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1 CENTRAL FLORIDA TOURISM OVERSIGHT DISTRICT

2 BOARD OF SUPERVISORS MEETING

3 _____/

4 PUBLIC MEETING BEFORE THE CENTRAL FLORIDA TOURISM

5 OVERSIGHT DISTRICT BOARD OF SUPERVISORS

6 DATE: AUGUST 23, 2023

7 REPORTER: LANNA GODFREY

8 PLACE: CENTRAL FLORIDA TOURISM OVERSIGHT DISTRICT

9 1900 HOTEL PLAZA BOULEVARD

10 LAKE BUENA VISTA, FLORIDA 32830

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1 Present:

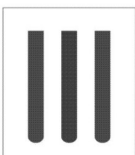
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3 Board Members: Martin Garcia, Chairman; Charbel Barakat,
4 Vice Chairman; Brian Aungst, Jr.; Ron Peri; Bridget
5 Ziegler (Present via Teleconference)
6

7 CFTOD STAFF:

8 Glenton Gilzean, Jr., District Administrator; Daniel
9 Langley, Counsel for CFTOD; Kurt Ardaman, Counsel for
10 CFTOD; Ryan Gallik, Safety Minutes; Susan Higginbotham,
11 Comptroller/Finance; Wendell Gaertner, PRAG; Richard Le
12 Pere, Chief of CFTOD Firefighters; Eric Ferrari, Deputy
13 Fire Chief; ; Rocky Haag, Executive Assistant to District
14 Administrator
15

16 SPEAKERS:

17 Debie Macdonald, speaker, Pete Simon, Lt. Fire Department,
18 speaker; Andrew Hanson, speaker
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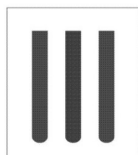
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PROCEEDINGS

4

EXHIBITS

(NONE MARKED)



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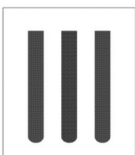
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PROCEEDINGS

THE CHAIR: Yeah, I'd like to call the meeting to order. Good morning. Welcome to everyone. Thank you for being here. Thank you for your interest in the district, and thank you for the interest in the work of this board. We'll begin with the opening invocation, and I'll turn it over to Mr. Gilzean, our CEO.

MR. GILZEAN: All right. Good morning. I'd like to introduce Father Derek Saldanha for our opening prayer. Father Saldanha is the pastor of Saint Thomas Aquinas Catholic Church and School in Saint Cloud. He was born and raised in India and has come to the United States in 2009. After receiving a business degree and working in IT, he earned his master's degree in education administration. Ordained in 2019 after studying at Saint Vincent Cemetery -- seminary in Boynton Beach, he served as Saint John's Catholic Church in Saint Petersburg. We're glad to have him here with us today. So Father, would you come and lead us in prayer, please?

MR. SALDANHA: Thank you for inviting me this morning. I'd just like to invite us to focus on the concept of rest. We read in the Story of Creation



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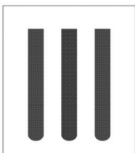
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1 that God rested on the last day, on the seventh day
2 of the week. In our Judeo-Christian heritage, we
3 keep holding the Sabbath, and this -- this district,
4 all of you who are working here for tourism, promote
5 that rest and recreation. You create strong,
6 healthy families who come here for tourism from all
7 over our country and the world. So let us bow our
8 heads and -- in prayer. Heavenly Father, we give you
9 thanks and praise for this day. We give you thanks
10 and praise that here in Central Florida we get to
11 welcome so many people from around our country and
12 the world as they come to engage in rest and
13 recreation, to grow as families, to grow as a
14 community. We ask you, Lord, to bless the work of
15 everybody here as they work to provide services for
16 these families, for the people who come here to
17 enjoy that rest and recreation. Bless their work.
18 Bless this meeting. Bless all the deliberations that
19 are going to take place, that it may be done in a
20 spirit of unity, of peace, of brotherhood, always
21 focused on the people whom we serve. And we ask
22 this in your most precious name. Amen.

23 GROUP: Amen.

24 THE CHAIR: Father, thank you for the blessing
25 and for your inspirational words, sir. Let's honor



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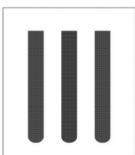
1 this Great Nation with the Pledge of Allegiance.

2 Please stand.

3 GROUP: I pledge allegiance to the flag of the
4 United States of America, and to the Republic for
5 which it stands, one nation under God, indivisible,
6 with liberty and justice for all.

7 THE CHAIR: We'll now have public comments. We
8 have five speakers, and we had a e-mail sent to us
9 for public comments, and so I'll call up number one.
10 Please state your name, and if you're here in a
11 representative capacity, please advise us who you
12 represent. Mr. Pete Simon.

13 MR. SIMON: Good morning. I'm not here
14 representing anyone except for the regular everyday
15 employees of Reedy Creek, of CFTOD. I'm a
16 firefighter and lieutenant paramedic with Reedy
17 Creek Fire Department. A lot of you approached me
18 today and asked me -- made a comment about my Class
19 A. In the fire department, we -- we dress up for
20 important events. We dress up for weddings,
21 funerals, promotional ceremonies, pinnings and
22 retirements, important events. Last month, the
23 young man that stood here in front of you-all
24 wearing this uniform to get a lifesaving award for
25 saving the brother -- the life of our brother, Steve



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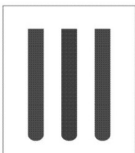
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1 Hollingsworth. It's an important event. In the
2 fire department, we take things like this seriously.
3 We take our job seriously, and we have to. On any
4 given day when I put my gear on the fire truck, I
5 may have to run into a burning building and save
6 lives or property. If this building catches fire
7 this afternoon, it's our job to show up and risk our
8 lives to save yours, and we take that job and that
9 risk seriously. We also take that job and that risk
10 with the understanding that we're going to get
11 something in return in the form of compensation and
12 benefits. Here at the district, we afford certain
13 pay and benefits in order to attract and retain
14 employees. It is well known that the district
15 employees have enjoyed the benefit of park admission
16 for Disney World for decades. This is a benefit
17 that is made available, to my knowledge, to any
18 third-party operating participant on property, and
19 that is how this has been explained to me since the
20 day I took this job. The removal of this benefit
21 takes away some for -- some -- for some their entire
22 reason for coming to work here. For me, when I was
23 applying here and got a job offer, I sat down and I
24 did a pros and cons list. My top three pros was a
25 STEP plan, better insurance, because we offer here

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1 dent- -- dental and vision, and the kicker for me
2 was that I'd be able to take my family to the parks,
3 my three little girls to the parks. This benefit is
4 intangible -- intangible and generational. We have
5 retirees, some of them here today, that worked their
6 entire careers, and worked -- and earned this
7 benefit for the rest of their lives. This allows me
8 to bring my children to the parks, and eventually my
9 grandchildren, and if I'm lucky enough to live that
10 long, maybe one day, my great-grandchildren will be
11 able to come here because I worked here. Everyone
12 from brand new employees to tenured employees to
13 retirees, all with families. When the district
14 changed hands last year, we were told that our jobs
15 and our benefits were safe. The district would
16 continue on with a new charter, a new name, a new
17 board, and a new administration, and we welcomed
18 that change, because we were hitting a stone wall,
19 so we were welcome to it, right? We were promised
20 this new administration was going to make this place
21 better, was going to run it better, was going to get
22 us all the resources that we've been needing,
23 because we were getting nowhere with the previous
24 administration. All we've seen and heard are cuts.
25 Cuts to budget, cuts to possible staffing, cuts to

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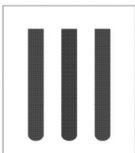
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1 maintenance, and now cuts to benefits. I can't
2 speak for the folks in the other departments of the
3 district, but I have a feeling it's a similar story.
4 So back to my original point about important events.
5 This is an important event. This week marks the
6 first brick being pulled in the dismantling of this
7 district, and the job that we all love and count on.
8 My only question is, what's next?

9 THE CHAIR: Sir, thank you very much for your
10 comments, very much for your service, and very much
11 for honoring your profession by coming in uniform
12 today. We're -- we feel honored for that. Thank
13 you. Number two, Andrew Hanson, if you're here in a
14 representative capacity, sir, please tell us who you
15 represent.

16 MR. HANSON: I am not here as a representative
17 capacity, just as a local Central Florida citizen.
18 And I come because there has been a pattern of lies
19 and deceit that I think you really need to know
20 about that has been going on right here in this
21 district. I have evidence of this, too. I have
22 with me the Lafont (phonetic) plan for Washington,
23 D.C., commissioned by George Washington, our first
24 president, in 1791. And yet, Mr. Garcia here, in
25 these proceedings, to the media, repeatedly



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1 continues to insist that urban design didn't
2 actually exist in the '60s. Over and over again,
3 this lie. One of the oldest books on architecture
4 written between 20 and 30 B.C., before Christ, De
5 Architectura by Vitruvius. Chapter 1 includes urban
6 planning. But apparently, this didn't exist. So
7 either this board is so unfamiliar with their basic
8 job of urban planning and design that they didn't
9 know this information, or they have been
10 deliberately misrepresenting you -- this to you.
11 I'll even leave this for you. It's only worth about
12 10 cents. Because my -- no, the ethics commission
13 violations wouldn't be a problem for this board,
14 would they? Even if you've had a lawyer tell you
15 otherwise. We're told all kinds of things. There's
16 going to be tax cuts for the taxpayers. Well,
17 Disney, because Disney's the taxpayer. We all had
18 to drive through a sign that says "Walt Disney
19 World." But the taxpayers, taxpayers, payers, we're
20 going to do things for Central Florida. Your job is
21 to do things for your landowners, your taxpayers,
22 for Disney. You say you're going to cut taxes, but
23 it's not taxes you control, that you levy. You're
24 going to cut services that you don't provide. How
25 about I announce that you're going to give everybody

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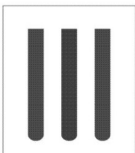
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1 in this room money? I don't control that, but
2 apparently it's cool to, like, speak for other
3 people and make financial obligations for them.
4 We're told they need to do the district's business,
5 that they need to provide affordable housing. But
6 there was never public debate and discussion on
7 adopting this need for affordable housing. And what
8 business is there? State law in Florida is that
9 public housing can be developed in commercial and
10 mixed-use spaces. If you read the comprehensive
11 plan, almost the entire district is commercial and
12 mixed-use spaces. The landowner is allowed to build
13 as much affordable housing as they want here. So
14 unless you plan to either destroy the headwaters of
15 the Everglades and put public housing there, or try
16 to eminent domain land from Disney and build
17 socialized housing, because you're not allowed to
18 sell it to a developer, what exactly are you going
19 to do? Or is it just more lies, like you told the
20 firefighters? Your benefits are fine. Oh, wait,
21 no, it's not. Please maintain law and order,
22 safety. Actually, we want other people to stop
23 paying the police. We want to defund the police.
24 Bye.

25 THE CHAIR: Thank you for your comments. Next



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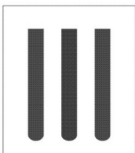
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1 is number three, Ms. MacDonald, Debie MacDonald.

