

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, June 12, 2023

from 4:00 p.m. to 7:30 p.m.

* * * * *

BOARD MEMBERS PRESENT:

REBA LUDLOW
ROBERT OLSON, Chairman
MICHELLE CASH-CHAPMAN
DENNIS CLARKE, Treasurer
JENNIFER LIOTTA

* * * * *

ALSO PRESENT:

JEREMIAH R. BLOCKER, ESQUIRE, Douglas Law Firm,
100 Southpark Boulevard, Suite 414, St. Augustine,
Florida, 32086, General Counsel for Airport Authority.

CHAD S. ROBERTS, ESQUIRE, The Roberts Firm, PLLC,
1633 Challen Avenue, Jacksonville, Florida, 32205,
Aviation Counsel for Airport Authority.

KEVIN HARVEY, Interim Executive Director.

* * * * *

JANET M. BEASON, RPR, RMR, CRR
St. Augustine Court Reporters
17 Pacific Street, Suite B
St. Augustine, FL 32084
(904) 825-0570

	I N D E X	
		PAGE
1		
2		
3	PLEDGE OF ALLEGIANCE	3
4	MEETING MINUTES	3
5	AGENDA APPROVAL	3
6	STAFF REPORT	5
7	BUSINESS PARTNER UPDATES	13
8	BOARD COMMITTEES	14
9	OLD BUSINESS ITEMS	
10	- Volato's Proposal for FBO & MRO Facility	30
	- Terminal Access Road FDOT Grant	80
11	- RFQ for Engineering Services	85
	- Executive Director Search	121
12		
	NEW BUSINESS ITEMS	
13		
	- Airfield Security Improvement Contract Awards	130
14	- Land Lease Proposals	133
	- Preliminary FY 2023-24 Budge	185
15		
	PUBLIC COMMENT - GENERAL	191
16		
	MEMBER COMMENTS AND REPORTS	191
17		
	ADJOURNMENT	194
18		
	REPORTER'S CERTIFICATE	195
19		
20		
21		
22		
23		
24		
25		

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

2 CHAIRMAN OLSON: Calling to order the 6/12
3 meeting of the Airport Authority. Please stand for
4 the pledge.

5 (Pledge of Allegiance.)

6 MEETING MINUTES

7 CHAIRMAN OLSON: Okay. We have meeting
8 minutes from two meetings, the two meetings in May,
9 May 8th and the 22nd. I hear an echo.

10 MS. LUDLOW: Just a minute. I'm trying to --
11 I'm trying to find the volume.

12 CHAIRMAN OLSON: I'm going to -- any -- any
13 additions or corrections to those minutes, anyone?

14 MR. CLARKE: I have read them. I have no
15 corrections or --

16 MS. LUDLOW: I'm sorry. I didn't read them --

17 CHAIRMAN OLSON: So -- okay.

18 MS. LUDLOW: -- so I'll have to take your word
19 for it.

20 CHAIRMAN OLSON: Okay. Hearing none, we'll
21 accept them as presented.

22 AGENDA APPROVAL

23 CHAIRMAN OLSON: Agenda approval, any
24 additions to the agenda? Addition to the agenda?

25 MS. LUDLOW: Well, yes. When -- I was looking

1 at it here, so when does Volato come up in here?
2 Is it the first one after --

3 CHAIRMAN OLSON: Looks like it's the first
4 item under Old Business Items.

5 MS. LUDLOW: Well, can we move her up as far
6 as we can -- move Volato up as far as we can so
7 that Jennifer can participate in more of the
8 meeting?

9 CHAIRMAN OLSON: Well, we're going to get to
10 it quick.

11 MR. HARVEY: It will be pretty. It will come
12 up quick.

13 CHAIRMAN OLSON: Actually, the bulk of the
14 meeting comes after, but Jennifer is here now,
15 so...

16 MS. LUDLOW: I know.

17 CHAIRMAN OLSON: Any other --

18 MS. LIOTTA: Yes. I'd -- I don't know if we
19 need to do this by vote on it or not. I'd like to
20 add, I'm going to guess under Old Business,
21 executive director position.

22 MS. LUDLOW: Thank you.

23 CHAIRMAN OLSON: Old business, executive
24 director. Okay. Okay. Okay. No other additions
25 to the agenda, we will go forward.

