

**In The Matter Of:**  
*Central Florida Tourism Oversight District*

---

*Board of Supervisors Meeting*  
*September 27, 2023*

---

*Legal Realtime Reporting*  
*622 E. Washington Street*  
*Suite 200*  
*Orlando, Florida 32801*

Original File 9-27-23 Meeting.txt

**Min-U-Script® with Word Index**

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

CENTRAL FLORIDA TOURISM OVERSIGHT DISTRICT

BOARD OF SUPERVISORS MEETING

\* \* \* \* \*

Location: Central Florida Tourism Oversight  
District  
1900 Hotel Plaza Boulevard  
Lake Buena Vista, Florida 32830

Date: September 27, 2023

Time: 5:05 p.m. to 7:30 p.m.

Reported by: Tara K. Slocum, CRR, RPR,  
California Certified Court  
Reporter and Notary Public  
State of Florida

1 PRESENT:

2 BOARD MEMBERS: Martin Garcia, Chairman; Charbel Barakat,  
3 Vice Chairman; Brian Aungst, Jr., Ron Peri and Bridget  
4 Ziegler

5 SPEAKERS: Pastor Jim Book, Kissimmee Christian Church; Eddie  
6 Fernandez, CFTOD Operational Safety Consultant; Debbie  
7 McDonald, Eric Ferrari, Fire Chief; Mike Rickabaugh; Wendell  
8 B. Gaertner, Senior Managing Director of PRAG; Thierry  
9 Boveri, V.P. of Raftelis; Chris Ferraro, Director of RCES;  
10 Susan Higgenbotham, Chief Financial Officer; Tanya Naylor,  
11 Director of Security and Emergency Management

12 CFTOD EMPLOYEES PRESENT: Glenton Gilzean, Jr., District  
13 Administrator; Paula Hoisington, Chief of Staff; Kurt  
14 Ardaman, Acting Counsel for CFTOD; Susan Higginbotham, Chief  
15 Financial Officer; Rocky Haag, Executive Assistant to the  
16 District Administrator; Tanya Naylor, Director of Security  
17 and Emergency Management; Yenni Hernandez, Chief Information  
18 Officer; Katherine Luetzow, Planning and Engineering  
19 Manager; Jason Middleton, Chief Human Resources Officer;  
20 Eric Ferrari, Acting Fire Chief; Sherri DeSorcy, Executive  
21 Assistant to Paula Hoisington; Brandy Brown, External  
22 Affairs; Erin O'Donnell, Public Records Administrator; Ron  
23 Zupa, IT Service Delivery Manager; Samantha Thomas, Systems  
24 Administrator; Mike Crikis, Director Environmental Sciences;  
25 Associate; Michele Dicus, Director Human Resources; Joel  
Edwards; Eryka Washington Perry

## 1 P R O C E E D I N G S

2 \* \* \* \* \*

3 CHAIR GARCIA: So it's 5:05. I am going  
4 to call the meeting to order.5 Welcome to everyone. Thank you for being  
6 here. Thank you for your interest in the work  
7 of this Board, and thank you for your interest  
8 in the District. Let's begin with the  
9 invocation, Mr. Gilzean.10 MR. GILZEAN: At this time, I would like  
11 to introduce Pastor Jim Book, the lead minister  
12 of Kissimmee Christian Church. Pastor Book has  
13 served in his role for 12 years, and is also  
14 the president of Advanced Center For Ministry  
15 Training. He is married to his lovely wife  
16 Janet for over 32 years. Together they have  
17 three lovely daughters, Emily, Macy and Mandy.

18 Pastor, will you lead us in prayer?

19 PASTOR BOOK: Thank you so much for this  
20 opportunity to ask God's blessing on our  
21 meeting tonight. Would you bow with me in  
22 prayer.23 Father in Heaven, as the Board here  
24 discusses tourism and providing the quality  
25 infrastructure for those who visit, I am

1 reminded of the words in Jeremiah, 29th  
2 Chapter where you encouraged and commanded  
3 Israel as they were in exile in Babylon to  
4 build their houses, to plant gardens, take  
5 their wives, have grandkids, and you said that  
6 they may increase and not diminish, and you  
7 asked your people even in exile to seek the  
8 peace of the City.

9 This Board, Father, has a huge  
10 responsibility to provide so much for so many  
11 people coming in, into the hotels and tourist  
12 areas, and then providing the quality  
13 infrastructure to make sure those who live here  
14 are cared for, so I am asking for wisdom on  
15 behalf of this Board, and the number of  
16 organizations that are represented in this room  
17 this afternoon. And I ask simply this, in our  
18 efforts to provide the best experience we can  
19 for folks as they make their way into Central  
20 Florida, that we too will, as you commanded  
21 your people, even in exile to seek the peace of  
22 the City. That's what we want to do. We want  
23 people coming here to experience that. So in  
24 order to do that, we speak for wisdom and  
25 guidance, and you concluded those words by

1 saying you will be carried away, pray to the  
2 Lord for its peace for if the city has peace,  
3 then we will have peace, and may that be our  
4 desire, even now in Jesus's name we pray, amen.

5 CHAIR GARCIA: Pastor, thank you so much  
6 for the blessing and for those wise words.

7 Next let's honor this great nation with  
8 the pledge of allegiance. Please stand.

9 ATTENDEES: I pledge allegiance to the  
10 flag of the United States of America and to the  
11 republic for which it stands, one nation, under  
12 God, indivisible with liberty and justice for  
13 all.

14 CHAIR GARCIA: Okay. Our safety  
15 procedures, please.

16 MR. FERNANDEZ: Good afternoon. Thank  
17 you, Mr. Chairman.

18 To our guests and visitors, this meeting  
19 is in the afternoon, different from our morning  
20 meetings, so I would like to start by saying in  
21 the event of evacuation, we would normally have  
22 employees in the District that would don a  
23 safety vest and meet you at the ends of the  
24 parking lots. There are no employees this  
25 afternoon. They have all gone home for the

1 day, but please follow that same procedure. If  
2 we do need to evacuate, make your way out the  
3 nearest exit. There is an exit in the front of  
4 the building where you entered. There is also  
5 one through these two doors that will talk you  
6 and lead you out through the back of the  
7 building. Make your way to the ends of the  
8 parking lot so that we can take attendance.  
9 Make sure everyone is exited, and then we can  
10 wait for emergency responders to tell us when  
11 it's safe to come back in. If we do need an  
12 AED or a First Aid kit, we have those available  
13 at the security desk, and we will get those and  
14 bring them in to provide care for whoever needs  
15 it.

16 Thank you very much, and enjoy the  
17 meeting.

18 CHAIR GARCIA: Thank you. And next up,  
19 public comments. We have one public comment  
20 from Ms. Debbie McDonald.

21 Welcome back, Ms. McDonald. And just for  
22 the record, indicate whether you are here in a  
23 representative capacity.

24 MS. McDONALD: Just me, thank you.

25 CHAIR GARCIA: Thank you.

1 MS. McDONALD: I am here today to remind  
2 the Board to please focus on their job and stop  
3 stirring up controversy and chaos.  
4 Dissimilating political news the Board is  
5 making are generating negative publicity,  
6 costing taxpayers millions in legal fees.

7 The employee turnover that this  
8 unnecessary chaos has caused is alarming. The  
9 chief of public works, the chief of facilities,  
10 and the fire chief have all resigned to retire  
11 early, along with countless employees.

12 Mr. Classe, the previous administrator,  
13 was escorted out of the building after he was  
14 dismissed.

15 And, Mr. Gilzean, your assistant also has  
16 resigned after being here for many, many years.

17 If this chaos continues, there will be  
18 many more essential employees who leave because  
19 they feel silenced and intimidated.

20 Ultimately your primary job is to run a  
21 special district, in which there are hundreds  
22 in Florida. I live in a special district, as  
23 well. Also down the road are seniors that live  
24 in the Villages up the road. These districts  
25 have many needs, including infrastructure,



1 disaster preparedness, and long term planning  
2 for growth. Everyday District needs should be  
3 the focus on this Board. Instead it appears  
4 this Board was assembled to create chaos  
5 through controversial news that don't benefit  
6 anyone. The only beneficiary of this  
7 manufactured chaos is Ron DeSantis and  
8 apparently the Republican Party of Florida, and  
9 I am not sure how that is going.

10 I want to remind the Board and this  
11 audience that legal fees are piling up in the  
12 millions, and they are eating away at the  
13 budget that could be helping build  
14 infrastructure and employees in a time of high  
15 inflation and much more.

16 In the end, people often voted for  
17 Republicans because they want the government  
18 out of the way. Instead, we see a government  
19 that is being recognized as creating a  
20 political revenge at all of our expense,  
21 especially the employees who work for this  
22 District. These are nice people. They have  
23 families, and they are very, very loyal.

24 People who move to Florida for freedom  
25 want to live in a place where public

1 institutions are enriched by a small  
2 well-connected group of people to carry out an  
3 agenda. I urge the Board to engage longterm  
4 thinking, and challenge them to stay out of the  
5 process and actually govern this District.  
6 Again, please consider a compromise, Mr.  
7 Eisner. Thank you.

8 MR. AUNGST: Mr. Iger.

9 MS. McDONALD: Iger, sorry. Thank you  
10 very much.

11 CHAIR GARCIA: Thank you for your  
12 comments.

13 And now we will go to the consent agenda.  
14 Is there anyone that wants to pull any items  
15 from the consent agenda?

16 MR. AUNGST: Mr. Chairman, I would like to  
17 have a discussion on item 6.3, please.

18 CHAIR GARCIA: Okay. Will we have  
19 discussion now?

20 MR. GILZEAN: Yes, sir, at this time, I  
21 would like to bring up our acting fire chief to  
22 give a presentation on 6.3.

23 MR. FERRARI: Good afternoon, Mr. Gilzean,  
24 and Members of the Board. I am Eric Ferrari,  
25 the acting fire chief here to present to you

1 the proposal for the purchase of two class a  
2 pumpers, the fire engines we use in our fleet.

3 So we are proposing a purchase from  
4 Sutphen, extreme-duty trucks. We currently own  
5 one Sutphen. It's the first in our fleet. We  
6 took the liberty of Sutphen just a few months  
7 ago, along with a competitor just behind it  
8 from Pierce, and these are the two competing  
9 bids for this purchase.

10 We operate four Frontline engines in our  
11 jurisdiction, one in each fire station. And  
12 Frontline fire engines have approximately a ten  
13 year service life, but typically not more than  
14 15 years, and there are a lot of factors that  
15 affect the refresh cycle, wear and tear, hours  
16 on the pump, maintenance issues. And then if  
17 there is a significant change to the standard  
18 that the engines are built to, a safety change,  
19 might prompt an earlier change-out of an  
20 engine. So for us, our Frontline engines after  
21 approximately ten years go into reserve status,  
22 and we will keep them in reserve status for  
23 up-staffing purposes, and also while the  
24 Frontline engines are being serviced, we can  
25 put a reserve engine in that is beyond that

1 ten-year life cycle and still continue to be  
2 maintained. We typically will not run a piece  
3 of apparatus beyond 20 years, that is a good  
4 benchmark to retire it. And then this purchase  
5 that we are proposing would replace Frontline  
6 units Engine 31 and Engine 11, so these  
7 Sutphens would be expected to be delivered  
8 sometime in FY2027. We are targeting  
9 February '27 due to production delays and  
10 resource availability. That's the latest they  
11 will deliver the unit. There is a potential  
12 they could deliver a few months earlier, which,  
13 of course, we would welcome.

14 So as I mentioned before, we previously  
15 purchased from Sutphen and Pierce. They are  
16 two competing companies and manufacturers.  
17 When you place them side by side in the bid  
18 cycle, Sutphen came back a little bit higher.  
19 However, that really was an apples-to-oranges  
20 comparison. And fortunate for us, we took  
21 delivery of these two units brand new and were  
22 able to physically put them side by side and  
23 compare them. And just to take you back a  
24 little bit, we purchased these two units during  
25 -- coming out of Covid based on availability.

1           They had very limited availability in fire  
2           apparatus, and there was not much choice, we  
3           needed to get apparatus here, and these two  
4           manufacturers could have them delivered on  
5           time, and that's how we ended up with them.  
6           But when you put them side by side, the Sutphen  
7           has increased water capacity. All fire engines  
8           carry water onboard. So you have a 750-gallon  
9           versus 500-gallon tank onboard, and then  
10          significant storage space on the Sutphen,  
11          enhanced storage capability. In fire service,  
12          we like to pack a lot of equipment on the  
13          engine, get as much as we can on the scene, and  
14          the Sutphen is definitely more accommodating to  
15          that need.

16                 And when you look at the build of both  
17                 units, both acceptable. We are happy with both  
18                 units. However, the Sutphen by far is in a  
19                 league of its own.

20                 And the last, when working with fleet,  
21                 they have a local representative that can be  
22                 onsite here quickly for Sutphen. Pierce they  
23                 are up in Sanford, not a huge difficulty, but  
24                 definitely more convenient to have a local  
25                 representative onsite should we need them.

1           So this purchase will be funded through  
2           FY2025, the operating account 5609506, and will  
3           pay half \$902,040, and the remainder in FY2026,  
4           \$902,040. So we are asking your approval for  
5           this purchase.

6           And I will entertain any questions.

7           CHAIR GARCIA: Any questions?

8           MR. AUNGST: Thank you, Mr. Chair.

9           I just wanted to point out that when I  
10          first met with the men and women of our fire  
11          department, in particular, the fire unit, the  
12          first thing I heard wasn't about compensation.  
13          It was about life safety and the age of the  
14          vehicles, and particularly the Frontline  
15          vehicles.

16          And, Chief, I just wanted to confirm, is  
17          it my understanding when this Board was  
18          appointed, that we had several Frontline  
19          vehicles that were over 15 years, and maybe  
20          even one or two that were over 20 years old?

21          MR. FERRARI: That's correct. We  
22          definitely had an aging fleet, and then coming  
23          out of Covid, we were really, really in a bind.  
24          Now with the two new engines that we took  
25          delivery on with this year make and model, and

1 then the other one I mentioned around the 2015  
2 mark, so our fleet has definitely now taken a  
3 leap forward.

4 MR. AUNGST: I just wanted to thank this  
5 Board and Mr. Gilzean, and thank you for your  
6 leadership and the fire unit and all the men  
7 and women, our first responders for bringing  
8 this issue up and getting us back on that  
9 10-year Frontline, 15 to 20-year reserve and  
10 replacing those vehicles as they should be  
11 replaced in the best practices. So I  
12 appreciate it. Thank you.

13 MR. FERRARI: Yes, sir, we are in much  
14 better shape today than we were two years ago,  
15 without a doubt, both on the Frontline engine  
16 and also on the rescue ambulances that we order  
17 and maintain.

18 CHAIR GARCIA: Any other questions or  
19 comments from fellow Board members?

20 Chief, thank you very much for that very  
21 informative report. We appreciate that.

22 MR. FERRARI: Yes, sir.

23 MS. ZIEGLER: No, I just wanted to  
24 highlight because I think I heard in the public  
25 comments, and I have heard this before, again

1 this Board being a very unique setup, we had to  
2 start from ground zero almost to put it in  
3 place for best practices, one being the  
4 procurement policy we just put in place, I  
5 think it's really important with a lot of  
6 people watching the intent is to be transparent  
7 and have good systems in place to have this run  
8 as an efficient government operation, so I just  
9 wanted to highlight that.

10 Thank you Mr. Garcia and Mr. Gilzean.

11 CHAIR GARCIA: Thank you for those  
12 comments.

13 Any other questions or comments from the  
14 Board? No? Hearing none.

15 Thank you again, Chief, for that very  
16 informative report.

17 Let me ask Mr. Ardaman, so this has been  
18 pulled from the consent agenda. Do we vote on  
19 that separately?

20 MR. ARDAMAN: You can go ahead and  
21 consider the entire consent agenda in its  
22 total. It was just a discussion about all the  
23 items. You are fine approving the consent  
24 agenda in toto.

25 CHAIR GARCIA: Okay. Perfect. With that



1 explanation, is there a motion we approve the  
2 consent agenda?

3 MR. AUNGST: So moved.

4 CHAIR GARCIA: Is there a second?

5 MR. BARAKAT: Second.

6 CHAIR GARCIA: All in favor indicate by  
7 saying aye.

8 THE BOARD: Aye.

9 CHAIR GARCIA: Any opposed? Let the  
10 record reflect, the vote passed unanimously.

11 Okay. Next reports, management reports,  
12 Mr. Gilzean.

13 MR. GILZEAN: Thank you, Mr. Chair,  
14 Members of the Board.

15 During our meeting today, we have several  
16 acknowledgments, including our first employee  
17 excellence award. Along with the celebration  
18 of my good friend, retired Mr. Mike Rickabaugh,  
19 we are grateful for all of our employees, and  
20 we want to publicly acknowledge their  
21 dedication and sacrifice. Simultaneously the  
22 District will be implementing new programs to  
23 increase transparency operations, including the  
24 new procurement processes we just alluded to a  
25 second ago by our Board member, which allowed

1 for the adoption of contracts on today's  
2 agenda. We have also started union  
3 negotiations with B unit, and lastly we  
4 finalized our fiscal year '24 budget and  
5 addressed the annual pass program that's been  
6 in the news.

7 I want to take a moment to discuss each of  
8 these in detail, beginning with our beloved,  
9 good friend Mike Rickabaugh. I would like to  
10 acknowledge the retirement of the legendary  
11 Mike Rickabaugh. Mike retired from our  
12 building and safety department after 20 years  
13 of service. Although Mike did retire at the  
14 beginning of this month, he was so gracious to  
15 return here today with his beautiful bride, so  
16 that way we can honor him and recognize him.

17 For those who don't know Mike, he is an  
18 institution in the District. He has brought so  
19 much joy to capitalist families across the  
20 world. I know he had a lot to do with the  
21 Expedition Everest rollercoaster ride in Animal  
22 Kingdom and many other beloved favorites for  
23 generations of families. His contributions to  
24 hotels and attractions across the District are  
25 an incredible testament to his abilities. He's

1 always emphasized pride in ownership, which is  
2 reflected in the quality of his work. More  
3 than that, Mike is just an overall good guy.  
4 He supports his team and always goes the extra  
5 mile to get the job done. In fact, I have a  
6 piece of correspondence from Mr. Rob Wagner,  
7 the senior VP of construction for the Drury  
8 Development that highlights Mike's remarkable  
9 character. Mr. Wagner writes, "It has been  
10 great working with you, Mike, over the last few  
11 years. As many have told you, my first  
12 impressions of you were one of a hardline, no  
13 compassion, no flexibility government building  
14 official. Boy was I wrong. The evening you  
15 turned around for me while sitting in traffic  
16 was one that I will never forget. I think I  
17 teared up when you agreed to do so. The simple  
18 act of human kindness showed me that you were  
19 invested as much as I was to get our project  
20 open for business. I would have done anything  
21 you asked after that point. It really had a  
22 big impact on me. Every time I pull up to our  
23 hotel, I think about the evening and the guests  
24 is that when I was no longer a Drury employee,  
25 I will always think about the gesture as I pull

1 up to this hotel. Please note that our last  
2 hotel project you helped us complete was a  
3 difficult one, but wonderful, and you have made  
4 our hotel much better, and you have made our  
5 hotel process much better, and for that I am  
6 forever grateful."

7 Mike has set the example not just for our  
8 team but for our taxpayers. We appreciate his  
9 dedication. Although I know Kenny and Ryan are  
10 holding down the effort, Mike, we will miss  
11 you.

12 At this time, I would like to call Mike up  
13 to the front so we can do a photo and  
14 celebration further.

15 I don't know if you have a couple remarks,  
16 do you? Of course you do. If you have a  
17 couple remarks, come up and say them, and then  
18 we will take a photo.

19 MR. RICKABAUGH: Well, thank you, Mr.  
20 Gilzean, for the amazing comments, and thank  
21 you for having me back.

22 I have a kind of a history of saying  
23 something that after I say it, I think about I  
24 shouldn't have said that. What I wanted to say  
25 was since April -- yeah, September 8th this

1 is the first time I have had long pants on. It  
2 feels a little different.

3 But really the first thing I really want  
4 to say is I miss you. I can't tell you how  
5 much I miss you, and that's the toughest part  
6 in this whole thing is missing everybody every  
7 day, and the interaction that we have had, the  
8 impact we had on this District.

9 But I want to thank Mr. Gilzean again,  
10 Paula, for the nice retirement party that I  
11 had, but it was all made great by the employees  
12 and all the effort that was put forth. Since I  
13 left, since I had that party, I watched the  
14 video. I look at all the gifts, and I live it  
15 over and over and over, and it's just -- it  
16 will never stop, and I can't tell you how much  
17 that means to me.

18 But I will quickly say that in August of  
19 1979, I accepted my first building official  
20 position in an energy boomtown in Wyoming. I  
21 took that job from an architect who had it  
22 prior to me. I didn't know what was going to  
23 be ahead of me in my career. I could never  
24 have imagined it. But to end up here after 20  
25 years of providing safe environment, a built

1 environment for the tens of millions of people  
2 that come here is incredible.

3 I became the building official here after  
4 an architect also. I started that way, and I  
5 ended that way. And for some reason, in my  
6 mind it's like, well, that's amazing. In the  
7 building department, in the professional team  
8 that we have in the building department, I  
9 always said we are the silent defenders. We  
10 are the people that are behind the scenes  
11 making sure all the life safety elements of the  
12 building are there for the workers and guests  
13 for us, and I can't ever be able to quantify  
14 the respect that I have for the Department and  
15 those that work there. They are highly  
16 professional.

17 And what comes to mind is the first six  
18 months of this year, at least 182 times the  
19 inspection team modified their daily work  
20 schedule to come in early and work over a  
21 weekend to accommodate safe inspections for the  
22 user and the guests. We were successful  
23 because we had a common goal with the taxpayers  
24 and owners within the District, and that was  
25 safety, safety in the building environment, so

1 I am proud of that, and I thank you for all  
2 this. Thank you.

3 (Applause.)

4 (Photograph taken.)

5 MR. RICKABAUGH: I'm sorry, I forgot to  
6 mention that my granddaughter flew in today  
7 just for this. No, no, she came here to have a  
8 vacation at Disney World.

9 MR. GILZEAN: Mike, you have to  
10 acknowledge your wife. Come on.

11 MR. RICKABAUGH: Well, you already  
12 acknowledged her. It is one of those things.

13 MRS. RICKABAUGH: Only 53 years of that.

14 MR. RICKABAUGH: So forget what she just  
15 said. We have been married 53 years this  
16 month.

17 (Applause.)

18 MR. GILZEAN: Over the last several  
19 months, I have been listening to and addressing  
20 employee concerns via my outreach and open-door  
21 policy. I have taken these concerns to heart,  
22 and I am very grateful for the team and will do  
23 everything possible, and take a little moment  
24 of today's meeting to show it. With that in  
25 mind, we have a few more promotions to announce

1           and awards to grant.

2           We will start with the promotions. For  
3 those who are unaware, Ms. Tanya Naylor was  
4 recently promoted to director of security and  
5 emergency management. Tanya has worked within  
6 the bounds of the fire department. But given  
7 our new emphasis on public safety in the  
8 District, she's been recently elevated to  
9 director, and reports directly to me.

10           For those who -- for those who know -- for  
11 those who missed the last Board meeting, Tanya  
12 has led the charge for hurricane response, and  
13 did so with precision and excellence.

14           Tanya's career started at Walt Disney  
15 World in 1996 and was on the opening task force  
16 for Hong Kong Disneyland. She joined the  
17 security team in 2007 as a frontline leader in  
18 the parks resorts and communications center  
19 before joining management in 2010. As an area  
20 security manager, Tanya was responsible for  
21 background department, labor and scheduling.  
22 She ultimately took over the area management  
23 position at the communication and emergency  
24 operations center in 2011. Tanya joined the  
25 District in 2014 as the first emergency



1 manager. She served with us for almost ten  
2 years. Tanya works around the clock to ensure  
3 all taxpayers, guests and employees stay safe.  
4 She jokingly calls herself the doom and gloom  
5 because if it can go wrong, she has already  
6 considered it, and has an action plan to either  
7 prevent disaster or respond to mitigate and  
8 minimize any issues.

9 Thank you, Tanya, for worrying so we don't  
10 have to. We appreciate everything you do to  
11 keep us safe.

12 The second promotion announcement is that  
13 of Michele Dicus. Michele was recently  
14 promoted to director of human resources earlier  
15 this summer, but has yet to be properly  
16 acknowledged, which is why we are doing this  
17 today.

18 Michele's career started in the District  
19 in 2006. In fact, she was recently celebrating  
20 her 17-year anniversary on Monday.

21 Congratulations, Michele.

22 Although, many know Michele for her  
23 working the benefits area, she has a much  
24 larger impact on the entire District. She has  
25 always been involved and volunteered for

1 events, recently becoming the chairperson for  
2 the employee engagement committee. She also is  
3 a member of the national and local HR benefits  
4 and compensation organizations locally.

5 Michele is an exceedingly pleasant person who  
6 sets the tone for her department and the  
7 District as a whole. We truly appreciate  
8 Michele's commitment to our employees while  
9 being in public service.

10 Michele, you are already thriving in your  
11 position, and we wish you the best as you  
12 continue in your new role.

13 Let's congratulate both Tanya and Michele.  
14 We appreciate you both.

15 (Applause.)

16 MR. GILZEAN: All right. So the next  
17 segment of business, which is one of my  
18 favorite, I am excited about bringing this  
19 effort forward, it has been a function that  
20 went defunct for the past couple years, and we  
21 are re-enhancing it, brought it back and  
22 enhanced it and made sure we can analyze, but  
23 more importantly recognize our colleagues, and  
24 we are always going to do that at Board  
25 meetings going forward. So here we are.

1           Let's see, earlier this month everyone in  
2           the District should have received a  
3           correspondence announcing a new employee  
4           incentive program, the excellence awards, which  
5           recognize the exceptional work our employees  
6           undertake each and every day. The award  
7           program consists of four levels, bronze,  
8           silver, gold and platinum, which allow  
9           employees to earn up to \$2,000 for their  
10          outstanding contributions for the District.

11          I would like to, once again, acknowledge  
12          Michele, our director of human resources.  
13          Michele is the first recipient of the employee  
14          excellence award. For those who are unaware,  
15          Michele was a strategic leader who stepped  
16          outside her duties to collaborate and launch  
17          the first ever summer youth internship program  
18          in conjunction with Neo City Career Source. We  
19          know there were other colleagues that supported  
20          her, but she allowed this program and allowed  
21          the local students to learn more about the  
22          District and how it functions while providing  
23          real world experience to high school students  
24          in fields such as accounting, science,  
25          construction and emergency management. While

1 she worked collaboratively with other  
2 departments to establish this program,  
3 Michele's leadership and followthrough allowed  
4 these students to thrive. She went above and  
5 beyond her role by undertaking the  
6 responsibilities in lieu of her supervisor.

7 Her contribution included attending job  
8 fairs to help interview the students for her  
9 program, establishing a new student  
10 orientation, and became an instrumental mentor  
11 for the students during their time here. She  
12 also ensured students had transportation to and  
13 from their individual assignments. Michele  
14 helped periodically with feedback sessions from  
15 the students, which provided suggestions for  
16 future classes in the internship program.  
17 Michele's effort helped create and support a  
18 new facet of our workplace culture. By  
19 building on our positive respectful working  
20 environment, Michele also created opportunities  
21 which offered valuable life lessons that will  
22 shape the leaders of tomorrow.

23 Ultimately her efforts outside the scope  
24 of her standard work directly tie into the  
25 contribution of our strategic goals as a

1 District. For that, we commend her. Thank you  
2 Michele for going the extra mile.

3 At this time, I would like to call Michele  
4 to the front to receive her award.

5 (Applause.)

6 MR. GILZEAN: All right. Now we will move  
7 on to the financial discussions of the day.  
8 First to the contract. As I previously  
9 mentioned, we are moving forward with efforts  
10 to bolster transparency across the District.  
11 The Board publicly examined the contract for  
12 the District as a direct result of our new  
13 procurement policy. This public examination  
14 allowed for everyone to review the business of  
15 the District in the sunshine. Under our  
16 guidelines, the contracts authorize a single  
17 dollar amount that I can approve as  
18 administrator. As such, we brought them before  
19 the Board for an approval. I want to thank the  
20 Board and our procurement staff for diligently  
21 completing these contracts.

22 We are also in the process of advancing  
23 our bi-local agenda opening new opportunities  
24 to local vendors and veteran-owned vendors, and  
25 encouraging them to apply. I hope to have more

1 robust update of the progress of these projects  
2 in our October Board.

3 The second element of extensive financial  
4 discussion. I want to alert the Board and the  
5 public that the second union contract  
6 negotiation is underway. Our chief of staff  
7 always intended the CFO, Susan Higginbotham,  
8 have begun contract negotiation for the B unit.  
9 They have met on September 19th and 20th.  
10 Negotiations are progressing smoothly. With  
11 temporary agreements reached on roughly 25  
12 articles, we will resume talks on  
13 October 6th, the B unit current contract  
14 expires on December the 31st. I am confident  
15 that we will be able to complete this  
16 negotiation before the deadline. I appreciate  
17 everyone's diligence to ensure we achieve this  
18 goal.

19 And last -- we have a couple more things.  
20 So now moving on to our reports from our  
21 partners PRAG. At this time, I would like to  
22 call up Wendell Gaertner, the senior management  
23 director of PRAG to provide an overview of this  
24 project. Following Mr. Gaertner's  
25 presentation, Mr. Thierry Boveri, the vice

1 president of Raftelis will come up and share a  
2 report on the utility rates.

3 Mr. Gaertner, you are recognized.

4 MR. GAERTNER: Thank you.

5 Later this evening the Board will be  
6 presented with the and has to approve the  
7 utility budget for fiscal year 2024 that will  
8 include the setting of rates. And I know you  
9 understand this or know this, but I just  
10 thought it would be helpful to highlight a  
11 couple points to consider.

12 First the District owns and operates a  
13 complicated utility that provides multiple  
14 utility services. After the next guest service  
15 payment next week, the District will have  
16 \$139 million of debt outstanding secured by the  
17 net revenues of the utility system.

18 The Board has an obligation under that  
19 trust indenture to set rates that are  
20 sufficient to operate and maintain the system,  
21 fund all reserves, and pay that service. The  
22 Board also has an obligation under the trust  
23 indenture to adopt a budget annually by the end  
24 of the fiscal year for the ending fiscal year,  
25 which is what you will be doing this evening.

1           Under the trust indenture, the utility is  
2           a closed system. We said that before. It  
3           means all the revenues of the utility system  
4           have to remain in the benefit of the system.  
5           They can't be used for any other general fund  
6           purpose.

7           And finally, pursuant to the labor  
8           services agreement, the operations of the  
9           utility, including budgeting, is the  
10          responsibility of Reedy Creek Energy Services,  
11          or RCES, a wholly owned affiliate of the Walt  
12          Disney World Company.

13          Because of this unique structure, early in  
14          our engagement we recommended that the District  
15          engage a utility rate consultant to review  
16          RCES's procedures and policies as they develop  
17          a budget for you. We made this recommendation  
18          to provide you, the Board and staff, a level of  
19          comfort that it was meeting its legal  
20          obligations under the trust indenture, and we  
21          are also to provide comfort to the users of the  
22          utility.

23          Under the terms of the trust indenture,  
24          the District is requiring to engage a  
25          consulting engineer to produce an annual report



1 at the end of the fiscal year, reviewing the  
2 operations, maintenance and performance of the  
3 District. Those reports prepared by the  
4 engineering firm, Leidos, are a historical  
5 review. Leidos's reports can be consider a  
6 report card.

7 For fiscal year 2022, the most recent, the  
8 report stated, nothing has come to our  
9 attention during the period the District has  
10 failed in any material way to perform or comply  
11 with the covenants and agreements contained in  
12 the indenture clause.

13 Raftelis's focus is really in the  
14 practices and procedures used to develop the  
15 upcoming budget. You will hear the report  
16 next, and I want to stress again that their  
17 analysis really focuses on reasonableness.  
18 There is no perfect budget, especially for a  
19 utility. A significant amount of fixed cost  
20 and variable costs will be impacted by demand  
21 and consumption throughout the year. Last  
22 month you heard Raftelis's report on the  
23 reasonableness of the labor service agreement,  
24 which is a significant component of the budget,  
25 and today's presentation will take that

1 analysis a step further.

2 After Raftelis's report, you will have the  
3 details proposed in the budget by RCES.

4 And some final thoughts to keep in mind;  
5 first you have flexibility. Unlike the millage  
6 setting what you do for your general fund  
7 budget, you have the opportunity to amend the  
8 utility budget during the year as conditions  
9 change, and that has happened frequently in the  
10 past.

11 Second, you do have to consider the future  
12 as part of this year's budget. Part of your  
13 obligation to bond holders is to maintain the  
14 system so that it can continue to generate  
15 revenues to provide high quality service and  
16 pay debt service. Utilities are capital  
17 intensive, and historically utilities borrow  
18 money every few years, three to five years on  
19 average, most recently in 2018 and 2021.

20 The budget that you will be presented does  
21 contemplate a bond issue later this year.  
22 Given the age of the utilities assets, the  
23 potential need for debt doesn't appear  
24 unreasonable, but you are not being asked at  
25 this time to approve any borrowing. Any

1 borrowing would happen later in the year, and  
2 it would be presented once staff has reviewed  
3 it, we reviewed it, and the project cost and  
4 that structure finalized and presented for you.  
5 Approving this budget does not obligate you to  
6 approve the debt.

7 And finally, I want to stress that PRAG  
8 participated in Raftelis's review. We reviewed  
9 the major documentation. We participated in  
10 the meetings with Raftelis staff and RCES, and  
11 we discussed the findings with Raftelis and  
12 staff. We agree with Raftelis's findings and  
13 their recommendations for future enhancements,  
14 and recommended an option proposed budget.

15 I will be available to address any  
16 questions.

17 MR. GILZEAN: Thierry.

18 MR. BOVERI: Good evening. Thank you,  
19 Members of the Board.

20 For the record, my name is Thierry Boveri  
21 from Raftelis. Here with me this evening is  
22 Amanda Gucci who provided work on the Electric  
23 and Natural Gas Foundations & System.

24 I have a bridge presentation that touches  
25 on the key findings of the evaluation, details

1 of our analysis and report, which is included  
2 in your package.

3 Just a little bit about our firm, we are  
4 about 160 consultants around the country, and  
5 we pride ourselves on being one of the largest  
6 firms that practice in the specialized area of  
7 utility financial management and consultation.

8 So the key objectives included six  
9 elements that fall under overall general  
10 element, which was to provide utility rate  
11 consulting services, value reasonableness of  
12 utility operations and finances. I will talk a  
13 little bit about our approach in the next slide  
14 how we approach that.

15 The second objective and the third  
16 objective combined together, overview of the  
17 rates and financial planning for RCES as  
18 relates to the District, followed by the review  
19 of the power purchase agreement, which is still  
20 currently ongoing, as we mentioned. And  
21 finally the labor services agreement, which our  
22 findings on that were previously presented last  
23 month as Mr. Gaertner mentioned.

24 So our approach in the evaluation of this  
25 study was to do a desktop review of all

1 relevant documentation. Mr. Gaertner touched  
2 on several of those elements, including the  
3 trust indenture, labor services agreement. We  
4 worked with District staff, RCES staff to  
5 identify any relevant policies as they relate  
6 to business operations. We reviewed the  
7 engineering reports as mentioned, the Leidos  
8 report that is done annually with an onsite  
9 review every three years. I believe the last  
10 onsite review was performed in 2021, and we  
11 also examined continued disclosure, files  
12 reported to the rating agencies and disclosure  
13 for the bond holders, as well as financial  
14 statements, and we performed some desktop  
15 evaluations of the financial conditions. I  
16 will mention in a moment, but as Mr. Gaertner  
17 said, there is a pretty substantial amount of  
18 need for capital reinvestment identified in the  
19 capital improvement plan over the next years,  
20 probably going to require some issuance of  
21 debt. Everything generally seemed reasonable  
22 from our perspective. And one of the elements  
23 in our report that we highlighted in the  
24 systems overview was that the current  
25 investment in utility infrastructure,

1           70 percent is accumulated appreciation at this  
2           point. So a significant amount of utility  
3           infrastructure is approaching or reaching its  
4           service life and will require reinvestment, so  
5           the capital improvement plan has been  
6           identified to be able to support that. Mandy  
7           touched on it a little bit in the budget  
8           process. That was just one element of some of  
9           the work that we did and kind of more detailed  
10          to kind of validate and look at the  
11          reasonableness of the budget and what was being  
12          proposed.

13                 Another element to our valuation beyond  
14          the desktop valuation documentation was to do  
15          some benchmarking. That benchmarking included  
16          a review of rates, the comparability of those  
17          rates. We performed our own benchmarking in  
18          addition to the benchmarking that RCES does  
19          through Leidos and engineering consultants, and  
20          while we generally surveyed similar entities,  
21          the end result was comparable, that generally  
22          was reasonable.

23                 Finally, the last aspect of our valuation  
24          were staff interviews. Several multiple staff  
25          reviews going over the annual AOP model, annual

1 planning model and longterm planning model to  
2 assess its reasonableness and approach, which I  
3 will touch on in a second.

4 So one of the things we talked about when  
5 we developed this report with staff was trying  
6 to provide an overview of the differences  
7 between some terminology in our industry, cost  
8 of service, revenue sufficiency, what is sort  
9 of the difference between those things? And I  
10 think that the easiest way to think about this  
11 is revenue sufficiency is more like your budget  
12 process. Do we have enough money coming in to  
13 balance against money going out? Do we have  
14 enough cash in the bank? And the utility  
15 operations, as Mr. Gaertner mentioned, are  
16 complex, and there are over eight different  
17 utility services, which on the next slide will  
18 present an overview of the revenues. And so  
19 it's operated as one funding. The biggest  
20 element we need to make sure is do we have  
21 enough funds to continue operation, and have we  
22 balanced our rate revenues against our  
23 operating cost or debt service and our plan  
24 worked in capital reinvestment.

