesome</b>	<b>buses</b>	<b>compared</b>
<b>1.3</b>	<b>5</b>	15:6 19:24	22:11	23:22	14:18 16:13 17:6
7:5	<b>5.1</b>	<b>Agenda</b>	<b>B</b>	<b>busiest</b>	<b>comparing</b>
<b>1.5</b>	24:13	5:4 23:5 31:6	<b>B-1</b>	14:14	16:5,9
20:19	<b>5.3</b>	<b>aggregates</b>	26:2 29:24	<b>business</b>	<b>component</b>
<b>10</b>	8:18	11:7	<b>B-2</b>	5:6 6:4 23:7 26:1,18	12:23
12:9 14:6	<b>5A</b>	<b>allowed</b>	26:17,19 29:24	27:10 28:4 30:9	<b>concern</b>
<b>10:01</b>	29:21	21:1	<b>back</b>	<b>C</b>	15:5 19:16
32:10	<b>6</b>	<b>Alva</b>	13:2 19:13,19 21:12	<b>cake</b>	<b>concerns</b>
<b>11</b>	<b>6</b>	4:15,16 5:20,21	22:5	12:17	19:6
5:8	<b>5.1</b>	18:11,13 20:1,4	<b>baked</b>	<b>call</b>	<b>concludes</b>
<b>15</b>	24:13	21:16 25:6,7 26:8,9,	12:17	4:4,7	11:21 23:4
12:10 13:15	<b>5.3</b>	24 27:1,18,19 28:10,	<b>balance</b>	<b>campaign</b>	<b>conditions</b>
<b>15,000</b>	8:18	11 29:8,9,20 30:19,	21:23	13:18	11:14,18,19
16:12	<b>5A</b>	20 31:20,21	<b>Barclay</b>	<b>Capital</b>	<b>conduct</b>
<b>15th</b>	29:21	<b>amend</b>	4:18,19 5:22,23	23:10,12,15 24:19	3:17
3:9,22 4:5	<b>600,000</b>	8:20	18:8,10 25:2,3 26:6,	<b>capturing</b>	<b>consulting</b>
<b>17</b>	7:6		7,22,23 27:16,17	12:7	27:12
15:19	<b>625,000</b>		28:8,9 29:6,7 30:17,	<b>CARES</b>	<b>continue</b>
	24:16		18 31:22,23	9:11 10:14,21 18:17	6:21 8:2,12 9:13
			<b>based</b>	<b>carry</b>	12:17 16:24 17:1,18,
			11:14 19:3	11:2	19
			<b>basis</b>	<b>carrying</b>	<b>continued</b>
			6:14,16,18,19 7:3,6,	20:18,21	15:9
			7,14,17,22,24 8:14,		<b>continues</b>
			15,18,20,21 9:4,9,		8:5 9:22



<b>contract</b> 26:2,3,19,20 27:11, 12 28:3,5,20,23 29:24	<b>difference</b> 18:17	<b>exist</b> 17:21	<b>five-minute</b> 32:4	<b>H</b>	<b>install</b> 24:6
<b>contracts</b> 25:23 29:23	<b>difficult</b> 21:2	<b>existing</b> 13:12	<b>flat</b> 7:5	<b>haircut</b> 6:22	<b>investment</b> 27:11
<b>controls</b> 8:3	<b>Director</b> 4:9,10,11,12,13,14, 15,16,18,19 5:9,10, 14,15,16,17,18,19, 20,21,22,23 18:8,10, 11,13 20:1,3,4 21:16 22:1,3,7,8,16,17,24 25:2,3,6,7,8,9,10,11, 12,13,20,21 26:6,7, 8,9,10,11,12,13,14, 15,22,23,24 27:1,2, 3,4,5,6,7,15,17,18, 19,20,21,22,23,24 28:1,8,9,10,11,12, 13,14,15,16,17 29:1, 2,6,7,8,9,10,11,12, 13,14,15,19 30:2,3, 4,5,12,13,14,15,17, 18,19,20,21,22,23, 24 31:1,2,9,10,11, 12,14,15,16,17,18, 19,20,21,22,23	<b>expectations</b> 7:16,20 9:19	<b>flip</b> 7:8 10:13	<b>half</b> 7:12,13,22 8:13 23:1	<b>involved</b> 21:21