2 And if you are here today in a representative
3 capacity, please tell us.

4 MS. MACDONALD: Yes. Good morning, everyone.

5 My name is Debie MacDonald, I'm a citizen of
6 Osceola County. I'm here to address the board about
7 the spiteful nature of the most recent cut to
8 benefits. The 400 employees of this district work
9 hard to maintain this area that millions of tourists
10 visit every year. Naturally, our families come and
11 visit us to enjoy -- enjoy the parks as well. These
12 people run towards danger, not away from it. They
13 are some of the best in the country that have come
14 here to work for Disney World and Reedy Creek.
15 While the governor says the war against Disney is
16 over and he's ready to move on, it seems to be just
17 beginning, and it is the employees of this district
18 that are caught in the crossfire. How many have
19 resigned? These were quality, excellent employees.
20 Most were either looking for other jobs, retiring
21 early, or miserable. Instead of focusing on rolling
22 up its sleeves and doing its job, the board is
23 hurting its employees. Already, turnover in this
24 district office is high. Now dissatisfaction will
25 spread. To the board members, including District



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1 Administrator Glen Giz- -- Gilzean, remember, an eye
2 for an eye makes the world blind. You are fighting
3 a battle for a governor whose candidacy is going
4 nowhere, and we the people who have to live and work
5 here, and don't make more than \$1,000 a day, are the
6 fallout. This whole idea that the taxpayer money
7 was siphoned off by Disney is a talking point
8 entirely made up by highly paid political
9 strategists. The district has spent millions on
10 legal fees fighting Disney, literally biting the
11 hand that feeds them, but they have to punish the
12 common man to get back at the mouse in a battle that
13 doesn't make any sense. Manufacturing headlines is
14 not your job. It is your job to maintain this
15 district and said you're all in the business of
16 exacting political revenge for the governor, moves
17 that are distasteful and perhaps illegal. Taking
18 away park access is a low blow. We all know working
19 on property historically has meant the park access
20 is not an issue, it's a given. It's disappointing.
21 I respectfully ask the governor to do his job, and
22 to you also to focus on what matters, what truly
23 matters. We have real issues in our communities.
24 Crime, homelessness, educational needs in our
25 schools, rising insurance costs, among a few.

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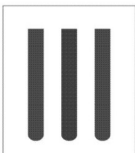
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1 Where's our governor? Fighting Disney. Glen and I
2 met and talked about establishing Osceola County
3 Advisory Group to work on issues in the community.
4 I don't know if that's still going forward, but I
5 did contact -- try to contact you, and I guess your
6 administrative assistant has also resigned. So if
7 you could let me know after the meeting who to
8 contact to get in touch with you, that would be
9 great. Thank you very much for your time.

10 THE CHAIR: Thank you for your comments and
11 thank you for working with Mr. Gilzean on that
12 community effort. Next is number four, Aaron Clark.
13 If you're here in a representative capacity, please
14 tell us who you represent.

15 MR. A. CLARK: Good morning. I'm speaking on
16 my own behalf and my family. My name is Aaron, I've
17 worked for the fire department here for six and a
18 half years. I would like to speak today on the
19 heartfelt desire to keep our annual passes and the
20 other perks that come along with working here, and
21 that have for 51 years. I feel like I can speak to
22 this topic from a unique perspective that only a
23 handful of people here have. I can only think of
24 two others. My father worked here as a firefighter
25 paramedic for 26 years, and with that, he earned a



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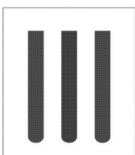
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1 lifetime pass for his dedication to the department.
2 This has been a generational benefit that I was able
3 to have growing up. I have decades of wonderful --
4 wonderful memories coming to Disney parks and
5 staying at the Disney resorts throughout my
6 childhood. I now have three girls of my own, 6, 3,
7 and 1. When entering this field, my goal was to
8 become a firefighter with Reedy Creek, and one of
9 the biggest draws was the chance to be that dad that
10 was able to make those same memories that I was able
11 to make with my dad. I vividly remember getting the
12 job offer to work here, and barely being able to
13 control my excitement at what that was going to mean
14 for my growing family. Along with those passes are a
15 lot of benefits, such as the hotels, which I was
16 able to use three times this summer with my girls.
17 Most fire departments are very local. You work
18 where you live. This department is very unique,
19 because we have people coming from Jupiter, Fort
20 Myers, Tampa, Ocala, Daytona, from all over the
21 state. They were attracted here, and one of the
22 main things that attracted them here was the park
23 passes for our families because otherwise, you --
24 it's simply unaffordable. I just wish -- I -- I
25 hope that you would all reconsider. We could find a

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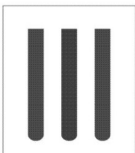
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1 solution that would still allow us to be able to
2 have that benefit for our families. I know I'd be
3 very appreciative. Thank you.

4 THE CHAIR: Thank you for your comments and
5 thank you for your service and your father's
6 service. Next is number five, Ricky Clark. And
7 again, if you're here in a representative capacity,
8 sir, please tell us who you represent.

9 MR. R. CLARK: My name is Ricky Clark, and I'm
10 a retiree from the fire department. You just
11 happened to hear from my son, and it's just odd that
12 we are both here at the same time for this reason.
13 But anyway, I've worked here at the formerly known
14 Reedy Creek Fire Department for 26 years. During my
15 tenure, I enjoyed a job that offered me a good work
16 environment. Perfect? No, but I was proud of where
17 I worked, and I loved being a firefighter paramedic
18 and helping people in need. During my time here, we
19 were guaranteed a longevity benefit of a lifetime
20 pass after 15 years of service. This is a benefit
21 that my family has enjoyed for years, and that I
22 feel I've rightfully earned, and to think that this
23 benefit is in jeopardy is very disturbing. To think
24 that this benefit is in jeopardy for any employee is
25 disturbing. My family made many wonderful memories



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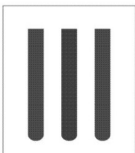
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1 visiting the parks and spending quality time
2 together, memories that cannot be replaced. And now
3 my son works here at the fire department and is
4 wanting the chance to give his family the same
5 opportunities that I was able to give to mine so
6 that they can make their own memories. With the
7 retirees and the current employees, we all worked
8 hard, and have given and are still giving their best
9 because we think highly of our profession. Not just
10 anyone can do what we do. It is a special calling.
11 And it seems that this current board is doing
12 everything possible to dismantle what has already
13 been agreed upon for the current employees and the
14 -- what was earned by the retirees. And I
15 understand the governor's issues with Disney. I do.
16 But the Reedy Creek employees have had nothing to do
17 with this. So I'm asking you to reconsider removing
18 the annual pass for the current employees, and the
19 lifetime pass for the retirees that I feel was
20 rightfully earned. Thank you.

21 THE CHAIR: Thank you for your comments, sir,
22 and thank you for your service to the district. I
23 believe there are no more public comments. I think
24 it'd be appropriate at this time for me to respond
25 to some of these comments. And let me first address



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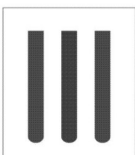
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1 the firefighters. As you know, the -- the old board
2 was in negotiation with the firefighters trying to
3 come up with a contract for five years. This board
4 has only been on the job for six months, and we were
5 able to bring that to a conclusion, and I believe it
6 was a favorable conclusion. And we negotiated with
7 the union. As you know, unions provide collective
8 bargaining services for their members. They charge
9 them for that. They are very, very capable at -- at
10 -- at negotiating. They're tough negotiators. I
11 know, because I was part of that. And they also hire
12 very capable counsel, labor counsel, to negotiate
13 their contracts. And we have a contract, and it's
14 -- and it's a -- it's a -- a very good contract.
15 And we got a letter from Mr. Shivey (phonetic)
16 earlier in the week addressing some of the same
17 issues about these benefits, and so we contacted our
18 counsel and said, you know, what's the deal with the
19 benefits in terms of the firefighters? And what we
20 were told is that during the negotiations between
21 the capable lawyer for the union and our capable
22 lawyer, that this issue came up, okay? And that
23 there is a provision in the contract that addresses
24 that. And so, we will rely upon our lawyers to tell
25 us what we're obligated to do, and we're going to do

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1 what the contract says. But in terms of the
2 firefighters, you have really capable legal counsel
3 negotiating on your behalf, and that was an issue,
4 and it -- and so, the contract will determine what
5 it is with respect to the firefighters. Now, with
6 respect to the change in policy, I've read some
7 media reports, and a number of them have been
8 inaccurate, and I don't think that anything was
9 intentional, I just think they don't have all the
10 facts, and don't have the full perspective of this
11 policy change, so let me see if I can nip some of
12 that in the bud. So there's really three reasons
13 why we felt that there needed to be a change in
14 policy. One, we felt that the policy discriminated
15 in favor of one business in the district and against
16 others. Two, we felt that the policy was
17 inequitable with respect to our employees, and we've
18 come up with a solution to address that. And then,
19 three, we felt like the policy had per- -- the
20 potential of endorsing what would be an unlawful
21 policy. And let me address those. So with respect
22 to the policy that's being changed, the old policy
23 was that the board that was appointed essentially by
24 Disney was paying two and a half million dollars a
25 year to Disney for passes to be given to our

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1 employees. And so, the benefit was exclusive to one
2 taxpayer in the district. It wasn't a pass that the
3 employee could take to a non-Disney business and
4 say, I've got a \$1,000 pass or a \$2,000 pass, and
5 I'd like to use it at a -- at a non-Disney
6 restaurant, or -- or business, or a non-Disney
7 hotel. So it was a policy that was created in favor
8 of one taxpayer, and not in favor of others. And of
9 course, all the taxes are paid by all the taxpayers,
10 and so, we felt that that really wasn't fair. And
11 then two, with respect to the employees, some
12 employees that had large families gained a larger
13 benefit. So if you had several family members, the
14 pass that was being paid for would be worth up to
15 3,000 or more dollars. If you were single, it was
16 worth less than \$1,000. And what we also looked at
17 was to see if these passes were being used by
18 everybody. And clearly, those who are here today
19 used the passes. But we looked and found that in
20 some years, only 30 percent of the employees used
21 the passes, other years, it was 50 percent, and I
22 think the highest utilization was 67 percent. So we
23 were paying as a district, or the old board was
24 paying for passes that some of our employees weren't
25 even using. And so, we said, how do we provide a

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1 more equitable solution to this so that it's fair
2 and applied equally to everybody? And so, what we
3 decided is that we would gross up everybody's wages
4 by \$1,425, okay? And that was evaluating that some
5 people weren't even using these passes. Some people
6 were getting a benefit below that amount to the tune
7 of about \$900, and clearly, some were getting a much
8 higher benefit that -- it wasn't fair. So we came up
9 with \$1,425 that we're grossing up everybody's wages
10 that are employees in the park. Now, is that the
11 right number? We don't know, okay? If, with
12 further information, we learn that that number needs
13 to be grossed up higher, we're going to gross it up
14 higher. If we learn that it needs to be reduced,
15 we're not going to reduce it. And so that's why we
16 started at \$1,425. So we are trying to equitably
17 replace the policy that we've eliminated, and trying
18 to be as fair as we can to everybody. And I assure
19 you, we will continue to evaluate whether \$1,425 is
20 fair to everybody. And then, finally, let me tell
21 you the other problem that it was creating. A -- a
22 private company cannot give gifts to government
23 workers that provide services for them or have
24 authority over them for obvious reasons. And many
25 of the people that were receiving these passes had

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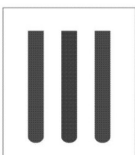
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1 the notion, and by the way, it's been reported in
2 the media, that these were -- these passes were
3 being provided free by Disney. Well, that -- that
4 is clearly unlawful in Florida, okay? Disney cannot
5 provide free passes to government employees that are
6 providing services to them or have authority over
7 them. And so, we wanted to eliminate that concern.
8 The -- the one group that we haven't yet formulated
9 a policy is with respect to retirees, okay? And
10 that's something that we need to go back with our
11 CEO and evaluate. And so, some people are going to
12 make out better with the \$1,425 in terms of the --
13 the employees, some people aren't going to do as
14 well. And \$1,425 may not be the right number to be
15 equitable to everybody, and we will continue to
16 revisit that. With respect to the firefighters,
17 we're going to rely upon the contract that -- that
18 the union capably negotiated, and their capable
19 counsel negotiated, and that the issue did come up.
20 So whatever that contract obligates us to do, I
21 promise you we're going to do. And now we'll move
22 on to -- by the way, we didn't do a safety minute,
23 did we? So let's do that now.