25 The other element once we figured out the

1 overall rate review system needs for the  
2 utility operations is cost of service  
3 valuation. This is where we are allocating the  
4 cost of the different utility operations. In  
5 most cases, when RCES staff puts together their  
6 strategic plans on this, annual strategic  
7 plans, they have already identified what those  
8 costs are and have separate accounting, and the  
9 District has separate accounting for each of  
10 the utility operations, and then that forms the  
11 foundation for the individual system rate  
12 revenue adjustments.

13 And the cost of service aspect takes that  
14 a little bit of a step further and then  
15 allocates those costs to the various rate  
16 components and customer classes within the  
17 system. That is an analysis that is typically  
18 performed less frequently. So whereas the  
19 revenue sufficiency to evaluate whether we have  
20 sufficient revenues to cover cost and adjusting  
21 our rates wholesale in that regard would be  
22 done annually. Cost of service may be done  
23 less frequently, three to five years, sometimes  
24 ten years. Usually there is a trigger  
25 mechanism for why you would want to look at



1 that, if you have a significant change in your  
2 operations, your debt, things of that nature.

3 So RCES and the District have in the past  
4 performed their revenue sufficiency task on an  
5 annual basis. Currently process service is  
6 being done on the solid waste system, and I  
7 believe in talking with RCES staff, there are  
8 intentions or plans over the next several years  
9 to attack cost of service and other aspects of  
10 the utility operations to maintain the  
11 reasonableness of the rates.

12 So as I mentioned before, the District  
13 operates eight utility services as an  
14 enterprises fund, and similar in concept to the  
15 close fund, the utilities must generate all the  
16 revenue to fund operations from the service  
17 fees themselves. Hence why we need to adjust  
18 the rates annually to ensure sufficient  
19 revenues to cover cost of service.

20 I apologize, the font is a bit small with  
21 the table, but this was just to demonstrate  
22 over the past couple years from the continuing  
23 disclosure report the annual amounts of revenue  
24 generated for each one the systems in operation  
25 under the purview of the District.

1           As you can see, the electric system  
2 represents about 55, 56 percent of the total  
3 revenue. It is the majority followed by  
4 wastewater system and the chilled water system.

5           The customer base for the utility, unlike  
6 many of the other studies, we tend to do  
7 studies which is predominantly commercial.

8 Many times we would perform these studies, the  
9 residential mix is a greater representation.

10 But in this particular case, this is  
11 effectively a commercial business operation.

12 And the other point to mention is that of the  
13 services provided, the chilled and hot water  
14 services are primarily for the Walt Disney  
15 Company and its affiliates. As a consequence  
16 of that -- and I think as mentioned before --  
17 82 percent of the revenues that are generated  
18 for the utility services are derived from Walt  
19 Disney and its affiliates.

20           As far as objective one, as I mentioned  
21 before, this is a general overview, you know,  
22 and I touched a little bit about the capital  
23 reinvestment, looking at the audited financial  
24 statements, and gleaning some details of this  
25 consulting engineer's report, as well. This

1 was where we determined that generally it  
2 seemed like the utility is being operated in an  
3 economic and efficient manner and reasonable.  
4 That was one of the main findings of the  
5 consulting engineer's report from 2022.

6 The other key finding for us was that the  
7 utility continues to operate or maintain a high  
8 investment great credit rating with the major  
9 credit rating agencies, Moody's, Francesca's  
10 and (inaudible.)

11 I have already touched on point three,  
12 given the age of the infrastructure, recent  
13 trends that the CFE appears reasonable. And as  
14 mentioned, the rates of service are very  
15 competitive within the region based on our  
16 benchmarking comparisons.

17 And then the last point, and I just wanted  
18 to kind of touch on this that we really  
19 appreciate RCES and their staff and the  
20 District staff and their assistance that they  
21 provided us through the engagement. They were  
22 very professional, and you know, it  
23 demonstrates their skill and capability. And  
24 in our report, we document some of the years of  
25 experience of the key leaders of the RCES

1 utility staff responsible for the utility  
2 operations. And at least half of them are 30  
3 years or more. And many of them are at 20  
4 years in their first year leading their  
5 respective managerial roles within those  
6 utility functions, so very strong management  
7 team.

8 And in addition to that, as we presented  
9 during the labor services discussion, that many  
10 of the staff that is hired at the frontline  
11 work level are also experienced staff members.  
12 They don't hire brand new folks that don't have  
13 a lot of experience. Everybody is generally  
14 very experienced at all levels of the  
15 operation.

16 So objectives two and three you can see  
17 they are written out, relate to the value of  
18 the reasonableness of the financial planning  
19 and the rates. And as I mentioned before, the  
20 way that we did a desktop review of all the  
21 relevant documentation, but we also had an  
22 opportunity, as I mentioned before, to sit down  
23 with staff and review their financial models  
24 they used to develop. And the process they go  
25 through is generally consistent with procedures

1 that we see employed through the development of  
2 financial planning for other utilities. There  
3 are going to be differences because of the  
4 unique characteristics of this utility  
5 operation, as I mentioned before the commercial  
6 aspect of that with the electric rates being  
7 the No. 1 element, you can sometimes see  
8 fluctuations and the need to adjust rates  
9 because fuel costs are fairly volatile, so we  
10 need to adjust the rates.

11 But if you look over the last several  
12 years since 2019, the utility rate increases  
13 have generally been inflationary in nature.  
14 There was a need to bump them up a little bit  
15 higher in the few years during Covid when there  
16 was a pullback in demand in the system when we  
17 evaluated, and then there was, of course,  
18 reduction more recently in those rates. And I  
19 believe for fiscal year 2024, the rates are  
20 being on average generally held constant. Now,  
21 within the individual systems themselves there  
22 are some adjustments being made notably within  
23 the solid waste system rates, as it will be  
24 presented in the budget, and some of the  
25 drivers for those cost increases, but overall

1 revenues are generally consistent from 2023 to  
2 2024.

3 So the other element of our analysis, you  
4 know, now that we touched on sort of our review  
5 and what we have done is one of the key  
6 findings was that it's recommended that the  
7 District evaluate the feasibility of either  
8 establishing a separate fund by utility service  
9 or performing true-ups at the close of each  
10 fiscal year. Because it was a one-point  
11 system, if you don't do these true-ups at the  
12 end of the year, you can build up some  
13 differences among the different utility  
14 systems. You know, I don't know if it's very  
15 feasible to set up separate funds, and the  
16 District already has separate accounting for  
17 the utility, so probably a true-up would be  
18 sufficient performed at the end of the year to  
19 ensure the reasonableness of the rates, and it  
20 is factored year after year. But generally  
21 speaking, we didn't find anything that was a  
22 major concern. This was just a recommendation.

23 The other element kind of in a similar  
24 vein to that, item three under recommendations  
25 for objective two and three is to recommend the

1 District do a true-up to the debt service  
2 allocation after debt proceeds are spent for  
3 each debt issue. Based on our discussions with  
4 RCES staff, debt is always an issue. We may  
5 refinance debt, but new debt isn't always  
6 issued every year. When it does happen, there  
7 is an assumption how we will spend that money  
8 for the capital needs of the system, and you  
9 know, they are estimates at that point. So if  
10 we are funding multiple projects from different  
11 utility systems, basically our recommendation  
12 is just go back and review that at the close of  
13 the construction of the project maybe two or  
14 three years after all the proceeds are spent  
15 and the projects are done, and ensure that the  
16 allocation of that debt service among the  
17 systems was consistent with how proceeds were  
18 spent.

19 And then the final recommendation, as I  
20 mentioned, before it is fairly customary to  
21 look at the cost service for each one of the  
22 utility systems periodically. There is no  
23 science behind a three- to five-year  
24 recommendation, or even a five- to ten-year  
25 recommendation. I think that the most

1 important thing is to evaluate on an as-needed  
2 basis. Once you set the cost of service, you  
3 set the rate components, the cost recovery  
4 among the systems. Evaluating it periodically  
5 is always a good thing, but the main trigger  
6 should be do we have a change in operations?  
7 Has there been material changes and our cost  
8 structure, things of those nature you can think  
9 of trigger mechanisms for the need to do that.  
10 I think that RCES recognizes that. As I  
11 mentioned earlier, the rates overall are not  
12 going up that much across the board. But you  
13 will find that the solid waste system needs to  
14 adjust base on the cost of service there fairly  
15 substantially. And I think that that is  
16 something where that sort of was a trigger  
17 mechanism to, one, have RCES look at cost of  
18 service. Hence why they are looking at that  
19 now as an example.

20 So the next objective that we touched on  
21 was examining the power purchase agreement, and  
22 that included a review of all of the different  
23 power generating infrastructure and agreements,  
24 and that evaluation is still currently under  
25 review. We are fairly far along near



1 completion on that, and we expect to be  
2 complete by next month and can provide a report  
3 on that. But nothing has come to our attention  
4 at this time that would cause any concern  
5 related to that objective and analysis.

6 And finally, objectives five and six I  
7 have already been before the Board to present  
8 on these at the August 23rd meeting, and it  
9 was in response to the discussion about the  
10 labor services agreement, which we effectively  
11 concluded was generally reasonable, and the key  
12 elements of that, and I already touched on  
13 these points earlier, that RCES hires  
14 experienced staff. There was a need to do some  
15 adjustments based on some of the benchmarking  
16 for the electric frontline professionals, the  
17 proposed increase was generally reasonable, and  
18 market and economic trends support the salary  
19 actions that were proposed and subsequently  
20 approved by the Board.

21 And with that, I would like to open up to  
22 any questions you may have at this time.

23 CHAIR GARCIA: Any questions from my  
24 fellow Board members?

25 MR. BARAKAT: I guess -- one question I

1           guess I might ask, obviously the last few years  
2           we have seen some unprecedented, or at least in  
3           the last several decades unprecedented cost  
4           increases, rates of inflation. I mean, to what  
5           extent when you talk about reassessing our  
6           agreements every five to ten years, you know,  
7           do we think about these things in these  
8           unprecedented times?

9           MR. BOVERI: Well, I think based on our  
10          discussions with the staff and review of  
11          financial planning, what happened was a pretty  
12          significant drop in demand, and that's what  
13          drove the need to adjust the rates. I believe  
14          that the inflation and the cost that has been  
15          observed has been perhaps somewhat acute in  
16          certain areas of the operation. When we think  
17          about the electric, you have the fuel costs,  
18          that increase and decrease, and those were  
19          adjusted accordingly. So I think that through  
20          the annual planning process, that can capture a  
21          lot of that, the overall cost.

22          I think the issue would be is if the  
23          relationship of the underlying cost changed  
24          overall. And I think that when you looked at  
25          the -- when you think about the solid waste

1 operations as a key area where you need to look  
2 at the cost services, and RCES is already doing  
3 that.

4 MR. BARAKAT: Thank you.

5 CHAIR GARCIA: Any other questions?

6 I have some questions. So if I understand  
7 your presentation, we have got some capital  
8 expense requirements that are coming up. Give  
9 me a perspective of what the timeline is for  
10 that and the process that is followed for the  
11 Board to evaluate, and any capex proposals, and  
12 then the funding of them, what the alternatives  
13 and options are.

14 MR. BOVERI: Well, I have given that  
15 opportunity for Mr. Gaertner to touch on that,  
16 as well. However, I think that through the  
17 budgetary process, and through the planning  
18 process that we were privy to, the annual  
19 process looks at the budgetary, more of the  
20 operating needs. The long term plan that's  
21 developed looks at the five-year capital needs  
22 of the system, and that gets baked into that  
23 financial planning. It really is more of a  
24 function of on an as-needed basis. Utilities  
25 are very capital intensive, and their life

1           cycles are sporadic in terms of when you need  
2           to replace that.

3                        So you know, as I mentioned before, you  
4           know, the District and RCES, in particular,  
5           employs a lot of planning studies and  
6           monitoring condition assessments of the  
7           infrastructure on an annual and regular basis.  
8           And I believe through those, and they can --  
9           Mr. Ferrari can probably speak to it better  
10          than I can too, and will probably do so in the  
11          budget presentation, but that work effort by  
12          professionals that serve to evaluate the  
13          infrastructure help guide the needs for the  
14          capital reinvestment in the system that then  
15          feed into the long term planning model and the  
16          capital plan needs over the next five years.  
17          Once that has been identified, then there is  
18          the funding with that, and I believe that's  
19          where Mr. Gaertner steps in and assists in  
20          identifying the best and most fiscally  
21          efficient way to do that with the cost of  
22          capital and needs of the system.

23                       And typically speaking, the decision about  
24          whether you issue debt from our experience in  
25          doing these studies is a function of is this an

1           asset that is really long lived? How much cash  
2           reserves do we have? We want to maximize and  
3           spend down the use of cash reserves before we  
4           issue debt. And then we look to debt.

5                     In this particular operation, it's pretty  
6           tight in terms of the cash reserves that we  
7           maintain. We are maintaining just what is  
8           required for working capital and unexpected  
9           allowances for reinvestment needs, maintenance,  
10          unplanned work perhaps. And so these major  
11          capital needs, as they arise, and as they've  
12          been identified through these plan processes  
13          are incorporated into this five-year plan, and  
14          financing is identified from there.

15                    I don't know, Mr. Gaertner, if you want to  
16          add anything to that?

17                    CHAIR GARCIA: My question is more direct  
18          towards the process, and I understand that  
19          there is a capex budget. There is an operating  
20          budget. But I am more interested from the  
21          Board's perspective of what the process that's  
22          followed, and what timeline that we are dealing  
23          with?

24                    MR. GAERTNER: We are just starting that  
25          process now. As part of the budgeting process,

1 RECS said we are identifying some capital  
2 needs. They have estimated a \$20 million  
3 potential need, but they have not presented  
4 exactly what that is. So what we have done in  
5 the budget is you will see a \$500,000 increase  
6 in debt service, which equates to six months of  
7 \$20 million, assuming five percent tax exempt  
8 interest rate. So that gives the cushion in  
9 there that if the need for debt is needed at  
10 that level, it's within the budget. The  
11 process would be for them to then come and  
12 really show what they need, why they need it.  
13 Does it add value? Which part of the utility  
14 does it benefit? And then us, as your advisor  
15 staff, Raftelis, would look at that, and would  
16 bring forward a recommendation as to whether or  
17 not it should be financed, or it should be  
18 done, how should it be financed, should it be  
19 financed shorter term, longer term, should we  
20 use debt, cash on hand? We are expecting that  
21 you are not going to hear much about the need  
22 for debt for another five to six months.

23 CHAIR GARCIA: Okay. So the RCES  
24 generates their own internal budget, and then  
25 PRAG is going to evaluate the budget and make a

1 recommendation to the Board. And then so there  
2 is the approval of the budget process with  
3 PRAG's recommendation or blessing, and then the  
4 next question is what are the options how to  
5 pay for it? And will we also get an  
6 independent third-party recommendation from  
7 PRAG on that issue, as well?

8 MR. GAERTNER: Yes, we then make  
9 recommendations on the issuance of debt, or not  
10 to issue debt as part of our fiduciary duty to  
11 you.

12 CHAIR GARCIA: Okay. Good. Thank you.  
13 Any other questions?

14 MR. PERI: I am wondering if it was within  
15 the purview of PRAG to look at the hardening of  
16 our facilities?

17 MR. GAERTNER: That is something that we  
18 look at the financial aspects of that. It is  
19 something that a lot of utilities obviously  
20 look at for obvious reasons. Typically when  
21 every utility is investing new capital, they  
22 are very cognizant of hardening. They are  
23 looking at everything that is necessary,  
24 whether it be elevation, whether it be  
25 strengthening, whether it be location, whether

1           it be redundancy for that, that will  
2           automatically happen at this level. What  
3           hasn't been done is what would it cost to  
4           retrofit and go back, and we haven't done that.

5           MR. PERI: One other question, and that  
6           relates to technology. We are seeing now that  
7           we are on the cusp of significant advances with  
8           battery technology, companies like Elas  
9           (phonetic) and so on, and that should change, I  
10          would think, some of the financial  
11          considerations, particularly if we are looking  
12          at plans more than a couple years. Is that  
13          something that you have examined at this point?  
14          Is that something you see beyond the horizon?  
15          How do you see that?

16          MR. GAERTNER: That is something right now  
17          that is something we would be aware of.  
18          Obviously that would have a major impact on  
19          your utility system. Right now, as the report  
20          indicated, a lot of your utility comes from  
21          power purchase agreements if not generating our  
22          own utility directly, and the generating assets  
23          you have right now you are kind of keeping in  
24          reserve. I think before there would be any  
25          moving forward of capital regarding generation



1 facilities we would want to look at battery  
2 options and others. One of the things we would  
3 expect to see in the near future, Raftelis had  
4 talked about a cost of an observed study. The  
5 electric system is probably one we would want  
6 to do in the next couple years because of that  
7 shift that is happening from the generation  
8 through solar, and that is changing some of the  
9 cost basis, and that would be a trigger that we  
10 would look at. I think to look at new  
11 technology would be involved if we were looking  
12 at new generation facilities, which really  
13 isn't something the District looking at at this  
14 point.

15 CHAIR GARCIA: Supervisor Peri's question  
16 raises an issue with me too. You know, we, as  
17 a District, are not really operating the  
18 utility operations. They are being done by an  
19 independent party. We brought in PRAG in the  
20 right setting to come in and advise the Board  
21 because we are not experts on the utility  
22 business today. And so typically in the  
23 business when you have technology, like  
24 Supervisor Peri indicated, there is a strategic  
25 plan in terms of what the longterm objectives

1 are, and is that something that PRAG is  
2 evaluating as to whether RCES has the  
3 appropriate strategic plan in place, and  
4 whether they are implementing the appropriate  
5 technology so if we are allocating capital to  
6 something, it's not something that will become  
7 obsolete, and those kinds of things?

8 MR. GAERTNER: That's part of what we are  
9 doing right now as part of our overarching  
10 analysis into the utilities. Obviously our  
11 initial focus is how is it operating? Is it  
12 operating reasonably? What is the reasonable  
13 budget going forward, and then as more of a  
14 strategic analysis of what is it going to look  
15 like? What changes might be necessary? Some  
16 of the things Raftelis recommended we do think  
17 make sense. I think part of the analysis would  
18 also be, as Raftelis said, even though it's a  
19 combined system, how would each stand the  
20 financing on its own? And to make sure that  
21 the rate payers of one system are really paying  
22 for what they are using, and there is not a lot  
23 of bleed over. That's obviously a very  
24 complicated analysis that will take some time  
25 to do, and something we are starting.

1           CHAIR GARCIA: So I am just curious, do  
2 you have other situations similar to ours where  
3 you have a Board that has oversight  
4 responsibility over an independent operating  
5 utility operation that's really separate and  
6 independent from the oversight Board?

7           MR. GAERTNER: We have some, and Raftelis  
8 will probably add a little bit more, that has  
9 some aspects that are more privatized and work  
10 through that, and some of that is in the solid  
11 waste. There are a number of our clients that  
12 have waste energy facilities that are privately  
13 operated, and the Board has oversight, but not  
14 operations. And a lot of our clients in the  
15 solid waste area contract for hauling, so they  
16 will accept the contracts, but then the haulers  
17 are doing it themselves. The magnitude which  
18 you have here, your entire system is a little  
19 bit different.

20           CHAIR GARCIA: And so we have the utmost  
21 confidence in PRAG, but I just want to make  
22 sure that we, as a Board, are following best  
23 practices on how we evaluate this budget that's  
24 going to be presented to us and our various  
25 options, and as Supervisor Peri says, make sure

1           that there is a strategic plan in place for the  
2           utility that is in best practices, and I don't  
3           know what that process is because this is all  
4           new to us, and so we are going to rely upon  
5           PRAG to tell us that process. And if the  
6           appropriate process requires a separate  
7           workshop on this issue, then we would want to  
8           have a separate workshop and make sure we cover  
9           all the bases, and ask all the questions. This  
10          is not something that we want to rubber stamp.  
11          We want to be educated on it.

12                 MR. AUNGST: Thank you, Mr. Chairman.  
13           This is one of those pieces of the onion that  
14           when you unravel, this one was going to take a  
15           little longer, so I think we are just starting  
16           on that process, and you guys are doing an  
17           excellent job and giving us great information.  
18           But I definitely think perhaps a work session  
19           in the October/November time frame to talk  
20           strategic planning going forward on a  
21           going-forward basis.

22                 One of the things that I am interested in  
23           is enterprise funds. Planning cities have  
24           those. Many counties have those. Gas  
25           companies, for example, that provide services

1 outside their own jurisdiction. I have no idea  
2 if that's feasible here. I have no idea if  
3 that is something that we could do, but I want  
4 to be holistic in our approach to this and our  
5 understanding of it, so I don't expect you to  
6 have some kind of response to that, but you  
7 know, add it to your list of things to think  
8 about, please, and look at what other  
9 jurisdictions are doing processing; I am sure  
10 you are all experts on that. Thank you.

11 CHAIR GARCIA: Just to follow up, I don't  
12 want to be a dead horse, but we want to be  
13 spoonfed. We want to make sure that we look at  
14 everything, follow the most appropriate  
15 process, and are very transparent and have all  
16 the information. And if we have to spend a  
17 half day or workshop doing this, we are willing  
18 to do that.

19 MR. GAERTNER: I think that would be  
20 helpful, and I think understanding kind of the  
21 history of what -- because it is your utility,  
22 but you are also impacted by the agreements you  
23 have with all the surrounding areas.

24 I do want to point out that when we were  
25 engaged, and almost as soon as we saw the

1 structured labor service agreement, we thought  
2 that this is something that is so detailed we  
3 wanted to bring Raftelis in, or somebody like  
4 them, and I appreciate that the Board followed  
5 that direction. Thank you.

6 CHAIR GARCIA: And it might be helpful,  
7 can you present to Mr. Gilzean a timeline in  
8 terms of when we have to make what decisions so  
9 that we are not rushed on this?

10 MR. GAERTNER: Definitely.

11 CHAIR GARCIA: Thank you.

12 Any further questions or comment on this  
13 subject?

14 MR. GILZEAN: Next, I would like to call  
15 up Chris Ferraro, director of RCES, who will  
16 provide a presentation from our utilities  
17 division about their annual budgets and rates.

18 Chris, come forward.

19 MS. FERRARO: Thank you, Mr. Gilzean.

20 Good evening, Mr. Gilzean again and Members of  
21 the Board. I am Christine Ferraro. I am the  
22 director of Reedy Creek Energy Services, and I  
23 really appreciate Thierry calling out my  
24 30-plus years of utility experience.

25 Thank you so much, Thierry for providing

1 that information to the team. It's a pleasure  
2 having the opportunity to share FY2024 Central  
3 Tourism Oversight District utility rate budget,  
4 and utility rate recommendations.

5 So our first slide, as Thierry described,  
6 the first part of our process is to identify  
7 cost in the upcoming fiscal year. For fiscal  
8 year '24 utility costs are expected to be  
9 \$192 million, which is a decrease of  
10 1.3 million or .7 percent from the fiscal year  
11 '23 budget. In the piechart, you will see that  
12 there are five major components of utility  
13 costs. We will start with the largest  
14 component of those costs. I think Wendell, as  
15 did Thierry, our purchase power and fuel  
16 represents 41 percent of our budget. It is  
17 represented by the darker blue color on the  
18 piechart. Wonderful news in this area of the  
19 budget.

20 Through the District's Enterprise Risk  
21 Management Program that provides for hedging  
22 agreements for purchases of natural gas going  
23 forward, the District is 84 percent hedged for  
24 the required volumes of natural gas for fiscal  
25 year '24, and the weighted cost of that gas is

1           \$3.39 for M and BT for fiscal year '24, so it  
2           is a pretty significant savings that creates  
3           the opportunity to provide some inflationary  
4           uplifts in the utility budget.

5           Labor support has two sources. Labor  
6           support is the next largest component in purple  
7           on the piechart at 18.7 percent of the utility  
8           budget. In fiscal year '24, labor support is  
9           increasing \$2.5 million or 7.6 percent. Two  
10          pieces of that labor support, the first is the  
11          RCES labor services agreement previously  
12          approved by the Board for \$34.5 million. That  
13          \$34.5 million was a \$1.9 million increase for  
14          fiscal year '23, and it was a 5.7 increase.

15          Another key component of the utility  
16          budget is support from the beautiful and lovely  
17          and capable District admin team where we have  
18          support on finance, facilities, contract and  
19          procurement. That amount is \$1.5 million.

20          Operating expenses, as we talked about  
21          inflationary cost increases are increasing at  
22          an unprecedented rate for fiscal year '24 in  
23          the utility business. There is a \$6.2 million  
24          increase, and it's a 21 percent increase for  
25          this year. \$5.1 million of that increase is



1 related to routine operating expenses.  
2 Primarily driven by inflationary costs in  
3 contract increases for fleet, labor and parts,  
4 hauling disposal costs and chemical cost  
5 increases. The other \$1.6 million of that  
6 operating expense increase is for planned work  
7 expense projects. Planned work expense  
8 projects support overhauls of equipment and  
9 also unplanned emergencies. It is an increase  
10 in cost in a planned work category. We looked  
11 at the historical trends and found that we  
12 needed similar space in that and more headroom  
13 in that budget and included in the annual  
14 rates.

15 As Wendell mentioned, debt service reserve  
16 increases half a million dollars in fiscal year  
17 '24 related to a partial year payment of debt  
18 service for a proposed \$50 million in  
19 borrowing. Again, that is at the District's  
20 consideration and discretion included in the  
21 budget here just so we have rate adequacy to  
22 cover that when the Board approves of that  
23 decision to move forward.

24 For clarity, we have identified nine  
25 separate projects and uses for that

1           \$50 million, and it is a number of items across  
2           utilities, and we will continue to partner with  
3           PRAG on what that looks like for your  
4           information.

5           Capital reserve requirements are  
6           increasing \$1.1 million or 8.7 percent. This  
7           category is a combination of two things. It is  
8           our planned work capital budget, so there are  
9           two ways utility spends capital dollars. Some  
10          of those are through financing, and some of  
11          them are recovered through rates included in  
12          the annual budget. Of that 13.9, 13 million is  
13          capital for refurbishment of District assets,  
14          including District facilities, buildings,  
15          fleet, and then it is also specific projects  
16          that renew operating assets of the utility  
17          system. There is a half million dollar  
18          increase in fiscal year '24 for our reserve  
19          requirements, and we will talk a little bit  
20          more about that as we get to the income  
21          statement.

22          There is a note here that mentions items  
23          that are excluded from this list. There are  
24          net new budget items that are not included in  
25          this list that we will go through in the income

1 statement. They include two things. It  
2 includes uses of pre-collective or utility  
3 reserve funds. They would be withdrawn from  
4 reserves, and then they don't impact the  
5 current utility rate. We will talk more about  
6 that on the income statement.

7 And we also have neutral costs where we  
8 have sales between utilities. The district  
9 does operate separate utilities. An example of  
10 a sale between them would be the use of  
11 electricity at the wastewater treatment plant.  
12 You have a large pump systems that utilizes  
13 electricity heavily, and the electric utility  
14 effectively sells to the wastewater utility,  
15 and so it kind of nets out, so we pull that out  
16 of the budget.

17 Did I get that right, Susan?

18 MS. HIGGINBOTHAM: Yes.

19 MS. FERRARO: After we talk about utility  
20 costs, as Wendell and Thierry alluded, then we  
21 start talking about revenue adequacy, right,  
22 because the utilities need to come to zero, and  
23 we need to cover all our costs through revenue.  
24 So there is a breakdown of the revenue that is  
25 expected in fiscal year '24 by utility provided

1 in the piechart. In fiscal year '24, the  
2 electric utility is still bringing in utility  
3 dollars at 49 percent. This warms my heart. I  
4 am an electrical engineer by trade, and this  
5 just makes me so happy, that's our largest  
6 utility.

7 Sorry about that, Thierry.

8 I would like to draw your attention to the  
9 table on the left to the two new utilities that  
10 have dollar percent decrease in fiscal year  
11 '24, particularly electric and gas, that's  
12 really the result of those lower economy  
13 prices, and the District's very effective risk  
14 catching program for purchases.

15 Finally our rate recommendation, as it's  
16 been previously described, decrease overall for  
17 all utilities of .8 percent recommended from  
18 fiscal year '23 to '24, a little bit of a  
19 decrease. And there are separate rate  
20 adjustments for each utility that are described  
21 on the bottom of the page. When you think  
22 about utility rates, we also think about sales,  
23 and we do have some forecast sales increases in  
24 utilities that benefit utility rates. We are  
25 looking for increased consumption in the

1 electric utility, the chilled water utility,  
2 and our reclaimed water system, so the rates  
3 also benefit from additional sales.

4 The next six slides talk specifically a  
5 little bit more about each utility and  
6 variation of rates, the contribution of that  
7 utility to the overall revenue of the system,  
8 and then there is a cost comparison provided on  
9 the right-hand side from a rate comparison for  
10 our neighboring utilities, so we will begin  
11 with electric. The electric utility is  
12 proposing 8.1 percent reduction in costs  
13 primarily by those lower commodity prices and  
14 the increased consumption in sales. Again, the  
15 electric utility is 49 percent of the revenue  
16 base.

17 Just orienting this a little bit to the  
18 graphic on the right. This is a cost  
19 comparison starting from left to right. The  
20 blue bar is the fiscal year '23 utility rates,  
21 and the green bar is the proposed rate in  
22 fiscal year '24. The two bars on the far right  
23 are neighboring utilities, and that's a cost  
24 comparison of January 2023 performed by the  
25 District's external vendor Leidos. That kind

1 of puts us on an apples-to-apples basis with  
2 our surrounding utility neighbors. So as you  
3 can see, we are anchoring that back to fiscal  
4 year '23 because that information is about a  
5 year old now. So when you look at that  
6 comparison, that's where we are at.

7 From an electric utility perspective, our  
8 rates are very competitive and below our  
9 neighbors. And I really would like to just  
10 emphasize as we look at these rates, we talked  
11 about, there were some questions about  
12 hardening and system redundancy, the electric  
13 utility here is about 98 percent underground.  
14 We are a source of comfort as we have impacts  
15 on both of our coasts. A lot of people come to  
16 the District from across Florida, and we pride  
17 ourselves in keeping those lights on, and  
18 keeping people safe during a hurricane. So our  
19 system is very robust, very resilient, and with  
20 the underground nature, and the forward  
21 thinking of the construction, some of that  
22 hardening is baked in. So I am very happy to  
23 say we do have a very cost effective price.

24 Natural gas system, also rates expected to  
25 lower in fiscal year '24 due to commodity cost

1 decreases. Natural gas system is seven percent  
2 of the overall utility revenue base. You can  
3 see the cost comparisons for fiscal year '23  
4 and '24 to some of our surrounding neighbors  
5 there, a favorable rate structure at the  
6 District.

7 Solid waste, I appreciate Thierry kind of  
8 laying the ground for this conversation. Solid  
9 waste in the last probably since Covid has been  
10 very impacted by inflationary uplift. This is  
11 very connected to hauling and disposal costs.  
12 It is very heavily linked to fuel and labor.  
13 We collect everything on capital District that  
14 needs to be transported to the disposal  
15 locations. So as uplift comes in and labor and  
16 the CDL driver charge, the disposal costs have  
17 increased significantly in solid waste, such  
18 that we began -- I have two of my colleagues  
19 here today, Brian Lamoud (phonetic) and Ms.  
20 Mears, and they started a study of our solid  
21 waste costs as we are anticipating a 43 percent  
22 increase this year, and that revenue right now  
23 is attributed to our Class I and Class III  
24 waste collection. The District also has a  
25 robust recycling collection program and is very

1 environmentally minded, and we need to look at  
2 what those costs are, and how we allocate those  
3 costs among those classes, yet still encourage  
4 the environmental benefit where it makes sense  
5 as a physical use as possible.

6 The solid waste revenues are nine percent  
7 of the utility revenue base. As you can see,  
8 the fiscal year '23 rates in solid waste were  
9 favorable compared to our neighbors.

10 Definitely you can see the big cost increase  
11 coming in fiscal year '24. In power stations  
12 with Thierry and others, it looks like this is  
13 an impact to the entirety of the industry, but  
14 we will look for how we benchmark in fiscal  
15 year '24. We will also complete our cost of  
16 service study and make sure that we are  
17 aligning that revenue to where the expenses are  
18 coming in.

19 Water and sewer is bundled together, and  
20 they are together having a 13 percent rate  
21 increase, really driven by those higher  
22 chemical costs. We also have a beneficial  
23 reuse of all the biosolids from our wastewater  
24 treatment plant. It sounds really fancy. It  
25 is not that fancy of an experience in-person if



1           you would like to see it. We do have a  
2           beneficial reuse, and they go to a composting  
3           facility. It does a great job that actually  
4           can be applied as fertilizer. But those costs  
5           have been increasing, and the chemical costs  
6           are increasing significantly, as well.

7                     Water sales are four percent of the  
8           overall revenue, and the sewer sales are  
9           15 percent of the overall revenue. Rate  
10          comparisons again even with that uplift in  
11          rates still compare to our neighbors.

12                    For the next three utilities, we do not  
13          have a benchmark for our neighboring utilities.  
14          It was not presented historically in the Leidos  
15          comparison. We did contact them and asked them  
16          if they could do something to speak to the  
17          Board, but they were not prepared to meet that  
18          timeline because it's quite a structured  
19          process to do this comparison. We will make  
20          sure the District has that information in the  
21          next fiscal year. So you will see just a  
22          comparison of fiscal year of '23 to '24 for the  
23          next three utilities.

24                    Reclaimed water is a very small part of  
25          the utility revenue structure. It accounts for

1 one percent of all utility sales. There was  
2 the expected increase in use for reclaimed  
3 water, which rises up a little bit in the  
4 decrease in the current rate. It's so  
5 sensitive -- it's so small it is sensitive to  
6 those additional sales. Across the District  
7 reclaimed water is used for irrigation, for  
8 cooling tower makeup in our chiller plants, and  
9 it also has limited restroom usage, just  
10 specifically toilet flushing. All uses are  
11 within the Epcot Building Code.

12 Chilled water and hot water rates, so our  
13 chilled water rate is going up 1.3 percent, and  
14 our hot water rate is decreasing 6.9 percent.  
15 Our chilled water rates are impacted and driven  
16 higher based on some significant overhauls we  
17 are doing in the energy plants, so the chillers  
18 in our energy plants are 2,000 tons. So if you  
19 think of a typical unit in your house, probably  
20 five tons. We are at 2,000 tons, and those  
21 overhauls are a part of required maintenance  
22 within the life cycle of the unit, and they are  
23 very costly, so there is an increase in rates  
24 driven by those projects. Hot water is derived  
25 from natural gas, and that's a lower commodity

1 cost with that heat generation. There is an  
2 increase in chilled water sales expected also  
3 in fiscal year '24.

4 So many parts of this overall income  
5 statement have already been discussed, so I  
6 will kind of just go quickly by line item and  
7 welcome any questions about further details.  
8 But this is our overall income statement  
9 comparing fiscal year '23 to the proposal for  
10 fiscal year '24. As we said before, we are  
11 aligning our expenses and our revenue both at  
12 \$192 million netting us to zero on the utility  
13 budget.

14 Lines three and four net neutral items to  
15 the budget. Inter department utility sales are  
16 significant. You can see it is expected to be  
17 \$16.5 million.

18 Among other uses of electricity, the  
19 chilled water service here has electric-driven  
20 chillers that are also energy consumptive, so  
21 there are multiple sales across utilities, and  
22 a lot of processes use water, and we have a lot  
23 of uses across our systems.

24 There is a proposal to withdraw  
25 \$6.9 million from the utility reserve or

1 pre-collected funds. A couple of primary uses  
2 for that funding is proposed. We are proposing  
3 \$1.7 million as a one-time payment to our  
4 disposer of food waste collected from around  
5 the property. Food waste is a tremendous  
6 commodity to collect. It also becomes  
7 fertilizer. But when people dispose of food,  
8 they also sometimes throw in forks, knives,  
9 spoons, and other things like that, so our  
10 vendor needs to install some equipment to make  
11 sure that contamination doesn't become part of  
12 those compost throws.

13 We have some other utility equipment to be  
14 decommissioned, that is proposed for uses.  
15 Typically uses in our pre-collected funds are  
16 one-time expenses that we don't expect to  
17 continue. We want to make sure anything that  
18 continues as a utility expense is provided for  
19 in base rates and not from a reserve.

20 There is 2.5 million of that 6.9 million  
21 also as a to-be-determined in case there is a  
22 significant utility event or emergency that  
23 needs to be supported and funded.

24 The expense items on lines five, six and  
25 seven have already been discussed. That's to

1 purchase power and fuel and an 11.7 million  
2 decrease, the 2.5 million increase in labor,  
3 and the routine expense is going up \$5.1  
4 million.

5 Landfill fees are flat from fiscal year  
6 '23/'24. I expect that next month you will see  
7 a contract for a rebidding of those landfill  
8 fees and services. We had a significant uplift  
9 request from our vendors on a CPI clause and  
10 partnered with the District procurement team  
11 and had a successful rebid of that contract  
12 that enabled us to manage those costs to keep  
13 that line item flat.

14 Gross receipts tax just follows revenue,  
15 and there is a little decrease of \$.3 million.

16 Our planned work expense we spoke about is  
17 \$3.1, a \$1.6 million increase accounting for  
18 the line for historical spending.

19 Insurance, I am very proud of this.  
20 Currently we are going down \$100,000 in our  
21 insurance cost for fiscal '24.

22 Line 12 nets against line three. And that  
23 is our inter-departmental utility use. We show  
24 it as revenue, and we subtracted it as an  
25 expense across the individual utility systems.