<b>Correct</b> 22:21	<b>disaster</b> 3:13	<b>expected</b> 6:21 7:19	<b>focus</b> 19:11	<b>happening</b> 13:22	<b>Irvine</b> 4:13,14,18 5:10,12, 18,19 22:2,3 25:8,9, 21,23 26:10,11 27:2, 3,20,21 28:12,13 29:2,10,11 30:3,13, 21,22 31:10,12,18, 19
<b>costs</b> 18:16	<b>discount</b> 13:12	<b>expenses</b> 8:2,12 9:3	<b>follow</b> 12:24	<b>happy</b> 12:19 24:21	<b>issue</b> 20:15
<b>Counsel</b> 4:24	<b>discussion</b> 20:8	<b>experience</b> 20:11	<b>foreseeable</b> 11:16	<b>head</b> 3:15	<b>issued</b> 3:7
<b>couple</b> 14:5 15:12 18:14	<b>dollars</b> 10:2	<b>experiment</b> 21:1	<b>form</b> 6:11 10:5	<b>heads</b> 21:5	<b>item</b> 5:4 23:5 25:18 31:6
<b>COVID</b> 19:12	<b>Dorval</b> 5:1	<b>explain</b> 12:1	<b>format</b> 3:8	<b>hear</b> 19:15	<b>J</b>
<b>COVID-19</b> 3:10	<b>dovertails</b> 8:23	<b>exponential</b> 14:16 16:8	<b>formula</b> 12:7	<b>hearing</b> 18:22	<b>Jakes</b> 4:11,12,18 5:9,12, 16,17 22:7,8 25:10, 11,20,22 26:12,13 27:4,5,22,23 28:14, 15 29:1,4,14,15 30:2,4,12,14,23,24 31:9,11,16,17
<b>creativity</b> 22:4	<b>downfall</b> 19:10	<b>extend</b> 14:3	<b>forward</b> 12:17 21:11,15	<b>heavy</b> 20:24	<b>Jansen</b> 4:24
<b>CRRSA</b> 11:1	<b>downfalls</b> 19:5	<b>extended</b> 22:19,22	<b>fourth</b> 24:8	<b>helped</b> 9:17	<b>Jeremy</b> 5:3 6:5,6 12:1,4,24 17:24 18:3,5,15 22:10
<b>CT</b> 13:16	<b>downside</b> 19:21	<b>F</b>	<b>free</b> 6:24	<b>helpful</b> 9:11	<b>job</b> 20:2 21:23 22:11,17, 18
<b>CTA</b> 13:11,21 14:6 15:13 17:23	<b>drastic</b> 15:4	<b>F-1</b> 27:9,11 29:24	<b>fuel</b> 8:7 11:12	<b>highlights</b> 14:5	<b>jokes</b> 26:19
<b>CTA's</b> 13:8 24:10,12	<b>draw</b> 10:20,22 11:6	<b>FAB</b> 11:22,23	<b>full</b> 12:8 16:15 32:4	<b>hit</b> 20:20	<b>July</b> 6:8,10
<b>CTA-ONLY</b> 13:16	<b>draws</b> 10:14	<b>faced</b> 20:14	<b>fun</b> 13:21	<b>house</b> 10:18,19	<b>K</b>
<b>curious</b> 19:2,8	<b>Drive</b> 24:2	<b>facing</b> 21:14	<b>fund</b> 23:22	<b>I</b>	<b>keeping</b> 18:15
<b>Curran</b> 23:10,11,12	<b>driving</b> 14:20	<b>fact</b> 10:16 15:8	<b>funding</b> 9:13,15,17 10:1,12, 15,19 11:1,2 24:3,10	<b>ICE</b> 10:1	<b>key</b> 14:5 15:12,24
<b>current</b> 12:2 16:19	<b>dropping</b> 9:2 10:7	<b>fairly</b> 7:15	<b>fun</b> 13:21	<b>identify</b> 17:20	<b>kind</b> 12:8
<b>cut</b> 3:9 30:6	<b>due</b> 3:9 9:15 13:24 14:15 15:10 18:19 24:18	<b>fall</b> 17:20	<b>fund</b> 23:22	<b>impact</b> 12:2	<b>kudos</b> 18:20