1 MR. BLOCKER: Mr. Chairman --

2 CHAIRMAN OLSON: Yes.

3 MR. BLOCKER: -- if we could -- if we could
4 have a motion for the amended --

5 CHAIRMAN OLSON: Oh, okay.

6 MR. BLOCKER: -- agenda.

7 CHAIRMAN OLSON: Sure.

8 MR. BLOCKER: Have a motion and second.

9 MS. LIOTTA: I'll restate. I'd like to move
10 to amend the agenda to include executive director
11 position under the Old Business Items.

12 CHAIRMAN OLSON: Okay. Motion made. Second?

13 MS. LUDLOW: Second.

14 CHAIRMAN OLSON: Motion made and seconded.

15 All in favor?

16 MS. LUDLOW: Aye.

17 MS. LIOTTA: Aye.

18 MS. CASH-CHAPMAN: Aye.

19 MR. CLARKE: Aye.

20 CHAIRMAN OLSON: Aye. Okay. Approved. Okay.

21 So we're going to staff reports.

22 STAFF REPORT

23 MR. HARVEY: All right. Under staff reports,
24 you requested that -- for us to provide you the
25 Volaire contracts. You should have had two of

1 those come to you, one being the consulting
2 services agreement and the other one, the market
3 services agreement.

4 You were -- if I recall, you were just curious
5 what those entailed and you wanted to take a look
6 at them and see what you may want to do moving
7 forward. But it was not an action item today, you
8 just wanted those for information purposes.

9 If I might, the one for the consulting
10 services, I'd just like to make a couple of quick
11 comments about them. You know, many larger
12 commercial airports have a staff dedicated to
13 airline service development.

14 Smaller airports like us, without having a
15 staff position dedicated to that development, they
16 utilize consultants. I would say a hundred percent
17 of them use consultants that are -- that are
18 small -- smaller airports like ourselves.

19 They're -- they're a critical component in the
20 process of that recruitment. If you don't have
21 knowledgeable representation at these conferences
22 and so forth to continue to put your airport and
23 what it has to offer in front of the planners and
24 representatives of the airlines that attend, you
25 have very little chance of ever offering service to

1 your community. I think that's just the way it is.

2 They don't know you exist, they don't -- they
3 don't know if you're still in the -- have the
4 wherewithal to offer amenities to support
5 commercial service, and so that's why there are
6 these consultants out there just for that purpose.

7 On the marketing side, Volaire provides all of
8 your marketing, public relations, and social media
9 on behalf of the airport. Staff would not ever
10 have the time or -- or marketing background to even
11 provide these types of services.

12 Whether you stuck with Volaire or you went
13 outside of Volaire looking for someone else, just
14 know that you will not have any social presence, PR
15 presence, marketing presence and community with the
16 staff that's on hand. Okay?

17 MS. LUDLOW: I have a question.

18 MR. HARVEY: Yes, ma'am.

19 MS. LUDLOW: Are we locked in with them
20 through 2024 or --

21 MR. HARVEY: No, ma'am.

22 MS. LUDLOW: And this is what their
23 agreement --

24 MR. HARVEY: Yes, ma'am. But there -- there's
25 no cancellation clause in there, so you can --

1 MS. LUDLOW: We could cancel at any time.

2 MR. HARVEY: Yes, ma'am. Correct.

3 MS. LUDLOW: Thank you.

4 MR. HARVEY: Okay?

5 MR. CLARKE: I -- I have a couple of
6 questions. I -- I read the same thing. I did not
7 see a cancellation clause in there.

8 MR. HARVEY: Yeah. I would take that to mean
9 that you can just let them know that you no longer
10 need their services.

11 MR. CLARKE: Is that -- is that true or --
12 Counsel?

13 MS. LUDLOW: My tail's following me.

14 MR. BLOCKER: Thank you. So -- so to answer
15 that question, generally you would want to see a
16 cancellation clause --

17 MS. LUDLOW: I know. I'm so dingy.

18 MR. BLOCKER: -- in here. I think that would
19 be good -- good legal practice.

20 Contracts can be canceled. They can be -- you
21 can get out of contracts. Generally there --
22 there's going to be some consequences to that.
23 That's something that, depending on how this
24 contract was written, I think that it seems like it
25 was not included in here, but going forward, I

1 would encourage having a cancellation. That way,
2 the board understands going forward what they're
3 entering into, what the consequences are if there
4 is a situation where you need to get out of the
5 contract. But here it's left open-ended, so...