1           Moving into fund requirements, debt  
2           service has been discussed. That is the  
3           increase for potential additional financing of  
4           half a million dollars in fiscal year '24,  
5           again at the Board's additional approval and  
6           discretion.

7           Renewal and replacement capital, that is  
8           recovered for rates is about \$13 million per  
9           year. If we will require additional funds,  
10          that incremental capital spending could be  
11          financed, but we will look forward -- we will  
12          look for guidance on how we would pay for those  
13          additional projects.

14          Cash flow increases slightly, I want to  
15          make sure the utility has a sufficient cash  
16          flow for operating reserves and a little bit  
17          above that.

18          Use of pre-collected funds, \$6.9 million  
19          that we spoke about under line item No. 4, net  
20          income to zero.

21          The final line item in No. 17 in our  
22          income statement it talks about the debt  
23          services coverage. I think Wendell talked  
24          about this a little bit. One of the key  
25          metrics that we look for is we make sure the

1 adjusted revenue and expense as a ratio to our  
2 debt service is at least 1.2, but right now we  
3 are sitting at a little bit of increase, 1.51  
4 for fiscal year '24 indicating the reserves  
5 increasing, and that helps the utility division  
6 keep a strong current rating and borrowing  
7 aspect.

8 So that concludes the presentation. A lot  
9 of information. I welcome any questions.

10 CHAIR GARCIA: Any questions from my  
11 fellow directors?

12 MR. AUNGST: Yes, Mr. Chairman.

13 Thank you so much for that detailed  
14 presentation. As I said earlier, I am just  
15 starting to get into this in detail, and so I  
16 really look forward to learning more about it  
17 and understanding it better going forward, and  
18 hopefully perhaps there is a work session  
19 coming up, so I appreciate this information.

20 Do our rates have to be approved by the  
21 Public Service Commission?

22 MS. FERRARO: No, sir, the rates are  
23 approved by the Board of Supervisors.

24 MR. AUNGST: That's under the active  
25 legislation; is that right?

1 MS. FERRARO: I will step over.

2 MR. GAERTNER: I believe that's correct.

3 I don't have the language here, though.

4 MR. AUNGST: So there is no regulation of  
5 the Public Service Commission over the  
6 District?

7 MR. GAERTNER: They have no regulation  
8 over the municipal utility authorities. You  
9 are considered a municipal utility authority.

10 MR. AUNGST: Do we provide any services to  
11 customers that are not active taxpayers of the  
12 District?

13 MS. FERRARO: So at the current time, we  
14 have some wholesale agreements with the  
15 neighboring utilities that were provided as  
16 interim agreements until Orange County could  
17 provide facilities to an area. They have  
18 Sunset, and they end at Triggers. When our  
19 adjacent utilities have their facilities  
20 constructed, they will take back service from  
21 the District at that time, but that's the  
22 exception right now.

23 MR. AUNGST: And are those all included in  
24 the projected sales in the budget?

25 MS. FERRARO: Correct. They are designed



1 at kind of a wholesale rate, and that rate  
2 covers all the fixed and variable costs of the  
3 utility.

4 MR. AUNGST: Do we have the capacity to  
5 provide services to customers outside the  
6 District?

7 MS. FERRARO: I can speak from the  
8 operations of the systems. As to capacity in  
9 the systems, I would have to partner to  
10 understand what all the rules and regulations  
11 would be that would apply to that.

12 MR. AUNGST: Okay. That's something I  
13 would like to have on the list, particularly in  
14 the enterprise fund discussion.

15 Then recycling, I know some jurisdictions  
16 have struggled mightily with actually recycling  
17 their recycle materials, do we recycle 100  
18 percent of the material collected in the  
19 District at a proper facility, or is any of  
20 that mixed in with landfill, sanitation or  
21 regular trash?

22 MS. FERRARO: So great question. As a  
23 District, we really like to keep track of where  
24 that product is disposed of. I have visited  
25 personally the facilities that we contract with

1           that sort and dispose of those recycled  
2           materials. There have been issues in some of  
3           the plastic, commodities in particular, three  
4           through eight, where there hasn't generally  
5           been a market. I am happy to report that that  
6           market is returning, and we got a check last  
7           month from our vendor that the District came  
8           into money last month with a check from our  
9           recycler for the commodity, so it is a  
10          commodity market, and it kind of comes and  
11          goes, but right now we are on an upswing.

12                 MR. AUNGST: And finally just to kind of  
13           understand the relationship between RCES and  
14           the District, and I will probably understand it  
15           better after the work session, but does RCES  
16           provide services for anybody other than the  
17           District, any other entities or any other  
18           customers, or any other utilities, do they  
19           operate anything outside of what they are doing  
20           for us?

21                 MS. FERRARO: No, sir.

22                 MR. AUNGST: Thank you, that's all I have.

23                 CHAIR GARCIA: Any other questions or  
24           comments from fellow directors?

25                 MR. BARAKAT: Mr. Chair, couple questions.

1           First of all, ma'am, congratulations on 30  
2 years of service. I assume that means you were  
3 a child prodigy?

4           MS. FERRARO: Yes.

5           MR. BARAKAT: I wanted to ask you, and  
6 really compliment you about what seems like a  
7 very extraordinarily successful fuel cost  
8 hedging program, and it seems like probably  
9 some other utilities and maybe some airlines  
10 could learn from what you all do. I wonder if  
11 you might shine a little bit of light on that  
12 success.

13           MS. FERRARO: Certainly. First I would  
14 like to tip my hat to my peer in the business,  
15 Ray Cox, who is not here today, but he leads  
16 that side of the utility business for the  
17 District.

18           So it's effectively a five-year program  
19 where we forecast the needs of the natural gas  
20 for the utility, and it's a -- we have partners  
21 that are into the market, and are focused into  
22 the market watching daily, and we also have  
23 forecasting out into the future, and it is a  
24 dollar cost averaging in approach to natural  
25 gas purchases. So we are not trying to go into

1 the market at one time. We know the market is  
2 volatile. If you fill your gas tank, you know  
3 some days you are up and some days you are  
4 down. So our approach really takes that  
5 monitoring, and we go in in small tranches. We  
6 will purchase five percent or ten percent in  
7 the next five fiscal years so we get that  
8 really great blended cost. And in the market,  
9 sometimes you win when the commodity cost is  
10 trading up, and then sometimes that stability  
11 -- you need to ride out the market, but it  
12 definitely takes that volatility and exposure  
13 from the District.

14 I am also happy to announce the District  
15 has entered into a third power purchase  
16 agreement with a 75-megawatt solar facility in  
17 Gilchrist County, a partnership with a  
18 subsidiary of NextEra Energy. It is the third  
19 District solar array, and it is -- I think we  
20 are up to about 25 percent of the energy  
21 supplied portfolio from that renewable  
22 resource, and really need to honor my peer that  
23 the price that they negotiated in that power  
24 purchase agreement is very favorable. It is  
25 probably more favorable than some of the other

1 fossil fuel resources.

2 MR. BARAKAT: One question about rates, it  
3 sounds like our rates are pretty well in line,  
4 reasonable sort of within the industry, but it  
5 seemed like somewhat below the neighboring  
6 utilities, and I guess I wonder if you could  
7 sort of talk about that rationale a little bit  
8 more to the extent you can, and whether that is  
9 sort of in line with sort of the historic rates  
10 within by the utility?

11 MS. FERRARO: Thierry, do you want to take  
12 that, or I can take my shot at it?

13 So some of that comes from the fact the  
14 District's customers are primarily commercial.  
15 A lot of that has to do with the investments  
16 and the infrastructure early on. A lot of the  
17 expansions have been within the capacity of the  
18 utility, so we don't have to spend District  
19 capital funds to recognize those additional  
20 sales and revenue.

21 Anything you would add, Thierry?

22 MR. BOVERI: I would just add too that the  
23 process that we observed through the annual  
24 planning process to adjust the rates as needed,  
25 that has been done historically. That's not

1 something that utilities always necessarily do  
2 because sometimes the political nature of  
3 adjusting rates, specifically as it relates to  
4 the residential services, as you can imagine,  
5 and therefore adjusting the rates as needed can  
6 keep you at a lower cost overall if you are not  
7 deferring maintenance and things of that  
8 nature.

9 MR. BARAKAT: Thank you.

10 Last question, it seems like the solid  
11 waste costs were moving up significantly, and I  
12 have heard -- and again, I am learning here, so  
13 feel free to educate me -- it seems like there  
14 is a lot of innovative uses of solid waste,  
15 particularly in the converting into natural  
16 gas. Is there any kind of -- what would that  
17 look like? Is that something considered within  
18 the District?

19 MS. FERRARO: So the District has  
20 considered that before. We have a partnership  
21 with an external entity, Harvest Power Orlando,  
22 LLC, very effective partnership while in place.  
23 Unfortunately they became financially insolvent  
24 in 2020. They were up to that time handling  
25 the disposal of District food waste and

1 biosolids, but the facility did not turn out to  
2 be cost effective, and now the District is  
3 managing those waste streams independently, but  
4 we are open to additional partnerships.

5 MR. BARAKAT: Great, thank you.

6 CHAIR GARCIA: Any other comments or  
7 questions from the Board?

8 I have some questions that is process  
9 related.

10 So in understanding Thierry and Wendell's  
11 presentation, you are recommending to the Board  
12 that we approve this budget, and of course, we  
13 are relying on you all because we don't have  
14 any expertise in this area, but just for future  
15 purposes from a Board governance policy  
16 perspective, I think it really would be  
17 appropriate when we get something that is this  
18 comprehensive, that it be provided to the Board  
19 in advance, and this was not part of our  
20 material. And of course, we brought in Thierry  
21 and Wendell's firm because you all are experts  
22 in this, and we are going to be deferential to  
23 you all, but I find it a little disrespectful  
24 that something this comprehensive gets  
25 presented to us at a meeting through a Power

1 Point presentation. So in the future, please  
2 make sure that these types of budgets and  
3 something this comprehensive is provided to the  
4 Board in advance, okay?

5 MS. FERRARO: Yes, sir.

6 CHAIR GARCIA: I have no further  
7 questions.

8 MR. GILZEAN: Now we will move on to the  
9 Board's budget -- District's budget. I am very  
10 proud of the budget product that we have been  
11 able to deliver on behalf of our taxpayers,  
12 guests and even voters. I would like to, once  
13 again, thank our CFO Susan and her team's  
14 diligence over the budget season. The finance  
15 team is the real MVP.

16 I would also like to thank our Board  
17 members for their care and concern for our team  
18 members, and working diligently to ensure we  
19 can get this budget over the finish line.

20 As I mentioned in prior meetings, our  
21 budget emphasized public safety, fiscal  
22 stewardship and a pathway to sustainable  
23 growth. We successfully achieved these goals  
24 with our final product. From our new emergency  
25 equipment to fully funding our new union fire



1 contract, to reducing our millage rate for all  
2 District taxpayers, and making massive  
3 investments into water quality and drainage, we  
4 continue to make strategic investment towards  
5 the future of the District.

6 While we have several highlights,  
7 including investments and public safety, which  
8 I previously discussed, I would like to address  
9 the immediate narrative that recently popped up  
10 in the headlines that indicates our budget is  
11 cutting 3.1 million into roadway repairs and  
12 maintenance around Walt Disney World Resort.  
13 Our budget spent 13 million this fiscal year --  
14 this upcoming fiscal year on roads around the  
15 District, including our investment of  
16 2.7 million in Phase I of our guardrail project  
17 to bring our guardrail up to Florida Department  
18 of Transportation standards. Any budget  
19 adjustments warrant cuts. Instead these are  
20 elements due to the construction and  
21 maintenance projects that we tangibly cannot  
22 fill due to lingering effects of the pandemic  
23 and global supply chain. We intend to continue  
24 to regulate the maintenance schedule for fiscal  
25 year '25 when those tools we need to undertake

1           these projects will become available. In the  
2           meantime, we returned 3.1 million of those  
3           dollars back to our taxpayers, and worked to  
4           resume in the next fiscal year our continued  
5           supply change disruption.

6           Additionally, our budget also resolved  
7           some of the ongoing concerns related to annual  
8           passes to Disney parks for our employees.

9           Over the last two months, we have  
10          reached -- over the last two months, we  
11          received a lot of construction -- constructive  
12          criticism and worked diligently to enhance the  
13          employee benefits. While we have more  
14          extensive discussion surrounding annual passes  
15          later in this meeting, I am pleased to announce  
16          that our budget will include a \$3,000 stipend  
17          per employee and retirees under certain  
18          circumstances. Our collective intention is to  
19          hold employees harmless during this continued  
20          transition from Reedy Creek to Central Florida  
21          Tourism Oversight District.

22          As the District leadership team, we have  
23          made every effort to consider the concerns of  
24          our teammates regarding the annual pass  
25          program. Since the announcement of our program

1 adjustment in early August, we have met with  
2 nearly all of you personally, the staff, to  
3 discuss this topic ultimately directing  
4 concerns with more than half of the District  
5 staff. Our Board members have followed suit,  
6 undertaking listening sessions with multiple  
7 departments. Supervisor Aungst and Supervisor  
8 Barakat was out today gathering employee  
9 feedback following this announcement. Our team  
10 shared that these passes were extremely  
11 valuable, and in some cases, provided an  
12 opportunity for our staff to do their job  
13 duties here. With that in mind, we are doing  
14 everything possible to enhance the annual pass  
15 program, and this stipend is part of that  
16 process. District leadership ultimately  
17 determined that \$3,000 was the actual cost of  
18 purchasing the equivalent pass benefits  
19 currently held by most employees. Employees  
20 have received correspondence from our chief of  
21 staff, Paul Wizington, outlining the benefits  
22 policy. These details of the stipend program  
23 have been posted online along with the rest of  
24 the board packet on page 85. The packet is  
25 available on the District website, and the

1 program outline is as follows: For new  
2 employees, including full-time hourly, salary  
3 and non-exempt will receive an annual stipend  
4 after 90 days of hire. For current employees,  
5 the stipends will be issued annually per the  
6 District fiscal year, and are subject to  
7 applicable tax withholding requirements. We  
8 are working with our union employees to ensure  
9 that they -- that any employee covered under  
10 the collective bargaining agreement that the  
11 District has, they also have the same benefit.  
12 With regard to retirees, there are additional  
13 stipulations required to the stipend. I  
14 encourage them to read the full program  
15 document, which, again, is outlined online, and  
16 you can contact our HR department. Each  
17 provision will sunset after two years unless  
18 renewed and reviewed by the Board. I am  
19 working with our finance teams to get this  
20 distribution out and in place as soon as  
21 possible. While at this time, we are unable to  
22 disclose the details of the ongoing discussion  
23 that Central Florida Tourism Oversight staff is  
24 having with our taxpayers, I am seemingly  
25 optimistic that a solution is coming soon. I

1 will provide an update as soon as possible. In  
2 the meantime, we are providing the resources to  
3 meet our budgetary obligation. We will have a  
4 larger discussion on the topic later in the  
5 meeting.

6 For now, I would like to call up CFO Susan  
7 to present our final budget for fiscal year  
8 2024, Susan.

9 MS. HIGGINBOTHAM: This is our fourth  
10 public meeting and presentation on the ad  
11 valorem budget providing the general fund and  
12 debt service fund. In July, we discussed and  
13 voted on a proposed millage rate that went on  
14 our trends. In August, we had a detailed  
15 budget workshop. Two weeks ago we voted on our  
16 tentative budget, and today we are presenting  
17 our final budget and millage for your approval.

18 A lot of these slides will be familiar,  
19 and most have not even changed since the  
20 two-week ago presentation.

21 So starting with our assessed values,  
22 \$15.3 billion for fiscal year '24. This is the  
23 basis that we apply our millage rate to. Our  
24 debt millage rate, 3.96, a decrease from  
25 4.64 mils for the prior year, and our operating

1 millage rate of 8.99 mils, which is a decrease  
2 of 9.26 mils.

3 Because we participate in the State of  
4 Florida truth and millage process, I am  
5 required to inform you about the rollback rate.  
6 The rollback rate is the rate that would  
7 generate the same taxes as the prior year,  
8 taking into consideration the new assessed  
9 values and the new construction of  
10 \$265 million. The rollback rate calculated is  
11 8.2610, and our millage rate of 8.99 is  
12 8.82 percent above the rollback rate.

13 This slide is representative of our total  
14 revenues. There is no change from our  
15 tentative budget. With ad valorem, we have  
16 \$188.4 million, which is the majority of our  
17 total revenue.

18 We discussed before our permits and fees.  
19 We are currently doing a rate study to make  
20 sure that our building safety is collecting  
21 revenue to covering the cost of their  
22 department, and we will bring those rates to  
23 you at our October meeting for you to vote on.

24 For our expenditures, we do have an  
25 increase in our total expenditures of

1           \$2 million over the \$191 million from our  
2 tentative. The increase is due to the new pass  
3 stipend program and the District's community  
4 outreach initiatives that begin in fiscal year  
5 '24.

6           Our fund balance previously was presented  
7 at 36.7 million, is now being presented at  
8 34.7 million, and the decrease is due to the  
9 increased expenditures that we just discussed.  
10 We do have a new fund balance policy, and our  
11 fiscal year '24 ending fund balance will meet  
12 the policy. We have 2 million set aside for  
13 emergency repairs and replacement. 6 million  
14 committed to property appraisers, and this is a  
15 number we increase each year just trying to put  
16 money aside in anticipation of the pending  
17 lawsuits with the property appraiser.

18           23.5 million is our requirements of our  
19 two months ending fund balance.

20           So that is the summary of the final  
21 balance -- final budget. We will have a public  
22 hearing soon -- well, an initial public hearing  
23 where we will vote on the millage and the  
24 budget.

25           CHAIR GARCIA: Any questions or comments

1 from the Board?

2 MR. AUNGST: I do have one question, Mr.  
3 Chair. Thank you.

4 Susan, thank you again so much for your  
5 work on this budget. I very much appreciate  
6 it, Mr. Gilzean and all the Board members.

7 Specific on public safety, traffic  
8 engineering, infrastructure improvements for  
9 roadways, I think there has been some  
10 misunderstanding online specifically about what  
11 this budget does for roadway improvements and  
12 for public safety.

13 First, you know, we are -- we prioritized  
14 early on in this administration back in April  
15 to bring all of our guardrails on our roadways  
16 up to DOT standards, whereas, I think it was  
17 something like two-thirds of them were  
18 substandard. Don't quote me on it. It was a  
19 significant percentage of the guardrails on the  
20 roadways were not up to the state standards, so  
21 this budget does that; is that correct?

22 MS. HIGGINBOTHAM: This is a base-in  
23 approach, so we have 2.7 million budgeted for  
24 fiscal year '24. Catherine can tell me if it  
25 is either a three or five-year project, but we



1 will be assigning funds each year until that is  
2 completed.

3 MR. AUNGST: So I think the line item that  
4 I saw reported that was allegedly cutting back  
5 roadway improvements or infrastructure  
6 improvements was about a voluntary paving  
7 program, and as I believe Director Gilzean  
8 said, that's the only reason that's being  
9 delayed is because supply chain issues are  
10 entirely out of our control. There is no way  
11 in any manner an attempt to reduce the budget  
12 or decrease spending in much needed  
13 infrastructure; is that right, or can you shed  
14 a little bit more light on that?

15 MS. HIGGINBOTHAM: Yes, that's correct.  
16 We still have paving in our budget. I talked  
17 about we have planned paving for some patchwork  
18 on Hartzog Road North, as well as paving by  
19 Riviera. And yes, this is what we think we can  
20 do next year taking care of supply chain  
21 issues, and it is within our budget and our  
22 millage.

23 MR. AUNGST: Thank you.

24 CHAIR GARCIA: Any other comments,  
25 questions from fellow Board members?

1           Hearing none. Thank you very much, Susan,  
2           for your thorough presentation.

3           And we will move -- does that conclude  
4           your report, Mr. Gilzean?

5           MR. GILZEAN: That does, sir, yes.

6           CHAIR GARCIA: We will move to item 8.1,  
7           and I will turn it over to Mr. Gilzean.

8           MR. GILZEAN: So this particular item,  
9           specifically Board member -- Supervisor Peri  
10          has been working diligently, and I think he has  
11          a report he would like to share.

12          MR. PERI: Sure. Thank you Administrator  
13          Gilzean, and thank you, Mr. Chairman.

14          I know that I speak for the entire Board  
15          when I say I am grateful for the exceptional  
16          quality of the employees of our District.  
17          Level of professionalism, the hard work, the  
18          commitment is pretty impressive.

19          Over the past two months, members of the  
20          Board and myself have dedicated a very  
21          substantial amount of time to meeting employees  
22          and finding a good solution to providing passes  
23          and benefits that are at least the equivalent  
24          of what they have been used to receiving.

25          Now, let me first speak to the employees

1           that are here today. I really enjoyed getting  
2           to know you all. I mean really it's fantastic,  
3           and I am hopeful that we are able to convey  
4           that this Board genuinely cares about you and  
5           your families as people, not just as employees.  
6           We heard you, and we have worked to respond  
7           accordingly. I know that these passes mean the  
8           world to you, and that they are much more than  
9           a ticket to a theme park. I know you and your  
10          families will carry the visits that you make  
11          there probably for the rest of your lives. I  
12          know that I have photos from our family  
13          visiting back in the early '70s, and it's a joy  
14          just to look at them and bring back memories.  
15          Some of the people in those photos aren't here  
16          anymore. And what a wonderful thing to be able  
17          to share a little bit of your work with your  
18          family. The passes allow you to share that  
19          with the people you love in a way that may, in  
20          fact, outlive you and me.

21                 The work you are doing in the parks is  
22                 part of your legacy, and so we are committed to  
23                 ensuring that our employees are compensated  
24                 fairly for that exceptional work.

25                 And now I would like to speak to everyone

1 and say to you that our employees are an elite  
2 group with commitment and skill sets well  
3 beyond what is typically the case for a public  
4 service organization. They have to be, given  
5 the millions of tourists and the advanced  
6 nature of the iconic rides and complex  
7 infrastructure that exists within the District,  
8 which, by the way, is amongst the most  
9 technologically advanced in the world.

10 And so I would like to make certain to  
11 clarify that the Board never intended to do  
12 away with the passes, but the change in our  
13 relationship with Disney meant that we had to  
14 secure them for our employees in a different  
15 way. And also knowing that 70 percent of the  
16 passes were unused last year, we thought it  
17 also made sense to provide our employees and  
18 retirees who did not use the passes with a new  
19 benefit, and that is the freedom to receive the  
20 cash value of the passes instead of the passes  
21 themselves.

22 We, like most of our employees, initially  
23 understood that the passes were standard  
24 third-party passes, and we set the value  
25 accordingly. We have since discovered that the

1 passes and their features were much more than  
2 that, and were, in fact, designed for people  
3 who are committed to servicing and supporting  
4 the parks, not merely for attendees. Having  
5 said that, we very much want to encourage our  
6 people who can, who are able, to use the passes  
7 at every opportunity. This has a very  
8 significant benefit to all stakeholders.

9 To help in understanding the nature of  
10 this stakeholder benefit, let me share from my  
11 personal experience. For 25 years, I was CEO  
12 of a technology company that provided airline  
13 reservation systems to airlines around the  
14 world. Those airlines understood that it  
15 benefited them to provide flight passes to our  
16 employees. Since the airline saw the very real  
17 benefit to the airline, if our employees flew  
18 their airlines and became familiar with their  
19 offerings on a personal level, support for the  
20 airlines was enhanced significantly. Likewise  
21 in terms of delivering an elite level of  
22 support, the Disney passes have a benefit that  
23 goes far beyond benefiting our employees. This  
24 is particularly true with regards to enhancing  
25 safety. For example, if a 911 dispatcher

1 receives a call about someone having a heart  
2 attack or heat exhaustion or other issue, if  
3 that person knows the park because they are a  
4 frequent visitor themselves, they will more  
5 rapidly be able to know what immediate help is  
6 close by, and they will know the best nearby  
7 alternatives for assisting the person that is  
8 in distress and those precious seconds  
9 immediately after the call. Or consider the  
10 benefits if a first responder who has been  
11 frequenting the parks knows from personal  
12 experience the quickest way to get to a person  
13 in need, if a call comes in regarding one of  
14 the iconic rides, someone who knows the ride  
15 will likely provide better support than someone  
16 who does not. Seconds saved often equate to  
17 lives saved and better outcomes for everyone.

18 We, therefore, want to encourage the  
19 people to use the passes on every possible  
20 occasion. It's good for them, and it's good  
21 for all stakeholders.

22 Now, I know the administrator is  
23 diligently working and making every effort to  
24 rapidly implement these adjustments, and I am  
25 confident that we will be able to give you the

1 details very soon. As we continue to work  
2 through these details, we, once again, want to  
3 thank you all for your extraordinary efforts  
4 and your hard work. Thank you.

5 CHAIR GARCIA: Any other comments or  
6 questions from the Board?

7 MS. ZIEGLER: I have a couple comments. I  
8 know a motion has not been made, but I want to  
9 thank Supervisor Peri for working, and for that  
10 overview for those who may not be aware of what  
11 has taken place behind the scenes.

12 I also want to thank the employees for  
13 taking the time and having a very honest  
14 conversation with myself, and so it seems the  
15 other Board members -- as I said before, it's a  
16 very unusual place to be, but it's not lost on  
17 us. We are human beings, and know lives are  
18 impacted by that, and it is not taken lightly.  
19 Nor is it something that is being overlooked in  
20 any way.

21 I think, again, Supervisor Peri, the way  
22 you explained it about the ongoing negotiations  
23 in order for this Board to try to find a  
24 resolution, but also find that medium between  
25 our fiscal responsibility and the balance of

1           what we are putting in place, along with the  
2           consistent -- or continued attempt to provide  
3           rich benefits to anyone who works here, but to  
4           continue to have the high caliber that we see  
5           around here. And so I hope that all of you can  
6           understand that is certainly a priority in  
7           continuing on, but wanting to -- hopefully --  
8           again, the details not being provided yet, but  
9           hopefully that is being seen by all members and  
10          all stakeholders inside the District.

11                 But I want to reiterate something that was  
12           said last time by Supervisor Peri, and I said  
13           it then and I will say it now, having worked in  
14           the private sector and working in another --  
15           from the Board's standpoint, another public  
16           entity, the caliber of professionals here is  
17           truly unmatched. And it's understood because  
18           of the -- we are on the world stage here, and  
19           it's not just the stage, but it's the safety  
20           component, and that is the experiential  
21           standpoint, so it's an honor to work with you  
22           all, and that is why I want to make very clear  
23           that it is a commitment to see that we continue  
24           to try to meet benefits to get the elite class  
25           of staff and professionals that has been since



1 the beginning of this District, so I thank you.

2 CHAIR GARCIA: Thank you for those  
3 comments.

4 And any other comments or questions from  
5 the Board?

6 MR. AUNGST: Thank you, Mr. Chair.

7 I just wanted to weigh in and first thank  
8 Mr. Peri for his elegant words, and also  
9 Supervisor Ziegler for all of her work on this  
10 issue and all of the Board, Mr. Gilzean and  
11 Susan and Paula and everyone that has worked on  
12 this. Chief Ferrari has been working on this,  
13 as well.

14 One of the things I said in our August  
15 meeting is that I don't want our employees to  
16 feel left out of this budget, and I am hopeful  
17 that after tonight, you will see that this  
18 Board was responsive and available to you. We  
19 were accessible. We were responsive, and we  
20 are being accountable. And good government  
21 should be transparent and accountable and  
22 responsive. We have to be transparent in the  
23 fact that the old way this program was  
24 structured could no longer legally continue,  
25 and so we needed your help, your expertise,

1 your voices to be heard so that we could work  
2 together collaboratively to find a better way  
3 to move forward that gave you as close to the  
4 same experience as you had before. I want you  
5 all to know that we sincerely value you. We  
6 cherish your expertise. We value your  
7 commitment to the District. We thank you for  
8 sticking with us on this, and for also  
9 participating in your government, and I want  
10 you to continue to do that.

11 I also want to thank our taxpayer partners  
12 for collaborating so far on this issue and for  
13 working with Mr. Gilzean. I look forward to  
14 many, many more collaborations to come, so  
15 thank you.

16 CHAIR GARCIA: Thank you for those  
17 comments.

18 Any other comments or questions from the  
19 Board?

20 I couldn't say it any better than my  
21 fellow Board members, and I very much  
22 appreciate all the hard work that my fellow  
23 Board members have put into this and their time  
24 and commitment and sensitivity to the issue.

25 And with that, is there a motion that we

1 adopt the policy of 8.1?

2 MR. PERI: So moved.

3 CHAIR GARCIA: Is there a second?

4 MR. BARAKAT: Second.

5 CHAIR GARCIA: All in favor indicate by  
6 saying aye.

7 THE BOARD: Aye.

8 CHAIR GARCIA: Any opposed?

9 Let the record reflect, the motion passes  
10 unanimously.

11 Let's move to public hearings, Resolution  
12 650. Mr. Ardaman.

13 MR. ARDAMAN: Yes, sir, Resolution No.  
14 650, a resolution amending Resolution No. 396,  
15 deleting privilege fees and reaffirming permit  
16 requirements for telecommunications companies'  
17 usage of District property, and providing  
18 severability, conflicts and an effective date.

19 CHAIR GARCIA: Do we ask for public  
20 comments?

21 MR. ARDAMAN: Yes, Mr. Chairman, that's  
22 fine. It's not a public hearing, but it's  
23 appropriate for public comment.

24 CHAIR GARCIA: Are there any public  
25 comments with respect to Resolution 650?

1 Yes, ma'am, one of the privileged fees.

2 MS. ZIEGLER: Chair, would it be more  
3 appropriate --

4 CHAIR GARCIA: Please address from the  
5 podium.

6 For the record because it's being  
7 transcribed, please tell us your name again.

8 MS. McDONALD: Debbie McDonald. I just  
9 had a question, what are the privilege fees  
10 being planned? I just didn't know if there was  
11 a resolution.

12 CHAIR GARCIA: Mr. Ardaman, could you  
13 please explain.

14 MR. ARDAMAN: Certainly. The legislation  
15 that existed previously allowed for the  
16 District to charge the fee for  
17 telecommunication providers located in District  
18 rights of way. That legislation changed. It  
19 no longer allows that, and therefore, we are  
20 changing the resolution that exists in the  
21 District, which allowed the District to charge  
22 that fee, to not allowing the District to  
23 charge that fee, at the same time reaffirming  
24 the other provisions that allow the District to  
25 regulate telecommunications and other things in

1 its right of way. Thank you.

2 CHAIR GARCIA: Thank you. Is there a  
3 motion we adopt this resolution?

4 MR. BARAKAT: I will so motion.

5 MR. AUNGST: Second.

6 CHAIR GARCIA: All in favor indicate by  
7 saying aye.

8 THE BOARD: Aye.

9 CHAIR GARCIA: Any opposed?

10 Let the record reflect, the motion passes  
11 unanimously.

12 Resolution 651?

13 MR. ARDAMAN: Yes, Resolution No. 651,  
14 final millage rate. This a request for the  
15 Board to consider and adopt a millage rate for  
16 fiscal year 2024 and adoption of Resolution of  
17 No. 651. The Central Florida Tourism Oversight  
18 District through you all as the Board of  
19 supervisors hereby intends to levy and operate  
20 a millage rate of \$8.9900 per \$1,000 of  
21 assessed value for fiscal year 2024, which is  
22 8.82 percent more than the rollback rate of  
23 8.2610 computed pursuant to Florida Statute  
24 200.065, and that the Central Florida Tourism  
25 Oversight District through its Board of

1 supervisors intends to level a debt -- hereby  
2 intends to level a debt -- a debt service  
3 millage rate of \$3.9600 per \$1,000 of assessed  
4 value for fiscal year 2024, thereby levying a  
5 total millage rate of \$12.9500 per \$1,000 of  
6 assessed value for the fiscal year 2024.

7 And this is a public hearing,  
8 Mr. Chairman.

9 CHAIR GARCIA: Yeah, this issue has been  
10 discussed extensively by the Board and others  
11 for the past several meetings, but are there  
12 any public comments on this resolution?

13 Seeing none, is there a motion?

14 MR. AUNGST: Mr. Chair, a move to approve  
15 Resolution No. 651.

16 CHAIR GARCIA: Is there a second?

17 MS. ZIEGLER: Second.

18 CHAIR GARCIA: All in favor indicate  
19 saying aye.

20 THE BOARD: Aye.

21 CHAIR GARCIA: Any opposed?

22 Let the record reflect the motion passes  
23 unanimously.

24 Next, Resolution No. 652, Mr. Ardaman.

25 MR. ARDAMAN: Yes, sir, Resolution

1 No. 652, final budget, this is request for the  
2 Board's consideration and adoption of the final  
3 fiscal year 2024 budget for the Central Florida  
4 Tourism Oversight District as presented and  
5 adoption of Resolution No. 652, the Central  
6 Florida Tourism Oversight District set forth  
7 the appropriations and revenue estimate for the  
8 final budget of fiscal year 2024 in the amount  
9 of \$228,329,542, and that the Central Florida  
10 Tourism Oversight District hereby through its  
11 Board of supervisors adopts a final budget for  
12 the fiscal year 2024.

13 This is also a public hearing, Mr.  
14 chairman.

15 CHAIR GARCIA: We discussed this  
16 extensively too for the past several meetings.  
17 Is there any public comment on this?

18 MS. McDONALD: Apology. I know you  
19 discussed it. I just had a couple questions  
20 from the printout online.

21 The security and emergency management  
22 showed nothing for the fiscal year 2023, and  
23 2.3 million for 2024. I didn't know if that  
24 was just a typo, or that's a new area?

25 CHAIR GARCIA: So you come to several of

1           our meetings, and you have heard me say this  
2           before, but this is a time for public comments.  
3           If you have questions, we will meet with you,  
4           Mr. Gilzean or someone from his staff, but this  
5           is not a time for questions. You have heard me  
6           say it before.

7           MS. McDONALD: Okay. Then I will just  
8           make my last public comment.

9           I did notice that the planning and  
10          emergency roadways were reduced by 3.1 million,  
11          and I just wanted to express concern for our  
12          area because that's a very large cut. Thank  
13          you.

14          CHAIR GARCIA: Thank you for your  
15          comments.

16          Is there a motion on this resolution?

17          MR. AUNGST: I will so motion.

18          CHAIR GARCIA: Is there a second?

19          MS. ZIEGLER: Second.

20          CHAIR GARCIA: All in favor indicate by  
21          saying aye.

22          THE BOARD: Aye.

23          CHAIR GARCIA: Any opposed?

24          Let the record reflect that motion passes  
25          unanimously.



1 Resolution 653, Mr. Ardaman.

2 MR. ARDAMAN: Yes, sir, Resolution 653,  
3 final utility rates. This is a public hearing  
4 to consider adoption of proposed utility rates  
5 and budget for the Central Florida Tourism  
6 Oversight District utilities division. Request  
7 for the Board's consideration and adoption of  
8 proposed rates for water, chilled water,  
9 electric, hot water, reclaimed water, solid  
10 waste, natural gas and sewer for customers  
11 served by the Central Florida Tourism Oversight  
12 District effective for the first meter reading  
13 after September 17, 2023.

14 Resolution 653 as a public hearing,  
15 Mr. Chairman.

16 CHAIR GARCIA: This resolution was  
17 discussed extensively by our consultants and  
18 the Board here earlier. Are there any other  
19 public comments?

20 Hearing none, is there a motion to adopt  
21 the resolution?

22 MR. AUNGST: Move to approve agenda 9.4.

23 CHAIR GARCIA: Is there a second?

24 MS. ZIEGLER: Second.

25 CHAIR GARCIA: All in favor indicate by

1 saying aye.

2 THE BOARD: Aye.

3 CHAIR GARCIA: Any opposed?

4 Let the record reflect, the resolution  
5 passes unanimously.

6 Resolution 654, Mr. Ardaman.

7 MR. ARDAMAN: Yes, sir, Resolution 654,  
8 final utility budget, request that the Board  
9 consider and adopt final fiscal year 2024  
10 utility budget for the Central Florida Tourism  
11 Oversight District as presented.

12 Resolution 654 also a public hearing.

13 CHAIR GARCIA: This, as well, has been  
14 discussed extensively already, but are there  
15 any public comments?

16 Hearing none, is there a motion to adopt  
17 this resolution?

18 MR. PERI: So moved.

19 CHAIR GARCIA: Is there a second?

20 MR. BARAKAT: Second.

21 CHAIR GARCIA: All in favor indicate  
22 saying aye.

23 THE BOARD: Aye.

24 CHAIR GARCIA: Any opposed?

25 Let the record reflect the motion passes

1           unanimously.

2                   Next, resolution 655, Mr. Ardaman.

3                   MR. ARDAMAN: Resolution No. 655, a  
4 resolution of the Central Florida Tourism  
5 Oversight District adopting an emergency  
6 management plan.

7                   MR. GILZEAN: Mr. Chairman, at this time,  
8 I would like to call Tanya Naylor to come up  
9 and give some commentary on this resolution.

10                   MS. NAYLOR: Good evening, distinguished  
11 Board Chair, Board members, Mr. Gilzean,  
12 Mr. Ardaman.

13                   Today I am pleased to present a hurricane  
14 emergency preparedness plan for your approval.

15                   The District's commitment to preparedness  
16 has all of the wellness to officially face  
17 impending storms and recover, thus allowing and  
18 enabling our taxpayers to resume normal  
19 operations.

20                   As Chris Ferraro said, our Central Florida  
21 residents often turn to the District during a  
22 storm. They feel safe here to bring their  
23 families. Our hotels remain fully powered. We  
24 have, you know, facilities that allow for the  
25 strength of the hurricane winds. We have

1 provisions of food and water that are readily  
2 available to our guests. This responsibility  
3 is one we hold with utmost gravity, which is  
4 why we diligently formulated our comprehensive  
5 emergency management plan for the hurricane.  
6 It's purpose is to guarantee that our taxpayers  
7 can continue to receive essential services  
8 during these extraordinary weather events.