<b>cyber</b> 24:11	<b>drains</b> 10:20,22 11:6	<b>fare</b> 13:9,24 14:7 15:8 16:15	<b>future</b> 11:16,20	<b>impacted</b> 15:15	<b>L</b>
<b>D</b>	<b>drawn</b> 14:20	<b>farebox</b> 6:12 7:10	<b>G</b>	<b>improvement</b> 23:10,15 24:20	<b>labor</b> 8:3
<b>damages</b> 8:10	<b>dropping</b> 9:2 10:7	<b>fares</b> 11:24 13:21 14:1,4,6 15:7 18:21	<b>G-1</b> 28:5,24	<b>in-person</b> 3:17,20	<b>large</b> 14:21
<b>data</b> 19:4 21:18	<b>drugs</b> 10:14	<b>favorabilities</b> 10:3	<b>gas</b> 11:15	<b>include</b> 23:20 24:8	<b>larger</b> 9:16
<b>day</b> 13:11 20:19 22:22	<b>Drive</b> 24:2	<b>favorability</b> 9:8,24 10:9,10	<b>General</b> 4:24	<b>includes</b> 24:10	<b>launched</b> 13:11
<b>days</b> 3:12	<b>driven</b> 14:20	<b>favorable</b> 8:12,17 9:5,6,9,18	<b>girl</b> 28:3	<b>income</b> 21:22	<b>launched</b> 13:10,18 16:20
<b>declaration</b> 3:13	<b>dropping</b> 9:2 10:7	<b>fear</b> 20:16	<b>give</b> 6:24 13:9 16:5	<b>incorporate</b> 23:19	<b>leadership</b> 22:13
<b>decline</b> 15:6,8 16:18	<b>due</b> 3:9 9:15 13:24 14:15 15:10 18:19 24:18	<b>features</b> 24:6	<b>good</b> 3:4 4:2,3 6:6 13:7 20:1 22:17,18 23:11	<b>increase</b> 14:8,18,20 15:10 16:9 17:9 19:10 24:18	<b>leave</b> 25:18 29:23
<b>decreasing</b> 13:17	<b>E</b>	<b>Federal</b> 10:15 23:22 24:4	<b>Governor</b> 3:11	<b>increasing</b> 19:22	<b>leaves</b> 7:4 10:1
<b>dedicated</b> 24:14	<b>efficiency</b> 18:19	<b>figure</b> 21:19	<b>grain</b> 20:24	<b>indicating</b> 15:19 16:21	<b>let alone</b> 12:14
<b>deliver</b> 14:6	<b>electric</b> 23:22 24:3	<b>figures</b> 18:24	<b>grant</b> 23:22 24:9	<b>indicative</b> 21:9	<b>level</b> 21:3
<b>delivering</b> 14:9	<b>electrified</b> 24:6	<b>final</b> 24:8 28:3	<b>great</b> 14:19 18:22 20:1 21:17,23 22:24 23:1	<b>indicator</b> 15:24	<b>levels</b> 7:11
<b>delta</b> 14:2	<b>encourage</b> 17:21	<b>finalizing</b> 11:12	<b>Greg</b> 3:4 13:6	<b>individuals</b> 13:20 14:24 17:11, 22 19:13,23	
<b>demonstrating</b> 14:23	<b>encouraging</b> 13:20 14:24 16:1 19:22	<b>Finally</b> 24:16 31:7	<b>group</b> 15:18	<b>infrastructure</b> 23:23	
<b>demonstration</b> 24:4	<b>end</b> 13:23	<b>finance</b> 4:1,6 6:5 23:4,13	<b>grow</b> 21:11	<b>initially</b> 13:23	
<b>Department</b> 24:14	<b>entertain</b> 28:22	<b>financial</b> 5:2 6:7 20:15	<b>growth</b> 14:16 15:10 16:8,11, 12,14,21 17:4	<b>injuries</b> 8:10	