24 MR. GALLIK: Hello. Good morning. We'll start
25 -- thank you Chairman, members of the board, and



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1 welcomed guests. In the unlikeliness of an
2 emergency evacuation, there's two exits, one right
3 here, and the other one through this door. We just
4 ask that you make your way through -- through the
5 front entrance and where you came through. Our main
6 exit is in the front of the building. There's also
7 an exit in the rear. Our -- I'm sorry, there is
8 also an exit at the rear of the building. Please
9 follow the exit signs and your nearest exit in an
10 orderly fashion. Our employees will also be
11 evacuating and making their way at the ends of the
12 parking lot. Follow them to the area so we can
13 gather and grab an accurate number of people until
14 first responders arrive. In the unlikeliness of a
15 medical emergency, we have an automated external
16 defibrillator, and also a first aid kit, at the
17 security desk -- desk. Thank you so much.

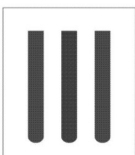
18 THE CHAIR: Thank you for that. And next, the
19 consent agenda. Is there a motion?

20 MR. AUNGST: Mr. Chair, I move to approve the
21 consent agenda.

22 THE CHAIR: Is there a second?

23 MR. GILZEAN: I will second.

24 THE CHAIR: Any discussion? All in favor
25 indicate by saying aye.



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1 GROUP: Aye.

2 THE CHAIR: Any opposed? Let the record
3 reflect that it passes unanimously. Hey, I should
4 have done this at the beginning. I understand that
5 one of our board members is attending by Zoom.
6 Bridget, are you with us?

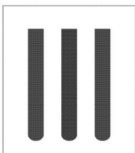
7 MS. ZIEGLER: I'm with you. Thank you.

8 THE CHAIR: Okay. Sorry about not checking
9 earlier.

10 MS. ZIEGLER: Not a problem.

11 THE CHAIR: Okay. Next, management reports.
12 Mr. Gilzean?

13 MR. GILZEAN: Thank you, Mr. Chair, members of
14 the board. At this time, I would take the privilege
15 on addressing my resignation as Chairman of the
16 Florida Commission on Ethics. It has recently come
17 to my attention that my position as District
18 Administrator of the Central Florida Tourism
19 Oversight District may not be compatible with my
20 position as a member and Chairman of the Florida
21 Commission on Ethics. After reviewing the matter
22 with legal counsel, I have decided that prudence
23 dictates that I discontinue serving in one or two
24 positions. Therefore, I respectfully tendered my
25 resignation from the Florida Commission on Ethics.



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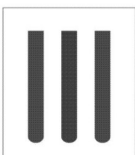
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1 While serving as a member and Chairman of the
2 Florida Commission on Ethics, I was committed to
3 safeguarding the standards of conduct for officers
4 and employees of the State of Florida. I am proud
5 of our work and will always be grateful for the
6 confidence that the governor demonstrated in me by
7 affording me the privilege to serve. It has been
8 one of the greatest honors of my life. The work of
9 the Central Florida Tourism Oversight District is
10 extremely important to me, and to the people of
11 Florida. There is still much to be done, and I'm
12 fully committed to seeing it through. With that
13 said, I'll proceed on to the first order of
14 business. At this time, I would like to call up our
15 Fire Chief, Richard LePere. It's bittersweet to
16 announce -- come on up, come on up. It's
17 bittersweet to announce the, well, early retirement
18 of our Fire Chief, Richard LePere, Junior. Chief
19 LePere started at the district 24 years ago. If
20 that wasn't impressive enough, his career in the
21 fire -- fire service spanned across four decades.
22 Congratulations, Chief. Well wishes to you in your
23 next chapter. I would like to have Deputy Chief
24 Eric Ferrari come up and say a few words.

25 MR. FERRARI: Good morning. My name is Eric



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1 Ferrari, I'm a Deputy Fire Chief. I've had the
2 pleasure of serving as Chief LePere's Deputy Chief
3 for the last ten years, and I'd like to just share a
4 few words about him, as many of you in this room
5 know him, but some do not. Chief LePere is an
6 absolute professional. He's a master at his craft.
7 He's loyal to his team. And to top it all off, he's
8 just got a wonderful personality. The staff has
9 enjoyed serving under his leadership. We've learned
10 a lot. This gentleman before you is an absolute
11 master at his craft, as I said. He knows the fire
12 code inside and out. And besides that, he is the
13 epitome of what a community Fire Chief should be.
14 You cannot go somewhere within this district
15 boundary with Chief LePere and not run into somebody
16 that walks up, and shakes his hand, and knows him as
17 the Fire Chief. He's in these buildings, he's been
18 involved in projects, he knows his community, and
19 they know and cherish him, which is a testament to
20 his professionalism, his knowledge, and respect, and
21 service to his community. And -- and frankly, we're
22 going to miss him. Some of you do not know Chief
23 LePere well. I would tell you that the staff are
24 going to miss his steadfastness. He and I over the
25 last decade, and the other Deputy Chief whose out

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1 sick today, have dealt with many situations, and
2 he's navigated through some turmoil in the
3 department, and we pushed through the other side.
4 We've been on difficult incidents together,
5 newsworthy incidents together, and -- and all the
6 while, I've been by his side, and he's been a -- an
7 amazing mentor. I could not be more fortunate and
8 blessed to work under his leadership. On behalf of
9 the 200 plus brave men and women that have served
10 under his leadership in the last ten years, we wish
11 him well on his retirement, and it's going to be
12 tough, because he is also a good friend of mine.
13 He's been like a brother to me, like a -- and a good
14 mentor to Chief Joe Edwards and I, and it's going to
15 be different coming to work without him in the -- in
16 the Chief's seat. So I thank you, Chief.

17 MR. LEPERE: All right, let's -- where do you
18 guys want it?

19 CLERK: Chief, can you actually step --

20 MR. LEPERE: Okay.

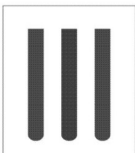
21 CLERK: There you go. That works great.

22 MR. LEPERE: All right, perfect.

23 MR. FERRARI: All right. Congratulations.

24 MR. LEPERE: Thank you very much.

25 MR. FERRARI: Thank you, sir. Don't be a



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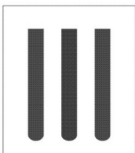
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1 stranger.

2 CLERK: Chief, stay up there for a second.

3 MR. GILZEAN: Yeah. Just a minute though.

4 MR. LEPERE: Yeah, everybody knows what that
5 means. Man of few words I've never been accused of
6 being. It's an honor to receive this from the board
7 today, from Mr. Gilzean, from my staff. Working
8 here at Reedy Creek has been a unique privilege.
9 And like anybody else, I feel like I'm -- I've been
10 very successful, but a man is not successful on his
11 own. There are key people that have helped me along
12 the way, and without them, I wouldn't be here today.
13 The -- the first credit goes to the Lord Almighty.
14 I felt his hand easily guiding me along the way.
15 Sometimes I felt his foot kick me swiftly in the
16 pants. It's -- it's something that -- it's a
17 blessing that's been given to me, and I cherish
18 that. For nearly 40 years of my service in the fire
19 department, there's been a person that's been along
20 my side, and she can't be here today. I -- I know
21 she's home listening. My wife today, I love her
22 dearly. She is the real fire chief in my family.
23 She's been my mentor, and my therapist, and she's
24 provided comfort, and everything that I've
25 potentially needed. And any of you that have



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1 firefighter families, you know that we are not easy
2 to live with. There -- there's a lot of stress in
3 the firefighter, law enforcement families. I love
4 her dearly, and I thank her. To my staff, all of
5 these men and women that are back here, it's been a
6 pleasure to -- to be able to work with all of them.
7 It's been a pleasure to hire Aaron Caulborn
8 (phonetic). His dad served as Fire Chief before me,
9 and was a legacy in the department, Mr. Clark, whose
10 dad served here before me, many other people that
11 are legacies within our department. That's a
12 testament to our fire department and to this
13 district. People want to come here. When you --
14 when you recommend your family, you bring your
15 family to the place you work, it says something
16 about where you work. This is a great place to work.
17 To all of the assistant chiefs in the fire
18 department, they have supported the Fire Chief, and
19 the district, and the wishes of the board, whoever
20 they may be, because we have a job to do. Our job is
21 to serve the citizens and the constituents in this
22 district, and they do that to the best of their
23 ability. That's the number one thing that they all
24 do. Every person in this room, this entire group of
25 firefighters back here, the ones sitting down there,

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1 bargaining unit personnel, management personnel.

2 Our mission has always been the same. It doesn't

3 change, no matter who the board is, who our leaders

4 are. We are here to do a job, and that's what's

5 important. Follow your leader's wishes, and get the

6 job done. I know you all will do that. I have an

7 incredible day staff. Chief Molton (phonetic), Chief

8 Painter, who is sitting here, our shift commanders,

9 Underwood, Nadler, Smith, Chief Flores. I'm missing

10 one. Chief Barrios is the Shift Commander.

11 Assistant Chief in Fire Prevention Marcel Juhaus

12 (phonetic). They're all here, they're all capable

13 personnel, they do a good job. Continue to support

14 them in their mission. I apologize for anybody that

15 I -- I'm not able to mention. I do want to keep it

16 brief. I promised Mr. Gilzean. All of your

17 assistant chiefs are capable. All of our battalion

18 chiefs are capable. All of our personnel are

19 capable to do an excellent job, and they do that.

20 That should never change at Reedy Creek. Lastly,

21 but not least, my -- what I call my inner circle,

22 right? My three amigos, really two amigos and an

23 amiga, they are steadfast, they are loyal, and they

24 are honest, and that is something that a leader --

25 it's indispensable to have that. I don't care about

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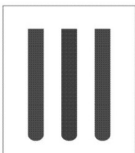
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1 their abilities at that point. They've already
2 proved their abilities. It's their honesty and
3 their commitment. I trust them with my life. I
4 trust them with my family. I trust them with the
5 work that has to be done here in the district. They
6 have been loyal to -- to the end. And I'm speaking
7 about Deputy Chief Eric Ferrari, Deputy Chief Joel
8 Edwards, and assistant Chief Tanya Nailer
9 (phonetic). They're experts in their own field.
10 Tap into them as a resource, utilize them, and they
11 will help continue to make this fire department
12 successful. Next Thursday when I leave will be the
13 last time I leave as the Fire Chief. I know I won't
14 be forgotten, but some people will be as happy as I
15 am that I'm leaving. I wish them the best also.
16 I'm okay -- I'm okay with that. My time has come
17 and gone. I'm okay with being Peppy Who a few days
18 after that. I will not forget any of you. There
19 are -- there are -- there are -- there are
20 friendships, things that I remember that will stay
21 with me for the rest of my life. I've had the
22 pleasure of getting to know a lot of these people's
23 families, their wives, their children. I've watched
24 them grow up, I've watched them come and visit their
25 dads and their moms at the fire station, and they

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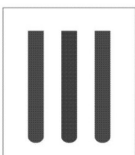
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1 become a great reference for me. If I have to take
2 some kind of action, I know it's not only some
3 firefighter that I have to deal with, it's that
4 firefighter's wife or husband. It's that
5 firefighter's children. That's a great temper for
6 me to -- to hold me back, give them the benefit of
7 the doubt, and get them through where they need to
8 be. You have a terrific fire department here.
9 Utilize them, take care of them, and I guarantee you
10 they will take care of you. Thank you, all of you.
11 You have contributed to my success and my career,
12 and I will not forget you. I couldn't have done
13 this on my own. You all are a part of it, and I
14 thank you from the bottom of my heart.

15 THE CHAIR: Chief, on behalf of the board, I
16 want to thank you for your long and very valuable
17 service to this district. You are a good man.
18 Thank you, sir.