9 Over the past nine years, this plan has  
10 involved through rigorous post event  
11 evaluations with the District team playing  
12 pivotal role in its success. This marks the  
13 first emergency management plan brought before  
14 the Board underscoring our unwavering  
15 dedication to our community's safety and  
16 well-being. Thank you for your consideration.

17 Do you have any questions?

18 CHAIR GARCIA: No, just thank you for an  
19 excellent presentation, and for always keeping  
20 us safe, Tanya. We appreciate all your good  
21 work, and that was a fabulous presentation.

22 Any comments from my fellow Board members?

23 MR. PERI: Yes, I would like to just say  
24 that I have had the opportunity to tour and get  
25 involved a little bit in understanding the

1 emergency management plan and what we do and  
2 the services. It is incredibly, incredibly  
3 impressive. You should be teaching a course to  
4 most of the companies in this area on how to  
5 prepare. I just think it's fantastic. Thank  
6 you for what you have done.

7 MS. ZIEGLER: Thank you very much.

8 CHAIR GARCIA: Any other comments or  
9 questions from my fellow Board members?

10 Hearing none, thank you very much Tanya.

11 MS. NAYLOR: Thank you.

12 CHAIR GARCIA: And this also is open for  
13 public comment. Any public comments?

14 Any further discussion by Board members?

15 If not, is there a motion we approve the  
16 resolution?

17 MS. ZIEGLER: I move we approve Resolution  
18 No. 655.

19 CHAIR GARCIA: Is there a second?

20 MR. AUNGST: Second.

21 CHAIR GARCIA: All in favor indicate by  
22 saying aye.

23 THE BOARD: Aye.

24 CHAIR GARCIA: Any opposed?

25 Let the record reflect that the resolution

1 passes unanimously.

2 Any unfinished business or other business  
3 that needs to come before the Board?

4 MR. BARAKAT: Mr. Chair, if I could just  
5 have a couple minutes to comment on a few  
6 things.

7 So first of all, I just wanted to publicly  
8 thank -- I was fortunate today to spend some  
9 time with Mike Crikis and the entire  
10 environmental services team Craig Saint from  
11 the construction team, and I want to circle  
12 back and absolutely echo what was said earlier.  
13 Mike, you and your team are an absolutely first  
14 class operation. I think it's important to  
15 mention for many, many years that team and this  
16 District is well regarded throughout the entire  
17 state as kind of best in class from the  
18 mosquito control to the overwhelmingly healthy  
19 and productive fish ponds. Top to bottom, it  
20 is a first class -- we have first class  
21 environmentally quality standards. In  
22 preserving the quality of an ecosystem, it's  
23 really central -- these are the headwaters of  
24 the Everglades we are talking about, and it's  
25 truly a tremendous public trust in this

1 District's hands. And, Mike, you and your  
2 entire team carry that torch, and I want you  
3 and your team to know that's appreciated by  
4 this Board, and I think throughout the state,  
5 and thank you for your efforts.

6 And as to Craig and his team on the  
7 construction side, it is no easy task to run a  
8 construction operation anywhere, but certainly  
9 not in one of the most high traffic and highly  
10 visible tourist destinations or destinations of  
11 any kind in the entire world. It is truly a  
12 high degree of difficulty job top to bottom,  
13 and Craig and his team do it first class.

14 So thank you, Craig, for that.

15 And I just want to underline, for all of  
16 this Board's criticisms of the prior Board's  
17 actions, none of that should be taken as a --  
18 as any kind of a criticism, and I stand by  
19 them, and none of that should be taken as a --  
20 any kind of reflection, other than absolutely  
21 appreciation of what the employees of this  
22 District have done. I, at least, speaking for  
23 myself, and I think I would say certainly for  
24 the rest of the Board, as we said earlier, it  
25 is just a tremendous operation in this

1 District, and from those that have been with  
2 the District from one year to 40 years, we  
3 appreciate you all. So thank you so much.

4 And finally, just to thank -- I was also  
5 privileged to speak with leadership from the  
6 Celebration CBD and from South Florida State  
7 College about future partnerships with Citicon  
8 and their organizations, and sort of a  
9 potential maximizing of the land use potential,  
10 as well as potential partnerships, and I want  
11 to thank them for their time.

12 And certainly a specific thanks to Senator  
13 Dennis Baxley, who represents this District  
14 ably, very ably in Tallahassee to speak -- who  
15 had some questions and talk about our duty as a  
16 Board to report to the legislature on our  
17 activities and future goals, and specifically  
18 sort of our best practices in governance. And  
19 we have got a really exciting opportunity to  
20 set a new standard for a blueprint for  
21 efficient and transparent government and  
22 effective and accountable public and private  
23 partnership, and I would say -- so thank you to  
24 the senator his time.

25 And what I would say again to the



1 employees, No. 1, you can take great pride in  
2 providing tremendous level of services to -- as  
3 has been said, a -- the District is a  
4 destination that makes memories for families  
5 all around the world, but also in this new era,  
6 we are going to be creating the blueprint for  
7 best practices in government that will I think  
8 be a blueprint not just throughout the State of  
9 Florida but throughout the country. So you can  
10 all take great pride in being part of that new  
11 effort.

12 So thank you all.

13 Thank you, Mr. Chair.

14 CHAIR GARCIA: Thank you, Supervisor  
15 Barakat, for those very appropriate comments,  
16 and I endorse everything you said, and thank  
17 you for making those comments.

18 Any other comments from the Board? Any  
19 other unfinished business or new business that  
20 needs to come before the Board?

21 Hearing none, we will stand adjourned.

22 Thank you all for coming to today's  
23 meeting.

24 (Time ended 7:30 p.m.)  
25

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

CERTIFICATE OF REPORTER

STATE OF FLORIDA:  
COUNTY OF ORANGE:

I, TARA K. SLOCUM, RPR, CRR, CSR, Court Reporter and Notary Public, certify that I was authorized to and did stenographically report the foregoing proceedings and the transcript is a true and accurate record of my stenographic notes.

DATED this 1st day of OCTOBER 2023.



---

TARA K. SLOCUM, RPR, CRR, CSR  
Court Reporter

	<b>\$6.2 (1)</b> 63:23	<b>act (1)</b> 18:18	<b>15;112:20;113:9,16</b>	<b>agreements (9)</b> 29:11;32:11;47:23;
<b>\$</b>	<b>\$6.9 (2)</b> 74:25;77:18	<b>acting (2)</b> 9:21,25	<b>adopting (1)</b> 114:5	49:6;55:21;60:22;
<b>\$1,000 (3)</b> 108:20;109:3,5	<b>\$8.9900 (1)</b> 108:20	<b>action (1)</b> 24:6	<b>adoption (6)</b> 17:1;108:16;110:2,	62:22;79:14,16
<b>\$1.1 (1)</b> 65:6	<b>\$902,040 (2)</b> 13:3,4	<b>actions (2)</b> 48:19;118:17	<b>adopts (1)</b> 110:11	<b>ahead (2)</b> 15:20;20:23
<b>\$1.5 (1)</b> 63:19	<b>A</b>	<b>active (2)</b> 78:24;79:11	<b>advance (2)</b> 86:19;87:4	<b>Aid (1)</b> 6:12
<b>\$1.6 (2)</b> 64:5;76:17	<b>abilities (1)</b> 17:25	<b>activities (1)</b> 119:17	<b>Advanced (3)</b> 3:14;99:5,9	<b>airline (3)</b> 100:12,16,17
<b>\$1.7 (1)</b> 75:3	<b>able (10)</b> 11:22;21:13;29:15;	<b>actual (1)</b> 90:17	<b>advances (1)</b> 55:7	<b>airlines (5)</b> 82:9;100:13,14,18,
<b>\$1.9 (1)</b> 63:13	37:6;87:11;98:3,16;	<b>actually (3)</b> 9:5;72:3;80:16	<b>advancing (1)</b> 28:22	20
<b>\$100,000 (1)</b> 76:20	100:6;101:5,25	<b>acute (1)</b> 49:15	<b>advise (1)</b> 56:20	<b>alarming (1)</b> 7:8
<b>\$12.9500 (1)</b> 109:5	<b>ably (2)</b> 119:14,14	<b>ad (2)</b> 92:10;93:15	<b>advisor (1)</b> 53:14	<b>alert (1)</b> 29:4
<b>\$13 (1)</b> 77:8	<b>above (3)</b> 27:4;77:17;93:12	<b>add (6)</b> 52:16;53:13;58:8;	<b>AED (1)</b> 6:12	<b>aligning (2)</b> 71:17;74:11
<b>\$139 (1)</b> 30:16	<b>absolutely (3)</b> 117:12,13;118:20	60:7;84:21,22	<b>affect (1)</b> 10:15	<b>allegedly (1)</b> 96:4
<b>\$15.3 (1)</b> 92:22	<b>accept (1)</b> 58:16	<b>addition (2)</b> 37:18;43:8	<b>affiliate (1)</b> 31:11	<b>allegiance (2)</b> 5:8,9
<b>\$16.5 (1)</b> 74:17	<b>acceptable (1)</b> 12:17	<b>additional (9)</b> 68:3;73:6;77:3,5,9,	<b>affiliates (2)</b> 41:15,19	<b>allocate (1)</b> 71:2
<b>\$188.4 (1)</b> 93:16	<b>accepted (1)</b> 20:19	13;84:19;86:4;91:12	<b>afternoon (5)</b> 4:17;5:16,19,25;	<b>allocates (1)</b> 39:15
<b>\$191 (1)</b> 94:1	<b>accessible (1)</b> 104:19	<b>Additionally (1)</b> 89:6	9:23	<b>allocating (2)</b> 39:3;57:5
<b>\$192 (2)</b> 62:9;74:12	<b>accommodate (1)</b> 21:21	<b>address (3)</b> 34:15;88:8;107:4	<b>Again (20)</b> 9:6;14:25;15:15;	<b>allocation (2)</b> 46:2,16
<b>\$2 (1)</b> 94:1	<b>accommodating (1)</b> 12:14	<b>addressed (1)</b> 17:5	20:9;26:11;32:16;	<b>allow (4)</b> 26:8;98:18;107:24;
<b>\$2,000 (1)</b> 26:9	<b>accordingly (3)</b> 49:19;98:7;99:25	<b>addressing (1)</b> 22:19	61:20;64:19;68:14;	114:24
<b>\$2.5 (1)</b> 63:9	<b>account (1)</b> 13:2	<b>adequacy (2)</b> 64:21;66:21	72:10;77:5;85:12;	<b>allowances (1)</b> 52:9
<b>\$20 (2)</b> 53:2,7	<b>accountable (3)</b> 104:20,21;119:22	<b>adjacent (1)</b> 79:19	87:13;91:15;95:4;	<b>allowed (7)</b> 16:25;26:20,20;
<b>\$228,329,542 (1)</b> 110:9	<b>accounting (5)</b> 26:24;39:8,9;45:16;	<b>adjoined (1)</b> 120:21	102:2,21;103:8;	27:3;28:14;107:15,21
<b>\$265 (1)</b> 93:10	76:17	<b>adjust (6)</b> 40:17;44:8,10;	107:7;119:25	<b>allowing (2)</b> 107:22;114:17
<b>\$3 (1)</b> 76:15	<b>accounts (1)</b> 72:25	47:14;49:13;84:24	<b>against (3)</b> 38:13,22;76:22	<b>allows (1)</b> 107:19
<b>\$3,000 (2)</b> 89:16;90:17	<b>accumulated (1)</b> 37:1	<b>adjusted (2)</b> 49:19;78:1	<b>age (3)</b> 13:13;33:22;42:12	<b>alluded (2)</b> 16:24;66:20
<b>\$3.1 (1)</b> 76:17	<b>achieve (1)</b> 29:17	<b>adjusting (3)</b> 39:20;85:3,5	<b>agencies (2)</b> 36:12;42:9	<b>almost (3)</b> 15:2;24:1;60:25
<b>\$3.39 (1)</b> 63:1	<b>achieved (1)</b> 87:23	<b>adjustment (1)</b> 90:1	<b>agenda (10)</b> 9:3,13,15;15:18,21,	<b>along (6)</b> 7:11;10:7;16:17;
<b>\$3.9600 (1)</b> 109:3	<b>acknowledge (4)</b> 16:20;17:10;22:10;	<b>adjustments (6)</b> 39:12;44:22;48:15;	24;16:2;17:2;28:23;	47:25;90:23;103:1
<b>\$34.5 (2)</b> 63:12,13	26:11	67:20;88:19;101:24	112:22	<b>alternatives (2)</b> 50:12;101:7
<b>\$5.1 (2)</b> 63:25;76:3	<b>acknowledged (2)</b> 22:12;24:16	<b>admin (1)</b> 63:17	<b>aging (1)</b> 13:22	<b>Although (3)</b> 17:13;19:9;24:22
<b>\$50 (2)</b> 64:18;65:1	<b>acknowledgments (1)</b> 16:16	<b>administration (1)</b> 95:14	<b>ago (5)</b> 10:7;14:14;16:25;	<b>always (12)</b> 18:1,4,25;21:9;
<b>\$500,000 (1)</b> 53:5	<b>across (10)</b> 17:19,24;28:10;	<b>administrator (4)</b> 7:12;28:18;97:12;	92:15,20	24:25;25:24;29:7;
	47:12;65:1;69:16;	101:22	<b>agree (1)</b> 34:12	46:4,5;47:5;85:1;
	73:6;74:21,23;76:25	<b>adopt (7)</b> 30:23;106:1;108:3,	<b>agreed (1)</b> 18:17	115:19
			<b>agreement (12)</b> 31:8;32:23;35:19,	<b>Amanda (1)</b> 34:22
			21;36:3;47:21;48:10;	<b>amazing (2)</b> 19:20;21:6
			61:1;63:11;83:16,24;	
			91:10	

<b>ambulances (1)</b> 14:16	<b>apparently (1)</b> 8:8	<b>April (2)</b> 19:25;95:14	82:2	108:7,8;109:19,20; 111:21,22;113:1,2,22, 23;116:22,23
<b>amen (1)</b> 5:4	<b>appear (1)</b> 33:23	<b>architect (2)</b> 20:21;21:4	<b>assuming (1)</b> 53:7	
<b>amend (1)</b> 33:7	<b>appears (2)</b> 8:3;42:13	<b>Ardaman (17)</b> 15:17,20;106:12, 13,21;107:12,14; 108:13;109:24,25; 112:1,2;113:6,7; 114:2,3,12	<b>assumption (1)</b> 46:7	<b>B</b>
<b>amending (1)</b> 106:14	<b>Applause (4)</b> 22:3,17;25:15;28:5	<b>area (12)</b> 23:19,22;24:23; 35:6;50:1;58:15; 62:18;79:17;86:14; 110:24;111:12;116:4	<b>attack (2)</b> 40:9;101:2	<b>Babylon (1)</b> 4:3
<b>America (1)</b> 5:10	<b>apples-to-apples (1)</b> 69:1	<b>arise (1)</b> 52:11	<b>attempt (2)</b> 96:11;103:2	<b>back (18)</b> 6:6,11,21;11:18,23; 14:8;19:21;25:21; 46:12;55:4;69:3; 79:20;89:3;95:14; 96:4;98:13,14;117:12
<b>among (5)</b> 45:13;46:16;47:4; 71:3;74:18	<b>apples-to-oranges (1)</b> 11:19	<b>arise (1)</b> 52:11	<b>attendance (1)</b> 6:8	<b>background (1)</b> 23:21
<b>amongst (1)</b> 99:8	<b>applicable (1)</b> 91:7	<b>arise (1)</b> 52:11	<b>ATTENDEES (2)</b> 5:9;100:4	<b>baked (2)</b> 50:22;69:22
<b>amount (7)</b> 28:17;32:19;36:17; 37:2;63:19;97:21; 110:8	<b>applied (1)</b> 72:4	<b>arise (1)</b> 52:11	<b>attending (1)</b> 27:7	<b>balance (7)</b> 38:13;94:6,10,11, 19,21;102:25
<b>amounts (1)</b> 40:23	<b>apply (3)</b> 28:25;80:11;92:23	<b>arise (1)</b> 52:11	<b>attention (3)</b> 32:9;48:3;67:8	<b>balanced (1)</b> 38:22
<b>analysis (10)</b> 32:17;33:1;35:1; 39:17;45:3;48:5; 57:10,14,17,24	<b>appointed (1)</b> 13:18	<b>around (10)</b> 14:1;18:15;24:2; 35:4;75:4;88:12,14; 100:13;103:5;120:5	<b>attractions (1)</b> 17:24	<b>bank (1)</b> 38:14
<b>analyze (1)</b> 25:22	<b>appraiser (1)</b> 94:17	<b>array (1)</b> 83:19	<b>attributed (1)</b> 70:23	<b>bar (2)</b> 68:20,21
<b>anchoring (1)</b> 69:3	<b>appraisers (1)</b> 94:14	<b>articles (1)</b> 29:12	<b>audience (1)</b> 8:11	<b>BARAKAT (14)</b> 16:5;48:25;50:4; 81:25;82:5;84:2;85:9; 86:5;90:8;106:4; 108:4;113:20;117:4; 120:15
<b>Animal (1)</b> 17:21	<b>appreciate (16)</b> 14:12,21;19:8; 24:10;25:7,14;29:16; 42:19;61:4,23;70:7; 78:19;95:5;105:22; 115:20;119:3	<b>array (1)</b> 83:19	<b>audited (1)</b> 41:23	<b>bargaining (1)</b> 91:10
<b>anniversary (1)</b> 24:20	<b>appreciated (1)</b> 118:3	<b>articles (1)</b> 29:12	<b>August (5)</b> 20:18;48:8;90:1; 92:14;104:14	<b>bars (1)</b> 68:22
<b>announce (3)</b> 22:25;83:14;89:15	<b>appreciation (2)</b> 37:1;118:21	<b>aside (2)</b> 94:12,16	<b>AUNGST (25)</b> 9:8,16;13:8;14:4; 16:3;59:12;78:12,24; 79:4,10,23;80:4,12; 81:12,22;90:7;95:2; 96:3,23;104:6;108:5; 109:14;111:17; 112:22;116:20	<b>base (6)</b> 41:5;47:14;68:16; 70:2;71:7;75:19
<b>announcement (3)</b> 24:12;89:25;90:9	<b>approach (8)</b> 35:13,14,24;38:2; 60:4;82:24;83:4; 95:23	<b>as-needed (2)</b> 47:1;50:24	<b>authorities (1)</b> 79:8	<b>based (6)</b> 11:25;42:15;46:3; 48:15;49:9;73:16
<b>announcing (1)</b> 26:3	<b>approaching (1)</b> 37:3	<b>aspect (4)</b> 37:23;39:13;44:6; 78:7	<b>authority (1)</b> 79:9	<b>base-in (1)</b> 95:22
<b>annual (19)</b> 17:5;31:25;37:25, 25;39:6;40:5,23; 49:20;50:18;51:7; 61:17;64:13;65:12; 84:23;89:7,14,24; 90:14;91:3	<b>appropriate (8)</b> 57:3,4;59:6;60:14; 86:17;106:23;107:3; 120:15	<b>aspects (3)</b> 40:9;54:18;58:9	<b>authorize (1)</b> 28:16	<b>bases (1)</b> 59:9
<b>annually (5)</b> 30:23;36:8;39:22; 40:18;91:5	<b>appropriations (1)</b> 110:7	<b>assembled (1)</b> 8:4	<b>automatically (1)</b> 55:2	<b>basically (1)</b> 46:11
<b>anticipating (1)</b> 70:21	<b>approval (6)</b> 13:4;28:19;54:2; 77:5;92:17;114:14	<b>assess (1)</b> 38:2	<b>availability (3)</b> 11:10,25;12:1	<b>basis (8)</b> 40:5;47:2;50:24; 51:7;56:9;59:21;69:1; 92:23
<b>anticipation (1)</b> 94:16	<b>approve (10)</b> 16:1;28:17;30:6; 33:25;34:6;86:12; 109:14;112:22; 116:15,17	<b>assessed (5)</b> 92:21;93:8;108:21; 109:3,6	<b>available (6)</b> 6:12;34:15;89:1; 90:25;104:18;115:2	<b>battery (2)</b> 55:8;56:1
<b>anymore (1)</b> 98:16	<b>approved (4)</b> 48:20;63:12;78:20, 23	<b>assessments (1)</b> 51:6	<b>average (2)</b> 33:19;44:20	<b>Baxley (1)</b> 119:13
<b>AOP (1)</b> 37:25	<b>approves (1)</b> 64:22	<b>asset (1)</b> 52:1	<b>averaging (1)</b> 82:24	<b>beautiful (2)</b> 17:15;63:16
<b>apologize (1)</b> 40:20	<b>approving (2)</b> 15:23;34:5	<b>assets (4)</b> 33:22;55:22;65:13, 16	<b>award (4)</b> 16:17;26:6,14;28:4	<b>became (4)</b> 21:3;27:10;85:23; 100:18
<b>Apology (1)</b> 110:18	<b>approximate (2)</b> 10:12,21	<b>assigning (1)</b> 96:1	<b>awards (2)</b> 23:1;26:4	<b>become (3)</b>
<b>apparatus (3)</b> 11:3;12:2,3		<b>assignments (1)</b> 27:13	<b>aware (2)</b> 55:17;102:10	
		<b>assistance (1)</b> 42:20	<b>away (3)</b> 5:1;8:12;99:12	
		<b>assistant (1)</b> 7:15	<b>aye (16)</b> 16:7,8;106:6,7;	
		<b>assisting (1)</b> 101:7		
		<b>assists (1)</b> 51:19		
		<b>assume (1)</b>		

<p>57:6;75:11;89:1  <b>becomes (1)</b>                      75:6  <b>becoming (1)</b>                      25:1  <b>began (1)</b>                      70:18  <b>begin (3)</b>                      3:8;68:10;94:4  <b>beginning (3)</b>                      17:8,14;104:1  <b>begun (1)</b>                      29:8  <b>behalf (2)</b>                      4:15;87:11  <b>behind (4)</b>                      10:7;21:10;46:23;                      102:11  <b>beings (1)</b>                      102:17  <b>beloved (2)</b>                      17:8,22  <b>below (2)</b>                      69:8;84:5  <b>benchmark (3)</b>                      11:4;71:14;72:13  <b>benchmarking (6)</b>                      37:15,15,17,18;                      42:16;48:15  <b>beneficial (2)</b>                      71:22;72:2  <b>beneficiary (1)</b>                      8:6  <b>benefit (12)</b>                      8:5;31:4;53:14;                      67:24;68:3;71:4;                      91:11;99:19;100:8,                      10,17,22  <b>benefited (1)</b>                      100:15  <b>benefiting (1)</b>                      100:23  <b>benefits (9)</b>                      24:23;25:3;89:13;                      90:18,21;97:23;                      101:10;103:3,24  <b>best (11)</b>                      4:18;14:11;15:3;                      25:11;51:20;58:22;                      59:2;101:6;117:17;                      119:18;120:7  <b>better (10)</b>                      14:14;19:4,5;51:9;                      78:17;81:15;101:15,                      17;105:2,20  <b>beyond (7)</b>                      10:25;11:3;27:5;                      37:13;55:14;99:3;                      100:23  <b>bid (1)</b>                      11:17  <b>bids (1)</b>                      10:9</p>	<p><b>big (2)</b>                      18:22;71:10  <b>biggest (1)</b>                      38:19  <b>billion (1)</b>                      92:22  <b>bi-local (1)</b>                      28:23  <b>bind (1)</b>                      13:23  <b>biosolids (2)</b>                      71:23;86:1  <b>bit (24)</b>                      11:18,24;35:3,13;                      37:7;39:14;40:20;                      41:22;44:14;58:8,19;                      65:19;67:18;68:5,17;                      73:3;77:16,24;78:3;                      82:11;84:7;96:14;                      98:17;115:25  <b>bleed (1)</b>                      57:23  <b>blended (1)</b>                      83:8  <b>blessing (3)</b>                      3:20;5:6;54:3  <b>blue (2)</b>                      62:17;68:20  <b>blueprint (3)</b>                      119:20;120:6,8  <b>Board (100)</b>                      3:7,23;4:9,15;7:2,4;                      8:3,4,10;9:3,24;                      13:17;14:5,19;15:1,                      14;16:8,14,25;23:11;                      25:24;28:11,19,20;                      29:2,4;30:5,18,22;                      31:18;34:19;47:12;                      48:7,20,24;50:11;                      54:1;56:20;58:3,6,13,                      22;61:4,21;63:12;                      64:22;72:17;78:23;                      86:7,11,15,18;87:4,                      16;90:5,24;91:18;                      95:1,6;96:25;97:9,14,                      20;98:4;99:11;102:6,                      15,23;104:5,10,18;                      105:19,21,23;106:7;                      108:8,15,18,25;                      109:10,20;110:11;                      111:22;112:18;113:2,                      8,23;114:11,11;                      115:14,22;116:9,14,                      23;117:3;118:4,24;                      119:16;120:18,20  <b>Board's (8)</b>                      52:21;77:5;87:9;                      103:15;110:2;112:7;                      118:16,16  <b>bolster (1)</b>                      28:10  <b>bond (3)</b>                      33:13,21;36:13</p>	<p><b>Book (3)</b>                      3:11,12,19  <b>boomtown (1)</b>                      20:20  <b>borrow (1)</b>                      33:17  <b>borrowing (4)</b>                      33:25;34:1;64:19;                      78:6  <b>both (8)</b>                      12:16,17,17;14:15;                      25:13,14;69:15;74:11  <b>bottom (3)</b>                      67:21;117:19;                      118:12  <b>bounds (1)</b>                      23:6  <b>Boveri (6)</b>                      29:25;34:18,20;                      49:9;50:14;84:22  <b>bow (1)</b>                      3:21  <b>Boy (1)</b>                      18:14  <b>brand (2)</b>                      11:21;43:12  <b>breakdown (1)</b>                      66:24  <b>Brian (1)</b>                      70:19  <b>bride (1)</b>                      17:15  <b>bridge (1)</b>                      34:24  <b>bring (9)</b>                      6:14;9:21;53:16;                      61:3;88:17;93:22;                      95:15;98:14;114:22  <b>bringing (3)</b>                      14:7;25:18;67:2  <b>bronze (1)</b>                      26:7  <b>brought (6)</b>                      17:18;25:21;28:18;                      56:19;86:20;115:13  <b>BT (1)</b>                      63:1  <b>budget (79)</b>                      8:13;17:4;30:7,23;                      31:17;32:15,18,24;                      33:3,7,8,12,20;34:5,                      14;37:7,11;38:11;                      44:24;51:11;52:19,                      20;53:5,10,24,25;                      54:2;57:13;58:23;                      62:3,11,16,19;63:4,8,                      16;64:13,21;65:8,12,                      24;66:16;74:13,15;                      79:24;86:12;87:9,9,                      10,14,19,21;88:10,13,                      18;89:6,16;92:7,11,                      15,16,17;93:15;94:21,                      24;95:5,11,21;96:11,</p>	<p>16,21;104:16;110:1,3,                      8,11;112:5;113:8,10  <b>budgetary (3)</b>                      50:17,19;92:3  <b>budgeted (1)</b>                      95:23  <b>budgeting (2)</b>                      31:9;52:25  <b>budgets (2)</b>                      61:17;87:2  <b>build (4)</b>                      4:4;8:13;12:16;                      45:12  <b>building (14)</b>                      6:4,7;7:13;17:12;                      18:13;20:19;21:3,7,8,                      12,25;27:19;73:11;                      93:20  <b>buildings (1)</b>                      65:14  <b>built (2)</b>                      10:18;20:25  <b>bump (1)</b>                      44:14  <b>bundled (1)</b>                      71:19  <b>business (14)</b>                      18:20;25:17;28:14;                      36:6;41:11;56:22,23;                      63:23;82:14,16;                      117:2,2;120:19,19</p>	<p>12:11;42:23  <b>capable (1)</b>                      63:17  <b>capacity (5)</b>                      6:23;12:7;80:4,8;                      84:17  <b>capex (2)</b>                      50:11;52:19  <b>capital (27)</b>                      33:16;36:18,19;                      37:5;38:24;41:22;                      46:8;50:7,21,25;                      51:14,16,22;52:8,11;                      53:1;54:21;55:25;                      57:5;65:5,8,9,13;                      70:13;77:7,10;84:19  <b>capitalist (1)</b>                      17:19  <b>capture (1)</b>                      49:20  <b>card (1)</b>                      32:6  <b>care (3)</b>                      6:14;87:17;96:20  <b>cared (1)</b>                      4:14  <b>career (4)</b>                      20:23;23:14;24:18;                      26:18  <b>cares (1)</b>                      98:4  <b>carried (1)</b>                      5:1  <b>carry (4)</b>                      9:2;12:8;98:10;                      118:2  <b>case (3)</b>                      41:10;75:21;99:3  <b>cases (2)</b>                      39:5;90:11  <b>cash (8)</b>                      38:14;52:1,3,6;                      53:20;77:14,15;99:20  <b>catching (1)</b>                      67:14  <b>category (2)</b>                      64:10;65:7  <b>Catherine (1)</b>                      95:24  <b>cause (1)</b>                      48:4  <b>caused (1)</b>                      7:8  <b>CBD (1)</b>                      119:6  <b>CDL (1)</b>                      70:16  <b>celebrating (1)</b>                      24:19  <b>celebration (3)</b>                      16:17;19:14;119:6  <b>Center (3)</b>                      3:14;23:18,24</p>
<b>C</b>				
			<p><b>calculated (1)</b>                      93:10  <b>caliber (2)</b>                      103:4,16  <b>call (10)</b>                      3:4;19:12;28:3;                      29:22;61:14;92:6;                      101:1,9,13;114:8  <b>calling (1)</b>                      61:23  <b>calls (1)</b>                      24:4  <b>came (3)</b>                      11:18;22:7;81:7  <b>can (46)</b>                      4:18;6:8,9;10:24;                      12:13,21;15:20;                      17:16;19:13;24:5;                      25:22;28:17;32:5;                      33:14;41:1;43:16;                      44:7;45:12;47:8;48:2;                      49:20;51:8,9,10;61:7;                      69:3;70:2;71:7,10;                      72:4;74:16;80:7;84:8,                      12;85:4,5;87:19;                      91:16;95:24;96:13,                      19;100:6;103:5;                      115:7;120:1,9  <b>capability (2)</b></p>	

<p><b>Central (15)</b> 4:19;62:2;89:20; 91:23;108:17,24; 110:3,5,9;112:5,11; 113:10;114:4,20; 117:23</p> <p><b>CEO (1)</b> 100:11</p> <p><b>certain (3)</b> 49:16;89:17;99:10</p> <p><b>Certainly (6)</b> 82:13;103:6; 107:14;118:8,23; 119:12</p> <p><b>CFE (1)</b> 42:13</p> <p><b>CFO (3)</b> 29:7;87:13;92:6</p> <p><b>chain (3)</b> 88:23;96:9,20</p> <p><b>CHAIR (80)</b> 3:3;5:5,14;6:18,25; 9:11,18;13:7,8;14:18; 15:11,25;16:4,6,9,13; 48:23;50:5;52:17; 53:23;54:12;56:15; 58:1,20;60:11;61:6, 11;78:10;81:23,25; 86:6;87:6;94:25;95:3; 96:24;97:6;102:5; 104:2,6;105:16; 106:3,5,8,19,24; 107:2,4,12;108:2,6,9; 109:9,14,16,18,21; 110:15,25;111:14,18, 20,23;112:16,23,25; 113:3,13,19,21,24; 114:11;115:18;116:8, 12,19,21,24;117:4; 120:13,14</p> <p><b>Chairman (10)</b> 5:17;9:16;59:12; 78:12;97:13;106:21; 109:8;110:14;112:15; 114:7</p> <p><b>chairperson (1)</b> 25:1</p> <p><b>challenge (1)</b> 9:4</p> <p><b>change (9)</b> 10:17,18;33:9;40:1; 47:6;55:9;89:5;93:14; 99:12</p> <p><b>changed (3)</b> 49:23;92:19;107:18</p> <p><b>change-out (1)</b> 10:19</p> <p><b>changes (2)</b> 47:7;57:15</p> <p><b>changing (2)</b> 56:8;107:20</p> <p><b>chaos (5)</b> 7:3,8,17;8:4,7</p>	<p><b>Chapter (1)</b> 4:2</p> <p><b>character (1)</b> 18:9</p> <p><b>characteristics (1)</b> 44:4</p> <p><b>charge (5)</b> 23:12;70:16; 107:16,21,23</p> <p><b>check (2)</b> 81:6,8</p> <p><b>chemical (3)</b> 64:4;71:22;72:5</p> <p><b>cherish (1)</b> 105:6</p> <p><b>chief (11)</b> 7:9,9,10;9:21,25; 13:16;14:20;15:15; 29:6;90:20;104:12</p> <p><b>child (1)</b> 82:3</p> <p><b>chilled (9)</b> 41:4,13;68:1;73:12, 13,15;74:2,19;112:8</p> <p><b>chiller (1)</b> 73:8</p> <p><b>chillers (2)</b> 73:17;74:20</p> <p><b>choice (1)</b> 12:2</p> <p><b>Chris (3)</b> 61:15,18;114:20</p> <p><b>Christian (1)</b> 3:12</p> <p><b>Christine (1)</b> 61:21</p> <p><b>Church (1)</b> 3:12</p> <p><b>circle (1)</b> 117:11</p> <p><b>circumstances (1)</b> 89:18</p> <p><b>Citicon (1)</b> 119:7</p> <p><b>cities (1)</b> 59:23</p> <p><b>City (4)</b> 4:8,22;5:2;26:18</p> <p><b>clarify (1)</b> 99:11</p> <p><b>clarity (1)</b> 64:24</p> <p><b>class (9)</b> 10:1;70:23,23; 103:24;117:14,17,20, 20;118:13</p> <p><b>Classe (1)</b> 7:12</p> <p><b>classes (3)</b> 27:16;39:16;71:3</p> <p><b>clause (2)</b> 32:12;76:9</p> <p><b>clear (1)</b> 103:22</p>	<p><b>clients (2)</b> 58:11,14</p> <p><b>clock (1)</b> 24:2</p> <p><b>close (5)</b> 40:15;45:9;46:12; 101:6;105:3</p> <p><b>closed (1)</b> 31:2</p> <p><b>coasts (1)</b> 69:15</p> <p><b>Code (1)</b> 73:11</p> <p><b>cognizant (1)</b> 54:22</p> <p><b>collaborate (1)</b> 26:16</p> <p><b>collaborating (1)</b> 105:12</p> <p><b>collaborations (1)</b> 105:14</p> <p><b>collaboratively (2)</b> 27:1;105:2</p> <p><b>colleagues (3)</b> 25:23;26:19;70:18</p> <p><b>collect (2)</b> 70:13;75:6</p> <p><b>collected (2)</b> 75:4;80:18</p> <p><b>collecting (1)</b> 93:20</p> <p><b>collection (2)</b> 70:24,25</p> <p><b>collective (2)</b> 89:18;91:10</p> <p><b>College (1)</b> 119:7</p> <p><b>color (1)</b> 62:17</p> <p><b>combination (1)</b> 65:7</p> <p><b>combined (2)</b> 35:16;57:19</p> <p><b>comfort (3)</b> 31:19,21;69:14</p> <p><b>coming (11)</b> 4:11,23;11:25; 13:22;38:12;50:8; 71:11,18;78:19; 91:25;120:22</p> <p><b>commanded (2)</b> 4:2,20</p> <p><b>commend (1)</b> 28:1</p> <p><b>comment (7)</b> 6:19;61:12;106:23; 110:17;111:8;116:13; 117:5</p> <p><b>commentary (1)</b> 114:9</p> <p><b>comments (30)</b> 6:19;9:12;14:19,25;</p>	<p>15:12,13;19:20; 81:24;86:6;94:25; 96:24;102:5,7;104:3, 4;105:17,18;106:20, 25;109:12;111:2,15; 112:19;113:15; 115:22;116:8,13; 120:15,17,18</p> <p><b>commercial (4)</b> 41:7,11;44:5;84:14</p> <p><b>Commission (2)</b> 78:21;79:5</p> <p><b>commitment (7)</b> 25:8;97:18;99:2; 103:23;105:7,24; 114:15</p> <p><b>committed (3)</b> 94:14;98:22;100:3</p> <p><b>committee (1)</b> 25:2</p> <p><b>commodities (1)</b> 81:3</p> <p><b>commodity (7)</b> 68:13;69:25;73:25; 75:6;81:9,10;83:9</p> <p><b>common (1)</b> 21:23</p> <p><b>communication (1)</b> 23:23</p> <p><b>communications (1)</b> 23:18</p> <p><b>community (1)</b> 94:3</p> <p><b>community's (1)</b> 115:15</p> <p><b>companies (4)</b> 11:16;55:8;59:25; 116:4</p> <p><b>companies' (1)</b> 106:16</p> <p><b>Company (3)</b> 31:12;41:15;100:12</p> <p><b>comparability (1)</b> 37:16</p> <p><b>comparable (1)</b> 37:21</p> <p><b>compare (2)</b> 11:23;72:11</p> <p><b>compared (1)</b> 71:9</p> <p><b>comparing (1)</b> 74:9</p> <p><b>comparison (9)</b> 11:20;68:8,9,19,24; 69:6;72:15,19,22</p> <p><b>comparisons (3)</b> 42:16;70:3;72:10</p> <p><b>compassion (1)</b> 18:13</p> <p><b>compensated (1)</b> 98:23</p> <p><b>compensation (2)</b> 13:12;25:4</p>	<p><b>competing (2)</b> 10:8;11:16</p> <p><b>competitive (2)</b> 42:15;69:8</p> <p><b>competitor (1)</b> 10:7</p> <p><b>complete (4)</b> 19:2;29:15;48:2; 71:15</p> <p><b>completed (1)</b> 96:2</p> <p><b>completing (1)</b> 28:21</p> <p><b>completion (1)</b> 48:1</p> <p><b>complex (2)</b> 38:16;99:6</p> <p><b>complicated (2)</b> 30:13;57:24</p> <p><b>compliment (1)</b> 82:6</p> <p><b>comply (1)</b> 32:10</p> <p><b>component (5)</b> 32:24;62:14;63:6, 15;103:20</p> <p><b>components (3)</b> 39:16;47:3;62:12</p> <p><b>compost (1)</b> 75:12</p> <p><b>composting (1)</b> 72:2</p> <p><b>comprehensive (4)</b> 86:18,24;87:3; 115:4</p> <p><b>compromise (1)</b> 9:6</p> <p><b>computed (1)</b> 108:23</p> <p><b>concept (1)</b> 40:14</p> <p><b>concern (4)</b> 45:22;48:4;87:17; 111:11</p> <p><b>concerns (5)</b> 22:20,21;89:7,23; 90:4</p> <p><b>conclude (1)</b> 97:3</p> <p><b>concluded (2)</b> 4:25;48:11</p> <p><b>concludes (1)</b> 78:8</p> <p><b>condition (1)</b> 51:6</p> <p><b>conditions (2)</b> 33:8;36:15</p> <p><b>confidence (1)</b> 58:21</p> <p><b>confident (2)</b> 29:14;101:25</p> <p><b>confirm (1)</b> 13:16</p>
--	---	--	--	---