<b>Deputy</b> 4:24	<b>essentially</b> 6:17 7:4	<b>find</b> 22:5	<b>guess</b> 18:14 19:6	<b>innovation</b> 13:8 21:10	
<b>determined</b> 3:16		<b>Fine</b> 5:3 6:5,6 12:4		<b>insight</b> 16:4	
<b>development</b> 24:18		<b>fiscal</b> 23:9			



<p><b>light</b> 3:17</p> <p><b>lines</b> 9:2</p> <p><b>locked</b> 11:11,16</p> <p><b>Lollapalooza</b> 14:15</p> <p><b>long</b> 18:18 19:6</p> <p><b>Longhini</b> 3:4,5 4:3,8,11,13,15, 17,20,22 5:11,16,18, 20,22,24 6:2 12:21 18:2,7,11 22:1,7,15 23:3 24:23 25:2,5,8, 10,12,14,22 26:4,6, 8,10,12,14,16,21,24 27:2,4,6,8,13,15,18, 20,22,24 28:2,8,10, 12,14,16,18 29:3,8, 10,12,14,16,18 30:4, 14,19,21,23 31:1,3, 5,11,16,18,20,22,24 32:2</p> <p><b>lost</b> 20:17</p> <p><b>lot</b> 15:19 19:15 20:8</p> <p><b>low</b> 23:21</p> <p><b>low-income</b> 14:22</p> <p><b>lower</b> 6:23</p> <hr/> <p style="text-align: center;"><b>M</b></p> <hr/> <p><b>made</b> 18:16</p> <p><b>make</b> 11:19 13:1 16:16 18:14</p> <p><b>management</b> 24:12</p> <p><b>manifesting</b> 12:20</p> <p><b>market</b> 11:14,18,19</p> <p><b>marketing</b> 13:18</p> <p><b>Material</b> 8:4</p> <p><b>materials</b> 26:3</p> <p><b>meaning</b> 11:5</p> <p><b>means</b> 3:18</p> <p><b>meet</b> 32:5</p> <p><b>meeting</b> 3:17 4:1,5 5:2,7 32:9</p> <p><b>meetings</b> 3:15,19,20,21</p> <p><b>members</b> 4:23 12:23</p> <p><b>Memorial</b> 13:11 22:22</p> <p><b>mentioned</b> 16:7</p> <p><b>metrics</b> 15:12</p> <p><b>Michelle</b> 23:10,11 24:23</p> <p><b>Miller</b> 4:9,10,18 5:14,15 22:16,17,24 25:12, 13 26:14,15 27:6,7, 24 28:1,16,17 29:4,</p>	<p>12,13 30:5,15 31:1, 2,14,15</p> <p><b>million</b> 7:5,12,13,22,23 8:4, 13,16,18,20,21 9:4, 6,8,9,21,22,23,24 10:2,8,10,22 11:7,8 14:6,10,12,13 20:19 23:22 24:1,5,10,12, 13,19</p> <p><b>minus</b> 7:11 9:23</p> <p><b>minutes</b> 5:7</p> <p><b>missing</b> 4:17</p> <p><b>mitigation</b> 24:11</p> <p><b>Molly</b> 11:23 13:1,4,6,7 18:2 19:9 22:11,18, 21 23:2</p> <p><b>Molly's</b> 20:6</p> <p><b>moment</b> 9:12</p> <p><b>monitor</b> 21:19</p> <p><b>month</b> 6:8 7:4 8:9 10:2 11:6 12:2</p> <p><b>months</b> 6:12 10:6,24 17:10</p> <p><b>morning</b> 3:4 4:2,3 6:6 13:7 23:11</p> <p><b>motion</b> 5:8 6:2 28:23 29:18 30:10 31:5,8 32:2</p> <p><b>move</b> 12:17,22 15:1 17:19, 22 23:5 25:23 28:2</p> <p><b>moved</b> 5:9,11 25:20,22 29:1,3 30:2,4,12,14 31:9,11</p> <hr/> <p style="text-align: center;"><b>N</b></p> <hr/> <p><b>natural</b> 