6 MR. HARVEY: Well, but I would think if -- if
7 we're not pursuing airline service, there could
8 be -- probably could be something worked out with
9 the consulting firm to -- to get out of this.

10 MS. LIOTTA: Well, it seems like we might be
11 entering into the realm of speculation as to what
12 exactly is in the contract. Our counsel hasn't had
13 time to review it; it was done before their --
14 before its time.

15 So this to me seems more like an internal
16 review on the existing contract and a budgetary
17 item for future -- the upcoming year, so I'm not
18 sure how much time we need to spend on it in this
19 meeting.

20 MR. HARVEY: Okay. All right.

21 MR. CLARKE: I'd just like to add, you know, I
22 agree with Ms. Liotta, it's a budgetary item, but
23 the -- for the public's edification, the consulting
24 service agreement is \$34,950 a year. There are six
25 items under the scope of work ranging from airline

1 headquarters meetings to data gathering. The
2 marketing services agreement is \$33,600 a year,
3 combined at \$68,550 per year. That's about 5,800
4 or so dollars per month.

5 Without a cancellation clause, if we were to
6 honor the contract through January 31st, 2024, for
7 the -- the next fiscal year combined, it would be
8 \$22,850. That would be just to pay the contract as
9 it -- under the terms and with the cancellation
10 date. I just wanted to add that.

11 MR. HARVEY: Also, there are, you know,
12 additional expenses that go with attending these
13 conferences, so... Okay?

14 All right. Next would be just our east side
15 development project. Gun Club has approved the
16 proposed boundary map that Matt Singletary with
17 Passero has provided them. So they were -- they
18 were good with the boundaries that have been
19 proposed. And we've reached out to the surveyors
20 to begin that process, okay? And of course after
21 that, will -- after the survey will come the
22 appraisal after that.

23 Your air traffic control tower BIL grant for
24 new equipment, we had three bids that were
25 submitted. The low bidder was Phoenix Navtech at

1 \$192,000. That came under what we had kind of, I
2 would say, budgeted for it. So that is -- that's
3 good. And again, this is a hundred percent FAA
4 funded. This contract will come back for your
5 approval as soon as the grant funding is -- is
6 received.

7 Lastly, this Saturday's event Wings n' Wheels,
8 once again, promote that for the folks, 10:00 to
9 3:00 at the airline terminal ramp and parking lot,
10 and we hope it's a successful event for everybody.
11 Should be a lot of fun for those enthusiasts of
12 cool cars and cool airplanes. So if you're out and
13 about, please drive by and check it out, okay?

14 And that's all I've got for staff reports.

15 CHAIRMAN OLSON: Okay. Thank you. Yes,
16 question? Question for staff?

17 MS. LUDLOW: I have -- I'm sorry, but I didn't
18 think of it in time, but on the Volaire, can I go
19 back and ask a question there?

20 MR. HARVEY: Yes, ma'am.

21 MS. LUDLOW: Okay. Should we, like, make a
22 motion to discontinue their contracts for the board
23 or should the board say, you know, within 90 days
24 or a certain amount of time, we should make a
25 decision? Because we have all this information but

1 we're not doing one thing on it, so we need to do
2 something on it or not.

3 CHAIRMAN OLSON: Well, there's a renewal,
4 right?

5 MS. LUDLOW: No.

6 CHAIRMAN OLSON: There's a renewal milestone.
7 Does this self-renew?

8 MR. HARVEY: I believe --

9 MS. LUDLOW: There's no cancellation clause.
10 You can cancel any time.

11 MR. HARVEY: Yeah, it's -- the agreement can
12 be extended for two calendar years in increments
13 through January of '26. So this is in effect
14 through January 31st of '24.

15 MS. CASH-CHAPMAN: I think the goal today was
16 just to get the information so we can review it,
17 have our general counsel review it, and then put it
18 on the agenda for next meeting, so that way we can
19 really kind of dive into it on our own and then
20 decide if we want to move forward or not at the
21 next meeting.

22 MS. LUDLOW: I think we should --

23 CHAIRMAN OLSON: Is that okay with you?

24 MS. LUDLOW: Yes. I think --

25 CHAIRMAN OLSON: Okay.

1 MS. LUDLOW: -- we should have some action,
2 since, you know, we did bring it up, so...

3 CHAIRMAN OLSON: So that will be available for
4 discussion at the next meeting with counsel having
5 had a chance to look at the agreement.