<p><b>conflicts (1)</b> 106:18</p> <p><b>congratulate (1)</b> 25:13</p> <p><b>Congratulations (2)</b> 24:21;82:1</p> <p><b>conjunction (1)</b> 26:18</p> <p><b>connected (1)</b> 70:11</p> <p><b>consent (6)</b> 9:13,15;15:18,21, 23;16:2</p> <p><b>consequence (1)</b> 41:15</p> <p><b>consider (10)</b> 9:6;15:21;30:11; 32:5;33:11;89:23; 101:9;108:15;112:4; 113:9</p> <p><b>consideration (5)</b> 64:20;93:8;110:2; 112:7;115:16</p> <p><b>considerations (1)</b> 55:11</p> <p><b>considered (4)</b> 24:6;79:9;85:17,20</p> <p><b>consistent (4)</b> 43:25;45:1;46:17; 103:2</p> <p><b>consists (1)</b> 26:7</p> <p><b>constant (1)</b> 44:20</p> <p><b>constructed (1)</b> 79:20</p> <p><b>construction (10)</b> 18:7;26:25;46:13; 69:21;88:20;89:11; 93:9;117:11;118:7,8</p> <p><b>constructive (1)</b> 89:11</p> <p><b>consultant (1)</b> 31:15</p> <p><b>consultants (3)</b> 35:4;37:19;112:17</p> <p><b>consultation (1)</b> 35:7</p> <p><b>consulting (4)</b> 31:25;35:11;41:25; 42:5</p> <p><b>consumption (3)</b> 32:21;67:25;68:14</p> <p><b>consumptive (1)</b> 74:20</p> <p><b>contact (2)</b> 72:15;91:16</p> <p><b>contained (1)</b> 32:11</p> <p><b>contamination (1)</b> 75:11</p> <p><b>contemplate (1)</b> 33:21</p>	<p><b>continue (14)</b> 11:1;25:12;33:14; 38:21;65:2;75:17; 88:4,23;102:1;103:4, 23;104:24;105:10; 115:7</p> <p><b>continued (4)</b> 36:11;89:4,19; 103:2</p> <p><b>continues (3)</b> 7:17;42:7;75:18</p> <p><b>continuing (2)</b> 40:22;103:7</p> <p><b>controversial (1)</b> 8:5</p> <p><b>contract (12)</b> 28:8,11;29:5,8,13; 58:15;63:18;64:3; 76:7,11;80:25;88:1</p> <p><b>contracts (4)</b> 17:1;28:16,21; 58:16</p> <p><b>contribution (3)</b> 27:7,25;68:6</p> <p><b>contributions (2)</b> 17:23;26:10</p> <p><b>control (2)</b> 96:10;117:18</p> <p><b>controversy (1)</b> 7:3</p> <p><b>convenient (1)</b> 12:24</p> <p><b>conversation (2)</b> 70:8;102:14</p> <p><b>converting (1)</b> 85:15</p> <p><b>convey (1)</b> 98:3</p> <p><b>cooling (1)</b> 73:8</p> <p><b>correspondence (3)</b> 18:6;26:3;90:20</p> <p><b>cost (50)</b> 32:19;34:3;38:7,23; 39:2,4,13,20,22;40:9, 19;44:25;46:21;47:2, 3,7,14,17;49:3,14,21, 23;50:2;51:21;55:3; 56:4,9;62:7,25;63:21; 64:4,10;68:8,18,23; 69:23,25;70:3;71:10, 15;74:1;76:21;82:7, 24;83:8,9;85:6;86:2; 90:17;93:21</p> <p><b>costing (1)</b> 7:6</p> <p><b>costly (1)</b> 73:23</p> <p><b>costs (25)</b> 32:20;39:8,15;44:9; 49:17;62:8,13,14; 64:2,4;66:7,20,23; 68:12;70:11,16,21;</p>	<p>71:2,3,22;72:4,5; 76:12;80:2;85:11</p> <p><b>counties (1)</b> 59:24</p> <p><b>countless (1)</b> 7:11</p> <p><b>country (2)</b> 35:4;120:9</p> <p><b>County (2)</b> 79:16;83:17</p> <p><b>couple (13)</b> 19:15,17;25:20; 29:19;30:11;40:22; 55:12;56:6;75:1; 81:25;102:7;110:19; 117:5</p> <p><b>course (6)</b> 11:13;19:16;44:17; 86:12,20;116:3</p> <p><b>covenants (1)</b> 32:11</p> <p><b>cover (5)</b> 39:20;40:19;59:8; 64:22;66:23</p> <p><b>coverage (1)</b> 77:23</p> <p><b>covered (1)</b> 91:9</p> <p><b>covering (1)</b> 93:21</p> <p><b>covers (1)</b> 80:2</p> <p><b>Covid (4)</b> 11:25;13:23;44:15; 70:9</p> <p><b>Cox (1)</b> 82:15</p> <p><b>CPI (1)</b> 76:9</p> <p><b>Craig (4)</b> 117:10;118:6,13,14</p> <p><b>create (2)</b> 8:4;27:17</p> <p><b>created (1)</b> 27:20</p> <p><b>creates (1)</b> 63:2</p> <p><b>creating (2)</b> 8:19;120:6</p> <p><b>credit (2)</b> 42:8,9</p> <p><b>Creek (3)</b> 31:10;61:22;89:20</p> <p><b>Crikis (1)</b> 117:9</p> <p><b>criticism (2)</b> 89:12;118:18</p> <p><b>criticisms (1)</b> 118:16</p> <p><b>culture (1)</b> 27:18</p> <p><b>curious (1)</b> 58:1</p>	<p><b>current (7)</b> 29:13;36:24;66:5; 73:4;78:6;79:13;91:4</p> <p><b>currently (7)</b> 10:4;35:20;40:5; 47:24;76:20;90:19; 93:19</p> <p><b>cushion (1)</b> 53:8</p> <p><b>cup (1)</b> 55:7</p> <p><b>customary (1)</b> 46:20</p> <p><b>customer (2)</b> 39:16;41:5</p> <p><b>customers (5)</b> 79:11;80:5;81:18; 84:14;112:10</p> <p><b>cut (1)</b> 111:12</p> <p><b>cuts (1)</b> 88:19</p> <p><b>cutting (2)</b> 88:11;96:4</p> <p><b>cycle (4)</b> 10:15;11:1,18; 73:22</p> <p><b>cycles (1)</b> 51:1</p>	<p>49:3</p> <p><b>December (1)</b> 29:14</p> <p><b>decision (2)</b> 51:23;64:23</p> <p><b>decisions (1)</b> 61:8</p> <p><b>decommissioned (1)</b> 75:14</p> <p><b>decrease (12)</b> 49:18;62:9;67:10, 16,19;73:4;76:2,15; 92:24;93:1;94:8; 96:12</p> <p><b>decreases (1)</b> 70:1</p> <p><b>decreasing (1)</b> 73:14</p> <p><b>dedicated (1)</b> 97:20</p> <p><b>dedication (3)</b> 16:21;19:9;115:15</p> <p><b>defenders (1)</b> 21:9</p> <p><b>deferential (1)</b> 86:22</p> <p><b>deferring (1)</b> 85:7</p> <p><b>definitely (8)</b> 12:14,24;13:22; 14:2;59:18;61:10; 71:10;83:12</p> <p><b>defunct (1)</b> 25:20</p> <p><b>degree (1)</b> 118:12</p> <p><b>delayed (1)</b> 96:9</p> <p><b>delays (1)</b> 11:9</p> <p><b>deleting (1)</b> 106:15</p> <p><b>deliver (3)</b> 11:11,12;87:11</p> <p><b>delivered (2)</b> 11:7;12:4</p> <p><b>delivering (1)</b> 100:21</p> <p><b>delivery (2)</b> 11:21;13:25</p> <p><b>demand (3)</b> 32:20;44:16;49:12</p> <p><b>demonstrate (1)</b> 40:21</p> <p><b>demonstrates (1)</b> 42:23</p> <p><b>Dennis (1)</b> 119:13</p> <p><b>department (12)</b> 13:11;17:12;21:7,8, 14;23:6,21;25:6; 74:15;88:17;91:16; 93:22</p>
<b>D</b>				
			<p><b>daily (2)</b> 21:19;82:22</p> <p><b>darker (1)</b> 62:17</p> <p><b>date (1)</b> 106:18</p> <p><b>daughters (1)</b> 3:17</p> <p><b>day (5)</b> 6:1;20:7;26:6;28:7; 60:17</p> <p><b>days (3)</b> 83:3,3;91:4</p> <p><b>dead (1)</b> 60:12</p> <p><b>deadline (1)</b> 29:16</p> <p><b>dealing (1)</b> 52:22</p> <p><b>Debbie (2)</b> 6:20;107:8</p> <p><b>debt (33)</b> 30:16;33:16,23; 34:6;36:21;38:23; 40:2;46:1,2,3,4,5,5, 16;51:24;52:4,4;53:6, 9,20,22;54:9,10; 64:15,17;77:1,22; 78:2;92:12,24;109:1, 2,2</p> <p><b>decades (1)</b></p>	

<p><b>departments (2)</b> 27:2;90:7</p> <p><b>derived (2)</b> 41:18;73:24</p> <p><b>DeSantis (1)</b> 8:7</p> <p><b>described (3)</b> 62:5;67:16,20</p> <p><b>designed (2)</b> 79:25;100:2</p> <p><b>desire (1)</b> 5:4</p> <p><b>desk (1)</b> 6:13</p> <p><b>desktop (4)</b> 35:25;36:14;37:14; 43:20</p> <p><b>destination (1)</b> 120:4</p> <p><b>destinations (2)</b> 118:10,10</p> <p><b>detail (2)</b> 17:8;78:15</p> <p><b>detailed (4)</b> 37:9;61:2;78:13; 92:14</p> <p><b>details (9)</b> 33:3;34:25;41:24; 74:7;90:22;91:22; 102:1,2;103:8</p> <p><b>determined (2)</b> 42:1;90:17</p> <p><b>develop (3)</b> 31:16;32:14;43:24</p> <p><b>developed (2)</b> 38:5;50:21</p> <p><b>Development (2)</b> 18:8;44:1</p> <p><b>Dicus (1)</b> 24:13</p> <p><b>difference (1)</b> 38:9</p> <p><b>differences (3)</b> 38:6;44:3;45:13</p> <p><b>different (9)</b> 5:19;20:2;38:16; 39:4;45:13;46:10; 47:22;58:19;99:14</p> <p><b>difficult (1)</b> 19:3</p> <p><b>difficulty (2)</b> 12:23;118:12</p> <p><b>diligence (2)</b> 29:17;87:14</p> <p><b>diligently (6)</b> 28:20;87:18;89:12; 97:10;101:23;115:4</p> <p><b>diminish (1)</b> 4:6</p> <p><b>direct (2)</b> 28:12;52:17</p> <p><b>directing (1)</b> 90:3</p>	<p><b>direction (1)</b> 61:5</p> <p><b>directly (3)</b> 23:9;27:24;55:22</p> <p><b>director (8)</b> 23:4,9;24:14;26:12; 29:23;61:15,22;96:7</p> <p><b>directors (2)</b> 78:11;81:24</p> <p><b>disaster (2)</b> 8:1;24:7</p> <p><b>disclose (1)</b> 91:22</p> <p><b>disclosure (3)</b> 36:11,12;40:23</p> <p><b>discovered (1)</b> 99:25</p> <p><b>discretion (2)</b> 64:20;77:6</p> <p><b>discuss (2)</b> 17:7;90:3</p> <p><b>discussed (13)</b> 34:11;74:5;75:25; 77:2;88:8;92:12; 93:18;94:9;109:10; 110:15,19;112:17; 113:14</p> <p><b>discusses (1)</b> 3:24</p> <p><b>discussion (11)</b> 9:17,19;15:22;29:4; 43:9;48:9;80:14; 89:14;91:22;92:4; 116:14</p> <p><b>discussions (3)</b> 28:7;46:3;49:10</p> <p><b>dismissed (1)</b> 7:14</p> <p><b>Disney (9)</b> 22:8;23:14;31:12; 41:14,19;88:12;89:8; 99:13;100:22</p> <p><b>Disneyland (1)</b> 23:16</p> <p><b>dispatcher (1)</b> 100:25</p> <p><b>disposal (5)</b> 64:4;70:11,14,16; 85:25</p> <p><b>dispose (2)</b> 75:7;81:1</p> <p><b>disposed (1)</b> 80:24</p> <p><b>disposer (1)</b> 75:4</p> <p><b>disrespectful (1)</b> 86:23</p> <p><b>disruption (1)</b> 89:5</p> <p><b>Dissimilating (1)</b> 7:4</p> <p><b>distinguished (1)</b> 114:10</p>	<p><b>distress (1)</b> 101:8</p> <p><b>distribution (1)</b> 91:20</p> <p><b>District (113)</b> 3:8,5;22;7:21,22; 8:2,22;9:5;16:22; 17:18,24;20:8;21:24; 23:8,25;24:18,24; 25:7;26:2,10,22;28:1, 10,12,15;30:12,15; 31:14,24;32:3,9; 35:18;36:4;39:9;40:3, 12,25;42:20;45:7,16; 46:1;51:4;56:13,17; 62:3,23;63:17;65:13, 14;66:8;69:16;70:6, 13,24;72:20;73:6; 76:10;79:6,12,21; 80:6,19,23;81:7,14, 17;82:17;83:13,14, 19;84:18;85:18,19, 25;86:2;88:2,5,15; 89:21,22;90:4,16,25; 91:6,11;97:16;99:7; 103:10;104:1;105:7; 106:17;107:16,17,21, 21,22,24;108:18,25; 110:4,6,10;112:6,12; 113:11;114:5,21; 115:11;117:16; 118:22;119:1,2,13; 120:3</p> <p><b>districts (1)</b> 7:24</p> <p><b>District's (9)</b> 62:20;64:19;67:13; 68:25;84:14;87:9; 94:3;114:15;118:1</p> <p><b>division (3)</b> 61:17;78:5;112:6</p> <p><b>document (2)</b> 42:24;91:15</p> <p><b>documentation (4)</b> 34:9;36:1;37:14; 43:21</p> <p><b>dollar (4)</b> 28:17;65:17;67:10; 82:24</p> <p><b>dollars (5)</b> 64:16;65:9;67:3; 77:4;89:3</p> <p><b>don (1)</b> 5:22</p> <p><b>done (16)</b> 18:5,20;36:8;39:22, 22;40:6;45:5;46:15; 53:4,18;55:3,4;56:18; 84:25;116:6;118:22</p> <p><b>doom (1)</b> 24:4</p> <p><b>doors (1)</b> 6:5</p>	<p><b>DOT (1)</b> 95:16</p> <p><b>doubt (1)</b> 14:15</p> <p><b>down (6)</b> 7:23;19:10;43:22; 52:3;76:20;83:4</p> <p><b>drainage (1)</b> 88:3</p> <p><b>draw (1)</b> 67:8</p> <p><b>driven (4)</b> 64:2;71:21;73:15, 24</p> <p><b>driver (1)</b> 70:16</p> <p><b>drivers (1)</b> 44:25</p> <p><b>drop (1)</b> 49:12</p> <p><b>drove (1)</b> 49:13</p> <p><b>Drury (2)</b> 18:7,24</p> <p><b>due (6)</b> 11:9;69:25;88:20, 22;94:2,8</p> <p><b>during (11)</b> 11:24;16:15;27:11; 32:9;33:8;43:9;44:15; 69:18;89:19;114:21; 115:8</p> <p><b>duties (2)</b> 26:16;90:13</p> <p><b>duty (2)</b> 54:10;119:15</p>	<p>117:22</p> <p><b>educate (1)</b> 85:13</p> <p><b>educated (1)</b> 59:11</p> <p><b>effective (7)</b> 67:13;69:23;85:22; 86:2;106:18;112:12; 119:22</p> <p><b>effectively (4)</b> 41:11;48:10;66:14; 82:18</p> <p><b>effects (1)</b> 88:22</p> <p><b>efficient (4)</b> 15:8;42:3;51:21; 119:21</p> <p><b>effort (8)</b> 19:10;20:12;25:19; 27:17;51:11;89:23; 101:23;120:11</p> <p><b>efforts (5)</b> 4:18;27:23;28:9; 102:3;118:5</p> <p><b>eight (3)</b> 38:16;40:13;81:4</p> <p><b>Eisner (1)</b> 9:7</p> <p><b>either (3)</b> 24:6;45:7;95:25</p> <p><b>Elas (1)</b> 55:8</p> <p><b>Electric (16)</b> 34:22;41:1;44:6; 48:16;49:17;56:5; 66:13;67:2,11;68:1, 11,11,15;69:7,12; 112:9</p> <p><b>electrical (1)</b> 67:4</p> <p><b>electric-driven (1)</b> 74:19</p> <p><b>electricity (3)</b> 66:11,13;74:18</p> <p><b>elegant (1)</b> 104:8</p> <p><b>element (9)</b> 29:3;35:10;37:8,13; 38:20,25;44:7;45:3, 23</p> <p><b>elements (6)</b> 21:11;35:9;36:2,22; 48:12;88:20</p> <p><b>elevated (1)</b> 23:8</p> <p><b>elevation (1)</b> 54:24</p> <p><b>elite (3)</b> 99:1;100:21;103:24</p> <p><b>emergencies (1)</b> 64:9</p> <p><b>emergency (15)</b> 6:10;23:5,23,25;</p>
<b>E</b>				
			<p><b>earlier (10)</b> 10:19;11:12;24:14; 26:1;47:11;48:13; 78:14;112:18;117:12; 118:24</p> <p><b>early (7)</b> 7:11;21:20;31:13; 84:16;90:1;95:14; 98:13</p> <p><b>earn (1)</b> 26:9</p> <p><b>easiest (1)</b> 38:10</p> <p><b>easy (1)</b> 118:7</p> <p><b>eating (1)</b> 8:12</p> <p><b>echo (1)</b> 117:12</p> <p><b>economic (2)</b> 42:3;48:18</p> <p><b>economy (1)</b> 67:12</p> <p><b>ecosystem (1)</b></p>	



26:25;75:22;87:24; 94:13;110:21;111:10; 114:5,14;115:5,13; 116:1 <b>Emily (1)</b> 3:17 <b>emphasis (1)</b> 23:7 <b>emphasize (1)</b> 69:10 <b>emphasized (2)</b> 18:1;87:21 <b>employed (1)</b> 44:1 <b>employee (11)</b> 7:7;16:16;18:24; 22:20;25:2;26:3,13; 89:13,17;90:8;91:9 <b>employees (35)</b> 5:22,24;7:11,18; 8:14,21;16:19;20:11; 24:3;25:8;26:5,9; 89:8,19;90:19,19; 91:2,4,8;97:16,21,25; 98:5,23;99:1,14,17, 22;100:16,17,23; 102:12;104:15; 118:21;120:1 <b>employs (1)</b> 51:5 <b>enabled (1)</b> 76:12 <b>enabling (1)</b> 114:18 <b>encourage (4)</b> 71:3;91:14;100:5; 101:18 <b>encouraged (1)</b> 4:2 <b>encouraging (1)</b> 28:25 <b>end (8)</b> 8:16;20:24;30:23; 32:1;37:21;45:12,18; 79:18 <b>ended (3)</b> 12:5;21:5;120:24 <b>ending (3)</b> 30:24;94:11,19 <b>endorse (1)</b> 120:16 <b>ends (2)</b> 5:23;6:7 <b>energy (9)</b> 20:20;31:10;58:12; 61:22;73:17,18; 74:20;83:18,20 <b>engage (3)</b> 9:3;31:15,24 <b>engaged (1)</b> 60:25 <b>engagement (3)</b> 25:2;31:14;42:21	<b>engine (6)</b> 10:20,25;11:6,6; 12:13;14:15 <b>engineer (2)</b> 31:25;67:4 <b>engineering (4)</b> 32:4;36:7;37:19; 95:8 <b>engineer's (2)</b> 41:25;42:5 <b>engines (8)</b> 10:2,10,12,18,20, 24;12:7;13:24 <b>enhance (2)</b> 89:12;90:14 <b>enhanced (3)</b> 12:11;25:22;100:20 <b>enhancements (1)</b> 34:13 <b>enhancing (1)</b> 100:24 <b>enjoy (1)</b> 6:16 <b>enjoyed (1)</b> 98:1 <b>enough (3)</b> 38:12,14,21 <b>enriched (1)</b> 9:1 <b>ensure (7)</b> 24:2;29:17;40:18; 45:19;46:15;87:18; 91:8 <b>ensured (1)</b> 27:12 <b>ensuring (1)</b> 98:23 <b>entered (2)</b> 6:4;83:15 <b>enterprise (3)</b> 59:23;62:20;80:14 <b>enterprises (1)</b> 40:14 <b>entertain (1)</b> 13:6 <b>entire (8)</b> 15:21;24:24;58:18; 97:14;117:9,16; 118:2,11 <b>entirely (1)</b> 96:10 <b>entirety (1)</b> 71:13 <b>entities (2)</b> 37:20;81:17 <b>entity (2)</b> 85:21;103:16 <b>environment (4)</b> 20:25;21:1,25; 27:20 <b>environmental (2)</b> 71:4;117:10 <b>environmentally (2)</b>	71:1;117:21 <b>Epcot (1)</b> 73:11 <b>equate (1)</b> 101:16 <b>equates (1)</b> 53:6 <b>equipment (5)</b> 12:12;64:8;75:10, 13;87:25 <b>equivalent (2)</b> 90:18;97:23 <b>era (1)</b> 120:5 <b>Eric (1)</b> 9:24 <b>escorted (1)</b> 7:13 <b>especially (2)</b> 8:21;32:18 <b>essential (2)</b> 7:18;115:7 <b>establish (1)</b> 27:2 <b>establishing (2)</b> 27:9;45:8 <b>estimate (1)</b> 110:7 <b>estimated (1)</b> 53:2 <b>estimates (1)</b> 46:9 <b>evacuate (1)</b> 6:2 <b>evacuation (1)</b> 5:21 <b>evaluate (7)</b> 39:19;45:7;47:1; 50:11;51:12;53:25; 58:23 <b>evaluated (1)</b> 44:17 <b>Evaluating (2)</b> 47:4;57:2 <b>evaluation (3)</b> 34:25;35:24;47:24 <b>evaluations (2)</b> 36:15;115:11 <b>even (9)</b> 4:7,21;5:4;13:20; 46:24;57:18;72:10; 87:12;92:19 <b>evening (8)</b> 18:14,23;30:5,25; 34:18,21;61:20; 114:10 <b>event (3)</b> 5:21;75:22;115:10 <b>events (2)</b> 25:1;115:8 <b>Everest (1)</b> 17:21 <b>Everglades (1)</b>	117:24 <b>everybody (2)</b> 20:6;43:13 <b>Everyday (1)</b> 8:2 <b>everyone (7)</b> 3:5;6:9;26:1;28:14; 98:25;101:17;104:11 <b>everyone's (1)</b> 29:17 <b>exactly (1)</b> 53:4 <b>examination (1)</b> 28:13 <b>examined (3)</b> 28:11;36:11;55:13 <b>examining (1)</b> 47:21 <b>example (5)</b> 19:7;47:19;59:25; 66:9;100:25 <b>exceedingly (1)</b> 25:5 <b>excellence (4)</b> 16:17;23:13;26:4, 14 <b>excellent (2)</b> 59:17;115:19 <b>exception (1)</b> 79:22 <b>exceptional (3)</b> 26:5;97:15;98:24 <b>excited (1)</b> 25:18 <b>exciting (1)</b> 119:19 <b>excluded (1)</b> 65:23 <b>exempt (1)</b> 53:7 <b>exhaustion (1)</b> 101:2 <b>exile (3)</b> 4:3,7,21 <b>existed (1)</b> 107:15 <b>exists (2)</b> 99:7;107:20 <b>exit (2)</b> 6:3,3 <b>exited (1)</b> 6:9 <b>expansions (1)</b> 84:17 <b>expect (5)</b> 48:1;56:3;60:5; 75:16;76:6 <b>expected (7)</b> 11:7;62:8;66:25; 69:24;73:2;74:2,16 <b>expecting (1)</b> 53:20 <b>Expedition (1)</b>	17:21 <b>expenditures (3)</b> 93:24,25;94:9 <b>expense (11)</b> 8:20;50:8;64:6,7,7; 75:18,24;76:3,16,25; 78:1 <b>expenses (5)</b> 63:20;64:1;71:17; 74:11;75:16 <b>experience (11)</b> 4:18,23;26:23; 42:25;43:13;51:24; 61:24;71:25;100:11; 101:12;105:4 <b>experienced (3)</b> 43:11,14;48:14 <b>experiential (1)</b> 103:20 <b>expertise (3)</b> 86:14;104:25;105:6 <b>experts (3)</b> 56:21;60:10;86:21 <b>expires (1)</b> 29:14 <b>explain (1)</b> 107:13 <b>explained (1)</b> 102:22 <b>explanation (1)</b> 16:1 <b>exposure (1)</b> 83:12 <b>express (1)</b> 111:11 <b>extensive (2)</b> 29:3;89:14 <b>extensively (4)</b> 109:10;110:16; 112:17;113:14 <b>extent (2)</b> 49:5;84:8 <b>external (2)</b> 68:25;85:21 <b>extra (2)</b> 18:4;28:2 <b>extraordinarily (1)</b> 82:7 <b>extraordinary (2)</b> 102:3;115:8 <b>extreme-duty (1)</b> 10:4 <b>extremely (1)</b> 90:10
<b>F</b>				
<b>fabulous (1)</b> 115:21 <b>face (1)</b> 114:16 <b>facet (1)</b> 27:18				

<p><b>facilities (11)</b> 7:9;54:16;56:1,12; 58:12;63:18;65:14; 79:17,19;80:25; 114:24</p> <p><b>facility (4)</b> 72:3;80:19;83:16; 86:1</p> <p><b>fact (6)</b> 18:5;24:19;84:13; 98:20;100:2;104:23</p> <p><b>factored (1)</b> 45:20</p> <p><b>factors (1)</b> 10:14</p> <p><b>failed (1)</b> 32:10</p> <p><b>fairly (5)</b> 44:9;46:20;47:14, 25;98:24</p> <p><b>fairs (1)</b> 27:8</p> <p><b>fall (1)</b> 35:9</p> <p><b>familiar (2)</b> 92:18;100:18</p> <p><b>families (7)</b> 8:23;17:19,23;98:5, 10;114:23;120:4</p> <p><b>family (2)</b> 98:12,18</p> <p><b>fancy (2)</b> 71:24,25</p> <p><b>fantastic (2)</b> 98:2;116:5</p> <p><b>far (6)</b> 12:18;41:20;47:25; 68:22;100:23;105:12</p> <p><b>Father (2)</b> 3:23;4:9</p> <p><b>favor (8)</b> 16:6;106:5;108:6; 109:18;111:20; 112:25;113:21; 116:21</p> <p><b>favorable (4)</b> 70:5;71:9;83:24,25</p> <p><b>favorite (1)</b> 25:18</p> <p><b>favorites (1)</b> 17:22</p> <p><b>feasibility (1)</b> 45:7</p> <p><b>feasible (2)</b> 45:15;60:2</p> <p><b>features (1)</b> 100:1</p> <p><b>February (1)</b> 11:9</p> <p><b>fee (3)</b> 107:16,22,23</p> <p><b>feed (1)</b> 51:15</p>	<p><b>feedback (2)</b> 27:14;90:9</p> <p><b>feel (4)</b> 7:19;85:13;104:16; 114:22</p> <p><b>feels (1)</b> 20:2</p> <p><b>fees (9)</b> 7:6;8:11;40:17; 76:5,8;93:18;106:15; 107:1,9</p> <p><b>fellow (9)</b> 14:19;48:24;78:11; 81:24;96:25;105:21, 22;115:22;116:9</p> <p><b>FERNANDEZ (1)</b> 5:16</p> <p><b>FERRARI (7)</b> 9:23,24;13:21; 14:13,22;51:9;104:12</p> <p><b>Ferraro (1)</b> 61:15,19,21;66:19; 78:22;79:1,13,25; 80:7,22;81:21;82:4, 13;84:11;85:19;87:5; 114:20</p> <p><b>fertilizer (2)</b> 72:4;75:7</p> <p><b>few (8)</b> 10:6;11:12;18:10; 22:25;33:18;44:15; 49:1;117:5</p> <p><b>fiduciary (1)</b> 54:10</p> <p><b>fields (1)</b> 26:24</p> <p><b>figured (1)</b> 38:25</p> <p><b>files (1)</b> 36:11</p> <p><b>fill (2)</b> 83:2;88:22</p> <p><b>final (16)</b> 33:4;46:19;77:21; 87:24;92:7,17;94:20, 21;108:14;110:1,2,8, 11;112:3;113:8,9</p> <p><b>finalized (2)</b> 17:4;34:4</p> <p><b>finally (8)</b> 31:7;34:7;35:21; 37:23;48:6;67:15; 81:12;119:4</p> <p><b>finance (3)</b> 63:18;87:14;91:19</p> <p><b>financed (4)</b> 53:17,18,19;77:11</p> <p><b>finances (1)</b> 35:12</p> <p><b>financial (14)</b> 28:7;29:3;35:7,17; 36:13,15;41:23; 43:18,23;44:2;49:11;</p>	<p>50:23;54:18;55:10</p> <p><b>financially (1)</b> 85:23</p> <p><b>financing (4)</b> 52:14;57:20;65:10; 77:3</p> <p><b>find (6)</b> 45:21;47:13;86:23; 102:23,24;105:2</p> <p><b>finding (2)</b> 42:6;97:22</p> <p><b>findings (6)</b> 34:11,12,25;35:22; 42:4;45:6</p> <p><b>fine (2)</b> 15:23;106:22</p> <p><b>finish (1)</b> 87:19</p> <p><b>fire (14)</b> 7:10;9:21,25;10:2, 11,12;12:1,7,11; 13:10,11;14:6;23:6; 87:25</p> <p><b>firm (3)</b> 32:4;35:3;86:21</p> <p><b>firms (1)</b> 35:6</p> <p><b>First (34)</b> 6:12;10:5;13:10,12; 14:7;16:16;18:11; 20:1,3,19,21;17; 23:25;26:13,17;28:8; 30:12;33:5;43:4;62:5, 6;63:10;82:1,13; 95:13;97:25;101:10; 104:7;112:12;115:13; 117:7,13,20,20; 118:13</p> <p><b>fiscal (61)</b> 17:4;30:7,24,24; 32:1,7;44:19;45:10; 62:7,7,10,24;63:1,8, 14,22;64:16;65:18; 66:25;67:1,10,18; 68:20,22;69:3,25; 70:3;71:8,11,14; 72:21,22;74:3,9,10; 76:5,21;77:4;78:4; 83:7;87:21;88:13,14, 24;89:4;91:6;92:7,22; 94:4,11;95:24; 102:25;108:16,21; 109:4,6;110:3,8,12, 22;113:9</p> <p><b>fiscally (1)</b> 51:20</p> <p><b>fish (1)</b> 117:19</p> <p><b>five (12)</b> 33:18;39:23;48:6; 49:6;51:16;53:7,22; 62:12;73:20;75:24; 83:6,7</p>	<p><b>five- (1)</b> 46:24</p> <p><b>five-year (5)</b> 46:23;50:21;52:13; 82:18;95:25</p> <p><b>fixed (2)</b> 32:19;80:2</p> <p><b>flag (1)</b> 5:10</p> <p><b>flat (2)</b> 76:5,13</p> <p><b>fleet (7)</b> 10:2,5;12:20;13:22; 14:2;64:3;65:15</p> <p><b>flew (2)</b> 22:6;100:17</p> <p><b>flexibility (2)</b> 18:13;33:5</p> <p><b>flight (1)</b> 100:15</p> <p><b>Florida (22)</b> 4:20;7:22;8:8,24; 69:16;88:17;89:20; 91:23;93:4;108:17, 23,24;110:3,6,9; 112:5,11;113:10; 114:4,20;119:6;120:9</p> <p><b>flow (2)</b> 77:14,16</p> <p><b>fluctuations (1)</b> 44:8</p> <p><b>flushing (1)</b> 73:10</p> <p><b>focus (4)</b> 7:2;8:3;32:13; 57:11</p> <p><b>focused (1)</b> 82:21</p> <p><b>focuses (1)</b> 32:17</p> <p><b>folks (2)</b> 4:19;43:12</p> <p><b>follow (3)</b> 6:1;60:11,14</p> <p><b>followed (6)</b> 35:18;41:3;50:10; 52:22;61:4;90:5</p> <p><b>Following (3)</b> 29:24;58:22;90:9</p> <p><b>follows (2)</b> 76:14;91:1</p> <p><b>followthrough (1)</b> 27:3</p> <p><b>font (1)</b> 40:20</p> <p><b>food (5)</b> 75:4,5,7;85:25; 115:1</p> <p><b>force (1)</b> 23:15</p> <p><b>forecast (2)</b> 67:23;82:19</p> <p><b>forecasting (1)</b> 82:23</p>	<p><b>forever (1)</b> 19:6</p> <p><b>forget (2)</b> 18:16;22:14</p> <p><b>forgot (1)</b> 22:5</p> <p><b>forks (1)</b> 75:8</p> <p><b>forms (1)</b> 39:10</p> <p><b>formulated (1)</b> 115:4</p> <p><b>forth (2)</b> 20:12;110:6</p> <p><b>fortunate (2)</b> 11:20;117:8</p> <p><b>forward (17)</b> 14:3;25:19,25;28:9; 53:16;55:25;57:13; 59:20;61:18;62:23; 64:23;69:20;77:11; 78:16,17;105:3,13</p> <p><b>fossil (1)</b> 84:1</p> <p><b>found (1)</b> 64:11</p> <p><b>foundation (1)</b> 39:11</p> <p><b>Foundations (1)</b> 34:23</p> <p><b>four (4)</b> 10:10;26:7;72:7; 74:14</p> <p><b>fourth (1)</b> 92:9</p> <p><b>frame (1)</b> 59:19</p> <p><b>Francesca's (1)</b> 42:9</p> <p><b>free (1)</b> 85:13</p> <p><b>freedom (2)</b> 8:24;99:19</p> <p><b>frequent (1)</b> 101:4</p> <p><b>frequenting (1)</b> 101:11</p> <p><b>frequently (3)</b> 33:9;39:18,23</p> <p><b>friend (2)</b> 16:18;17:9</p> <p><b>front (3)</b> 6:3;19:13;28:4</p> <p><b>Frontline (12)</b> 10:10,12,20,24; 11:5;13:14,18;14:9, 15;23:17;43:10;48:16</p> <p><b>fuel (7)</b> 44:9;49:17;62:15; 70:12;76:1;82:7;84:1</p> <p><b>full (1)</b> 91:14</p>
--	---	---	--	--