11:15</p> <p><b>needed</b> 10:20</p> <p><b>needing</b> 11:6</p> <p><b>net</b> 8:19 24:18</p> <p><b>netted</b> 9:7</p> <p><b>nice</b> 8:22</p> <p><b>no-emission</b> 23:21</p> <p><b>nonfarebox</b> 7:2,19</p> <p><b>normal</b> 21:3,14</p> <p><b>note</b> 15:13</p> <p><b>notice-of-changed</b> 3:8</p> <p><b>November</b> 14:4 22:19,23 23:16</p> <p><b>number</b> 5:4 6:3 15:21 20:20 23:6 26:2,19 27:11 28:5,24 31:6</p> <p><b>numbers</b> 6:9 7:9 8:23,24 10:7 29:24</p>	<hr/> <p style="text-align: center;"><b>O</b></p> <hr/> <p><b>Office</b> 3:7</p> <p><b>Officer</b> 5:3 6:7 13:8</p> <p><b>omnibus</b> 25:18 28:20 30:1,10, 11,16</p> <p><b>one-day</b> 13:13,14 14:17 15:2 16:7</p> <p><b>one-day-pass</b> 14:18,24 20:11</p> <p><b>ongoing</b> 3:18 14:1</p> <p><b>online</b> 9:16 12:2,4,6,8,11, 12,15</p> <p><b>open</b> 3:14,19 11:22</p> <p><b>operating</b> 9:3</p> <p><b>opportunities</b> 17:21 22:10</p> <p><b>opportunity</b> 20:23</p> <p><b>order</b> 4:5 5:6 6:4 23:7 26:1,2,18,19 27:10 28:4,5</p> <p><b>ordinance</b> 23:8</p> <p><b>original</b> 6:14,16,18 7:3,7,14, 17,23 8:14,18,21 9:6,10,19 10:4,10</p> <p><b>originally</b> 10:20 11:5</p> <p><b>outer</b> 11:13</p> <p><b>overpriced</b> 20:13</p> <hr/> <p style="text-align: center;"><b>P</b></p> <hr/> <p><b>package</b> 10:15</p> <p><b>pandemic</b> 3:10,13,18 12:15 20:23 22:10</p> <p><b>part</b> 9:15 16:17 24:1</p> <p><b>pass</b> 13:12,14,15,16,17 14:15,17,19 15:2,4, 14,15,17,22 16:6,7, 13,14 17:7,11,13,17, 22</p> <p><b>passes</b> 6:15 7:13 16:1,5,23 17:1,3 20:7,16</p> <p><b>past</b> 20:15</p> <p><b>patterns</b> 19:13</p> <p><b>pay-as-you-ride</b> 16:16</p> <p><b>pay-per-ride</b> 15:1</p> <p><b>pay-per-use</b> 16:6,15,21,23 17:3, 8,14,15</p> <p><b>people</b> 16:1,2,3 17:2 19:15 20:19 22:5</p> <p><b>percent</b> 11:9 12:10 14:17 15:16,18,19,21 16:9,</p>	<p>12,14 17:10,12</p> <p><b>perform</b> 9:22 15:13</p> <p><b>performance</b> 9:14 10:11</p> <p><b>performers</b> 8:8</p> <p><b>period</b> 3:12 17:8,15</p> <p><b>permitted</b> 3:19</p> <p><b>phonetic</b> 23:24 26:19</p> <p><b>pilot</b> 13:24 24:5</p> <p><b>place</b> 3:22 25:18 29:24</p> <p><b>planned</b> 13:23</p> <p><b>planning</b> 24:17</p> <p><b>point</b> 8:1 17:5 20:10 21:20</p> <p><b>Police</b> 24:14</p> <p><b>Poppe</b> 11:23 13:1,6,7 19:9 22:21 23:2</p> <p><b>portfolio</b> 9:17</p> <p><b>portion</b> 10:23 12:6</p> <p><b>positive</b> 6:13,18 7:10,12,23 