19 MR. GILZEAN: Our second order of business -
20 how -- how do you go after that, right? Like, wow.
21 Again, Chief, thank you. So our second order of
22 business is the semi -- semi-annual easement report.
23 Per Resolution number 565, the district is required
24 to report all information to the District Board of
25 Supervisors and the public related to the executed



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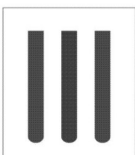
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1 easements from January 2023 and July 2023. The
2 details have been provided in the meeting packets
3 for public examination. On to the next order of
4 business. I would like to call up Mr. Wendell
5 Gaertner, Senior Manager, Director of Prague, to
6 provide us an overview of the Raftelis project.
7 Following Mr. Gaertner's presentation, Mr. Thierry
8 Boveri (phonetic), Vice President of Raftelis, will
9 come up to share additional information before we
10 present the labor agreement to the board for
11 approval. Mr. Gaertner, you are recognized.

12 MR. GAERTNER: Thank you very much. As you
13 know, the district runs a very complicated utility
14 system. It provides electric, water, sewer,
15 reclaimed water, solid waste, natural gas, chilled
16 water, and hot water services, and labor has
17 generally composed about 20 percent of the revenues
18 of the utility. RCES operates the utility on behalf
19 of the district and has provided their operational
20 fee and designed support fee for the upcoming fiscal
21 year as required under the labor -- labor service
22 agreement. They also provided a detailed report
23 showing their estimated staffing needs and
24 operational needs of the utility. The staffing is
25 consistent with the current year and is below the

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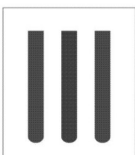
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1 high of fiscal year 2019. But in order to
2 understand the numbers behind the staffing levels,
3 the district engaged Raftelis to review the labor
4 service cost relative to the proposed staffing
5 levels. So at this point, I'm going to turn the
6 presentation over to Raftelis and Thierry.

7 MR. BOVERI: Good morning, everyone. For the
8 record, my name is Thierry Boveri with Raftelis.
9 Thank you for having me today, and thank you,
10 Wendell, for the introduction. If we could move
11 forward, I have a brief presentation for you, about
12 15 slides or so. We're going to touch on the scope
13 of the project status, where we're at in our
14 evaluation, we're going to run you through our
15 approach and methodology, and then we're going to
16 close with our findings on the study and where we're
17 at. Next slide, please. So as part of our scope,
18 we were tasked to evaluate several different
19 elements as it relates to the utility district. We
20 were trying to evaluate the annual long-term stra-
21 -- strategic plans, the proposed utility rates, the
22 power purchase agreement, and the operational fee
23 and labor services agreement. We're hoping that,
24 you know, within the next 30 days or so, we'll be
25 coming back with some more information on the other



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1 scope items. Today's discussion is going to focus
2 on the operational fee and the labor services
3 agreement. I do want to mention here that that, you
4 know, we have worked closely with district staff and
5 RCES staff and wanted to thank them for their help
6 in providing us all the requested information and
7 the number of different interviews that they had to
8 incur with us as we were trying to probe about their
9 process and better understanding how RCES and the
10 district come about that -- the budgetary process.
11 And, you know, I think from our review of that, it
12 seems pretty comprehensive in line with what we see
13 with other utilities that we work with, all though
14 that wasn't the primary focus of this evaluation.
15 And so, if we go to the next slide, I think I can
16 segue here a little bit. Our approach to sort of
17 evaluating the reasonableness of the proposal was to
18 do benchmarking evaluation, in effect. And to
19 assess that we looked at the information that was
20 available to us, and we're going to talk -- I'll
21 talk on that in -- in a little bit more detail. But
22 as Wendell mentioned, there was a significant amount
23 of data available for salary on skilled tradespeople
24 and information that we were able to benchmark to.
25 Next slide, please. I apologize, the font's a

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1 little bit small here. But there were three primary
2 approaches to the methodology. One was to evaluate
3 marketing -- in underlying market and economic
4 trends surrounding the labor services agreement, and
5 I should mention that the -- the current labor
6 services agreement, a substantial number of the cost
7 -- the substantial amount of the cost associated
8 with union agreements that RCS has with their own
9 staff, and that agreement was entered into in 2022,
10 and that agreement's valid through 2026, with stated
11 increases in -- in compensation increases around 4
12 percent per year, and that accounts for over 70
13 percent of the total cost for the labor services
14 agreement. The other element that we looked at was
15 to compare wage data with relevant industry
16 association data, and we also attempted to evaluate
17 relevant Florida utility peers, although our sample
18 size was small, and we'll touch on that momentarily.
19 Next slide, please. So this gives you a - - a
20 breakdown. I mentioned the 71 percent figure, so
21 for the frontline skilled tradespeople is what we
22 really focused in on the most, as demonstrated by
23 the pie chart here of the total cost breakdown of
24 the -- the labor services agreement. We excluded
25 salary professionals, administrative support, since

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1 we were focused more on what we could benchmark and
2 compare to on a -- on a better basis there, and we
3 exclude non-wage data as well. If we can go to the
4 next slide, please. Here's an overview of the
5 benchmarking data sources. So as far as industry
6 associations, we look to the American Water Works
7 Association, the American Public Power Association,
8 American Public Gas Association for guidance on, you
9 know, expected wage ranges. We also benchmark to
10 Fort Pierce Utility, Lakeland, and Tampa. Some of
11 these utilities, Fort Pierce and Lakeland in
12 particular, have electric operations on the
13 municipal side as well as water and sewer service.
14 Lakeland also has solid waste service. Tampa has
15 water, sewer, and solid waste service to help us
16 benchmark there. We looked at some information for
17 Hillsborough County not listed there, but didn't
18 have complete information, so didn't list them on
19 the slide. So our findings. As it relates to the
20 market and economic observations, I don't think that
21 this is going to come as a surprise to many of those
22 here. We find there's low unemployment within the
23 country right now, at 3.5 percent nationally, and
24 within the State of Florida, it's right around 2.7
25 percent. So the point here is that, you know,

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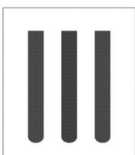
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1 underlying this -- you know, that there's low
2 unemployment, which can drive the need for higher
3 wages in an inflationary -- or a low employment
4 environment like that. The next point is that, you
5 know, we've observed high inflation. You know, more
6 recently, it's moderated, but if we look from '21 to
7 '22, we're eight, 9 percent overall on CPI, Consumer
8 Price Index. And if we look year over year, I think
9 that it was about 4 percent in May for the national
10 average, and it's now down closer to about 3.5
11 percent. But do keep in mind that, you know, the
12 labor services agreement, again, is based on union
13 contracts that were established in 2022. So I think
14 that, you know, we -- we are seeing higher inflation
15 than maybe even what was contemplated at that time
16 when that agreement was being -- you know, being
17 negotiated between RCS and the union folks. You
18 know, we've seen, you know, based on the national
19 data for actual and projected wage increases, they
20 align with the greater of \$1 or 4 percent wage
21 increase as identified in the RCS labor agreement.
22 In one of my final slides, I've got a table that
23 I'll be touching on that shows about from the FY24
24 -- from the FY23 to FY24 budget about a 5.4 percent
25 increase in the operational fee from RCES. That's a

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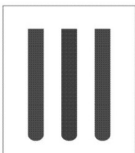
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1 little bit higher than 4 percent. However, you know,
2 we do consider market adjustments, and I'll touch on
3 that when we go through the benchmarking. And this
4 is -- the last point here sort of alludes to it is
5 that, you know, we're finding this to be true not
6 just in utilities, but in a lot of other sectors,
7 difficulty in finding skilled staff to fill vacant
8 positions. There -- there's a few underlying trends
9 there. One is that, you know, we have a lot of
10 folks that are nearing approaching retirement age.
11 It's important to mention too with RCS, the average
12 tenure is about 17 years for district employees
13 serving in this labor services agreement. Next
14 slide, please. If -- if we examine some of the
15 industry benchmarking and we look at the different
16 job titles and we try to compare a salary range
17 midpoint between RCS and the average industry salary
18 point, what we kind of -- what we find is that it's
19 generally in line, and in some areas, it's notably
20 below. There were three categories, but I
21 highlighted in bold the electric power system and
22 the operator engineer system. Based on discussions
23 with RCS staff, they were having difficulty in
24 hiring professional -- electrical professionals to
25 fill those positions. I think that's anecdotal

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1 evidence of the need for a market correction in that
2 particular category of labor. Next slide, please.
3 When we examined the same information for the peer
4 group, we found sort of similar trends. And as you
5 can imagine, you know, utilities may be in the same
6 boat in terms of reacting to the steep rise in
7 inflation that's occurred, so they could be a little
8 bit behind the mark in adjusting and correcting for
9 that, and in some cases are being forced to when
10 they're having to fill the positions if they need to
11 fill those positions. So I don't think it's a
12 surprise that, you know, the ranges here are a
13 little bit different, you -- you know, in the sense
14 that you have several where the RCS salary midpoint
15 might be a little bit higher. But again, reminder
16 that, you know, the staff tenure is higher here as
17 well, and also that this -- that the peer
18 benchmarking did support the other finding from the
19 -- from the industry slide regarding the operator
20 related to the energy systems, so being below. So
21 if I could just conclude here on the next slide.
22 The table to the right demonstrates the operational
23 fee as well as the design support fee being
24 proposed, and I want to touch on those and then I'll
25 run you through sort of the key takeaways. It's a

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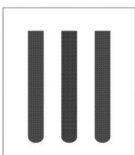
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1 5.4 percent increase. Over about 25 percent of the
2 operational fee increase is due to market
3 adjustments. Once you adjust for that, instead of it
4 being 5.4, it might be closer to 4 percent. So the
5 reason why it's higher than that is primarily
6 because of the market based adjustments. The design
7 support fee, what -- what that goes to do is to help
8 with engineering design and construction management
9 through the execution of the CIP, the Capital
10 Improvement Plan, and projected for FY24 is a little
11 -- you know, close to about \$40 million, and the
12 proposed fee is roughly, you know, 9 percent, or
13 \$3.5 million. That's definitely within range of
14 what we see as it relates to those types of services
15 being built into capital improvement plans when
16 we're working with other utilities across the state
17 and around the country. And generally speaking,
18 engineering services alone, or you know, rough
19 planning estimate would be 10 percent just alone for
20 that, not including the construction management. So
21 we think on that basis, it's fairly reasonable. We
22 think -- you know, I mentioned the -- the tenure.
23 Talk about the key points here on the observations.
24 I mentioned the tenure, you know, on the profession
25 -- on all the professionals that work for RCS. I

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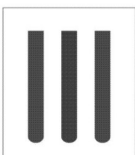
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1 mentioned that, you know, the observation was that
2 the electric professionals seem to be below market
3 requiring the adjustment. You know, given that, I
4 think that it supports the 5.4 percent, and that if
5 we think about it, as the sub-point note is noted,
6 estimates around \$77 per hour, based on the implied
7 number of hours. I wanted to point out that the
8 cost that's billed by RCS based our evaluation back
9 to the district is based on actual hours, so to the
10 extent that, you know, you don't incur that labor,
11 you don't bill it. Another point of fact from our
12 evaluation was that, you know, RCS maintains a
13 project management type billing system, if you will.
14 Like how for me, I'm a consultant. Every project I
15 work on, I have to track it based on the project
16 that I work on. They similarly have a similar
17 system to keep track of how they're spending their
18 time in the field, and the job for all the various
19 utilities. And we're going to talk a little bit
20 more about that when we get into a more detailed
21 dive on our evaluation in about a month or so. We
22 think that the market and economic trends support
23 the salary actions that are proposed by RCS. And
24 that concludes the presentation and our key findings
25 in the valuation. The last point I would feel like

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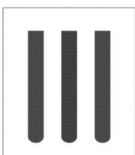
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1 to make is just that I'm -- my -- as I mentioned, my
2 name is Thierry Boveri, I'm the project manager for
3 this engagement. We have a number of people from
4 our firm that are assisting due to the expedited
5 nature of the work that we're doing. Unfortunately,
6 couldn't be here today, but to the extent that you
7 have questions that I'm not able to address
8 immediately, I'll get with my team and we'll get
9 back to you as soon as we can. Thank you.