<p><b>full-time (1)</b> 91:2</p> <p><b>fully (2)</b> 87:25;114:23</p> <p><b>function (3)</b> 25:19;50:24;51:25</p> <p><b>functions (2)</b> 26:22;43:6</p> <p><b>fund (15)</b> 30:21;31:5;33:6; 40:14,15,16;45:8; 77:1;80:14;92:11,12; 94:6,10,11,19</p> <p><b>funded (2)</b> 13:1;75:23</p> <p><b>funding (6)</b> 38:19;46:10;50:12; 51:18;75:2;87:25</p> <p><b>funds (10)</b> 38:21;45:15;59:23; 66:3;75:1,15;77:9,18; 84:19;96:1</p> <p><b>further (7)</b> 19:14;33:1;39:14; 61:12;74:7;87:6; 116:14</p> <p><b>future (10)</b> 27:16;33:11;34:13; 56:3;82:23;86:14; 87:1;88:5;119:7,17</p> <p><b>FY2024 (1)</b> 62:2</p> <p><b>FY2025 (1)</b> 13:2</p> <p><b>FY2026 (1)</b> 13:3</p> <p><b>FY2027 (1)</b> 11:8</p>	<p>20,23;112:16,23,25; 113:3,13,19,21,24; 115:18;116:8,12,19, 21,24;120:14</p> <p><b>gardens (1)</b> 4:4</p> <p><b>Gas (14)</b> 34:23;59:24;62:22, 24,25;67:11;69:24; 70:1;73:25;82:19,25; 83:2;85:16;112:10</p> <p><b>gathering (1)</b> 90:8</p> <p><b>gave (1)</b> 105:3</p> <p><b>general (5)</b> 31:5;33:6;35:9; 41:21;92:11</p> <p><b>generally (13)</b> 36:21;37:20,21; 42:1;43:13,25;44:13, 20;45:1,20;48:11,17; 81:4</p> <p><b>generate (3)</b> 33:14;40:15;93:7</p> <p><b>generated (2)</b> 40:24;41:17</p> <p><b>generates (1)</b> 53:24</p> <p><b>generating (4)</b> 7:5;47:23;55:21,22</p> <p><b>generation (4)</b> 55:25;56:7,12;74:1</p> <p><b>generations (1)</b> 17:23</p> <p><b>genuinely (1)</b> 98:4</p> <p><b>gesture (1)</b> 18:25</p> <p><b>gets (2)</b> 50:22;86:24</p> <p><b>gifts (1)</b> 20:14</p> <p><b>Gilchrist (1)</b> 83:17</p> <p><b>Gilzean (33)</b> 3:9,10;7:15;9:20, 23;14:5;15:10;16:12, 13;19:20;20:9;22:9, 18;25:16;28:6;34:17; 61:7,14,19,20;87:8; 95:6;96:7;97:4,5,7,8, 13;104:10;105:13; 111:4;114:7,11</p> <p><b>given (5)</b> 23:6;33:22;42:12; 50:14;99:4</p> <p><b>gives (1)</b> 53:8</p> <p><b>giving (1)</b> 59:17</p> <p><b>gleaning (1)</b> 41:24</p>	<p><b>global (1)</b> 88:23</p> <p><b>gloom (1)</b> 24:4</p> <p><b>goal (2)</b> 21:23;29:18</p> <p><b>goals (3)</b> 27:25;87:23;119:17</p> <p><b>God (1)</b> 5:12</p> <p><b>God's (1)</b> 3:20</p> <p><b>goes (3)</b> 18:4;81:11;100:23</p> <p><b>going-forward (1)</b> 59:21</p> <p><b>gold (1)</b> 26:8</p> <p><b>Good (17)</b> 5:16;9:23;11:3; 15:7;16:18;17:9;18:3; 34:18;47:5;54:12; 61:20;97:22;101:20, 20;104:20;114:10; 115:20</p> <p><b>govern (1)</b> 9:5</p> <p><b>governance (2)</b> 86:15;119:18</p> <p><b>government (8)</b> 8:17,18;15:8;18:13; 104:20;105:9;119:21; 120:7</p> <p><b>gracious (1)</b> 17:14</p> <p><b>granddaughter (1)</b> 22:6</p> <p><b>grandkids (1)</b> 4:5</p> <p><b>grant (1)</b> 23:1</p> <p><b>graphic (1)</b> 68:18</p> <p><b>grateful (4)</b> 16:19;19:6;22:22; 97:15</p> <p><b>gravity (1)</b> 115:3</p> <p><b>great (11)</b> 5:7;18:10;20:11; 42:8;59:17;72:3; 80:22;83:8;86:5; 120:1,10</p> <p><b>greater (1)</b> 41:9</p> <p><b>green (1)</b> 68:21</p> <p><b>Gross (1)</b> 76:14</p> <p><b>ground (2)</b> 15:2;70:8</p> <p><b>group (2)</b> 9:2;99:2</p>	<p><b>growth (2)</b> 8:2;87:23</p> <p><b>guarantee (1)</b> 115:6</p> <p><b>guardrail (2)</b> 88:16,17</p> <p><b>guardrails (2)</b> 95:15,19</p> <p><b>Gucci (1)</b> 34:22</p> <p><b>guess (3)</b> 48:25;49:1;84:6</p> <p><b>guest (1)</b> 30:14</p> <p><b>guests (7)</b> 5:18;18:23;21:12, 22;24:3;87:12;115:2</p> <p><b>guidance (2)</b> 4:25;77:12</p> <p><b>guide (1)</b> 51:13</p> <p><b>guidelines (1)</b> 28:16</p> <p><b>guy (1)</b> 18:3</p> <p><b>guys (1)</b> 59:16</p>	<p><b>haulers (1)</b> 58:16</p> <p><b>hauling (3)</b> 58:15;64:4;70:11</p> <p><b>headlines (1)</b> 88:10</p> <p><b>headroom (1)</b> 64:12</p> <p><b>headwaters (1)</b> 117:23</p> <p><b>healthy (1)</b> 117:18</p> <p><b>hear (2)</b> 32:15;53:21</p> <p><b>heard (9)</b> 13:12;14:24,25; 32:22;85:12;98:6; 105:1;111:1,5</p> <p><b>Hearing (14)</b> 15:14;94:22,22; 97:1;106:22;109:7; 110:13;112:3,14,20; 113:12,16;116:10; 120:21</p> <p><b>hearings (1)</b> 106:11</p> <p><b>heart (3)</b> 22:21;67:3;101:1</p> <p><b>heat (2)</b> 74:1;101:2</p> <p><b>Heaven (1)</b> 3:23</p> <p><b>heavily (2)</b> 66:13;70:12</p> <p><b>hedged (1)</b> 62:23</p> <p><b>hedging (2)</b> 62:21;82:8</p> <p><b>held (2)</b> 44:20;90:19</p> <p><b>help (5)</b> 27:8;51:13;100:9; 101:5;104:25</p> <p><b>helped (3)</b> 19:2;27:14,17</p> <p><b>helpful (3)</b> 30:10;60:20;61:6</p> <p><b>helping (1)</b> 8:13</p> <p><b>helps (1)</b> 78:5</p> <p><b>Hence (2)</b> 40:17;47:18</p> <p><b>hereby (3)</b> 108:19;109:1; 110:10</p> <p><b>herself (1)</b> 24:4</p> <p><b>Higginbotham (5)</b> 29:7;66:18;92:9; 95:22;96:15</p> <p><b>high (7)</b> 8:14;26:23;33:15;</p>
<b>H</b>				
			<p><b>half (7)</b> 13:3;43:2;60:17; 64:16;65:17;77:4; 90:4</p> <p><b>hand (1)</b> 53:20</p> <p><b>handling (1)</b> 85:24</p> <p><b>hands (1)</b> 118:1</p> <p><b>happen (3)</b> 34:1;46:6;55:2</p> <p><b>happened (2)</b> 33:9;49:11</p> <p><b>happening (1)</b> 56:7</p> <p><b>happy (5)</b> 12:17;67:5;69:22; 81:5;83:14</p> <p><b>hard (3)</b> 97:17;102:4;105:22</p> <p><b>hardening (4)</b> 54:15;22:69;12,22</p> <p><b>hardline (1)</b> 18:12</p> <p><b>harmless (1)</b> 89:19</p> <p><b>Hartzog (1)</b> 96:18</p> <p><b>Harvest (1)</b> 85:21</p> <p><b>hat (1)</b> 82:14</p>	
<b>G</b>				
<p><b>Gaertner (20)</b> 29:22;30:3,4;35:23; 36:1,16;38:15;50:15; 51:19;52:15,24;54:8, 17;55:16;57:8;58:7; 60:19;61:10;79:2,7</p> <p><b>Gaertner's (1)</b> 29:24</p> <p><b>GARCIA (71)</b> 3:3;5:5,14;6:18,25; 9:11,18;13:7;14:18; 15:10,11,25;16:4,6,9; 48:23;50:5;52:17; 53:23;54:12;56:15; 58:1,20;60:11;61:6, 11;78:10;81:23;86:6; 87:6;94:25;96:24; 97:6;102:5;104:2; 105:16;106:3,5,8,19, 24;107:4,12;108:2,6, 9;109:9,16,18,21; 110:15,25;111:14,18,</p>				

<p>42:7;103:4;118:9,12 <b>higher (4)</b> 11:18;44:15;71:21; 73:16 <b>highlight (3)</b> 14:24;15:9;30:10 <b>highlighted (1)</b> 36:23 <b>highlights (2)</b> 18:8;88:6 <b>highly (2)</b> 21:15;118:9 <b>hire (2)</b> 43:12;91:4 <b>hired (1)</b> 43:10 <b>hires (1)</b> 48:13 <b>historic (1)</b> 84:9 <b>historical (3)</b> 32:4;64:11;76:18 <b>historically (3)</b> 33:17;72:14;84:25 <b>history (2)</b> 19:22;60:21 <b>hold (2)</b> 89:19;115:3 <b>holders (2)</b> 33:13;36:13 <b>holding (1)</b> 19:10 <b>holistic (1)</b> 60:4 <b>home (1)</b> 5:25 <b>honest (1)</b> 102:13 <b>Hong (1)</b> 23:16 <b>honor (4)</b> 5:7;17:16;83:22; 103:21 <b>hope (2)</b> 28:25;103:5 <b>hopeful (2)</b> 98:3;104:16 <b>hopefully (3)</b> 78:18;103:7,9 <b>horizon (1)</b> 55:14 <b>horse (1)</b> 60:12 <b>hot (5)</b> 41:13;73:12,14,24; 112:9 <b>hotel (5)</b> 18:23;19:1,2,4,5 <b>hotels (3)</b> 4:11;17:24;114:23 <b>hourly (1)</b> 91:2 <b>hours (1)</b></p>	<p>10:15 <b>house (1)</b> 73:19 <b>houses (1)</b> 4:4 <b>HR (2)</b> 25:3;91:16 <b>huge (2)</b> 4:9;12:23 <b>human (4)</b> 18:18;24:14;26:12; 102:17 <b>hundreds (1)</b> 7:21 <b>hurricane (5)</b> 23:12;69:18; 114:13,25;115:5</p>	<p><b>impressive (2)</b> 97:18;116:3 <b>improvement (2)</b> 36:19;37:5 <b>improvements (4)</b> 95:8,11;96:5,6 <b>inaudible (1)</b> 42:10 <b>incentive (1)</b> 26:4 <b>include (3)</b> 30:8;66:1;89:16 <b>included (10)</b> 27:7;35:1,8;37:15; 47:22;64:13,20; 65:11,24;79:23 <b>includes (1)</b> 66:2 <b>including (9)</b> 7:25;16:16,23;31:9; 36:2;65:14;88:7,15; 91:2 <b>income (7)</b> 65:20,25;66:6;74:4, 8;77:20,22 <b>incorporated (1)</b> 52:13 <b>increase (26)</b> 4:6;16:23;48:17; 49:18;53:5;63:13,14, 24,24,25;64:6,9; 65:18;70:22;71:10, 21;73:2,23;74:2;76:2, 17;77:3;78:3;93:25; 94:2,15 <b>increased (5)</b> 12:7;67:25;68:14; 70:17;94:9 <b>increases (9)</b> 44:12,25;49:4; 63:21;64:3,5,16; 67:23;77:14 <b>increasing (6)</b> 63:9,21;65:6;72:5, 6;78:5 <b>incredible (2)</b> 17:25;21:2 <b>incredibly (2)</b> 116:2,2 <b>incremental (1)</b> 77:10 <b>indenture (7)</b> 30:19,23;31:1,20, 23;32:12;36:3 <b>independent (4)</b> 54:6;56:19;58:4,6 <b>independently (1)</b> 86:3 <b>indicate (9)</b> 6:22;16:6;106:5; 108:6;109:18;111:20; 112:25;113:21; 116:21</p>	<p><b>indicated (2)</b> 55:20;56:24 <b>indicates (1)</b> 88:10 <b>indicating (1)</b> 78:4 <b>individual (4)</b> 27:13;39:11;44:21; 76:25 <b>indivisible (1)</b> 5:12 <b>industry (3)</b> 38:7;71:13;84:4 <b>inflation (3)</b> 8:15;49:4,14 <b>inflationary (5)</b> 44:13;63:3,21;64:2; 70:10 <b>inform (1)</b> 93:5 <b>information (8)</b> 59:17;60:16;62:1; 65:4;69:4;72:20;78:9, 19 <b>informative (2)</b> 14:21;15:16 <b>infrastructure (15)</b> 3:25;4:13;7:25; 8:14;36:25;37:3; 42:12;47:23;51:7,13; 84:16;95:8;96:5,13; 99:7 <b>initial (2)</b> 57:11;94:22 <b>initially (1)</b> 99:22 <b>initiatives (1)</b> 94:4 <b>innovative (1)</b> 85:14 <b>in-person (1)</b> 71:25 <b>inside (1)</b> 103:10 <b>insolvent (1)</b> 85:23 <b>inspection (1)</b> 21:19 <b>inspections (1)</b> 21:21 <b>install (1)</b> 75:10 <b>Instead (4)</b> 8:3,18;88:19;99:20 <b>institution (1)</b> 17:18 <b>institutions (1)</b> 9:1 <b>instrumental (1)</b> 27:10 <b>Insurance (2)</b> 76:19,21 <b>intend (1)</b></p>	<p>88:23 <b>intended (2)</b> 29:7;99:11 <b>intends (3)</b> 108:19;109:1,2 <b>intensive (2)</b> 33:17;50:25 <b>intent (1)</b> 15:6 <b>intention (1)</b> 89:18 <b>intentions (1)</b> 40:8 <b>Inter (1)</b> 74:15 <b>interaction (1)</b> 20:7 <b>inter-departmental (1)</b> 76:23 <b>interest (3)</b> 3:6,7;53:8 <b>interested (2)</b> 52:20;59:22 <b>interim (1)</b> 79:16 <b>internal (1)</b> 53:24 <b>internship (2)</b> 26:17;27:16 <b>interview (1)</b> 27:8 <b>interviews (1)</b> 37:24 <b>intimidated (1)</b> 7:19 <b>into (21)</b> 4:11,19;10:21; 27:24;50:22;51:15; 52:13;57:10;77:1; 78:15;81:8;82:21,21, 23,25;83:15;85:15; 88:3,11;93:8;105:23 <b>introduce (1)</b> 3:11 <b>invested (1)</b> 18:19 <b>investing (1)</b> 54:21 <b>investment (4)</b> 36:25;42:8;88:4,15 <b>investments (3)</b> 84:15;88:3,7 <b>invocation (1)</b> 3:9 <b>involved (4)</b> 24:25;56:11; 115:10,25 <b>irrigation (1)</b> 73:7 <b>Israel (1)</b> 4:3 <b>issuance (2)</b> 36:20;54:9</p>
	<b>I</b>			
	<p><b>iconic (2)</b> 99:6;101:14 <b>idea (2)</b> 60:1,2 <b>identified (7)</b> 36:18;37:6;39:7; 51:17;52:12,14;64:24 <b>identify (2)</b> 36:5;62:6 <b>identifying (2)</b> 51:20;53:1 <b>Iger (2)</b> 9:8,9 <b>III (1)</b> 70:23 <b>imagine (1)</b> 85:4 <b>imagined (1)</b> 20:24 <b>immediate (2)</b> 88:9;101:5 <b>immediately (1)</b> 101:9 <b>impact (6)</b> 18:22;20:8;24:24; 55:18;66:4;71:13 <b>impacted (5)</b> 32:20;60:22;70:10; 73:15;102:18 <b>impacts (1)</b> 69:14 <b>impending (1)</b> 114:17 <b>implement (1)</b> 101:24 <b>implementing (2)</b> 16:22;57:4 <b>important (3)</b> 15:5;47:1;117:14 <b>importantly (1)</b> 25:23 <b>impressions (1)</b> 18:12</p>			

<p><b>issue (16)</b> 14:8;33:21;46:3,4; 49:22;51:24;52:4; 54:7,10;56:16;59:7; 101:2;104:10;105:12, 24;109:9</p> <p><b>issued (2)</b> 46:6;91:5</p> <p><b>issues (5)</b> 10:16;24:8;81:2; 96:9,21</p> <p><b>item (9)</b> 9:17;45:24;74:6; 76:13;77:19,21;96:3; 97:6,8</p> <p><b>items (7)</b> 9:14;15:23;65:1,22, 24;74:14;75:24</p>	<p><b>key (9)</b> 34:25;35:8;42:6,25; 45:5;48:11;50:1; 63:15;77:24</p> <p><b>kind (20)</b> 19:22;37:9,10; 42:18;45:23;55:23; 60:6,20;66:15;68:25; 70:7;74:6;80:1;81:10, 12;85:16;117:17; 118:11,18,20</p> <p><b>kindness (1)</b> 18:18</p> <p><b>kinds (1)</b> 57:7</p> <p><b>Kingdom (1)</b> 17:22</p> <p><b>Kissimmee (1)</b> 3:12</p> <p><b>kit (1)</b> 6:12</p> <p><b>knives (1)</b> 75:8</p> <p><b>knowing (1)</b> 99:15</p> <p><b>knows (3)</b> 101:3,11,14</p> <p><b>Kong (1)</b> 23:16</p>	<p><b>Later (5)</b> 30:5;33:21;34:1; 89:15;92:4</p> <p><b>latest (1)</b> 11:10</p> <p><b>launch (1)</b> 26:16</p> <p><b>lawsuits (1)</b> 94:17</p> <p><b>laying (1)</b> 70:8</p> <p><b>lead (3)</b> 3:11,18;6:6</p> <p><b>leader (2)</b> 23:17;26:15</p> <p><b>leaders (2)</b> 27:22;42:25</p> <p><b>leadership (5)</b> 14:6;27:3;89:22; 90:16;119:5</p> <p><b>leading (1)</b> 43:4</p> <p><b>leads (1)</b> 82:15</p> <p><b>league (1)</b> 12:19</p> <p><b>leap (1)</b> 14:3</p> <p><b>learn (2)</b> 26:21;82:10</p> <p><b>learning (2)</b> 78:16;85:12</p> <p><b>least (6)</b> 21:18;43:2;49:2; 78:2;97:23;118:22</p> <p><b>leave (1)</b> 7:18</p> <p><b>led (1)</b> 23:12</p> <p><b>left (4)</b> 20:13;67:9;68:19; 104:16</p> <p><b>legacy (1)</b> 98:22</p> <p><b>legal (3)</b> 7:6;8:11;31:19</p> <p><b>legally (1)</b> 104:24</p> <p><b>legendary (1)</b> 17:10</p> <p><b>legislation (3)</b> 78:25;107:14,18</p> <p><b>legislature (1)</b> 119:16</p> <p><b>Leidos (5)</b> 32:4;36:7;37:19; 68:25;72:14</p> <p><b>Leidos's (1)</b> 32:5</p> <p><b>less (2)</b> 39:18,23</p> <p><b>lessons (1)</b> 27:21</p>	<p><b>level (10)</b> 31:18;43:11;53:10; 55:2;97:17;100:19, 21;109:1,2;120:2</p> <p><b>levels (2)</b> 26:7;43:14</p> <p><b>levy (1)</b> 108:19</p> <p><b>levying (1)</b> 109:4</p> <p><b>liberty (2)</b> 5:12;10:6</p> <p><b>lieu (1)</b> 27:6</p> <p><b>life (8)</b> 10:13;11:1;13:13; 21:11;27:21;37:4; 50:25;73:22</p> <p><b>light (2)</b> 82:11;96:14</p> <p><b>lightly (1)</b> 102:18</p> <p><b>lights (1)</b> 69:17</p> <p><b>likely (1)</b> 101:15</p> <p><b>Likewise (1)</b> 100:20</p> <p><b>limited (2)</b> 12:1;73:9</p> <p><b>line (11)</b> 74:6;76:13,18,22, 22;77:19,21;84:3,9; 87:19;96:3</p> <p><b>Lines (2)</b> 74:14;75:24</p> <p><b>lingering (1)</b> 88:22</p> <p><b>linked (1)</b> 70:12</p> <p><b>list (4)</b> 60:7;65:23,25; 80:13</p> <p><b>listening (2)</b> 22:19;90:6</p> <p><b>little (28)</b> 11:18,24;20:2; 22:23;35:3,13;37:7; 39:14;41:22;44:14; 58:8,18;59:15;65:19; 67:18;68:5,17;73:3; 76:15;77:16,24;78:3; 82:11;84:7;86:23; 96:14;98:17;115:25</p> <p><b>live (5)</b> 4:13;7:22,23;8:25; 20:14</p> <p><b>lived (1)</b> 52:1</p> <p><b>lives (3)</b> 98:11;101:17; 102:17</p> <p><b>LLC (1)</b></p>	<p>85:22</p> <p><b>local (5)</b> 12:21,24;25:3; 26:21;28:24</p> <p><b>locally (1)</b> 25:4</p> <p><b>located (1)</b> 107:17</p> <p><b>location (1)</b> 54:25</p> <p><b>locations (1)</b> 70:15</p> <p><b>long (5)</b> 8:1;20:1;50:20; 51:15;52:1</p> <p><b>longer (5)</b> 18:24;53:19;59:15; 104:24;107:19</p> <p><b>longterm (3)</b> 9:3;38:1;56:25</p> <p><b>look (30)</b> 12:16;20:14;37:10; 39:25;44:11;46:21; 47:17;50:1;52:4; 53:15;54:15,18,20; 56:1,10,10;57:14; 60:8,13;69:5,10;71:1, 14;77:11,12,25; 78:16;85:17;98:14; 105:13</p> <p><b>looked (2)</b> 49:24;64:10</p> <p><b>looking (7)</b> 41:23;47:18;54:23; 55:11;56:11,13;67:25</p> <p><b>looks (4)</b> 50:19,21;65:3; 71:12</p> <p><b>Lord (1)</b> 5:2</p> <p><b>lost (1)</b> 102:16</p> <p><b>lot (21)</b> 6:8;10:14;12:12; 15:5;17:20;43:13; 49:21;51:5;54:19; 55:20;57:22;58:14; 69:15;74:22,22;78:8; 84:15,16;85:14; 89:11;92:18</p> <p><b>lots (1)</b> 5:24</p> <p><b>love (1)</b> 98:19</p> <p><b>lovely (3)</b> 3:15,17;63:16</p> <p><b>lower (5)</b> 67:12;68:13;69:25; 73:25;85:6</p> <p><b>loyal (1)</b> 8:23</p>
<p style="text-align: center;"><b>J</b></p> <hr/> <p><b>Janet (1)</b> 3:16</p> <p><b>January (1)</b> 68:24</p> <p><b>Jeremiah (1)</b> 4:1</p> <p><b>Jesus's (1)</b> 5:4</p> <p><b>Jim (1)</b> 3:11</p> <p><b>job (9)</b> 7:2,20;18:5;20:21; 27:7;59:17;72:3; 90:12;118:12</p> <p><b>joined (2)</b> 23:16,24</p> <p><b>joining (1)</b> 23:19</p> <p><b>jokingly (1)</b> 24:4</p> <p><b>joy (2)</b> 17:19;98:13</p> <p><b>July (1)</b> 92:12</p> <p><b>jurisdiction (2)</b> 10:11;60:1</p> <p><b>jurisdictions (2)</b> 60:9;80:15</p> <p><b>justice (1)</b> 5:12</p>	<p style="text-align: center;"><b>L</b></p> <hr/> <p><b>labor (17)</b> 23:21;31:7;32:23; 35:21;36:3;43:9; 48:10;61:1;63:5,5,8, 10,11;64:3;70:12,15; 76:2</p> <p><b>Lamoud (1)</b> 70:19</p> <p><b>land (1)</b> 119:9</p> <p><b>Landfill (3)</b> 76:5,7;80:20</p> <p><b>language (1)</b> 79:3</p> <p><b>large (2)</b> 66:12;111:12</p> <p><b>larger (2)</b> 24:24;92:4</p> <p><b>largest (4)</b> 35:5;62:13;63:6; 67:5</p>	<p><b>last (23)</b> 12:20;18:10;19:1; 22:18;23:11;29:19; 32:21;35:22;36:9; 37:23;42:17;44:11; 49:1,3;70:9;81:6,8; 85:10;89:9,10;99:16; 103:12;111:8</p> <p><b>lastly (1)</b> 17:3</p>	<p><b>live (5)</b> 4:13;7:22,23;8:25; 20:14</p> <p><b>lived (1)</b> 52:1</p> <p><b>lives (3)</b> 98:11;101:17; 102:17</p> <p><b>LLC (1)</b></p>	<p><b>lots (1)</b> 5:24</p> <p><b>love (1)</b> 98:19</p> <p><b>lovely (3)</b> 3:15,17;63:16</p> <p><b>lower (5)</b> 67:12;68:13;69:25; 73:25;85:6</p> <p><b>loyal (1)</b> 8:23</p>
<p style="text-align: center;"><b>K</b></p> <hr/> <p><b>keep (7)</b> 10:22;24:11;33:4; 76:12;78:6;80:23; 85:6</p> <p><b>keeping (4)</b> 55:23;69:17,18; 115:19</p> <p><b>Kenny (1)</b> 19:9</p>	<p><b>last (23)</b> 12:20;18:10;19:1; 22:18;23:11;29:19; 32:21;35:22;36:9; 37:23;42:17;44:11; 49:1,3;70:9;81:6,8; 85:10;89:9,10;99:16; 103:12;111:8</p> <p><b>lastly (1)</b> 17:3</p>	<p><b>last (23)</b> 12:20;18:10;19:1; 22:18;23:11;29:19; 32:21;35:22;36:9; 37:23;42:17;44:11; 49:1,3;70:9;81:6,8; 85:10;89:9,10;99:16; 103:12;111:8</p> <p><b>lastly (1)</b> 17:3</p>	<p><b>live (5)</b> 4:13;7:22,23;8:25; 20:14</p> <p><b>lived (1)</b> 52:1</p> <p><b>lives (3)</b> 98:11;101:17; 102:17</p> <p><b>LLC (1)</b></p>	<p><b>lots (1)</b> 5:24</p> <p><b>love (1)</b> 98:19</p> <p><b>lovely (3)</b> 3:15,17;63:16</p> <p><b>lower (5)</b> 67:12;68:13;69:25; 73:25;85:6</p> <p><b>loyal (1)</b> 8:23</p>

<b>M</b>	<p><b>market (10)</b> 48:18;81:5,6,10; 82:21,22;83:1,1,8,11</p> <p><b>marks (1)</b> 115:12</p> <p><b>married (2)</b> 3:15;22:15</p> <p><b>massive (1)</b> 88:2</p> <p><b>material (4)</b> 32:10;47:7;80:18; 86:20</p> <p><b>materials (2)</b> 80:17;81:2</p> <p><b>maximize (1)</b> 52:2</p> <p><b>maximizing (1)</b> 119:9</p> <p><b>may (7)</b> 4:6;5:3;39:22;46:4; 48:22;98:19;102:10</p> <p><b>maybe (3)</b> 13:19;46:13;82:9</p> <p><b>McDonald (9)</b> 6:20,21,24;7:1;9:9; 107:8,8;110:18;111:7</p> <p><b>mean (3)</b> 49:4;98:2,7</p> <p><b>means (3)</b> 20:17;31:3;82:2</p> <p><b>meant (1)</b> 99:13</p> <p><b>meantime (2)</b> 89:2;92:2</p> <p><b>Mears (1)</b> 70:20</p> <p><b>mechanism (2)</b> 39:25;47:17</p> <p><b>mechanisms (1)</b> 47:9</p> <p><b>medium (1)</b> 102:24</p> <p><b>meet (6)</b> 5:23;72:17;92:3; 94:11;103:24;111:3</p> <p><b>meeting (17)</b> 3:4,21;5:18;6:17; 16:15;22:24;23:11; 31:19;48:8;86:25; 89:15;92:5,10;93:23; 97:21;104:15;120:23</p> <p><b>meetings (7)</b> 5:20;25:25;34:10; 87:20;109:11;110:16; 111:1</p> <p><b>member (3)</b> 16:25;25:3;97:9</p> <p><b>Members (21)</b> 9:24;14:19;16:14; 34:19;43:11;48:24; 61:20;87:17,18;90:5; 95:6;96:25;97:19; 102:15;103:9;105:21,</p>	<p>23;114:11;115:22; 116:9,14</p> <p><b>memories (2)</b> 98:14;120:4</p> <p><b>men (2)</b> 13:10;14:6</p> <p><b>mention (4)</b> 22:6;36:16;41:12; 117:15</p> <p><b>mentioned (19)</b> 11:14;14:1;28:9; 35:20,23;36:7;38:15; 40:12;41:16,20; 42:14;43:19,22;44:5; 46:20;47:11;51:3; 64:15;87:20</p> <p><b>mentions (1)</b> 65:22</p> <p><b>mentor (1)</b> 27:10</p> <p><b>merely (1)</b> 100:4</p> <p><b>met (3)</b> 13:10;29:9;90:1</p> <p><b>meter (1)</b> 112:12</p> <p><b>metrics (1)</b> 77:25</p> <p><b>Michele (14)</b> 24:13,13,21,22; 25:5,10,13;26:12,13, 15;27:13,20;28:2,3</p> <p><b>Michele's (4)</b> 24:18;25:8;27:3,17</p> <p><b>might (5)</b> 10:19;49:1;57:15; 61:6;82:11</p> <p><b>mightily (1)</b> 80:16</p> <p><b>Mike (15)</b> 16:18;17:9,11,11, 13,17;18:3,10;19:7, 10,12;22:9;117:9,13; 118:1</p> <p><b>Mike's (1)</b> 18:8</p> <p><b>mile (2)</b> 18:5;28:2</p> <p><b>millage (16)</b> 33:5;88:1;92:13,17, 23,24;93:1,4,11; 94:23;96:22;108:14, 15,20;109:3,5</p> <p><b>million (49)</b> 30:16;53:2,7;62:9, 10;63:9,12,13,13,19, 23,25;64:5,16,18; 65:1,6,12,17;74:12, 17,25;75:3,20,20; 76:1,2,4,15,17;77:4,8, 18;88:11,13,16;89:2; 93:10,16;94:1,1,7,8, 12,13,18;95:23;</p>	<p>110:23;111:10</p> <p><b>millions (4)</b> 7:6;8:12;21:1;99:5</p> <p><b>mils (3)</b> 92:25;93:1,2</p> <p><b>mind (5)</b> 21:6,17;22:25;33:4; 90:13</p> <p><b>mindful (1)</b> 71:1</p> <p><b>minimize (1)</b> 24:8</p> <p><b>minister (1)</b> 3:11</p> <p><b>Ministry (1)</b> 3:14</p> <p><b>minutes (1)</b> 117:5</p> <p><b>miss (3)</b> 19:10;20:4,5</p> <p><b>missed (1)</b> 23:11</p> <p><b>missing (1)</b> 20:6</p> <p><b>misunderstanding (1)</b> 95:10</p> <p><b>mitigate (1)</b> 24:7</p> <p><b>mix (1)</b> 41:9</p> <p><b>mixed (1)</b> 80:20</p> <p><b>model (5)</b> 13:25;37:25;38:1,1; 51:15</p> <p><b>models (1)</b> 43:23</p> <p><b>modified (1)</b> 21:19</p> <p><b>moment (3)</b> 17:7;22:23;36:16</p> <p><b>Monday (1)</b> 24:20</p> <p><b>money (6)</b> 33:18;38:12,13; 46:7;81:8;94:16</p> <p><b>monitoring (2)</b> 51:6;83:5</p> <p><b>month (9)</b> 17:14;22:16;26:1; 32:22;35:23;48:2; 76:6;81:7,8</p> <p><b>months (10)</b> 10:6;11:12;21:18; 22:19;53:6,22;89:9, 10;94:19;97:19</p> <p><b>Moody's (1)</b> 42:9</p> <p><b>more (39)</b> 7:18;8:15;10:13; 12:14,24;18:2;22:25; 25:23;26:21;28:25; 29:19;37:9;38:11;</p>	<p>43:3;44:18;50:19,23; 52:17,20;55:12; 57:13;58:8,9;64:12; 65:20;66:5;68:5; 78:16;83:25;84:8; 89:13;90:4;96:14; 98:8;100:1;101:4; 105:14;107:2;108:22</p> <p><b>morning (1)</b> 5:19</p> <p><b>mosquito (1)</b> 117:18</p> <p><b>most (12)</b> 32:7;33:19;39:5; 46:25;51:20;60:14; 90:19;92:19;99:8,22; 116:4;118:9</p> <p><b>motion (16)</b> 16:1;102:8;105:25; 106:9;108:3,4,10; 109:13,22;111:16,17, 24;112:20;113:16,25; 116:15</p> <p><b>move (11)</b> 8:24;28:6;64:23; 87:8;97:3,6;105:3; 106:11;109:14; 112:22;116:17</p> <p><b>moved (3)</b> 16:3;106:2;113:18</p> <p><b>moving (5)</b> 28:9;29:20;55:25; 77:1;85:11</p> <p><b>MRS (1)</b> 22:13</p> <p><b>much (33)</b> 3:19;4:10;5:5;6:16; 8:15;9:10;12:2,13; 14:13,20;17:19; 18:19;19:4,5;20:5,16; 24:23;47:12;52:1; 53:21;61:25;78:13; 95:4,5;96:12;97:1; 98:8;100:1,5;105:21; 116:7,10;119:3</p> <p><b>multiple (5)</b> 30:13;37:24;46:10; 74:21;90:6</p> <p><b>municipal (2)</b> 79:8,9</p> <p><b>must (1)</b> 40:15</p> <p><b>MVP (1)</b> 87:15</p> <p><b>myself (3)</b> 97:20;102:14; 118:23</p>
			<b>N</b>	
			<p><b>name (3)</b> 5:4;34:20;107:7</p> <p><b>narrative (1)</b></p>	

88:9 <b>nation (2)</b> 5:7,11 <b>national (1)</b> 25:3 <b>Natural (10)</b> 34:23;62:22,24; 69:24;70:1;73:25; 82:19,24;85:15; 112:10 <b>nature (8)</b> 40:2;44:13;47:8; 69:20;85:2,8;99:6; 100:9 <b>Naylor (4)</b> 23:3;114:8,10; 116:11 <b>near (2)</b> 47:25;56:3 <b>nearby (1)</b> 101:6 <b>nearest (1)</b> 6:3 <b>nearly (1)</b> 90:2 <b>necessarily (1)</b> 85:1 <b>necessary (2)</b> 54:23;57:15 <b>need (28)</b> 6:2,11;12:15,25; 33:23;36:18;38:20; 40:17;44:8,10,14; 47:9;48:14;49:13; 50:1;51:1;53:3,9,12, 12,21;66:22,23;71:1; 83:11,22;88:25; 101:13 <b>needed (7)</b> 12:3;53:9;64:12; 84:24;85:5;96:12; 104:25 <b>needs (20)</b> 6:14;7:25;8:2;39:1; 46:8;47:13;50:20,21; 51:13,16,22;52:9,11; 53:2;70:14;75:10,23; 82:19;117:3;120:20 <b>negative (1)</b> 7:5 <b>negotiated (1)</b> 83:23 <b>negotiation (3)</b> 29:6,8,16 <b>negotiations (3)</b> 17:3;29:10;102:22 <b>neighboring (5)</b> 68:10,23;72:13; 79:15;84:5 <b>neighbors (5)</b> 69:2,9;70:4;71:9; 72:11 <b>Neo (1)</b>	26:18 <b>net (4)</b> 30:17;65:24;74:14; 77:19 <b>nets (2)</b> 66:15;76:22 <b>netting (1)</b> 74:12 <b>neutral (2)</b> 66:7;74:14 <b>new (32)</b> 11:21;13:24;16:22, 24;23:7;25:12;26:3; 27:9,18;28:12,23; 43:12;46:5;54:21; 56:10,12;59:4;65:24; 67:9;87:24,25;91:1; 93:8,9;94:2,10;99:18; 110:24;119:20;120:5, 10,19 <b>news (4)</b> 7:4;8:5;17:6;62:18 <b>Next (28)</b> 5:7;6:18;16:11; 25:16;30:14,15; 32:16;35:13;36:19; 38:17;40:8;47:20; 48:2;51:16;54:4;56:6; 61:14;63:6;68:4; 72:12,21,23;76:6; 83:7;89:4;96:20; 109:24;114:2 <b>NextEra (1)</b> 83:18 <b>nice (2)</b> 8:22;20:10 <b>nine (3)</b> 64:24;71:6;115:9 <b>none (9)</b> 15:14;97:1;109:13; 112:20;113:16; 116:10;118:17,19; 120:21 <b>non-exempt (1)</b> 91:3 <b>Nor (1)</b> 102:19 <b>normal (1)</b> 114:18 <b>normally (1)</b> 5:21 <b>North (1)</b> 96:18 <b>notably (1)</b> 44:22 <b>note (2)</b> 19:1;65:22 <b>notice (1)</b> 111:9 <b>number (4)</b> 4:15;58:11;65:1; 94:15	<b>O</b>	45:10 <b>one-time (2)</b> 75:3,16 <b>ongoing (4)</b> 35:20;89:7;91:22; 102:22 <b>onion (1)</b> 59:13 <b>online (4)</b> 90:23;91:15;95:10; 110:20 <b>only (3)</b> 8:6;22:13;96:8 <b>onsite (4)</b> 12:22,25;36:8,10 <b>open (4)</b> 18:20;48:21;86:4; 116:12 <b>open-door (1)</b> 22:20 <b>opening (2)</b> 23:15;28:23 <b>operate (6)</b> 10:10;30:20;42:7; 66:9;81:19;108:19 <b>operated (3)</b> 38:19;42:2;58:13 <b>operates (2)</b> 30:12;40:13 <b>operating (14)</b> 13:2;38:23;50:20; 52:19;56:17;57:11, 12;58:4;63:20;64:1,6; 65:16;77:16;92:25 <b>operation (12)</b> 15:8;38:21;40:24; 41:11;43:15;44:5; 49:16;52:5;58:5; 117:14;118:8,25 <b>operations (20)</b> 16:23;23:24;31:8; 32:2;35:12;36:6; 38:15;39:2,4,10;40:2, 10,16;43:2;47:6;50:1; 56:18;58:14;80:8; 114:19 <b>opportunities (2)</b> 27:20;28:23 <b>opportunity (10)</b> 3:20;33:7;43:22; 50:15;62:2;63:3; 90:12;100:7;115:24; 119:19 <b>opposed (8)</b> 16:9;106:8;108:9; 109:21;111:23;113:3, 24;116:24 <b>optimistic (1)</b> 91:25 <b>option (1)</b> 34:14 <b>options (4)</b> 50:13;54:4;56:2;	58:25 <b>Orange (1)</b> 79:16 <b>order (4)</b> 3:4;4:24;14:16; 102:23 <b>organization (1)</b> 99:4 <b>organizations (3)</b> 4:16;25:4;119:8 <b>orientation (1)</b> 27:10 <b>orienting (1)</b> 68:17 <b>Orlando (1)</b> 85:21 <b>others (3)</b> 56:2;71:12;109:10 <b>ours (1)</b> 58:2 <b>ourselves (2)</b> 35:5;69:17 <b>out (23)</b> 6:2,6;7:13;8:18;9:2, 4;11:25;13:9,23; 38:13,25;43:17; 60:24;61:23;66:15, 15;82:23;83:11;86:1; 90:8;91:20;96:10; 104:16 <b>outcomes (1)</b> 101:17 <b>outline (1)</b> 91:1 <b>outlined (1)</b> 91:15 <b>outlining (1)</b> 90:21 <b>outlive (1)</b> 98:20 <b>outreach (2)</b> 22:20;94:4 <b>outside (5)</b> 26:16;27:23;60:1; 80:5;81:19 <b>outstanding (2)</b> 26:10;30:16 <b>over (30)</b> 3:16;13:19,20; 18:10;20:15,15,15; 21:20;22:18;23:22; 36:19;37:25;38:16; 40:8,22;44:11;51:16; 57:23;58:4;79:1,5,8; 87:14,19;89:9,10; 94:1;97:7,19;115:9 <b>overall (15)</b> 18:3;35:9;39:1; 44:25;47:11;49:21, 24;67:16;68:7;70:2; 72:8,9;74:4,8;85:6 <b>overarching (1)</b> 57:9
--	---	----------	--	---