8:4,11,20,21,22 9:21 10:17 19:24</p> <p><b>positives</b> 19:7</p> <p><b>post-promotion</b> 16:10</p> <p><b>power</b> 8:7 11:15</p> <p><b>practical</b> 3:16</p> <p><b>pre</b> 16:9</p> <p><b>pre-promotion</b> 16:10,19 17:13,16</p> <p><b>pre-promotional</b> 16:13</p> <p><b>prepared</b> 11:21</p> <p><b>present</b> 4:12,23 23:14</p> <p><b>presentation</b> 13:1</p> <p><b>presently</b> 21:7</p> <p><b>President</b> 5:1 20:3,5 22:9,14</p> <p><b>pretty</b> 7:21 8:5</p> <p><b>previous</b> 12:5</p> <p><b>price</b> 20:9 21:20</p> <p><b>prices</b> 15:4</p> <p><b>pricing</b> 20:6</p> <p><b>primarily</b> 14:20</p> <p><b>prior</b> 6:12</p> <p><b>Pritzker</b> 3:11</p> <p><b>proceed</b> 5:4 26:16 27:8 29:20 30:5</p>	<p><b>proceedings</b> 3:2 32:6</p> <p><b>product</b> 14:11,19,24</p> <p><b>products</b> 13:12,18 14:7,16</p> <p><b>program</b> 23:10,15 24:2,3,17, 20</p> <p><b>project</b> 24:5,11</p> <p><b>promotion</b> 16:17,20 22:18</p> <p><b>promotional</b> 11:24 13:13,20,24 14:1,3,5,7 15:7,14, 17,22 16:1,5 17:7, 11,13,17 18:21,23</p> <p><b>promotions</b> 13:9</p> <p><b>proposing</b> 23:18</p> <p><b>provide</b> 24:3,14</p> <p><b>prudent</b> 3:17</p> <p><b>PTF</b> 9:21 10:1</p> <p><b>public</b> 3:20,21 9:13,14,16 10:12,19 18:23</p> <p><b>purchase</b> 11:11</p> <p><b>purchased</b> 15:14</p> <p><b>purchases</b> 11:13,19</p> <p><b>Pursuant</b> 3:14</p> <p><b>pursue</b> 21:11</p> <p><b>put</b> 21:5</p> <hr/> <p style="text-align: center;"><b>Q</b></p> <hr/> <p><b>question</b> 25:1 26:5,20 27:14</p> <p><b>questions</b> 11:22 12:22 13:2 18:1,5,9 22:2,3,8,16 24:22 25:3,7,9,11, 13,15,17 26:4,7,9, 11,13,15,23 27:1,3, 5,7,13,17,19,21,23 28:1,7,9,11,13,15, 17,19 29:23</p> <p><b>quote</b> 21:13</p> <hr/> <p style="text-align: center;"><b>R</b></p> <hr/> <p><b>rail</b> 24:7,12</p> <p><b>ready</b> 3:24</p> <p><b>Rebate</b> 24:2</p> <p><b>receipts</b> 12:13</p> <p><b>received</b> 6:23 10:15 12:5</p> <p><b>recommend</b> 28:23 30:10</p> <p><b>record</b> 4:24</p> <p><b>recovering</b> 19:12</p> <p><b>reduce</b> 20:16</p>	<p><b>reduced</b> 13:13,14</p> <p><b>reduced-fare</b> 6:20,23,24 7:18</p> <p><b>reduction</b> 15:4</p> <p><b>regard</b> 6:10,20 7:2 8:2 9:13 10:14 11:10</p> <p><b>remaining</b> 10:23</p> <p><b>remarks</b> 11:22</p> <p><b>remove</b> 28:19</p> <p><b>renewed</b> 3:12</p> <p><b>report</b> 6:5 23:4 28:6</p> <p><b>research</b> 24:5</p> <p><b>respondents</b> 