10 THE CHAIR: First of all, on behalf of the
11 board, thank you very much for a very comprehensive
12 report, and thank you here for a very cogent
13 presentation. For me, who has never read anything
14 about utilities, it reminded me of my first Latin
15 class in the seventh grade, okay? So a lot of what
16 I was reading looked like Latin, I mean. But let me
17 see -- and I apologize if my questions sound stupid,
18 which they may be, but it looks to me that you are
19 not able to evaluate the entire -- the
20 reasonableness of the entire services, and that
21 means there's about \$3.4 million that you're not
22 able to evaluate; is that correct?

23 MR. BOVERI: I think that what -- I think that
24 what you're referring to is that we didn't benchmark
25 to the percentage of the labor services agreement



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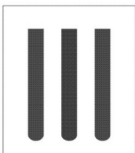
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1 outside of the trade union folk --

2 THE CHAIR: Right.

3 MR. BOVERI: -- and whatnot. So -- but I think
4 that overall, it -- it generally appears reasonable,
5 and in particular, I think the finding is that with
6 the percentage change from the prior budget to the
7 current budget, it's in line with industry trends.
8 Now, I would -- I do want to disclose that we're not
9 evaluating sort of the specific operations today.
10 We're not evaluating the organizational structure,
11 the number of staffing, things like that. We're
12 just evaluating is it reasonable from, you know, the
13 prior year to the current year? And I think our
14 approach, our methodology, while all though it
15 didn't capture all of the salaries, it captured the
16 vast majority, and also that the percentage increase
17 seemed reasonable. So I would -- I would -- I would
18 -- I would say yes, and I would couch it around that
19 context.

20 THE CHAIR: So -- so with respect to our board,
21 you know, we have limited expertise in certain
22 areas, and so we have to bring in experts like you
23 and others that we've brought in to -- to provide us
24 with advice. And so, what our board's interested is
25 to make sure that the complete report that you



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1 provided is the most that we can do to make sure
2 that all of the charges that are being rendered in
3 the district from a utility standpoint are indeed
4 reasonable. Have we done that?

5 MR. BOVERI: I -- I -- I believe that we've
6 done the best that we could given the time
7 constraints and the data available to us.

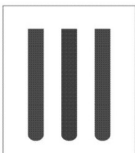
8 THE CHAIR: Okay. There's no other experts
9 other than your firm that we should be bringing in
10 to evaluate the \$3.4 million that I've referred to
11 or anything else?

12 MR. BOVERI: I'm -- I probably want to confer
13 with my colleagues and get back to you on that.

14 THE CHAIR: Okay. I mean, is that a question
15 that's more appropriate for Wendell? I saw he was
16 here.

17 MR. BOVERI: Sure. I can --

18 MR. SIMON: Wendell Gaertner, Public Resource
19 Advisory Group. The reason that we had -- or that
20 we recommended that the district engage Raftelis
21 tell us was because under the bond documents and
22 just as your role as board members, you will be
23 setting utility rates, and you have an obligation,
24 legal obligation to set the rates that are
25 appropriate and fair, also cover your costs, and



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1 then inform with your bond covenants. And as part of
2 that, a big portion of these costs obviously are the
3 costs under the labor services agreement. And I
4 think Thierry made a good point of it's very
5 difficult, given the complexity and uniqueness of
6 your utility, to find things that are exact matches.
7 So our biggest concern was when you were presented
8 with the costs, that you had some basis to point to
9 reasonableness as you approve those costs, and not
10 just flying blind. And obviously our biggest
11 concern was the costs that are being paid for the
12 work that is being done, is that a reasonable cost?
13 Are you paying -- are you not overpaying for -- for
14 those costs? And the big number that Thierry
15 pointed out was, the overall cost was \$76 an hour as
16 an all-in cost, which, you know, does appear
17 reasonable. Then Raftelis was able to go in and
18 look at the specific operators, because there are a
19 number of different job titles here that you don't
20 see necessarily on the utilities, and kind of was
21 able to benchmark by pulling different data
22 together. The -- all though they didn't or really
23 couldn't benchmark kind of the senior management or
24 administrative piece of it, that's who we've been
25 interacting with, and we have a sense of their

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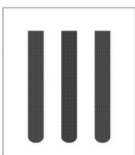
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1 professionalism, if you will, and they're
2 incorporated in that \$76 number. So you know, given
3 the situation, and that we want to have this in
4 place as you set the budget next week, this does
5 appear to be a reasonable -- I'm not aware of
6 anybody else that could go in and -- and do a deeper
7 dive. I think that as we and Raftelis have been
8 working through the utility operations, and you
9 know, RCS has been very open and transparent,
10 they've shared their modeling, they've shared their
11 -- you know, how they come up with their costs and
12 their services, and never say that something is
13 exactly right, but we do believe it is reasonable.

14 THE CHAIR: So since we -- we've brought you to
15 advise us, and we're grateful for bringing in
16 Thierry's firm, and we're going to -- we're -- it's
17 being recommended that we approve -- accept the
18 labor services agreement, is this advice from you to
19 the board that -- that we should do that?

20 MR. SIMON: We -- we believe you should do it.
21 Obviously, keeping the utility operating is a very
22 important thing for everybody involved, and we are
23 comfortable, based on the work that they've done,
24 that these costs appear reasonable.

25 THE CHAIR: Okay. Any other questions or



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1 comments from my fellow board members? Mr. Gilzean
2 or General Counsel?

3 MR. LANGLEY: Yeah. We would ask that the
4 board, if you're willing to take the recommendation,
5 move to accept the labor services agreement,
6 operational services fee proposed for the fiscal
7 year 2024 with RCES to operate the district's
8 utilities in the sum of \$34,502,576.

9 MR. AUNGST: So moved.

10 THE CHAIR: Is there a second?

11 MR. PERI: Second.

12 THE CHAIR: All in favor indicate by saying
13 aye.

14 GROUP: Aye.

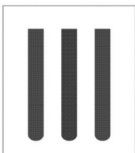
15 THE CHAIR: Let the record --

16 MS. ZIEGLER: Aye.

17 THE CHAIR: Thank you, Bridget. Let the record
18 reflect passage unanimously. Wendell, I want to
19 thank you, and your firm, and Thierry's firm for
20 excellent work on something that we need an outside
21 expertise on. Thank you very much.

22 MR. GAERTNER: Thank you.

23 MR. GILZEAN: All right. Today, it is my
24 pleasure as administrator of the Central Florida
25 Tourism Oversight District to present the fiscal



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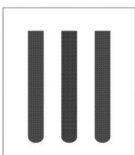
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1 year 2024 budget for public inspection. Over the
2 last three months, countless hours have been poured
3 into developing a quality proposal that prioritizes
4 the needs of our taxpayers, guests, CFTOD employees,
5 and everyone who works throughout the district,
6 including cast members. I'd like to thank Susan, our
7 comptroller, and our dedicated finance team for
8 working diligently to produce our budget. We'd also
9 like to thank Prague along with district staff for
10 their contributions to this budget. The feedback
11 from individual department leaders have been vital
12 to ensuring the mission of the district moves
13 forward while our transition continues. I am
14 grateful for their work and dedication. Today's
15 budget presentation will be much more detailed than
16 in the past. We will highlight the elimination of
17 inappropriate spending and share information about
18 strategic investments the district is making for the
19 future. You'll see that we are spending regrettable
20 legal fees to defend lawsuits brought by Disney.
21 Pursuant to the advice of a former Supreme Court
22 Justice, we are incurring legal fees to protect the
23 district's Constitutional rights related to the 11th
24 hour agreements that Disney created. We were also
25 spending legal fees to create new governance

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1 policies for the district because none of these
2 existed before. Without these legal fees saving --
3 presented today would've been much more greater, and
4 I'll explain as I continue my report. The old Ruddy
5 -- Reedy Creek Board authorized expenses that our
6 new board would never approve. Here are a couple
7 examples. Four of our board members and staff,
8 including retirees, received annual passes and other
9 exclusive perks for Disney properties. They also
10 received deep discounts on Disney merchandise and
11 Disney cruises, which were reimbursed by the
12 district. Further, the district paid for the
13 previous administrator, CFO, prov- -- private golf
14 outings, and VIP tickets to Orlando City Soccer Club
15 matches. All of these perks were provided at the
16 expense that -- of the taxpayers to the tune of over
17 \$2.5 million annually. Needless to say, we have
18 eliminated these inappropriate perks from our
19 budget. Though the elimination of these
20 inappropriate perks, and despite the Disney-induced
21 legal fees, we were able to provide a savings while
22 making new investments that will benefit the
23 district long-term. With a new budget that promotes
24 financial fiscal stewardship with the hundreds of
25 dedicated district employees, we are making the

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1 necessary changes to ensure operations run smoothly
2 on a daily basis. Our employees deserve to know
3 that their work is seen and supported. I thank them
4 for their dedication to our mission. From emergency
5 response to water quality to planning and
6 engineering, work at the district is running
7 smoothly. Our budget outlays emphasize that work
8 will continue to remain on three main components.
9 These are ensuring the highest caliber of public
10 safety, providing fiscal stewardship, establishing a
11 pathway for sustainable growth as we look forward to
12 the future of our region. Prior to evaluating the
13 detailed outlays of each department, I would like to
14 discuss the highlighted components. First, public
15 safety. Public safety is paramount to the district
16 operation. Every taxpayer, guest, employee, and
17 cast member should feel safe on district property.
18 Our budget makes enhancements to ensure that safety.
19 We fully fund the newly established contract for our
20 union fire department. Shamefully, the previous
21 board allowed their contract to lapse five years.
22 We were able to provide raises to our first
23 responders, bringing them above regional pay parity.
24 The district also made sign- -- significant
25 investment in emergency equipments, totaling over

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1 \$1.3 million. In fiscal year '24, the district will
2 accept the delivery of a new heavy rescue squad
3 truck, replace the old rescue truck, and order a
4 replace fire engine. These were the priorities of
5 Governor Ron DeSantis when he announced his intent
6 to overhaul the district. They have now been met.
7 Our budget also significantly makes investments in
8 the district internet infrastructure that will
9 improve our 9-1-1 Communication Center. By removing
10 the district from Disney's internet network, every
11 cell phone call to 9-1-1 on our property will go
12 directly to the District Communication Center. As
13 it currently stands, emergency calls are being
14 routed to Orange County Communications, then relayed
15 to our Communication Center, which can take up to
16 several minutes, squandering valuable emergency
17 situation -- valuable time in emergency situations.
18 Even worse, in some cases, calls are being dropped.
19 Just a few days ago, Channel 9 reported the Ora- --
20 Orange County Sheriff's Office dispatcher picked up
21 approximately 80 percent of calls within ten seconds
22 this past June. This is short of the State
23 guidelines of 90 percent. It further showed that a
24 local woman was caught in a road rage incident.
25 Someone shooting at her vehicle struck her