<p><b>overhauls (3)</b> 64:8;73:16,21</p> <p><b>overlooked (1)</b> 102:19</p> <p><b>oversight (15)</b> 58:3,6,13;62:3; 89:21;91:23;108:17, 25;110:4,6,10;112:6, 11;113:11;114:5</p> <p><b>overview (7)</b> 29:23;35:16;36:24; 38:6,18;41:21;102:10</p> <p><b>overwhelmingly (1)</b> 117:18</p> <p><b>own (7)</b> 10:4;12:19;37:17; 53:24;55:22;57:20; 60:1</p> <p><b>owned (1)</b> 31:11</p> <p><b>owners (1)</b> 21:24</p> <p><b>ownership (1)</b> 18:1</p> <p><b>owns (1)</b> 30:12</p>	<p>13:11;41:10;51:4; 52:5;81:3;97:8</p> <p><b>particularly (6)</b> 13:14;55:11;67:11; 80:13;85:15;100:24</p> <p><b>partner (2)</b> 65:2;80:9</p> <p><b>partnered (1)</b> 76:10</p> <p><b>partners (3)</b> 29:21;82:20;105:11</p> <p><b>partnership (4)</b> 83:17;85:20,22; 119:23</p> <p><b>partnerships (3)</b> 86:4;119:7,10</p> <p><b>parts (2)</b> 64:3;74:4</p> <p><b>Party (4)</b> 8:8;20:10,13;56:19</p> <p><b>pass (5)</b> 17:5;89:24;90:14, 18;94:2</p> <p><b>passed (1)</b> 16:10</p> <p><b>passes (25)</b> 89:8,14;90:10; 97:22;98:7,18;99:12, 16,18,20,20,23,24; 100:1,6,15,22;101:19; 106:9;108:10;109:22; 111:24;113:5,25; 117:1</p> <p><b>past (8)</b> 25:20;33:10;40:3, 22;97:19;109:11; 110:16;115:9</p> <p><b>Pastor (5)</b> 3:11,12,18,19;5:5</p> <p><b>patchwork (1)</b> 96:17</p> <p><b>pathway (1)</b> 87:22</p> <p><b>Paul (1)</b> 90:21</p> <p><b>Paula (2)</b> 20:10;104:11</p> <p><b>paving (4)</b> 96:6,16,17,18</p> <p><b>pay (5)</b> 13:3;30:21;33:16; 54:5;77:12</p> <p><b>payers (1)</b> 57:21</p> <p><b>paying (1)</b> 57:21</p> <p><b>payment (3)</b> 30:15;64:17;75:3</p> <p><b>peace (5)</b> 4:8,21;5:2,2,3</p> <p><b>peer (2)</b> 82:14;83:22</p> <p><b>pending (1)</b></p>	<p>94:16</p> <p><b>people (20)</b> 4:7,11,21,23;8:16, 22,24;9:2;15:6;21:1, 10;69:15,18;75:7; 98:5,15,19;100:2,6; 101:19</p> <p><b>per (6)</b> 77:8;89:17;91:5; 108:20;109:3,5</p> <p><b>percent (33)</b> 37:1;41:2,17;53:7; 62:10,16,23;63:7,9, 24;65:6;67:3,10,17; 68:12,15;69:13;70:1, 21;71:6,20;72:7,9; 73:1,13,14;80:18; 83:6,6,20;93:12; 99:15;108:22</p> <p><b>percentage (1)</b> 95:19</p> <p><b>Perfect (2)</b> 15:25;32:18</p> <p><b>perform (2)</b> 32:10;41:8</p> <p><b>performance (1)</b> 32:2</p> <p><b>performed (7)</b> 36:10,14;37:17; 39:18;40:4;45:18; 68:24</p> <p><b>performing (1)</b> 45:9</p> <p><b>perhaps (4)</b> 49:15;52:10;59:18; 78:18</p> <p><b>PERI (13)</b> 54:14;55:5;56:24; 58:25;97:9,12;102:9, 21;103:12;104:8; 106:2;113:18;115:23</p> <p><b>period (1)</b> 32:9</p> <p><b>periodically (3)</b> 27:14;46:22;47:4</p> <p><b>Peri's (1)</b> 56:15</p> <p><b>permit (1)</b> 106:15</p> <p><b>permits (1)</b> 93:18</p> <p><b>person (4)</b> 25:5;101:3,7,12</p> <p><b>personal (3)</b> 100:11,19;101:11</p> <p><b>personally (2)</b> 80:25;90:2</p> <p><b>perspective (5)</b> 36:22;50:9;52:21; 69:7;86:16</p> <p><b>Phase (1)</b> 88:16</p> <p><b>phonetic (2)</b></p>	<p>55:9;70:19</p> <p><b>photo (2)</b> 19:13,18</p> <p><b>Photograph (1)</b> 22:4</p> <p><b>photos (2)</b> 98:12,15</p> <p><b>physical (1)</b> 71:5</p> <p><b>physically (1)</b> 11:22</p> <p><b>piece (2)</b> 11:2;18:6</p> <p><b>pieces (2)</b> 59:13;63:10</p> <p><b>piechart (4)</b> 62:11,18;63:7;67:1</p> <p><b>Pierce (3)</b> 10:8;11:15;12:22</p> <p><b>piling (1)</b> 8:11</p> <p><b>pivotal (1)</b> 115:12</p> <p><b>place (12)</b> 8:25;11:17;15:3,4, 7;57:3;59:1;85:22; 91:20;102:11,16; 103:1</p> <p><b>plan (17)</b> 24:6;36:19;37:5; 38:23;50:20;51:16; 52:12,13;56:25;57:3; 59:1;114:6,14;115:5, 9,13;116:1</p> <p><b>planned (7)</b> 64:6,7,10;65:8; 76:16;96:17;107:10</p> <p><b>planning (16)</b> 8:1;35:17;38:1,1; 43:18;44:2;49:11,20; 50:17,23;51:5,15; 59:20,23;84:24;111:9</p> <p><b>plans (4)</b> 39:6,7;40:8;55:12</p> <p><b>plant (3)</b> 4:4;66:11;71:24</p> <p><b>plants (3)</b> 73:8,17,18</p> <p><b>plastic (1)</b> 81:3</p> <p><b>platinum (1)</b> 26:8</p> <p><b>playing (1)</b> 115:11</p> <p><b>pleasant (1)</b> 25:5</p> <p><b>Please (12)</b> 5:8,15;6:1;7:2;9:6, 17;19:1;60:8;87:1; 107:4,7,13</p> <p><b>pleased (2)</b> 89:15;114:13</p> <p><b>pleasure (1)</b></p>	<p>62:1</p> <p><b>pledge (2)</b> 5:8,9</p> <p><b>pm (1)</b> 120:24</p> <p><b>podium (1)</b> 107:5</p> <p><b>point (11)</b> 13:9;18:21;37:2; 41:12;42:11,17;46:9; 55:13;56:14;60:24; 87:1</p> <p><b>points (2)</b> 30:11;48:13</p> <p><b>policies (2)</b> 31:16;36:5</p> <p><b>policy (8)</b> 15:4;22:21;28:13; 86:15;90:22;94:10, 12;106:1</p> <p><b>political (3)</b> 7:4;8:20;85:2</p> <p><b>ponds (1)</b> 117:19</p> <p><b>popped (1)</b> 88:9</p> <p><b>portfolio (1)</b> 83:21</p> <p><b>position (3)</b> 20:20;23:23;25:11</p> <p><b>positive (1)</b> 27:19</p> <p><b>possible (6)</b> 22:23;71:5;90:14; 91:21;92:1;101:19</p> <p><b>post (1)</b> 115:10</p> <p><b>posted (1)</b> 90:23</p> <p><b>potential (7)</b> 11:11;33:23;53:3; 77:3;119:9,10</p> <p><b>power (11)</b> 35:19;47:21,23; 55:21;62:15;71:11; 76:1;83:15,23;85:21; 86:25</p> <p><b>powered (1)</b> 114:23</p> <p><b>practice (1)</b> 35:6</p> <p><b>practices (7)</b> 14:11;15:3;32:14; 58:23;59:2;119:18; 120:7</p> <p><b>PRAG (11)</b> 29:21,23;34:7; 53:25;54:7,15;56:19; 57:1;58:21;59:5;65:3</p> <p><b>PRAG's (1)</b> 54:3</p> <p><b>pray (2)</b> 5:1,4</p>
<b>P</b>				
<p><b>pack (1)</b> 12:12</p> <p><b>package (1)</b> 35:2</p> <p><b>packet (2)</b> 90:24,24</p> <p><b>page (2)</b> 67:21;90:24</p> <p><b>pandemic (1)</b> 88:22</p> <p><b>pants (1)</b> 20:1</p> <p><b>park (2)</b> 98:9;101:3</p> <p><b>parking (2)</b> 5:24;6:8</p> <p><b>parks (5)</b> 23:18;89:8;98:21; 100:4;101:11</p> <p><b>part (17)</b> 20:5;33:12,12; 52:25;53:13;54:10; 57:8,9,17;62:6;72:24; 73:21;75:11;86:19; 90:15;98:22;120:10</p> <p><b>partial (1)</b> 64:17</p> <p><b>participate (1)</b> 93:3</p> <p><b>participated (2)</b> 34:8,9</p> <p><b>participating (1)</b> 105:9</p> <p><b>particular (6)</b></p>	<p>89:8,14;90:10; 97:22;98:7,18;99:12, 16,18,20,20,23,24; 100:1,6,15,22;101:19; 106:9;108:10;109:22; 111:24;113:5,25; 117:1</p> <p><b>past (8)</b> 25:20;33:10;40:3, 22;97:19;109:11; 110:16;115:9</p> <p><b>Pastor (5)</b> 3:11,12,18,19;5:5</p> <p><b>patchwork (1)</b> 96:17</p> <p><b>pathway (1)</b> 87:22</p> <p><b>Paul (1)</b> 90:21</p> <p><b>Paula (2)</b> 20:10;104:11</p> <p><b>paving (4)</b> 96:6,16,17,18</p> <p><b>pay (5)</b> 13:3;30:21;33:16; 54:5;77:12</p> <p><b>payers (1)</b> 57:21</p> <p><b>paying (1)</b> 57:21</p> <p><b>payment (3)</b> 30:15;64:17;75:3</p> <p><b>peace (5)</b> 4:8,21;5:2,2,3</p> <p><b>peer (2)</b> 82:14;83:22</p> <p><b>pending (1)</b></p>	<p>36:10,14;37:17; 39:18;40:4;45:18; 68:24</p> <p><b>performing (1)</b> 45:9</p> <p><b>perhaps (4)</b> 49:15;52:10;59:18; 78:18</p> <p><b>PERI (13)</b> 54:14;55:5;56:24; 58:25;97:9,12;102:9, 21;103:12;104:8; 106:2;113:18;115:23</p> <p><b>period (1)</b> 32:9</p> <p><b>periodically (3)</b> 27:14;46:22;47:4</p> <p><b>Peri's (1)</b> 56:15</p> <p><b>permit (1)</b> 106:15</p> <p><b>permits (1)</b> 93:18</p> <p><b>person (4)</b> 25:5;101:3,7,12</p> <p><b>personal (3)</b> 100:11,19;101:11</p> <p><b>personally (2)</b> 80:25;90:2</p> <p><b>perspective (5)</b> 36:22;50:9;52:21; 69:7;86:16</p> <p><b>Phase (1)</b> 88:16</p> <p><b>phonetic (2)</b></p>	<p>62:1</p> <p><b>pledge (2)</b> 5:8,9</p> <p><b>pm (1)</b> 120:24</p> <p><b>podium (1)</b> 107:5</p> <p><b>point (11)</b> 13:9;18:21;37:2; 41:12;42:11,17;46:9; 55:13;56:14;60:24; 87:1</p> <p><b>points (2)</b> 30:11;48:13</p> <p><b>policies (2)</b> 31:16;36:5</p> <p><b>policy (8)</b> 15:4;22:21;28:13; 86:15;90:22;94:10, 12;106:1</p> <p><b>political (3)</b> 7:4;8:20;85:2</p> <p><b>ponds (1)</b> 117:19</p> <p><b>popped (1)</b> 88:9</p> <p><b>portfolio (1)</b> 83:21</p> <p><b>position (3)</b> 20:20;23:23;25:11</p> <p><b>positive (1)</b> 27:19</p> <p><b>possible (6)</b> 22:23;71:5;90:14; 91:21;92:1;101:19</p> <p><b>post (1)</b> 115:10</p> <p><b>posted (1)</b> 90:23</p> <p><b>potential (7)</b> 11:11;33:23;53:3; 77:3;119:9,10</p> <p><b>power (11)</b> 35:19;47:21,23; 55:21;62:15;71:11; 76:1;83:15,23;85:21; 86:25</p> <p><b>powered (1)</b> 114:23</p> <p><b>practice (1)</b> 35:6</p> <p><b>practices (7)</b> 14:11;15:3;32:14; 58:23;59:2;119:18; 120:7</p> <p><b>PRAG (11)</b> 29:21,23;34:7; 53:25;54:7,15;56:19; 57:1;58:21;59:5;65:3</p> <p><b>PRAG's (1)</b> 54:3</p> <p><b>pray (2)</b> 5:1,4</p>	



<p><b>prayer (2)</b> 3:18,22</p> <p><b>precious (1)</b> 101:8</p> <p><b>precision (1)</b> 23:13</p> <p><b>pre-collected (3)</b> 75:1,15;77:18</p> <p><b>pre-collective (1)</b> 66:2</p> <p><b>predominantly (1)</b> 41:7</p> <p><b>prepare (1)</b> 116:5</p> <p><b>prepared (2)</b> 32:3;72:17</p> <p><b>preparedness (3)</b> 8:1;114:14,15</p> <p><b>present (6)</b> 9:25;38:18;48:7; 61:7;92:7;114:13</p> <p><b>presentation (16)</b> 9:22;29:25;32:25; 34:24;50:7;51:11; 61:16;78:8,14;86:11; 87:1;92:10,20;97:2; 115:19,21</p> <p><b>presented (15)</b> 30:6;33:20;34:2,4; 35:22;43:8;44:24; 53:3;58:24;72:14; 86:25;94:6,7;110:4; 113:11</p> <p><b>presenting (1)</b> 92:16</p> <p><b>preserving (1)</b> 117:22</p> <p><b>president (2)</b> 3:14;30:1</p> <p><b>pretty (6)</b> 36:17;49:11;52:5; 63:2;84:3;97:18</p> <p><b>prevent (1)</b> 24:7</p> <p><b>previous (1)</b> 7:12</p> <p><b>previously (8)</b> 11:14;28:8;35:22; 63:11;67:16;88:8; 94:6;107:15</p> <p><b>price (2)</b> 69:23;83:23</p> <p><b>prices (2)</b> 67:13;68:13</p> <p><b>pride (5)</b> 18:1;35:5;69:16; 120:1,10</p> <p><b>primarily (4)</b> 41:14;64:2;68:13; 84:14</p> <p><b>primary (2)</b> 7:20;75:1</p> <p><b>printout (1)</b></p>	<p>110:20</p> <p><b>prior (5)</b> 20:22;87:20;92:25; 93:7;118:16</p> <p><b>prioritized (1)</b> 95:13</p> <p><b>priority (1)</b> 103:6</p> <p><b>private (2)</b> 103:14;119:22</p> <p><b>privately (1)</b> 58:12</p> <p><b>privatized (1)</b> 58:9</p> <p><b>privilege (2)</b> 106:15;107:9</p> <p><b>privileged (2)</b> 107:1;119:5</p> <p><b>privy (1)</b> 50:18</p> <p><b>probably (12)</b> 36:20;45:17;51:9, 10;56:5;58:8;70:9; 73:19;81:14;82:8; 83:25;98:11</p> <p><b>procedure (1)</b> 6:1</p> <p><b>procedures (4)</b> 5:15;31:16;32:14; 43:25</p> <p><b>proceeds (3)</b> 46:2,14,17</p> <p><b>process (30)</b> 9:5;19:5;28:22; 37:8;38:12;40:5; 43:24;49:20;50:10, 17,18,19;52:18,21,25, 25;53:11;54:2;59:3,5, 6,16;60:15;62:6; 72:19;84:23,24;86:8; 90:16;93:4</p> <p><b>processes (3)</b> 16:24;52:12;74:22</p> <p><b>processing (1)</b> 60:9</p> <p><b>procurement (6)</b> 15:4;16:24;28:13, 20;63:19;76:10</p> <p><b>prodigy (1)</b> 82:3</p> <p><b>produce (1)</b> 31:25</p> <p><b>product (3)</b> 80:24;87:10,24</p> <p><b>production (1)</b> 11:9</p> <p><b>productive (1)</b> 117:19</p> <p><b>professional (3)</b> 21:7,16;42:22</p> <p><b>professionalism (1)</b> 97:17</p> <p><b>professionals (4)</b></p>	<p>48:16;51:12; 103:16,25</p> <p><b>program (22)</b> 17:5;26:4,7,17,20; 27:2,9,16;62:21; 67:14;70:25;82:8,18; 89:25,25;90:15,22; 91:1,14;94:3;96:7; 104:23</p> <p><b>programs (1)</b> 16:22</p> <p><b>progress (1)</b> 29:1</p> <p><b>progressing (1)</b> 29:10</p> <p><b>project (7)</b> 18:19;19:2;29:24; 34:3;46:13;88:16; 95:25</p> <p><b>projected (1)</b> 79:24</p> <p><b>projects (11)</b> 29:1;46:10,15;64:7, 8,25;65:15;73:24; 77:13;88:21;89:1</p> <p><b>promoted (2)</b> 23:4;24:14</p> <p><b>promotion (1)</b> 24:12</p> <p><b>promotions (2)</b> 22:25;23:2</p> <p><b>prompt (1)</b> 10:19</p> <p><b>proper (1)</b> 80:19</p> <p><b>properly (1)</b> 24:15</p> <p><b>property (4)</b> 75:5;94:14,17; 106:17</p> <p><b>proposal (3)</b> 10:1;74:9,24</p> <p><b>proposals (1)</b> 50:11</p> <p><b>proposed (12)</b> 33:3;34:14;37:12; 48:17,19;64:18; 68:21;75:2,14;92:13; 112:4,8</p> <p><b>proposing (4)</b> 10:3;11:5;68:12; 75:2</p> <p><b>proud (3)</b> 22:1;76:19;87:10</p> <p><b>provide (22)</b> 4:10,18;6:14;29:23; 31:18,21;33:15; 35:10;38:6;48:2; 59:25;61:16;63:3; 79:10,17;80:5;81:16; 92:1;99:17;100:15; 101:15;103:2</p> <p><b>provided (13)</b></p>	<p>27:15;34:22;41:13; 42:21;66:25;68:8; 75:18;79:15;86:18; 87:3;90:11;100:12; 103:8</p> <p><b>providers (1)</b> 107:17</p> <p><b>provides (2)</b> 30:13;62:21</p> <p><b>providing (10)</b> 3:24;4:12;20:25; 26:22;61:25;92:2,11; 97:22;106:17;120:2</p> <p><b>provision (1)</b> 91:17</p> <p><b>provisions (2)</b> 107:24;115:1</p> <p><b>public (40)</b> 6:19,19;7:9;8:25; 14:24;23:7;25:9; 28:13;29:5;78:21; 79:5;87:21;88:7; 92:10;94:21,22;95:7, 12;99:3;103:15; 106:11,19,22,23,24; 109:7,12;110:13,17; 111:2,8;112:3,14,19; 113:12,15;116:13,13; 117:25;119:22</p> <p><b>publicity (1)</b> 7:5</p> <p><b>publicly (3)</b> 16:20;28:11;117:7</p> <p><b>pull (4)</b> 9:14;18:22,25; 66:15</p> <p><b>pullback (1)</b> 44:16</p> <p><b>pulled (1)</b> 15:18</p> <p><b>pump (2)</b> 10:16;66:12</p> <p><b>pumpers (1)</b> 10:2</p> <p><b>purchase (14)</b> 10:1,3,9;11:4;13:1, 5;35:19;47:21;55:21; 62:15;76:1;83:6,15, 24</p> <p><b>purchased (2)</b> 11:15,24</p> <p><b>purchases (3)</b> 62:22;67:14;82:25</p> <p><b>purchasing (1)</b> 90:18</p> <p><b>purple (1)</b> 63:6</p> <p><b>purpose (2)</b> 31:6;115:6</p> <p><b>purposes (2)</b> 10:23;86:15</p> <p><b>pursuant (2)</b> 31:7;108:23</p>	<p><b>purview (2)</b> 40:25;54:15</p> <p><b>put (8)</b> 10:25;11:22;12:6; 15:2,4;20:12;94:15; 105:23</p> <p><b>puts (2)</b> 39:5;69:1</p> <p><b>putting (1)</b> 103:1</p> <hr/> <p style="text-align: center;"><b>Q</b></p> <hr/> <p><b>quality (8)</b> 3:24;4:12;18:2; 33:15;88:3;97:16; 117:21,22</p> <p><b>quantify (1)</b> 21:13</p> <p><b>quickest (1)</b> 101:12</p> <p><b>quickly (3)</b> 12:22;20:18;74:6</p> <p><b>quite (1)</b> 72:18</p> <p><b>quote (1)</b> 95:18</p> <hr/> <p style="text-align: center;"><b>R</b></p> <hr/> <p><b>Raftelis (10)</b> 30:1;34:10,11,21; 53:15;56:3;57:16,18; 58:7;61:3</p> <p><b>Raftelis's (5)</b> 32:13,22;33:2;34:8, 12</p> <p><b>raises (1)</b> 56:16</p> <p><b>rapidly (2)</b> 101:5,24</p> <p><b>rate (45)</b> 31:15;35:10;38:22; 39:1,11,15;44:12; 47:3;53:8;57:21;62:3, 4;63:22;64:21;66:5; 67:15,19;68:9,21; 70:5;71:20;72:9;73:4, 13,14;80:1,1;88:1; 92:13,23,24;93:1,5,6, 6,10,11,12,19;108:14, 15,20,22;109:3,5</p> <p><b>rates (51)</b> 30:2,8,19;35:17; 37:16,17;39:21; 40:11,18;42:14; 43:19;44:6,8,10,18, 19,23;45:19;47:11; 49:4,13;61:17;64:14; 65:11;67:22,24;68:2, 6,20;69:8,10,24;71:8; 72:11;73:12,15,23; 75:19;77:8;78:20,22;</p>
---	---	---	--	--

84:2,3,9,24;85:3,5; 93:22;112:3,4,8 <b>rating (4)</b> 36:12;42:8,9;78:6 <b>ratio (1)</b> 78:1 <b>rationale (1)</b> 84:7 <b>Ray (1)</b> 82:15 <b>RCES (23)</b> 31:11;33:3;34:10; 35:17;36:4;37:18; 39:5;40:3,7;42:19,25; 46:4;47:10,17;48:13; 50:2;51:4;53:23;57:2; 61:15;63:11;81:13,15 <b>RCES's (1)</b> 31:16 <b>reached (2)</b> 29:11;89:10 <b>reaching (1)</b> 37:3 <b>read (1)</b> 91:14 <b>readily (1)</b> 115:1 <b>reading (1)</b> 112:12 <b>reaffirming (2)</b> 106:15;107:23 <b>real (3)</b> 26:23;87:15;100:16 <b>really (33)</b> 11:19;13:23,23; 15:5;18:21;20:3,3; 32:13,17;42:18; 50:23;52:1;53:12; 56:12,17;57:21;58:5; 61:23;67:12;69:9; 71:21,24;78:16; 80:23;82:6;83:4,8,22; 86:16;98:1,2;117:23; 119:19 <b>reason (2)</b> 21:5;96:8 <b>reasonable (8)</b> 36:21;37:22;42:3, 13;48:11,17;57:12; 84:4 <b>reasonableness (8)</b> 32:17,23;35:11; 37:11;38:2;40:11; 43:18;45:19 <b>reasonably (1)</b> 57:12 <b>reasons (1)</b> 54:20 <b>reassessing (1)</b> 49:5 <b>rebid (1)</b> 76:11 <b>rebidding (1)</b>	76:7 <b>receipts (1)</b> 76:14 <b>receive (4)</b> 28:4;91:3;99:19; 115:7 <b>received (3)</b> 26:2;89:11;90:20 <b>receives (1)</b> 101:1 <b>receiving (1)</b> 97:24 <b>recent (2)</b> 32:7;42:12 <b>recently (8)</b> 23:4,8;24:13,19; 25:1;33:19;44:18; 88:9 <b>recipient (1)</b> 26:13 <b>reclaimed (5)</b> 68:2;72:24;73:2,7; 112:9 <b>recognize (4)</b> 17:16;25:23;26:5; 84:19 <b>recognized (2)</b> 8:19;30:3 <b>recognizes (1)</b> 47:10 <b>recommend (1)</b> 45:25 <b>recommendation (11)</b> 31:17;45:22;46:11, 19,24,25;53:16;54:1, 3,6;67:15 <b>recommendations (4)</b> 34:13;45:24;54:9; 62:4 <b>recommended (5)</b> 31:14;34:14;45:6; 57:16;67:17 <b>recommending (1)</b> 86:11 <b>record (11)</b> 6:22;16:10;34:20; 106:9;107:6;108:10; 109:22;111:24;113:4, 25;116:25 <b>recover (1)</b> 114:17 <b>recovered (2)</b> 65:11;77:8 <b>recovery (1)</b> 47:3 <b>RECS (1)</b> 53:1 <b>recycle (2)</b> 80:17,17 <b>recycled (1)</b> 81:1 <b>recycler (1)</b> 81:9	<b>recycling (3)</b> 70:25;80:15,16 <b>reduce (1)</b> 96:11 <b>reduced (1)</b> 111:10 <b>reducing (1)</b> 88:1 <b>reduction (2)</b> 44:18;68:12 <b>redundancy (2)</b> 55:1;69:12 <b>Reedy (3)</b> 31:10;61:22;89:20 <b>re-enhancing (1)</b> 25:21 <b>refinance (1)</b> 46:5 <b>reflect (8)</b> 16:10;106:9; 108:10;109:22; 111:24;113:4,25; 116:25 <b>reflected (1)</b> 18:2 <b>reflection (1)</b> 118:20 <b>refresh (1)</b> 10:15 <b>refurbishment (1)</b> 65:13 <b>regard (2)</b> 39:21;91:12 <b>regarded (1)</b> 117:16 <b>regarding (3)</b> 55:25;89:24;101:13 <b>regards (1)</b> 100:24 <b>region (1)</b> 42:15 <b>regular (2)</b> 51:7;80:21 <b>regulate (2)</b> 88:24;107:25 <b>regulation (2)</b> 79:4,7 <b>regulations (1)</b> 80:10 <b>reinvestment (6)</b> 36:18;37:4;38:24; 41:23;51:14;52:9 <b>reiterate (1)</b> 103:11 <b>relate (2)</b> 36:5;43:17 <b>related (5)</b> 48:5;64:1,17;86:9; 89:7 <b>relates (3)</b> 35:18;55:6;85:3 <b>relationship (3)</b> 49:23;81:13;99:13	<b>relevant (3)</b> 36:1,5;43:21 <b>rely (1)</b> 59:4 <b>relying (1)</b> 86:13 <b>remain (2)</b> 31:4;114:23 <b>remainder (1)</b> 13:3 <b>remarkable (1)</b> 18:8 <b>remarks (2)</b> 19:15,17 <b>remind (2)</b> 7:1;8:10 <b>reminded (1)</b> 4:1 <b>renew (1)</b> 65:16 <b>renewable (1)</b> 83:21 <b>Renewal (1)</b> 77:7 <b>renewed (1)</b> 91:18 <b>repairs (2)</b> 88:11;94:13 <b>replace (2)</b> 11:5;51:2 <b>replaced (1)</b> 14:11 <b>replacement (2)</b> 77:7;94:13 <b>replacing (1)</b> 14:10 <b>report (23)</b> 14:21;15:16;30:2; 31:25;32:6,8,15,22; 33:2;35:1;36:8,23; 38:5;40:23;41:25; 42:5,24;48:2;55:19; 81:5;97:4,11;119:16 <b>reported (2)</b> 36:12;96:4 <b>reports (7)</b> 16:11,11;23:9; 29:20;32:3,5;36:7 <b>representation (1)</b> 41:9 <b>representative (4)</b> 6:23;12:21,25; 93:13 <b>represented (2)</b> 4:16;62:17 <b>represents (3)</b> 41:2;62:16;119:13 <b>republic (1)</b> 5:11 <b>Republican (1)</b> 8:8 <b>Republicans (1)</b> 8:17	<b>request (5)</b> 76:9;108:14;110:1; 112:6;113:8 <b>require (3)</b> 36:20;37:4;77:9 <b>required (5)</b> 52:8;62:24;73:21; 91:13;93:5 <b>requirements (7)</b> 50:8;65:5,19;77:1; 91:7;94:18;106:16 <b>requires (1)</b> 59:6 <b>requiring (1)</b> 31:24 <b>rescue (1)</b> 14:16 <b>reservation (1)</b> 100:13 <b>reserve (11)</b> 10:21,22,25;14:9; 55:24;64:15;65:5,18; 66:3;74:25;75:19 <b>reserves (7)</b> 30:21;52:2,3,6; 66:4;77:16;78:4 <b>residential (2)</b> 41:9;85:4 <b>residents (1)</b> 114:21 <b>replaced (2)</b> 7:10,16 <b>resilient (1)</b> 69:19 <b>resolution (35)</b> 102:24;106:11,13, 14,14,25;107:11,20; 108:3,12,13,16; 109:12,15,24,25; 110:5;111:16;112:1, 2,14,16,21;113:4,6,7, 12,17;114:2,3,4,9; 116:16,17,25 <b>resolved (1)</b> 89:6 <b>Resort (1)</b> 88:12 <b>resorts (1)</b> 23:18 <b>resource (2)</b> 11:10;83:22 <b>resources (4)</b> 24:14;26:12;84:1; 92:2 <b>respect (2)</b> 21:14;106:25 <b>respectful (1)</b> 27:19 <b>respective (1)</b> 43:5 <b>respond (2)</b> 24:7;98:6 <b>responder (1)</b>
--	--	---	--	---

<p>101:10 <b>responders (2)</b> 6:10;14:7 <b>response (3)</b> 23:12;48:9;60:6 <b>responsibilities (1)</b> 27:6 <b>responsibility (5)</b> 4:10;31:10;58:4; 102:25;115:2 <b>responsible (2)</b> 23:20;43:1 <b>responsive (3)</b> 104:18,19,22 <b>rest (3)</b> 90:23;98:11;118:24 <b>restroom (1)</b> 73:9 <b>result (3)</b> 28:12;37:21;67:12 <b>resume (3)</b> 29:12;89:4;114:18 <b>retire (3)</b> 7:10;11:4;17:13 <b>retired (2)</b> 16:18;17:11 <b>retirees (3)</b> 89:17;91:12;99:18 <b>retirement (2)</b> 17:10;20:10 <b>retrofit (1)</b> 55:4 <b>return (1)</b> 17:15 <b>returned (1)</b> 89:2 <b>returning (1)</b> 81:6 <b>reuse (2)</b> 71:23;72:2 <b>revenge (1)</b> 8:20 <b>revenue (28)</b> 38:8,11;39:12,19; 40:4,16,23;41:3; 66:21,23,24;68:7,15; 70:2,22;71:7,17;72:8, 9,25;74:11;76:14,24; 78:1;84:20;93:17,21; 110:7 <b>revenues (11)</b> 30:17;31:3;33:15; 38:18,22;39:20; 40:19;41:17;45:1; 71:6;93:14 <b>review (17)</b> 28:14;31:15;32:5; 34:8;35:18,25;36:9, 10;37:16;39:1;43:20, 23;45:4;46:12;47:22, 25;49:10 <b>reviewed (5)</b> 34:2,3,8;36:6;91:18</p>	<p><b>reviewing (1)</b> 32:1 <b>reviews (1)</b> 37:25 <b>rich (1)</b> 103:3 <b>Rickabaugh (8)</b> 16:18;17:9,11; 19:19;22:5,11,13,14 <b>ride (3)</b> 17:21;83:11;101:14 <b>rides (2)</b> 99:6;101:14 <b>right (19)</b> 25:16;28:6;55:16, 19,23;56:20;57:9; 66:17,21;68:18,19,22; 70:22;78:2,25;79:22; 81:11;96:13;108:1 <b>right-hand (1)</b> 68:9 <b>rights (1)</b> 107:18 <b>rigorous (1)</b> 115:10 <b>rises (1)</b> 73:3 <b>Risk (2)</b> 62:20;67:13 <b>Riviera (1)</b> 96:19 <b>road (3)</b> 7:23,24;96:18 <b>roads (1)</b> 88:14 <b>roadway (3)</b> 88:11;95:11;96:5 <b>roadways (4)</b> 95:9,15,20;111:10 <b>Rob (1)</b> 18:6 <b>robust (3)</b> 29:1;69:19;70:25 <b>role (4)</b> 3:13;25:12;27:5; 115:12 <b>roles (1)</b> 43:5 <b>rollback (5)</b> 93:5,6,10,12; 108:22 <b>rollercoaster (1)</b> 17:21 <b>Ron (1)</b> 8:7 <b>room (1)</b> 4:16 <b>roughly (1)</b> 29:11 <b>routine (2)</b> 64:1;76:3 <b>rubber (1)</b> 59:10</p>	<p><b>rules (1)</b> 80:10 <b>run (4)</b> 7:20;11:2;15:7; 118:7 <b>rushed (1)</b> 61:9 <b>Ryan (1)</b> 19:9</p> <p style="text-align: center;"><b>S</b></p> <p><b>sacrifice (1)</b> 16:21 <b>safe (8)</b> 6:11;20:25;21:21; 24:3,11;69:18; 114:22;115:20 <b>safety (17)</b> 5:14,23;10:18; 13:13;17:12;21:11, 25,25;23:7;87:21; 88:7;93:20;95:7,12; 100:25;103:19; 115:15 <b>Saint (1)</b> 117:10 <b>salary (2)</b> 48:18;91:2 <b>sale (1)</b> 66:10 <b>sales (14)</b> 66:8;67:22,23;68:3, 14;72:7,8;73:1,6; 74:2,15,21;79:24; 84:20 <b>same (5)</b> 6:1;91:11;93:7; 105:4;107:23 <b>Sanford (1)</b> 12:23 <b>sanitation (1)</b> 80:20 <b>saved (2)</b> 101:16,17 <b>savings (1)</b> 63:2 <b>saw (3)</b> 60:25;96:4;100:16 <b>saying (11)</b> 5:1,20;16:7;19:22; 106:6;108:7;109:19; 111:21;113:1,22; 116:22 <b>scene (1)</b> 12:13 <b>scenes (2)</b> 21:10;102:11 <b>schedule (2)</b> 21:20;88:24 <b>scheduling (1)</b> 23:21 <b>school (1)</b></p>	<p>26:23 <b>science (2)</b> 26:24;46:23 <b>scope (1)</b> 27:23 <b>season (1)</b> 87:14 <b>second (22)</b> 16:4,5,25;24:12; 29:3,5;33:11;35:15; 38:3;106:3,4;108:5; 109:16,17;111:18,19; 112:23,24;113:19,20; 116:19,20 <b>seconds (2)</b> 101:8,16 <b>sector (1)</b> 103:14 <b>secure (1)</b> 99:14 <b>secured (1)</b> 30:16 <b>security (5)</b> 6:13;23:4,17,20; 110:21 <b>seeing (2)</b> 55:6;109:13 <b>seek (2)</b> 4:7,21 <b>seemed (3)</b> 36:21;42:2;84:5 <b>seemingly (1)</b> 91:24 <b>seems (5)</b> 82:6,8;85:10,13; 102:14 <b>segment (1)</b> 25:17 <b>sells (1)</b> 66:14 <b>Senator (2)</b> 119:12,24 <b>senior (2)</b> 18:7;29:22 <b>seniors (1)</b> 7:23 <b>sense (3)</b> 57:17;71:4;99:17 <b>sensitive (2)</b> 73:5,5 <b>sensitivity (1)</b> 105:24 <b>separate (11)</b> 39:8,9;45:8,15,16; 58:5;59:6,8;64:25; 66:9;67:19 <b>separately (1)</b> 15:19 <b>September (3)</b> 19:25;29:9;112:13 <b>serve (1)</b> 51:12 <b>served (3)</b></p>	<p>3:13;24:1;112:11 <b>service (42)</b> 10:13;12:11;17:13; 25:9;30:14,21;32:23; 33:15,16;37:4;38:8, 23;39:2,13,22;40:5,9, 16,19;42:14;45:8; 46:1,16,21;47:2,14, 18;53:6;61:1;64:15, 18;71:16;74:19;77:2; 78:2,21;79:5,20;82:2; 92:12;99:4;109:2 <b>serviced (1)</b> 10:24 <b>services (27)</b> 30:14;31:8,10; 35:11,21;36:3;38:17; 40:13;41:13,14,18; 43:9;48:10;50:2; 59:25;61:22;63:11; 76:8;77:23;79:10; 80:5;81:16;85:4; 115:7;116:2;117:10; 120:2 <b>servicing (1)</b> 100:3 <b>session (3)</b> 59:18;78:18;81:15 <b>sessions (2)</b> 27:14;90:6 <b>set (9)</b> 19:7;30:19;45:15; 47:2,3;94:12;99:24; 110:6;119:20 <b>sets (2)</b> 25:6;99:2 <b>setting (3)</b> 30:8;33:6;56:20 <b>setup (1)</b> 15:1 <b>seven (2)</b> 70:1;75:25 <b>severability (1)</b> 106:18 <b>several (12)</b> 13:18;16:15;22:18; 36:2;37:24;40:8; 44:11;49:3;88:6; 109:11;110:16,25 <b>sewer (3)</b> 71:19;72:8;112:10 <b>shape (2)</b> 14:14;27:22 <b>share (6)</b> 30:1;62:2;97:11; 98:17,18;100:10 <b>shared (1)</b> 90:10 <b>shed (1)</b> 96:13 <b>shift (1)</b> 56:7 <b>shine (1)</b></p>
--	---	---	---	--