15:17,22</p> <p><b>rest</b> 12:22</p> <p><b>result</b> 3:13</p> <p><b>results</b> 6:8 9:18 11:4 12:3,9, 19 17:19 21:8</p> <p><b>RETT</b> 9:22 10:1</p> <p><b>return</b> 14:3</p> <p><b>revenue</b> 15:3,6,8,10 20:17 21:12</p> <p><b>revenues</b> 6:10 8:19 9:7,15</p> <p><b>review</b> 23:8</p> <p><b>revising</b> 24:19</p> <p><b>RFP</b> 11:12</p> <p><b>ride</b> 15:18 16:1 19:14,17, 23</p> <p><b>riders</b> 14:20,21 15:14 16:22 17:6,7,15</p> <p><b>ridership</b> 14:3,8,14 15:10,16 17:4 19:10,22 21:4, 12,22</p> <p><b>rides</b> 7:1 14:6 17:9,10 20:21</p> <p><b>riding</b> 15:23 16:3 17:6,7, 12,16,22,23 19:13, 18,19</p> <p><b>risen</b> 14:11</p> <p><b>risk</b> 20:15 21:3 24:11</p> <p><b>rode</b> 15:19,20</p> <p><b>roll</b> 4:7</p> <p><b>rollcall</b> 5:12 29:5</p> <p><b>room</b> 16:22</p> <p><b>Rosales</b> 4:15,16 5:20,21 18:12,13 20:1,3,4 21:16 25:6,7 26:8,9, 24 27:1,18,19 28:10, 11 29:8,9,20 30:19,</p>
---	--	---	---	---	--



<p>20 31:20,21  <b>row</b>  9:2  <b>run</b>  19:6  <b>running</b>  21:3</p> <hr/> <p style="text-align: center;"><b>S</b></p> <hr/> <p><b>safety</b>  24:4,6  <b>sales</b>  9:16,20 12:2,4,6,8,  11,15  <b>salt</b>  20:24  <b>seconded</b>  5:11 29:3 30:15  31:12  <b>secretary</b>  3:4,5,7 4:3,7,8,11,  13,15,17,20,22 5:11,  16,18,20,22,24 6:2  12:21 18:2,7,11  22:1,7,15 23:3 24:23  25:2,5,8,10,12,14,22  26:4,6,8,10,12,14,  16,21,24 27:2,4,6,8,  13,15,18,20,22,24  28:2,8,10,12,14,16,  18 29:3,8,10,12,14,  16,18 30:4,14,19,21,  23 31:1,3,5,11,16,  18,20,22,24 32:2  <b>section</b>  3:14,19  <b>security</b>  8:10 24:9,11  <b>selecting</b>  12:13  <b>selective</b>  11:13,19  <b>September</b>  3:6,9,22 4:5  <b>service</b>  21:4  <b>services</b>  8:10 27:11 28:6  <b>set</b>  20:9  <b>seven-day</b>  13:16 16:14  <b>show</b>  4:24  <b>showing</b>  22:4  <b>sic</b>  29:4 30:5,15  <b>side</b>  10:18,19 14:22 15:3  <b>significant</b>  15:5,7  <b>Silva</b>  3:24 4:2,4,20,21 5:6,  24 6:1,4 12:1,21  13:5 18:4,6 23:5,7  24:24 25:1,15,16  26:1,5,18 27:10,14  28:4,19,22 29:16,17,  22 30:7,8 31:3,4,7,  24 32:1  <b>similar</b>  9:1  <b>sir</b>  5:5 25:23 27:9 30:6  <b>slide</b>  14:4 15:11 16:3  <b>slight</b>  16:18</p>	<p><b>slightly</b>  6:13,15,17,18 7:3,5,  19 8:5,11  <b>small</b>  12:6  <b>sort</b>  19:14  <b>south</b>  14:21  <b>speak</b>  12:12  <b>specific</b>  14:15  <b>stabilized</b>  21:13  <b>started</b>  