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1 boyfriend. She called 9-1-1 repeatedly, and it went
2 unanswered. To prevent that from happening here, we
3 must make these adjustments now. Lastly, we will
4 also implement traffic safety enhancements
5 throughout the district. For example, our budget
6 includes \$2.7 million for guardrails throughout the
7 property. We are committed to world-class safety in
8 the district. We will continue to make the
9 necessary investments to properly take care of our
10 taxpayers, neighbors, guests, employees, and cast
11 members. Second, our budget focus on fiscal
12 stewardship. The budget accounts for the reduction
13 in the millage rate of the district from 13.9 mills
14 to 12.95 mills to reduce collective revenues by
15 \$13.8 million. I also found additional savings of
16 2.8 million by eliminating inappropriate spending,
17 as I mentioned earlier. These reductions, coupled
18 with the unavoidable legal fees because of the
19 Disney lawsuits, totaled 4.5 million, would have
20 provide our taxpayers with a total savings over \$21
21 million. Instead, it's only 16.6 million, which is
22 disappointing to me as administrator. It should
23 have been more. Despite this reductions and certain
24 legal challenges, the district is still expected to
25 increase proposed operation expenses by 2.7 percent

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1 during fiscal year '24. This is still below the
2 annualized rate of inflation, which is 3.3, year
3 over year, for '23. It is well below the record
4 inflation rate experienced throughout the country
5 since January of 2022. This is a very healthy
6 financial picture. Our budget keeps spending under
7 control while still meeting service obligation. I
8 believe efforts like this, that grow the size of our
9 tax base without increasing spending, are setting
10 the district up for a sound fiscal future. Third,
11 our budget is forward- looking, aimed at a pathway
12 for sustainable growth, especially as it relates to
13 water quality. As such, our budget invests heavily
14 into improving drainage infrastructure, allowing \$3
15 million for structure repairs. Additionally, we
16 will finish construction of the new Environmental
17 Science Lab, which allow for water quality sampling
18 and a regional threat mitigation. Once again, on
19 behalf of the 400 employees of the district, the 355
20 individual taxpayers, and the tens of billions of
21 guests that visit the district annually, thank you
22 for this opportunity. With that, we'll begin our
23 budget presentation. Let's see. First slide. Uh-
24 huh. Oh, this doesn't work. Okay. This slide
25 shows a summary of our assessed values and the

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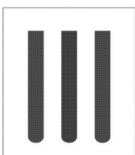
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1 revenue that would've been generated using the
2 previous millage of 13.9, compared to the lower
3 millage of 12.95. This one adjustment resulted in a
4 collection revenue reduction of 13.8 million. We
5 are also itemizing the inappropriate spending of the
6 previous board. These items were removed for fiscal
7 year '24 and creating a savings of 2.8 million.
8 Resulting in a total savings of 16.6 million. Next
9 slide. Okay. Here, we can see the true itemized
10 costs of the Disney-induced expenses, which are
11 budgeting over \$5 million. We also have required
12 reporting, as mandated by Florida law, and
13 additional fees for consultants to ensure that we're
14 meeting our obligations. You'll also see here the
15 significant investments we're making in the future
16 of the district. This include establishing a new
17 internet network for the benefit of our 9-1-1
18 response times. We are also including resources to
19 significantly upgrade our security systems around
20 the parking garages. Our current system is at the
21 end of life from a technology perspective. While we
22 are undertaking these upgrades, we are also looking
23 to expand the use of the security cameras on
24 district property as well. Once again, we have the
25 guardrail investment, additional increases to fire

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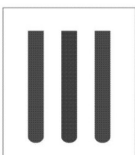
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1 equipment, and ambulance replacement, along with
2 drainage improvement, which is what -- which I
3 previously mentioned. Next slide, please. This
4 slide provided financial overview of the proposed
5 millage rate and budget for the General Fund and
6 Debt Service Fund. Our General Fund, mostly funded
7 by our federal taxes, the real property, and
8 personal property. Oh. This slide -- as you can
9 see, the property values from the Property
10 Appraiser's Office from both Orange and Osceola
11 Counties. For fiscal year '24, the assessed value
12 for the district was 15.3 billion, which is a 1.8
13 billion increase since fiscal year '23. These
14 values are as of January 1, 2023. Total net new
15 additions to the property in Orange County, and they
16 were amounted to 250 million. The additions include
17 the Guardians of Galaxy Ride at EPCOT, improvement
18 to the Swan Reserve Hotel, the Star Wars Galaxy Star
19 Cruiser Hotel, hotels at the Flamingo Crossing, the
20 Polynesian check-in building rehab. With the
21 assessed value increases, we were able to lower the
22 district's millage rate. Starting with the debt
23 service, we lowered the rate from 4.6 to 3.96 mills.
24 Even with the reduction, there are no changes to the
25 planned debt service schedule, so annual

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1 requirements remain at \$58 million. For the
2 operating millage rate, we are proposing a millage
3 decrease of 8.99 mills. The district does follow
4 the State of Florida TRIM, Truth in Millage,
5 process. As such, I am required to inform you about
6 the rollback rate and the percentage increase above
7 that. For fiscal year '24, the calculated rollback
8 rate is 8.261. The rollback rate is the road -- is
9 the rate that would generate prior-year tax
10 revenues, less allowance from new construction. The
11 total millage for fiscal year '23 is 13.9 mills, and
12 in fiscal year '24, it's 12.95 mills. Next slide,
13 please. This slide depict our revenue budget. With
14 the millage rate of 12.95 mills, you can see that
15 our revenues is increasing to 188 million. This is a
16 \$9 million increase from fiscal year '23. So even
17 though we lowered our millage rate, we're still
18 increasing our ad valorem tax revenues to the
19 additional assessed value we just talked about on
20 the prior slide. The district will see a total
21 increase of \$11 million in revenue, from 183 million
22 to 194.5 million. You'll see an increase in our
23 permanent fees. The district is currently
24 conducting a new fee review, which has not been re-
25 evaluated since 2015. We are anticipating raising

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1 our permitting fees at the beginning of fiscal year
2 '24 so we can appropriately cover our costs. Next
3 slide, please. Taking a look at our expenditures,
4 we have increase of 11.5 million in operating
5 expenditures. Labor is coming in at 67.1 million,
6 includes the budgeted personnel annual wage increase
7 as well as new positions. Other expenses. Capital
8 outlay has a savings for fiscal year '24 for the
9 Environmental Service Building that won't be
10 completed before the end of this year. And the
11 appropriate funds are being rolled over to continue
12 this project. In the non- operating source and
13 uses, you'll see a transfer in of 3. -- \$3 million.
14 This is also included in the other expenses above.
15 This reserve can be used to fund certain drainage
16 projects. Debt service is 58.5 million, which is
17 the same as prior year. With regards to insurance,
18 we're still waiting for final quotes. This bring us
19 to a total estimated expenditures of \$198.7 million.
20 Next slide, please. Administration. You'll see an
21 overall department decrease of 6 percent or
22 \$415,000. Notable reduction is the reduced cost of
23 outside services by replacing the Walt Disney World
24 Mail Service with a new P.O. box. That was costing
25 us \$30,000 a year. Removing the publicity and

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1 promotional budget for fiscal year '24, reducing
2 travel and business to \$2,000, and halting the
3 Employee Pass program for a savings of 2.5 million.
4 In contrast, the department had notable additions as
5 well. Professional services to the department
6 totaled 5.75 million. Of this amount, 4.5 million
7 will be spent on litigation efforts, 1.25 in regular
8 legal fees and normal, in comparison, and 110,000
9 for legislative reporting as outlined in our
10 charter. Next slide, please. Okay. Contracts and
11 procurement. As you can see, the overall cost of
12 this department remains flat year over year, even in
13 light of adding an additional new staff member to
14 oversee our new Buy Local program. The savings stem
15 from the retirement of a tenured employee. The Buy
16 Local program will give an advantage to bidders
17 within the Central Florida region. Okay. Next
18 slide, please. This is a newly created department.
19 As I mentioned, we're prioritizing public safety.
20 As such, I have reorganized some of our security
21 apparatus. Ms. Tanya Naylor is our new head of
22 security and Emergency Management. She was
23 previously housed in the fire department. Her labor
24 and dollar transfers to this from the fire
25 department. We are also creating an additional

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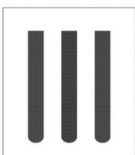
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1 position for a security coordinator, which will
2 allow for system redundancy if one person is
3 unavailable. Separately from Tanya, we're spending
4 2.3 million on outside services. Of that, 800,000
5 is to cover security at the admin and other
6 buildings across the district, and 2.2 million is
7 used to cover security in our parking garages. Next
8 slide, please. Finance. Overall, this department
9 will see a decrease of 16 percent. We have reduced
10 the number of people in the department.
11 Additionally, fees for outside consultants such as
12 Prague have been added to the budget in addit- -- in
13 the amount of \$70,000. We've also shifted risk
14 management into our Human Resources Department for a
15 cost savings of \$191,000. Next slide, please. As
16 mentioned in my overview, the district is investing
17 in life safety upgrades to reduce the 9-1-1 response
18 time and allocate \$1 million to create a standalone
19 internet network. Additionally, the network will
20 allow for enhanced security for our internal IT
21 systems. The district is investing \$1 million for a
22 new communication network and completely separating
23 from the Walt Disney World system that exists on
24 property. By removing the district from the Disney
25 infrastructure, we're ensuring long-term longevity

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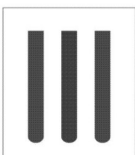
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1 as an independent oversight government.

2 Professional services also increased due to the
3 network redesign and the 9-1-1 enhancement. We're
4 also receiving an additional capital outlay to
5 upgrade security cameras and software in the parking
6 garage in the amount of \$450,000. We are reaching
7 the end of life on our security equipment in the
8 garages, and it is time to initiate replacement. The
9 equipment is about seven years old and is now out of
10 warranty and will be more expensive to fix than to
11 replace. We are also expanding the use of security
12 cameras across the district property. Additionally,
13 we have some unfilled position in fiscal year '23,
14 which are contributing to some of the savings cost.
15 Operation supplies decreased due to the end-user
16 device refresh cycle. Fiscal year '23 includes
17 equipment purchases, which we did not have this
18 year. We also saw significant repair, maintenance
19 for our new Motorola cybersecurity system for a
20 total of \$130,000. This slide shows the anticipated
21 capital outlay of 1.5 million plus planned work
22 expense of another 131,000, for a total of 1.6
23 billion for a plethora of IT security projects
24 across the district. Capital and planned work are
25 budgeted each year to meet these needs. Includes in



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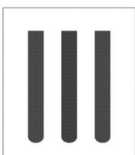
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1 the list are security upgrades for \$444,000, server
2 switch routers and UPS upgrades of 750,000. Next
3 slide, please. Some of our major adjustments we'll
4 see in the HR budget are changes in the head count
5 and the number of employees in the department. This
6 include additional head count for the safety and
7 risk management position. We are also leaving
8 certain unfilled positions unfilled, carrying those
9 costs from fiscal year '23 to '24. We also saw a
10 reduction in executive physicals, which saved us
11 \$87,000 in fiscal year '24. We will see an increase
12 in the budget due to operating supplies increase,
13 which will increase the replacement of safety
14 equipment in and around -- around the amount of
15 \$21,000. Next slide, please. Oh, you got it.
16 Public affairs. This year, we've created a new
17 Public Affairs Department. We're thrilled to have
18 our new staff, including our chief of staff, Ms.
19 Paula Hoisington, and our new external affairs
20 director, Ms. Brandy Brown. We are also expanding
21 our record management staff to accommodate the
22 influx of public records requests with in -- with
23 the reorganization. We also transferred an
24 administrative assistant to this department.
25 Additional headcount, which totaled 544.