82:11 <b>shorter (1)</b> 53:19 <b>shot (1)</b> 84:12 <b>show (3)</b> 22:24;53:12;76:23 <b>showed (2)</b> 18:18;110:22 <b>side (9)</b> 11:17,17,22,22; 12:6,6;68:9;82:16; 118:7 <b>significant (15)</b> 10:17;12:10;32:19, 24:37;2;40:1;49:12; 55:7;63:2;73:16; 74:16;75:22;76:8; 95:19;100:8 <b>significantly (4)</b> 70:17;72:6;85:11; 100:20 <b>silenced (1)</b> 7:19 <b>silent (1)</b> 21:9 <b>silver (1)</b> 26:8 <b>similar (5)</b> 37:20;40:14;45:23; 58:2;64:12 <b>simple (1)</b> 18:17 <b>simply (1)</b> 4:17 <b>Simultaneously (1)</b> 16:21 <b>sincerely (1)</b> 105:5 <b>single (1)</b> 28:16 <b>sit (1)</b> 43:22 <b>sitting (2)</b> 18:15;78:3 <b>situations (1)</b> 58:2 <b>six (7)</b> 21:17;35:8;48:6; 53:6,22;68:4;75:24 <b>skill (2)</b> 42:23;99:2 <b>slide (4)</b> 35:13;38:17;62:5; 93:13 <b>slides (2)</b> 68:4;92:18 <b>slightly (1)</b> 77:14 <b>small (5)</b> 9:1;40:20;72:24; 73:5;83:5 <b>smoothly (1)</b>	29:10 <b>solar (3)</b> 56:8;83:16,19 <b>solid (15)</b> 40:6;44:23;47:13; 49:25;58:10,15;70:7, 8,17,20;71:6,8;85:10, 14;112:9 <b>solution (2)</b> 91:25;97:22 <b>somebody (1)</b> 61:3 <b>someone (4)</b> 101:1,14,15;111:4 <b>sometime (1)</b> 11:8 <b>sometimes (6)</b> 39:23;44:7;75:8; 83:9,10;85:2 <b>somewhat (2)</b> 49:15;84:5 <b>soon (6)</b> 60:25;91:20,25; 92:1;94:22;102:1 <b>sorry (3)</b> 9:9;22:5;67:7 <b>sort (10)</b> 38:8;45:4;47:16; 81:1;84:4,7,9,9;119:8, 18 <b>sounds (2)</b> 71:24;84:3 <b>Source (2)</b> 26:18;69:14 <b>sources (1)</b> 63:5 <b>South (1)</b> 119:6 <b>space (2)</b> 12:10;64:12 <b>speak (9)</b> 4:24;51:9;72:16; 80:7;97:14,25;98:25; 119:5,14 <b>speaking (3)</b> 45:21;51:23;118:22 <b>special (2)</b> 7:21,22 <b>specialized (1)</b> 35:6 <b>specific (3)</b> 65:15;95:7;119:12 <b>specifically (6)</b> 68:4;73:10;85:3; 95:10;97:9;119:17 <b>spend (5)</b> 46:7;52:3;60:16; 84:18;117:8 <b>spending (3)</b> 76:18;77:10;96:12 <b>spends (1)</b> 65:9 <b>spent (4)</b>	46:2,14,18;88:13 <b>spoke (2)</b> 76:16;77:19 <b>spoonfed (1)</b> 60:13 <b>spoons (1)</b> 75:9 <b>sporadic (1)</b> 51:1 <b>stability (1)</b> 83:10 <b>staff (30)</b> 28:20;29:6;31:18; 34:2,10,12;36:4,4; 37:24,24;38:5;39:5; 40:7;42:19,20;43:1, 10,11,23;46:4;48:14; 49:10;53:15;90:2,5, 12,21;91:23;103:25; 111:4 <b>stage (2)</b> 103:18,19 <b>stakeholder (1)</b> 100:10 <b>stakeholders (3)</b> 100:8;101:21; 103:10 <b>stamp (1)</b> 59:10 <b>stand (4)</b> 5:8;57:19;118:18; 120:21 <b>standard (4)</b> 10:17;27:24;99:23; 119:20 <b>standards (4)</b> 88:18;95:16,20; 117:21 <b>standpoint (2)</b> 103:15,21 <b>stands (1)</b> 5:11 <b>start (5)</b> 5:20;15:2;23:2; 62:13;66:21 <b>started (5)</b> 17:2;21:4;23:14; 24:18;70:20 <b>starting (6)</b> 52:24;57:25;59:15; 68:19;78:15;92:21 <b>State (6)</b> 93:3;95:20;117:17; 118:4;119:6;120:8 <b>stated (1)</b> 32:8 <b>statement (6)</b> 65:21;66:1,6;74:5, 8;77:22 <b>statements (2)</b> 36:14;41:24 <b>States (1)</b> 5:10	<b>station (1)</b> 10:11 <b>stations (1)</b> 71:11 <b>status (2)</b> 10:21,22 <b>Statute (1)</b> 108:23 <b>stay (2)</b> 9:4;24:3 <b>step (3)</b> 33:1;39:14;79:1 <b>stepped (1)</b> 26:15 <b>steps (1)</b> 51:19 <b>stewardship (1)</b> 87:22 <b>sticking (1)</b> 105:8 <b>still (7)</b> 11:1;35:19;47:24; 67:2;71:3;72:11; 96:16 <b>stipend (6)</b> 89:16;90:15,22; 91:3,13;94:3 <b>stipends (1)</b> 91:5 <b>stipulations (1)</b> 91:13 <b>stiring (1)</b> 7:3 <b>stop (2)</b> 7:2;20:16 <b>storage (2)</b> 12:10,11 <b>storm (1)</b> 114:22 <b>storms (1)</b> 114:17 <b>strategic (10)</b> 26:15;27:25;39:6,6; 56:24;57:3,14;59:1, 20;88:4 <b>streams (1)</b> 86:3 <b>strength (1)</b> 114:25 <b>strengthening (1)</b> 54:25 <b>stress (2)</b> 32:16;34:7 <b>strong (2)</b> 43:6;78:6 <b>structure (5)</b> 31:13;34:4;47:8; 70:5;72:25 <b>structured (3)</b> 61:1;72:18;104:24 <b>struggled (1)</b> 80:16 <b>student (1)</b>	27:9 <b>students (7)</b> 26:21,23;27:4,8,11, 12,15 <b>studies (5)</b> 41:6,7,8;51:5,25 <b>study (5)</b> 35:25;56:4;70:20; 71:16;93:19 <b>subject (2)</b> 61:13;91:6 <b>subsequently (1)</b> 48:19 <b>subsidiary (1)</b> 83:18 <b>substandard (1)</b> 95:18 <b>substantial (2)</b> 36:17;97:21 <b>substantially (1)</b> 47:15 <b>subtracted (1)</b> 76:24 <b>success (2)</b> 82:12;115:12 <b>successful (3)</b> 21:22;76:11;82:7 <b>successfully (1)</b> 87:23 <b>sufficiency (4)</b> 38:8,11;39:19;40:4 <b>sufficient (5)</b> 30:20;39:20;40:18; 45:18;77:15 <b>suggestions (1)</b> 27:15 <b>suit (1)</b> 90:5 <b>summary (1)</b> 94:20 <b>summer (2)</b> 24:15;26:17 <b>Sunset (2)</b> 79:18;91:17 <b>sunshine (1)</b> 28:15 <b>supervisor (12)</b> 27:6;56:15,24; 58:25;90:7,7;97:9; 102:9,21;103:12; 104:9;120:14 <b>Supervisors (4)</b> 78:23;108:19; 109:1;110:11 <b>supplied (1)</b> 83:21 <b>supply (4)</b> 88:23;89:5;96:9,20 <b>support (13)</b> 27:17;37:6;48:18; 63:5,6,8,10,16,18; 64:8;100:19,22; 101:15
---	---	--	--	---

<p><b>supported (2)</b> 26:19;75:23</p> <p><b>supporting (1)</b> 100:3</p> <p><b>supports (1)</b> 18:4</p> <p><b>sure (21)</b> 4:13;6:9;8:9;21:11; 25:22;38:20;57:20; 58:22,25;59:8;60:9; 13:71:16;72:20; 75:11,17;77:15,25; 87:2;93:20;97:12</p> <p><b>surrounding (4)</b> 60:23;69:2;70:4; 89:14</p> <p><b>surveyed (1)</b> 37:20</p> <p><b>Susan (8)</b> 29:7;66:17;87:13; 92:6,8;95:4;97:1; 104:11</p> <p><b>sustainable (1)</b> 87:22</p> <p><b>Sutphen (10)</b> 10:4,5,6;11:15,18; 12:6,10,14,18,22</p> <p><b>Sutphens (1)</b> 11:7</p> <p><b>system (34)</b> 30:17,20;31:2,3,4; 33:14;34:23;39:1,11, 17;40:6;41:1,4,4; 44:16,23;45:11;46:8; 47:13;50:22;51:14, 22;55:19;56:5;57:19, 21;58:18;65:17;68:2, 7;69:12,19,24;70:1</p> <p><b>systems (15)</b> 15:7;36:24;40:24; 44:21;45:14;46:11, 17,22;47:4;66:12; 74:23;76:25;80:8,9; 100:13</p>	<p>88:21</p> <p><b>tank (2)</b> 12:9;83:2</p> <p><b>Tanya (11)</b> 23:3,5,11,20,24; 24:2,9;25:13;114:8; 115:20;116:10</p> <p><b>Tanya's (1)</b> 23:14</p> <p><b>targeting (1)</b> 11:8</p> <p><b>task (3)</b> 23:15;40:4;118:7</p> <p><b>tax (3)</b> 53:7;76:14;91:7</p> <p><b>taxes (1)</b> 93:7</p> <p><b>taxpayer (1)</b> 105:11</p> <p><b>taxpayers (11)</b> 7:6;19:8;21:23; 24:3;79:11;87:11; 88:2;89:3;91:24; 114:18;115:6</p> <p><b>teaching (1)</b> 116:3</p> <p><b>team (23)</b> 18:4;19:8;21:7,19; 22:22;23:17;43:7; 62:1;63:17;76:10; 87:15,17;89:22;90:9; 115:11;117:10,11,13, 15;118:2,3,6,13</p> <p><b>teammates (1)</b> 89:24</p> <p><b>teams (1)</b> 91:19</p> <p><b>team's (1)</b> 87:13</p> <p><b>tear (1)</b> 10:15</p> <p><b>teared (1)</b> 18:17</p> <p><b>technologically (1)</b> 99:9</p> <p><b>technology (6)</b> 55:6,8;56:11,23; 57:5;100:12</p> <p><b>telecommunication (1)</b> 107:17</p> <p><b>telecommunications (2)</b> 106:16;107:25</p> <p><b>temporary (1)</b> 29:11</p> <p><b>ten (6)</b> 10:12,21;24:1; 39:24;49:6;83:6</p> <p><b>tend (1)</b> 41:6</p> <p><b>tens (1)</b> 21:1</p> <p><b>tentative (3)</b> 92:16;93:15;94:2</p>	<p><b>ten-year (2)</b> 11:1;46:24</p> <p><b>term (5)</b> 8:1;50:20;51:15; 53:19,19</p> <p><b>terminology (1)</b> 38:7</p> <p><b>terms (6)</b> 31:23;51:1;52:6; 56:25;61:8;100:21</p> <p><b>testament (1)</b> 17:25</p> <p><b>thanks (1)</b> 119:12</p> <p><b>theme (1)</b> 98:9</p> <p><b>thereby (1)</b> 109:4</p> <p><b>therefore (3)</b> 85:5;101:18;107:19</p> <p><b>Thierry (15)</b> 29:25;34:17,20; 61:23,25;62:5,15; 66:20;67:7;70:7; 71:12;84:11,21; 86:10,20</p> <p><b>thinking (2)</b> 9:4;69:21</p> <p><b>third (3)</b> 35:15;83:15,18</p> <p><b>third-party (2)</b> 54:6;99:24</p> <p><b>thorough (1)</b> 97:2</p> <p><b>though (2)</b> 57:18;79:3</p> <p><b>thought (3)</b> 30:10;61:1;99:16</p> <p><b>thoughts (1)</b> 33:4</p> <p><b>three (15)</b> 3:17;33:18;36:9; 39:23;42:11;43:16; 45:24,25;46:14; 72:12,23;74:14; 76:22;81:3;95:25</p> <p><b>three- (1)</b> 46:23</p> <p><b>thrive (1)</b> 27:4</p> <p><b>thriving (1)</b> 25:10</p> <p><b>throughout (5)</b> 32:21;117:16; 118:4;120:8,9</p> <p><b>throw (1)</b> 75:8</p> <p><b>throws (1)</b> 75:12</p> <p><b>thus (1)</b> 114:17</p> <p><b>ticket (1)</b> 98:9</p>	<p><b>tie (1)</b> 27:24</p> <p><b>tight (1)</b> 52:6</p> <p><b>timeline (4)</b> 50:9;52:22;61:7; 72:18</p> <p><b>times (3)</b> 21:18;41:8;49:8</p> <p><b>tip (1)</b> 82:14</p> <p><b>to-be-determined (1)</b> 75:21</p> <p><b>today (14)</b> 7:1;14:14;16:15; 17:15;22:6;24:17; 56:22;70:19;82:15; 90:8;92:16;98:1; 114:13;117:8</p> <p><b>today's (4)</b> 17:1;22:24;32:25; 120:22</p> <p><b>Together (6)</b> 3:16;35:16;39:5; 71:19,20;105:2</p> <p><b>toilet (1)</b> 73:10</p> <p><b>told (1)</b> 18:11</p> <p><b>tomorrow (1)</b> 27:22</p> <p><b>tone (1)</b> 25:6</p> <p><b>tonight (2)</b> 3:21;104:17</p> <p><b>tons (3)</b> 73:18,20,20</p> <p><b>took (5)</b> 10:6;11:20;13:24; 20:21;23:22</p> <p><b>tools (1)</b> 88:25</p> <p><b>Top (2)</b> 117:19;118:12</p> <p><b>topic (2)</b> 90:3;92:4</p> <p><b>torch (1)</b> 118:2</p> <p><b>total (6)</b> 15:22;41:2;93:13, 17,25;109:5</p> <p><b>toto (1)</b> 15:24</p> <p><b>touch (3)</b> 38:3;42:18;50:15</p> <p><b>touched (7)</b> 36:1;37:7;41:22; 42:11;45:4;47:20; 48:12</p> <p><b>touches (1)</b> 34:24</p> <p><b>toughest (1)</b> 20:5</p>	<p><b>tour (1)</b> 115:24</p> <p><b>tourism (13)</b> 3:24;62:3;89:21; 91:23;108:17,24; 110:4,6,10;112:5,11; 113:10;114:4</p> <p><b>tourist (2)</b> 4:11;118:10</p> <p><b>tourists (1)</b> 99:5</p> <p><b>towards (2)</b> 52:18;88:4</p> <p><b>tower (1)</b> 73:8</p> <p><b>track (1)</b> 80:23</p> <p><b>trade (1)</b> 67:4</p> <p><b>trading (1)</b> 83:10</p> <p><b>traffic (3)</b> 18:15;95:7;118:9</p> <p><b>Training (1)</b> 3:15</p> <p><b>tranches (1)</b> 83:5</p> <p><b>transcribed (1)</b> 107:7</p> <p><b>transition (1)</b> 89:20</p> <p><b>transparency (2)</b> 16:23;28:10</p> <p><b>transparent (5)</b> 15:6;60:15;104:21, 22;119:21</p> <p><b>transportation (2)</b> 27:12;88:18</p> <p><b>transported (1)</b> 70:14</p> <p><b>trash (1)</b> 80:21</p> <p><b>treatment (2)</b> 66:11;71:24</p> <p><b>tremendous (4)</b> 75:5;117:25; 118:25;120:2</p> <p><b>trends (4)</b> 42:13;48:18;64:11; 92:14</p> <p><b>trigger (5)</b> 39:24;47:5,9,16; 56:9</p> <p><b>Triggers (1)</b> 79:18</p> <p><b>trucks (1)</b> 10:4</p> <p><b>true (1)</b> 100:24</p> <p><b>true-up (2)</b> 45:17;46:1</p> <p><b>true-ups (2)</b> 45:9,11</p>
<b>T</b>				
<p><b>table (2)</b> 40:21;67:9</p> <p><b>talk (10)</b> 6:5;35:12;49:5; 59:19;65:19;66:5,19; 68:4;84:7;119:15</p> <p><b>talked (6)</b> 38:4;56:4;63:20; 69:10;77:23;96:16</p> <p><b>talking (3)</b> 40:7;66:21;117:24</p> <p><b>talks (2)</b> 29:12;77:22</p> <p><b>Tallahassee (1)</b> 119:14</p> <p><b>tangibly (1)</b></p>				

<p><b>truly (4)</b> 25:7;103:17; 117:25;118:11</p> <p><b>trust (7)</b> 30:19,22;31:1,20, 23;36:3;117:25</p> <p><b>truth (1)</b> 93:4</p> <p><b>try (2)</b> 102:23;103:24</p> <p><b>trying (3)</b> 38:5;82:25;94:15</p> <p><b>turn (3)</b> 86:1;97:7;114:21</p> <p><b>turned (1)</b> 18:15</p> <p><b>turnover (1)</b> 7:7</p> <p><b>two (27)</b> 6:5;10:1,8;11:16, 21,24;12:3;13:20,24; 14:14;43:16;45:25; 46:13;63:5,9;65:7,9; 66:1;67:9;68:22; 70:18;89:9,10;91:17; 92:15;94:19;97:19</p> <p><b>two-thirds (1)</b> 95:17</p> <p><b>two-week (1)</b> 92:20</p> <p><b>types (1)</b> 87:2</p> <p><b>typical (1)</b> 73:19</p> <p><b>typically (8)</b> 10:13;11:2;39:17; 51:23;54:20;56:22; 75:15;99:3</p> <p><b>typo (1)</b> 110:24</p>	<p><b>underline (1)</b> 118:15</p> <p><b>underlying (1)</b> 49:23</p> <p><b>underscoring (1)</b> 115:14</p> <p><b>understood (3)</b> 99:23;100:14; 103:17</p> <p><b>undertake (2)</b> 26:6;88:25</p> <p><b>undertaking (2)</b> 27:5;90:6</p> <p><b>underway (1)</b> 29:6</p> <p><b>unexpected (1)</b> 52:8</p> <p><b>unfinished (2)</b> 117:2;120:19</p> <p><b>Unfortunately (1)</b> 85:23</p> <p><b>union (4)</b> 17:2;29:5;87:25; 91:8</p> <p><b>unique (3)</b> 15:1;31:13;44:4</p> <p><b>unit (8)</b> 11:11;13:11;14:6; 17:3;29:8,13;73:19, 22</p> <p><b>United (1)</b> 5:10</p> <p><b>units (5)</b> 11:6,21,24;12:17, 18</p> <p><b>unless (1)</b> 91:17</p> <p><b>Unlike (2)</b> 33:5;41:5</p> <p><b>unmatched (1)</b> 103:17</p> <p><b>unnecessary (1)</b> 7:8</p> <p><b>unplanned (2)</b> 52:10;64:9</p> <p><b>unprecedented (4)</b> 49:2,3,8;63:22</p> <p><b>unravel (1)</b> 59:14</p> <p><b>unreasonable (1)</b> 33:24</p> <p><b>unused (1)</b> 99:16</p> <p><b>unusual (1)</b> 102:16</p> <p><b>unwavering (1)</b> 115:14</p> <p><b>up (40)</b> 6:18;7:3,24;8:11; 9:21;12:5,23;14:8; 18:17,22;19:1,12,17; 20:24;26:9;29:22; 30:1;44:14;45:12,15;</p>	<p>47:12;48:21;50:8; 60:11;61:15;73:3,13; 76:3;78:19;83:3,10, 20;85:11,24;88:9,17; 92:6;95:16,20;114:8</p> <p><b>upcoming (3)</b> 32:15;62:7;88:14</p> <p><b>update (2)</b> 29:1;92:1</p> <p><b>uplift (4)</b> 70:10,15;72:10; 76:8</p> <p><b>uplifts (1)</b> 63:4</p> <p><b>upon (1)</b> 59:4</p> <p><b>up-staffing (1)</b> 10:23</p> <p><b>upswing (1)</b> 81:11</p> <p><b>urge (1)</b> 9:3</p> <p><b>usage (2)</b> 73:9;106:17</p> <p><b>use (13)</b> 10:2;52:3;53:20; 66:10;71:5;73:2; 74:22;76:23;77:18; 99:18;100:6;101:19; 119:9</p> <p><b>used (5)</b> 31:5;32:14;43:24; 73:7;97:24</p> <p><b>user (1)</b> 21:22</p> <p><b>users (1)</b> 31:21</p> <p><b>uses (9)</b> 64:25;66:2;73:10; 74:18,23;75:1,14,15; 85:14</p> <p><b>using (1)</b> 57:22</p> <p><b>Usually (1)</b> 39:24</p> <p><b>Utilities (29)</b> 33:16,17,22;40:15; 44:2;50:24;54:19; 57:10;61:16;65:2; 66:8,9,22;67:9,17,24; 68:10,23;72:12,13,23; 74:21;79:15,19; 81:18;82:9;84:6;85:1; 112:6</p> <p><b>utility (106)</b> 30:2,7,13,14,17; 31:1,3,9,15,22;32:19; 33:8;35:7,10,12; 36:25;37:2;38:14,17; 39:2,4,10;40:10,13; 41:5,18;42:2,7;43:1,1, 6;44:4,12;45:8,13,17; 46:11,22;53:13;</p>	<p>54:21;55:19,20,22; 56:18,21;58:5;59:2; 60:21;61:24;62:3,4,8, 12;63:4,7,15,23;65:9, 16;66:2,5,13,14,19, 25;67:2,2,6,20,22,24; 68:1,1,5,7,11,15,20; 69:2,7,13;70:2;71:7; 72:25;73:1;74:12,15, 25;75:13,18,22;76:23, 25;77:15;78:5;79:8,9; 80:3;82:16,20;84:10, 18;112:3,4;113:8,10</p> <p><b>utilizes (1)</b> 66:12</p> <p><b>utmost (2)</b> 58:20;115:3</p>	<p>7:24</p> <p><b>visible (1)</b> 118:10</p> <p><b>visit (1)</b> 3:25</p> <p><b>visited (1)</b> 80:24</p> <p><b>visiting (1)</b> 98:13</p> <p><b>visitor (1)</b> 101:4</p> <p><b>visitors (1)</b> 5:18</p> <p><b>visits (1)</b> 98:10</p> <p><b>voices (1)</b> 105:1</p> <p><b>volatile (2)</b> 44:9;83:2</p> <p><b>volatility (1)</b> 83:12</p> <p><b>volumes (1)</b> 62:24</p> <p><b>voluntary (1)</b> 96:6</p> <p><b>volunteered (1)</b> 24:25</p> <p><b>vote (4)</b> 15:18;16:10;93:23; 94:23</p> <p><b>voted (3)</b> 8:16;92:13,15</p> <p><b>voters (1)</b> 87:12</p> <p><b>VP (1)</b> 18:7</p>
<p style="text-align: center;"><b>U</b></p>			<b>V</b>	
<p><b>Ultimately (5)</b> 7:20;23:22;27:23; 90:3,16</p> <p><b>unable (1)</b> 91:21</p> <p><b>unanimously (8)</b> 16:10;106:10; 108:11;109:23; 111:25;113:5;114:1; 117:1</p> <p><b>unaware (2)</b> 23:3;26:14</p> <p><b>under (15)</b> 5:11;28:15;30:18, 22;31:1,20,23;35:9; 40:25;45:24;47:24; 77:19;78:24;89:17; 91:9</p> <p><b>underground (2)</b> 69:13,20</p>			<p><b>vacation (1)</b> 22:8</p> <p><b>validate (1)</b> 37:10</p> <p><b>valorem (2)</b> 92:11;93:15</p> <p><b>valuable (2)</b> 27:21;90:11</p> <p><b>valuation (4)</b> 37:13,14,23;39:3</p> <p><b>value (10)</b> 35:11;43:17;53:13; 99:20,24;105:5,6; 108:21;109:4,6</p> <p><b>values (2)</b> 92:21;93:9</p> <p><b>variable (2)</b> 32:20;80:2</p> <p><b>variation (1)</b> 68:6</p> <p><b>various (2)</b> 39:15;58:24</p> <p><b>vehicles (4)</b> 13:14,15,19;14:10</p> <p><b>vein (1)</b> 45:24</p> <p><b>vendor (3)</b> 68:25;75:10;81:7</p> <p><b>vendors (3)</b> 28:24,24;76:9</p> <p><b>versus (1)</b> 12:9</p> <p><b>vest (1)</b> 5:23</p> <p><b>veteran-owned (1)</b> 28:24</p> <p><b>via (1)</b> 22:20</p> <p><b>vice (1)</b> 29:25</p> <p><b>video (1)</b> 20:14</p> <p><b>Villages (1)</b></p>	<p style="text-align: center;"><b>W</b></p> <p><b>Wagner (2)</b> 18:6,9</p> <p><b>wait (1)</b> 6:10</p> <p><b>Walt (5)</b> 23:14;31:11;41:14, 18;88:12</p> <p><b>wants (1)</b> 9:14</p> <p><b>warms (1)</b> 67:3</p> <p><b>warrant (1)</b> 88:19</p> <p><b>waste (21)</b> 40:6;44:23;47:13; 49:25;58:11,12,15; 70:7,9,17,21,24;71:6, 8;75:4,5;85:11,14,25; 86:3;112:10</p> <p><b>wastewater (4)</b> 41:4;66:11,14; 71:23</p> <p><b>watched (1)</b> 20:13</p>

<b>watching (2)</b> 15:6;82:22	114:25	59:7,8;60:17;92:15	<b>ZIEGLER (9)</b> 14:23;102:7;104:9; 107:2;109:17;111:19; 112:24;116:7,17	20:24;43:3
<b>water (26)</b> 12:7,8;41:4,13; 68:1,2;71:19;72:7,24; 73:3,7,12,12,13,14,15, 24;74:2,19,22;88:3; 112:8,8,9,9;115:1	<b>wisdom (2)</b> 4:14,24	<b>world (12)</b> 17:20;22:8;23:15; 26:23;31:12;88:12; 98:8;99:9;100:14; 103:18;118:11;120:5	<b>1</b>	<b>200.065 (1)</b> 108:24
<b>way (22)</b> 4:19;6:2,7;8:18; 17:16;21:4,5;32:10; 38:10;43:20;51:21; 96:10;98:19;99:8,15; 101:12;102:20,21; 104:23;105:2;107:18; 108:1	<b>wise (1)</b> 5:6	<b>worrying (1)</b> 24:9	<b>1 (2)</b> 44:7;120:1	<b>2006 (1)</b> 24:19
<b>ways (1)</b> 65:9	<b>wish (1)</b> 25:11	<b>writes (1)</b> 18:9	<b>1.2 (1)</b> 78:2	<b>2007 (1)</b> 23:17
<b>wear (1)</b> 10:15	<b>withdraw (1)</b> 74:24	<b>written (1)</b> 43:17	<b>1.3 (2)</b> 62:10;73:13	<b>2010 (1)</b> 23:19
<b>weather (1)</b> 115:8	<b>withdrawn (1)</b> 66:3	<b>wrong (2)</b> 18:14;24:5	<b>1.51 (1)</b> 78:3	<b>2011 (1)</b> 23:24
<b>website (1)</b> 90:25	<b>withholding (1)</b> 91:7	<b>Wyoming (1)</b> 20:20	<b>100 (1)</b> 80:17	<b>2014 (1)</b> 23:25
<b>week (1)</b> 30:15	<b>within (17)</b> 21:24;23:5;39:16; 42:15;43:5;44:21,22; 53:10;54:14;73:11, 22;84:4,10,17;85:17;	<b>Y</b>	<b>10-year (1)</b> 14:9	<b>2015 (1)</b> 14:1
<b>weekend (1)</b> 21:21	<b>without (1)</b> 14:15	<b>year (82)</b> 10:13;13:25;17:4; 21:18;30:7,24,24; 32:1,7,21;33:8,21; 34:1;43:4;44:19; 45:10,12,18,20,20; 46:6;62:7,8,10,25; 63:1,8,14,22,25; 64:16,17;65:18; 66:25;67:1,10,18; 68:20,22;69:4,5,25; 70:3,22;71:8,11,15; 72:21,22;74:3,9,10; 76:5;77:4,9;78:4; 88:13,14,25;89:4; 91:6;92:7,22,25;93:7; 94:4,11,15;95:24; 96:1,20;99:16; 108:16,21;109:4,6; 110:3,8,12,22;113:9; 119:2	<b>11 (1)</b> 11:6	<b>2018 (1)</b> 33:19
<b>weeks (1)</b> 92:15	<b>wives (1)</b> 4:5	<b>years (43)</b> 3:13,16;7:16;10:14, 21;11:3;13:19,20; 14:14;17:12;18:11; 20:25;22:13,15;24:2; 25:20;33:18,18;36:9, 19;39:23,24;40:8,22; 42:24;43:3,4;44:12, 15;46:14;49:1,6; 51:16;55:12;56:6; 61:24;82:2;83:7; 91:17;100:11;115:9; 117:15;119:2	<b>11.7 (1)</b> 76:1	<b>2019 (1)</b> 44:12
<b>weigh (1)</b> 104:7	<b>Wizington (1)</b> 90:21	<b>year's (1)</b> 33:12	<b>12 (2)</b> 3:13;76:22	<b>2020 (1)</b> 85:24
<b>weighted (1)</b> 62:25	<b>women (2)</b> 13:10;14:7	<b>youth (1)</b> 26:17	<b>13 (3)</b> 65:12;71:20;88:13	<b>2021 (2)</b> 33:19;36:10
<b>Welcome (5)</b> 3:5;6:21;11:13; 74:7;78:9	<b>wonder (2)</b> 82:10;84:6	<b>Z</b>	<b>13.9 (1)</b> 65:12	<b>2022 (2)</b> 32:7;42:5
<b>well-being (1)</b> 115:16	<b>wonderful (3)</b> 19:3;62:18;98:16	<b>zero (4)</b> 15:2;66:22;74:12; 77:20	<b>15 (4)</b> 10:14;13:19;14:9; 72:9	<b>2023 (4)</b> 45:1;68:24;110:22; 112:13
<b>well-connected (1)</b> 9:2	<b>wondering (1)</b> 54:14		<b>160 (1)</b> 35:4	<b>2024 (13)</b> 30:7;44:19;45:2; 92:8;108:16,21; 109:4,6;110:3,8,12, 23;113:9
<b>wellness (1)</b> 114:16	<b>words (4)</b> 4:1,25;5:6;104:8		<b>17 (2)</b> 77:21;112:13	<b>20th (1)</b> 29:9
<b>Wendell (5)</b> 29:22;62:14;64:15; 66:20;77:23	<b>work (34)</b> 3:6;8:21;18:2; 21:15,19,20;26:5; 27:24;34:22;37:9; 43:11;51:11;52:10; 58:9;59:18;64:6,7,10; 65:8;76:16;78:18; 81:15;95:5;97:17; 98:17,21,24;102:1,4; 103:21;104:9;105:1, 22;115:21		<b>17-year (1)</b> 24:20	<b>20-year (1)</b> 14:9
<b>Wendell's (2)</b> 86:10,21	<b>worked (9)</b> 23:5;27:1;36:4; 38:24;89:3,12;98:6; 103:13;104:11		<b>18.7 (1)</b> 63:7	<b>21 (1)</b> 63:24
<b>whereas (2)</b> 39:18;95:16	<b>workers (1)</b> 21:12		<b>182 (1)</b> 21:18	<b>23 (9)</b> 62:11;63:14;67:18; 68:20;69:4;70:3;71:8; 72:22;74:9
<b>whole (2)</b> 20:6;25:7	<b>working (14)</b> 12:20;18:10;24:23; 27:19;52:8;87:18; 91:8,19;97:10; 101:23;102:9;103:14; 104:12;105:13		<b>19 (2)</b> 77:21;112:13	<b>23.5 (1)</b> 94:18
<b>wholesale (3)</b> 39:21;79:14;80:1	<b>works (3)</b> 7:9;24:2;103:3		<b>19th (1)</b> 29:9	<b>23'24 (1)</b> 76:6
<b>wholly (1)</b> 31:11	<b>workshop (4)</b>		<b>2 (1)</b> 94:12	<b>23rd (1)</b> 48:8
<b>wife (2)</b> 3:15;22:10			<b>2 (1)</b> 94:12	<b>24 (27)</b> 17:4;62:8,25;63:1, 8,22;64:17;65:18; 66:25;67:1,11,18; 68:22;69:25;70:4; 71:11,15;72:22;74:3, 10;76:21;77:4;78:4; 92:22;94:5,11;95:24
<b>willing (1)</b> 60:17			<b>2,000 (2)</b> 73:18,20	<b>25 (4)</b> 29:11;83:20;88:25; 100:11
<b>win (1)</b> 83:9			<b>2.3 (1)</b> 110:23	<b>27 (1)</b> 11:9
<b>winds (1)</b>			<b>2.5 (2)</b> 75:20;76:2	<b>29th (1)</b>
			<b>2.7 (2)</b> 88:16;95:23	
			<b>20 (5)</b> 11:3;13:20;17:12;	

4:1	<b>6.9 (2)</b> 73:14;75:20	112:22		
<b>3</b>	<b>650 (3)</b> 106:12,14,25	<b>90 (1)</b> 91:4		
<b>3.1 (3)</b> 88:11;89:2;111:10	<b>651 (4)</b> 108:12,13,17; 109:15	<b>911 (1)</b> 100:25		
<b>3.96 (1)</b> 92:24	<b>652 (3)</b> 109:24;110:1,5	<b>98 (1)</b> 69:13		
<b>30 (2)</b> 43:2;82:1	<b>653 (3)</b> 112:1,2,14			
<b>30-plus (1)</b> 61:24	<b>654 (3)</b> 113:6,7,12			
<b>31 (1)</b> 11:6	<b>655 (3)</b> 114:2,3;116:18			
<b>31st (1)</b> 29:14	<b>6th (1)</b> 29:13			
<b>32 (1)</b> 3:16				
<b>34.7 (1)</b> 94:8	<b>7</b>			
<b>36.7 (1)</b> 94:7	<b>7 (1)</b> 62:10			
<b>396 (1)</b> 106:14	<b>7.6 (1)</b> 63:9			
<b>4</b>	<b>7:30 (1)</b> 120:24			
<b>4 (1)</b> 77:19	<b>70 (2)</b> 37:1;99:15			
<b>4.64 (1)</b> 92:25	<b>70s (1)</b> 98:13			
<b>40 (1)</b> 119:2	<b>750-gallon (1)</b> 12:8			
<b>41 (1)</b> 62:16	<b>75-megawatt (1)</b> 83:16			
<b>43 (1)</b> 70:21	<b>8</b>			
<b>49 (2)</b> 67:3;68:15	<b>8 (1)</b> 67:17			
<b>5</b>	<b>8.1 (3)</b> 68:12;97:6;106:1			
<b>5.7 (1)</b> 63:14	<b>8.2610 (2)</b> 93:11;108:23			
<b>5:05 (1)</b> 3:3	<b>8.7 (1)</b> 65:6			
<b>500-gallon (1)</b> 12:9	<b>8.82 (2)</b> 93:12;108:22			
<b>53 (2)</b> 22:13,15	<b>8.99 (2)</b> 93:1,11			
<b>55 (1)</b> 41:2	<b>82 (1)</b> 41:17			
<b>56 (1)</b> 41:2	<b>84 (1)</b> 62:23			
<b>5609506 (1)</b> 13:2	<b>85 (1)</b> 90:24			
<b>6</b>	<b>8th (1)</b> 19:25			
<b>6 (1)</b> 94:13	<b>9</b>			
<b>6.3 (2)</b> 9:17,22	<b>9.26 (1)</b> 93:2			
	<b>9.4 (1)</b>			