22:18,20,21  <b>starting</b>  25:24  <b>state-wide</b>  3:12  <b>station</b>  24:12  <b>story</b>  7:24  <b>stretched</b>  18:18  <b>strong</b>  8:7 9:14 10:11  <b>structure</b>  12:7  <b>subject</b>  20:8  <b>subsidy</b>  6:20,23 7:18  <b>success</b>  13:24 15:24  <b>summed</b>  22:9  <b>summer</b>  11:24 13:10,21 14:8,  9,13 15:9 17:10  <b>supplemented</b>  10:24  <b>surprised</b>  21:7  <b>survey</b>  15:14  <b>switching</b>  17:2,3  <b>system</b>  16:2 19:23 22:5  24:13  <b>system-generated</b>  10:18</p> <hr/> <p style="text-align: center;"><b>T</b></p> <hr/> <p><b>taking</b>  21:18  <b>talk</b>  9:11  <b>tax</b>  9:20  <b>team</b>  18:15 21:5  <b>teams</b>  24:15  <b>technology</b>  28:6  <b>telling</b>  15:21  <b>term</b>  11:12  <b>terms</b>  6:24 20:9  <b>thing</b>  17:5  <b>things</b>  18:22 20:11 21:1,6</p>	<p><b>thinking</b>  19:4  <b>three-day</b>  13:15 16:11,13  <b>tight</b>  8:3  <b>time</b>  12:14 15:4 17:8,15  19:21 25:4  <b>today</b>  23:14  <b>told</b>  20:12  <b>total</b>  9:3 11:8 12:13  <b>totals</b>  6:12 7:2,19  <b>track</b>  8:5  <b>tracking</b>  7:15,21  <b>traditionally</b>  6:22  <b>trajectory</b>  9:1  <b>tranche</b>  11:2  <b>transferred</b>  24:1  <b>transit</b>  3:6,8,15,21 19:14,  16,19 21:15 24:9,11,  14  <b>trips</b>  14:10,12,13  <b>turning</b>  11:23  <b>type</b>  21:9</p> <hr/> <p style="text-align: center;"><b>U</b></p> <hr/> <p><b>uncertainty</b>  14:1  <b>understand</b>  15:15  <b>United</b>  24:16  <b>update</b>  13:9  <b>upgrade</b>  24:13  <b>usage</b>  21:15  <b>UWP</b>  24:17</p> <hr/> <p style="text-align: center;"><b>V</b></p> <hr/> <p><b>variance</b>  7:10 10:17  <b>variant</b>  14:2  <b>Vice-president</b>  23:12  <b>video</b>  24:12  <b>videoconference</b>  3:3  <b>virtually</b>  3:23  <b>vis-à-vis</b>  9:18  <b>vote</b>  5:13 28:20 29:5  30:16 31:12  <b>votes</b>  6:3 29:19 31:6 32:3</p>	<hr/> <p style="text-align: center;"><b>W</b></p> <hr/> <p><b>walk</b>  11:24  <b>walking</b>  6:7  <b>wanted</b>  13:8 15:13  <b>ways</b>  22:5  <b>week</b>  14:14  <b>weekend</b>  13:11  <b>weekly</b>  14:12,13  <b>west</b>  14:22  <b>work</b>  18:19 21:7 24:17  <b>works</b>  21:21</p> <hr/> <p style="text-align: center;"><b>Y</b></p> <hr/> <p><b>year</b>  3:6,22 7:24 8:1 12:5  22:23 23:1  <b>year-to-date</b>  6:9 7:9 8:24 9:4 10:7  <b>years</b>  8:8 11:13 20:8 23:9</p>	
---	--	--	--	--