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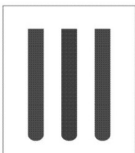
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1 Administrative admin transferred from -- for 83,000.
2 Additional support for record management, 60,000.
3 And we removed the public -- publicity and promotion
4 for a savings of 45,000. Next slide, please. Okay.
5 On this side, you'll see major increases to our
6 Building and Safety Department is for updating and
7 printing the new EPCOT building codes. The District
8 undertakes these revisions once every three years.
9 The cost for the overall typesetting costs and
10 printing of 50 copies of each code. The code will
11 be available for customers to download via the ICC
12 website. Again, same as the last edition. Unfilled
13 positions in FY23 show the labor increase in FY24,
14 not necessarily the additional headcount. Labor
15 increase due to the existing open positions.
16 Positions change. One transfer from environmental
17 science of a total of 78,000 and adding back the
18 department manager of 192. Operating supplies
19 increase to provide the updated EPCOT building codes
20 is \$50,000. Next slide, please. With our fire
21 department, we have a few reasons for the increased
22 expenditures. Labor increase due to the new
23 contract, six additional firefighters and public
24 paramedics added, employee relations due to
25 physicals not being completed in fiscal year 2023,

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1 wardrobe expenses transferred from the Facilities
2 Department for \$450,000. Next slide. Okay. This
3 slide highlights our capital project for fiscal year
4 '24. This demonstrates the District investment to
5 the -- in the fire department equipment quality to
6 provide excellent response time and service. Next
7 slide, please. Environmental science. Labor
8 increase due to one position and one transfer
9 position from Building and Safety. Operating
10 supplies due to the additional chemicals for lakes
11 and mosquitoes. Outside services decreased due to
12 the watershed postponement until fiscal year 2025.
13 And la- -- lastly, on this slide, capital outlay
14 fluctuate based on needs. Next slide. This slide
15 shows the capital investment the district is making
16 to the Environmental Science Department to keep the
17 equipment refreshed regularly and in good condition
18 so the department can make quality services --
19 provides quality services. Capital outlay fluctuate
20 based on need. This is on the next slide. All
21 right. Almost there. Okay. We have some reduction
22 in expenditures of the facilities and operation.
23 Open position in fiscal year '23. Equipment rentals
24 increase in the lease vehicles. Gasoline and fuel
25 costs increase due to -- up 37,000. Operating

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1 supplies increased due to the Buyer Hazard Waste
2 Program, 64,000. Outside services and fee
3 transferred to the Security and Emergency
4 Department, 2.3 million. Outside services and fees,
5 Florida Department of Transportation I-Form
6 maintenance contract ended, 1 million. Wardrobe
7 transferred to the fire department, 450,000. And
8 planned work building maintenance -- that's on the
9 next slide. Yep. Next slide, please. All right.
10 Drainage. We love drainage. Operating supplies
11 increase in the chemical prices for canal weed
12 control went up 79,000. Repair and maintenance is
13 determined each year to ensure the structure and
14 condition of the drainage system, which you'll see
15 listed on the next slide. \$3.5 million will be
16 transferred in from the drainage reserve to cost --
17 to cover the cost of a major -- of the majority of
18 this department. Additionally, drainage repair
19 needs -- for concrete repairs of 400,000. Steel and
20 glass repairs is 250 -- 225,000. Let's see.
21 Drainage repairs needed. Structure on SS 405 is the
22 largest and can use the drainage fund of \$3,050,000.
23 Next slide. Okay. Planning and engineering. Labor
24 increase due to the traffic operator. Professional
25 service increase due to the urban planner contract

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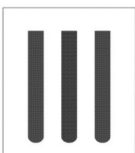
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1 and drainage model. 250,000 for urban plan, 1.5
2 million for the drainage model. Repairs and
3 maintenance service decreased due to the option to
4 do less paving rehab. Next slide. A list of
5 planned works for roadways. Most of these are
6 listed in the new investments. Annual maintenance
7 to keep up roads in excellent shape as well as
8 traffic signals and signage. Next slide. Our fund
9 balance. Okay. Next slide. All right. Our 2024
10 budget timeline. In sum, I presented the proposed
11 millage rate of 12.95 mills. This is what will be
12 shown on the TRIMs to each taxpayer. The TRIM will
13 advertise the first public hearing. We will
14 continue to work on the budget, tracking and
15 updating our actuals for fiscal year '23 as well as
16 refining our fiscal '24 numbers. We are required to
17 hold two public hearings after 5:00 p.m., and those
18 are being scheduled for September 13th and September
19 27th. Those meeting notice will be available on our
20 website in the near future. We are making strategic
21 investments across the district to meet our goals.
22 We are also focused on bringing responsible
23 governance to protect the taxpayer resources. I
24 look forward to working with the board for a
25 successful fiscal year ahead. At this time, I'd

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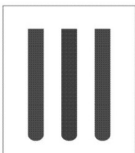
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1 like to open the floor for questions from our board
2 related to the budget presentation.

3 THE CHAIR: Thank you, Mr. Gilzean, for that
4 very thorough report. I want -- want the public to
5 understand that this is not the first time that the
6 board has seen these PowerPoint presentation or the
7 first time that we've seen the budget. You'll find
8 that we will post a very comprehensive budget, not
9 just the - - the PowerPoint presentation. I know,
10 myself, I spent over six hours pestering Susan on
11 four or five different days and a number of hours
12 with our CEO. And I'm told that, likewise, my
13 fellow board members spent a significant amount of
14 time discussing the budget with both Susan and Mr.
15 Gilzean. So what's important for you all to know --
16 that we've asked a lot of questions. So we've made
17 a lot of adjustments to the budget based on one-on-
18 one input between board members, and Susan, and Mr.
19 Gilzean. But, having said that, are there any
20 comments or questions from my fellow board members?

21 MR. AUNGST: Mr. Chair, I'd like to echo your -
22 - your thanks and gratitude to Mr. Gilzean and also
23 to Susan. Greatly appreciate the time that you
24 spent with me individually, going through the line-
25 by-line items and answering my questions. I am



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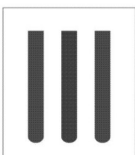
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1 very, very pleased to see the commitment to public
2 safety, which has always been a priority of this
3 board and of this new administration. I -- I just
4 wanted to go through just a couple things, just to
5 put on the record for the public. I know it's not
6 reflected in the budget because we don't take
7 delivery for a period of 30 to 36 months, but my
8 understanding is that we are signing an LOI to order
9 three new Frontline fire engines. So just because
10 they're not seen in this budget doesn't mean that
11 they're not actually being ordered, and are actually
12 being manufactured, and we anticipate taking
13 delivery of those sometime in the 2026 time frame;
14 is that right?

15 MR. GILZEAN: Yes, sir. That's correct.

16 MR. AUNGST: Okay. And then I'd also just like
17 to thank and point out -- many people probably
18 missed it. There's been a lot going on. But at one
19 of our earlier board meetings, I think in the April
20 time frame, we had a presentation on the guardrails,
21 which, again, you know, kind of a rote governmental
22 process that most people wouldn't even observe or
23 notice the guardrails. But this needs to be the
24 safest place on Earth. It is. It is, but we need to
25 keep it that way. And bringing up those guardrails



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1 to the FDOT standards from the substandard condition
2 that they're in right now is a very important
3 investment for our public safety for our visitors,
4 for our guests, and for their families. And then
5 the other -- the only other comment I'd like to make
6 -- well, two more comments. Number one, for the
7 public, this budget will not be final and will not
8 be approved until our September TRIM hearings. So
9 I'd like to invite you and encourage you to please
10 e-mail us, at our district e-mail addresses, which
11 is on the District website, your thoughts, concerns,
12 suggestions, anything that you'd like to see in the
13 budget, anything that you don't see or questions
14 that you have. I -- I'd really like to get public
15 feedback on the budget, and I'm glad we have about a
16 month left for you all to do that, if not a little
17 bit more time. And then I -- just to address the --
18 you know, the employee pass issue, I'd just like to,
19 again, echo the comments that were made earlier by
20 Chairman Garcia. But I also want to say that this
21 is part of the budget process, and so we're still in
22 the budget process. And so, what I would like to
23 see as part of this budget process, going forward,
24 is, you know, open dialogue, communication, and
25 negotiation with all of our employees on what is an

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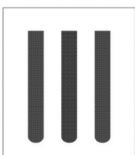
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1 option that is legal, that is ethical, that is
2 something that we can do the right way, best
3 government practices. But I don't want our
4 employees to feel left out by this budget, and you
5 won't be, and there's time for us to have that
6 conversation. So I would like to see that happen,
7 and - - and I'd like to encourage the employees to
8 participate in that and Mr. Gilzean to lead that, as
9 I know you are and you will. Thank you.

10 THE CHAIR: Thank you very much for those
11 comments, Supervisor Aungst. Are there other
12 comments from my fellow board members? Yes, sir.

13 MR. BARAKAT: Thank you, Mr. Chair. I would
14 just like to echo the comments and thanks to Mr.
15 Gilzean and Ms. Higginbatham for taking the time to
16 go through all of my questions. I'm a big believer.
17 Somebody I have a lot of respect for says, when you
18 watch the pennies, the dollars take care of
19 themselves. We're -- here, I think we're -- you're
20 watching the pennies and the dollars. And I think
21 what you'll see -- for the public, this is a lean
22 and mean operation, and it's getting leaner and
23 meaner, and I think we're making excellent effort to
24 be good stewards of the public's money. And I want
25 to thank you for that. One thing I want to



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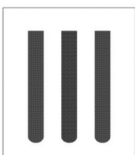
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1 highlight is, you know, the -- the investment in
2 drainage and updating the drainage system and
3 modeling that system going forward. You know,
4 before -- I don't think it's well understood.
5 Before this district was anything else, it was a
6 drainage district. We've got 137 miles of -- of
7 canals, and it's at a sort of a vital linchpin in
8 the drainage system that really underlies Orange and
9 Osceola County. It's -- this is truly a safety and
10 resiliency issue. And this, I think, significant
11 investment going forward is going to update that
12 system well, and I think serve the public well going
13 forward, and will create some long overdue
14 improvements going forward, so I'm excited to see
15 that. And I would just, I guess, compliment
16 Supervisor Aungst for emphasizing a guardrail
17 project. I think absolutely it's a big -- long
18 overdue, and I'm glad to see it done going forward.
19 So thank you for emphasizing that, and thank the
20 district -- or thank everyone. So anyway, with that
21 all said, I'm supportive, and thank you for the
22 presentation.

23 THE CHAIR: Thank you very much for those
24 comments, Vice Chair Barakat. Any other comments
25 from my fellow directors?



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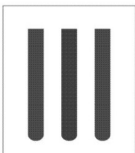
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1 MR. PERI: Yeah. Just two relatively quick
2 comments. First of all, I've been very impressed
3 with the diligence, level of work done in a very
4 short period of time, and the quality of the output
5 with regards to the budget and the results generally
6 was quite impressive. And the handle that you and
7 Susan and our folks seem to have on where the
8 pennies are, even. The second thing is, I think
9 it's important for people to recognize that this
10 board actually has as its goal to be very pro-
11 employee. This Disney situation with Disney passes,
12 this is a challenging one to work out so that it's
13 ethical, so that it's fair, and so on. And I
14 guarantee you the board will work through that to
15 come up with the best possible recommendation and
16 outcome.

17 THE CHAIR: Thank you very much for your
18 comments, Supervisor Peri. Any other comments from
19 fellow board members? Hearing none, the only
20 observation I'll share with you is that I have never
21 seen anybody more efficient with a spreadsheet and
22 creating columns than Susan. She's amazing. Are
23 there any other comments or questions by either the
24 Board, General Counsel, or our CEO Mr. Gilzean?
25 Hearing none, we'll move to new business, Item 8.1



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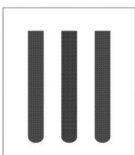
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1 on the agenda. On the agenda is a proposal from
2 Professor Donald J. Kochan, one of several experts
3 our board is using to ensure that the district is
4 best positioned to serve the citizens, employees,
5 and guests of Orange and Osceola Counties.
6 Professor Kochan, the Executive Director of the Law
7 and Economics Center at the Scalia Law School at
8 George Mason University, is an eminent
9 Constitutional scholar who also specializes in
10 property and administrative law. Specifically, he
11 will advise the Board on the governance structure of
12 the district. Under the old Reedy Creek Improvement
13 Act, which was repealed earlier this year, the
14 district was effectively controlled by Disney for
15 more than 56 years. To be sure, its governance
16 structure was unlike anything else in the United
17 States. With its own government, which it ruled
18 with few external impediments, Disney, a mega-
19 corporation, virtually had its own kingdom. But
20 certainly not everything about it was magical.
21 Though the kingdom generated economic growth for
22 Central Florida, it created a myriad of financial,
23 legal, urban planning, and governance issues, some
24 of which were documented over 20 years ago by a
25 professor in a book titled Married to the Mouse. In

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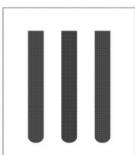
1 just six months on the job, with the help of
2 independent experts, this board has discovered many
3 more issues. We've already addressed several of the
4 most glaring through the adoption of new policies
5 and practices, namely focused on transparency and
6 accountability. To not only continue much needed
7 reform, but also guarantee that all remaining issues
8 are uncovered, it is incumbent on the Board to
9 enlist additional experts. As such, Professor
10 Kochan will examine the highly unusual governance
11 structure that administered the former Reedy Creek
12 Improvement District for over a half century. He
13 will then explain the financial, legal, and
14 governance issues it created for Central Florida,
15 and further, provide recommendations for the reform
16 to finally and rightfully prioritize the interests
17 of the citizens, employees, and guests of Central
18 Florida before those of Disney. And with that, is
19 there a motion that we approve the proposal on the
20 agenda?

21 MR. PERI: So moved.

22 THE CHAIR: Is there a second?

23 MS. ZIEGLER: Second.

24 MR. BARAKAT: Mr. Chair, I'll third. I just
25 add that the, you know, in terms of the financial



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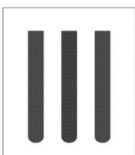
1 terms of the -- of the arrangement, I think given
2 the professor's -- especially considering his
3 eminent expertise in this -- in this subject area, I
4 think the overall rates, if you consider the amount
5 of time in the short period of time that he's going
6 to have to spend doing this work, I think it's very
7 reasonable, the hourly rate ends up being very
8 reasonable. And I think he's the right man for the
9 job, so -- that's it.

10 THE CHAIR: Are there any other comments from
11 my fellow Board members?

12 MS. ZIEGLER: Yes, Chairman, if I -- if I may.
13 I hope you -- can you hear me okay?

14 THE CHAIR: Yes.

15 MS. ZIEGLER: Okay. You know, I'm very pleased
16 about this proposal. I think as an elected official
17 in -- in Sarasota, I cannot underscore how important
18 having proper governance structure is to balance the
19 scales to ensure that we're serving all of the
20 stakeholders. And this is a very unique situation,
21 so I -- I'm very -- I really appreciate the
22 recommendation to bring this forward. I'm very
23 hopeful about the -- this -- the analysis that
24 they'll provide that will really set this district
25 up for future and long-term success. So thank you



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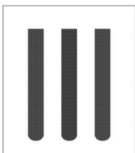
1 again.

2 THE CHAIR: And thank you very much for those
3 comments. We have a motion, and a second, and a
4 third. All in favor, please indicate by saying aye.
5 Aye.

6 GROUP: Aye.

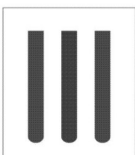
7 THE CHAIR: Any opposed? Let the record
8 reflect the vote passed unanimously. And now we
9 will move to Public Hearing Resolution 647, item
10 number 9.1 on the agenda, and I'll turn it over to
11 General Counsel.

12 MR. LANGLEY: Resolution number 647, Resolution
13 of Central Florida Tourism Oversight District
14 adopting a procurement policy providing for
15 severability and an effective date. This was a team
16 effort. I appreciate - - I want to say I appreciate
17 the work from Mr. Gilzean and Tiffany Kimble
18 (phonetic) and all the other staff members that gave
19 input on this. I know this is something that the
20 board was looking for as far as additional policies.
21 It's quite unusual for a local government not to
22 have formal policies on procurement. It's a very
23 important topic for a local government to have to
24 ensure that we have uniform procedures, and
25 processes to purchase goods and services, and make



1 sure there's a fair process for those who desire to
2 provide goods and services to the district, and to
3 ensure transparency. One of the things that I found
4 sort of unusual was that there wasn't even a process
5 spelled out for people that are submitting bids or
6 proposals to challenge a process for -- the
7 procurement process for being unfair potentially.
8 And that's very standard in local government to give
9 due process. And there wasn't even a process for
10 those were -- who were submitting proposals to say,
11 wait a minute, I -- I'm not comfortable with the way
12 you went about selecting the recommended bidder
13 here. So we built in the process for that. And
14 I'll turn over to Mr. Gilzean to get into the
15 specifics on some of the programs that he wants to
16 tell that are new for the district. Thank you.

17 MR. GILZEAN: So thank you, sir. What I'm
18 really excited about is the opportunity to create
19 parameters to support our local businesses, our
20 veteran- owned businesses, and help them succeed in
21 our application and bidding process. What I've come
22 to find out is that a large number of our contracts
23 were going not only out of state, but -- not only
24 out of this region, but out of the state. And we
25 wanted to make a - - create a fair and equitable



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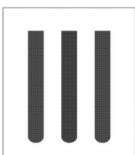
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1 process for our local guys. So within our policies,
2 you'll see that the Buy Local program that I've
3 hinted over previous meetings is now spelled out in
4 stone. I also want to take the time to thank
5 Tiffany for her hard work. She put in a lot of
6 hours to help us get there. And I -- I -- I welcome
7 the board's approval on this very important policy.

8 THE CHAIR: Any -- I know we need to have
9 public comment in that, correct? Offer public
10 comment?

11 MR. LANGLEY: Correct. This is a public
12 hearing.

13 THE CHAIR: So is there any public comment on
14 this policy? Hearing none, are there any comments
15 from my fellow board members? The only thing I'd
16 like to do that -- that reinforces what our CEO has
17 just indicated, I want to read to you -- it's a
18 lengthy document, but I just want to read to you
19 what is expressly articulated as the purpose and
20 scope of this new policy. It says, "The purpose and
21 objective of this program is to increase and
22 encourage the participation of veteran small
23 businesses and local businesses to participate in
24 the district's contracting and procurement process
25 and to facilitate a level playing field for such



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1 businesses." It is the policy of the district now
2 to afford opportunities to veterans and local
3 businesses, to the extent possible or legally
4 permissible in the district's procurement
5 activities." And that's consistent with the culture
6 that our CEO is instilling here in the district that
7 we are open for business for people and small
8 businesses that have never done business with us.
9 And so, we are looking forward to doing business
10 with our local merchants. And I commend you, and
11 our General Counsel, Mr. Gilzean, for bringing this.
12 And I might note, if you all are keeping score, this
13 is the 9th Board Policy that our Board has adopted
14 since we started work here in six months. And we're
15 going to do more, because we're going to bring in
16 new policies consistently to make this an
17 independent governing agency. So with no public
18 comment, is there a motion that we adopt this
19 resolution?

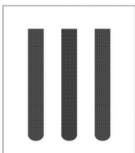
20 MR. AUNGST: So moved.

21 THE CHAIR: Is there a second?

22 MS. ZIEGLER: Second.

23 MR. BARAKAT: Second.

24 THE CHAIR: Any further discussion? All in
25 favor, please indicate by saying aye. Aye.



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1 GROUP: Aye.

2 THE CHAIR: Let the record reflect that it
3 passed unanimously. And I see there's no unfinished
4 business or other business on the agenda. Is there
5 any such that my fellow board members, Mr. Gilzean,
6 or General Counsel want to bring up at this time?
7 If not, we will stand adjourned. Thank you for co-
8 -- joining us today.

9 (MEETING CONCLUDED AT 11:17 A.M.)

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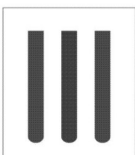
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Addendum: The Central Florida Tourism Oversight District received an email from Mr. Jim Fox on Tuesday 8/22/2023 which spoke to the issue of Disney Park Passes. Please see this public input below:

Email from Jim Fox: received Tuesday 8/22/2023 from indy200ts@aol.com

Greetings Rocky,

I am submitting the attached public comment as I am unable to attend the Board of Supervisor's Meeting on Wednesday morning and wish to use the Submitted Public Comment Option allowed for when unable to attend and described in the Public Meeting Rules of Procedure and Instructions.

Thanks, Jim Fox

Jim Fox – Retiree - Reedy Creek Fire Department – 30 years of Service

141 Pablo Ct.

Davenport, FL 33896

Phone # 863-557-3425

Subject: Annual Disney Park Passes being eliminated from Employee and Retiree Benefits

Good Morning Board Members,

I am only speaking for myself today but am aware of many others who I have served with and spent their careers serving the district for 25, 30 plus years. As required, those who obtained an Annual Pass had to meet the age requirement of 55 prior to retirement in order to keep it. There are many reasons why the staff and retirees of Reedy Creek want to keep there pass but mostly because they spent their Life and Career working for it. The employees and retirees were here serving the District 55 plus years, long before the turmoil between Governor DeSantis and Walt Disney World Co. and should not be unfairly used as pawns or collateral damage as a result of two parties that can't compromise and meet each other half way on their differences.

Secondly, if there is an annual stipend of \$1000 offered in lieu of Annual Passes to District employees in the proposed fiscal year 2024 budget or future budget years, then the retirees deserve the same or equal compensation, as we served, earned, and worked for the same annual pass benefit throughout our careers.

I would prefer Board Members use empathy and not rush to eliminate this benefit enjoyed by so many but rather pause, compromise, and evaluate other options in maintaining it.

Sincerely,

Jim Fox

C E R T I F I C A T E

STATE OF FLORIDA)

COUNTY OF ORANGE)

I, LANNA GODFREY, Court Reporter and Notary Public
for the State of Florida at Large, do hereby certify
that I was authorized to and did report the foregoing
proceeding, and that said transcript is a true record of
the said proceeding.

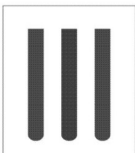
I FURTHER CERTIFY that I am not of counsel for,
related to, or employed by any of the parties or
attorneys involved herein, nor am I financially
interested in said action.

Submitted on: September 5, 2023.



LANNA GODFREY

Court Reporter, Notary Public



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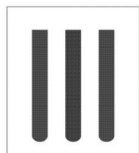
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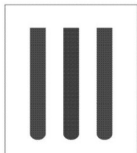
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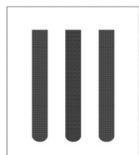
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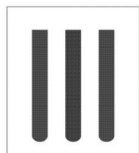
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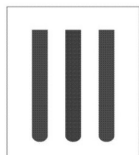
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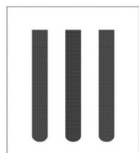
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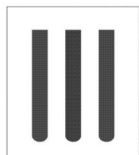
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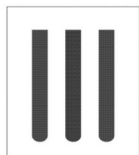
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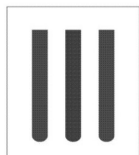
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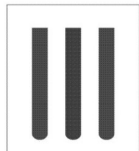
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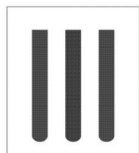
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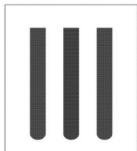
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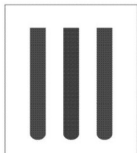
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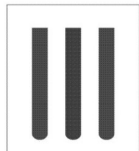
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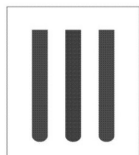
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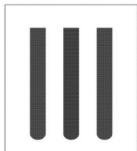
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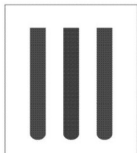
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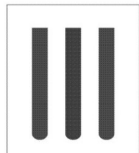
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