6 MS. LUDLOW: Thank you.

7 CHAIRMAN OLSON: Okay.

8 MS. LUDLOW: Sorry.

9 BUSINESS PARTNER UPDATES

10 CHAIRMAN OLSON: So we'll move on to business
11 partner updates. Mr. Dean, I don't see Mr. Dean
12 here today. Mr. Beyers?

13 MR. BEYERS: No comment.

14 CHAIRMAN OLSON: No comments from Mr. Beyers.
15 Mr. Riera? SAAPA.

16 MR. RIERA: Good afternoon.

17 CHAIRMAN OLSON: Am I not pronouncing it --

18 MR. RIERA: I'm Jose Riera with SAAPA.

19 MS. LUDLOW: No, you did.

20 MR. RIERA: Basically just to remind everybody
21 about the Wings n' Wheels coming up. This
22 Friday -- Friday we have a meeting. Saturday is
23 the show.

24 We would like to have volunteers. If
25 anybody's here who would like to volunteer for this

1 event, we have a volunteer meeting Friday at 3 p.m.
2 at the terminal building. And hope to see you
3 there if you can. That way, we can have the most
4 participation from the public. We already have --
5 hope the SAAPA folks are committed, one of them
6 already, so we invite you for that.

7 Other than that, no more comments.

8 MS. LUDLOW: Thank you, Jose.

9 CHAIRMAN OLSON: Okay. Mr. McKendrick,
10 Northrop Grumman.

11 MR. MCKENDRICK: Good afternoon. Nothing to
12 add. Thanks.

13 CHAIRMAN OLSON: Okay. Sure. Thank you. And
14 Mr. Pittman from the tower?

15 (Not present.)

16 CHAIRMAN OLSON: We just approved that
17 equipment, but I don't see him, so...

18 BOARD COMMITTEES

19 CHAIRMAN OLSON: Okay. Going on, board
20 committees, and we are going to hear from
21 Mr. Blocker.

22 MR. BLOCKER: Thank you, Mr. Chairman.

23 So, just good news. We heard back from the
24 Florida Commission on Ethics who gave us a green
25 light as far as the committees as far as the

1 financial disclosures.

2 So the good news is that most of the
3 committees will not require financial disclosure.
4 So it's -- that's good news. So members that --
5 that apply to that, so that -- that's helpful to
6 know.

7 As far as the notice requirements and going
8 forward, so if the -- if each board member, as they
9 go through their committees that they're
10 responsible for, we just want to make sure that
11 we're always noticing the public in a timely manner
12 and that we're making sure that we keep minutes for
13 those minutes if there's a requirement to go
14 forward.

15 Now, I believe one or two, there have been one
16 or two questions about there's -- if that specific
17 committee meets in sunset or if it's not needed for
18 a particular reason. Some of these committees,
19 there may arise occasions where it's necessary to,
20 you know, bring them forward and do some work.
21 Other times, maybe not as much.

22 So we can work on that. You know, the board
23 can formally sunset some of these committees. They
24 can lie dormant. They can be -- you know, they
25 exist on the rules that they've been created for

1 the benefit of the board, so the board can either
2 draw whatever guidance or -- is necessary. So we
3 can -- we can do it on a case-by-case basis based
4 on whatever y'all as a board require.

5 So again, Board Member Ludlow, I know you have
6 a very specific committee where you're able to meet
7 the requirements of your committee with -- with, as
8 we've discussed, by just kind of seeking some
9 advice from law enforcement and fire rescue and
10 such and there's not necessarily a formal need
11 to -- to convene that board or committee.

12 MS. LUDLOW: But how can I dissolve my
13 committee?

14 MR. BLOCKER: So there are a couple of ways.
15 You can just leave it. I mean, it's been created
16 on the books, so it will be a safety committee that
17 can be resurrected by a future board down the road.
18 We could, you know, do a resolution to sunset that
19 committee.

20 MS. LUDLOW: Right. I mean, I can't run a
21 committee out of SAAPA or anything and report to
22 the board.

23 MR. BLOCKER: For sure. So again, so -- so
24 committees that are really serving purely as an
25 advisory role, they're not generating any formal

1 recommendations, they're just providing -- you
2 know, we went over this when we had opportunity for
3 each of us to meet.

4 So if it meets -- I think it sounds like your
5 specific committee is meaning that it's more of a
6 safety, you're kind of -- so I would say there's
7 probably not a need to -- to formally dissolve
8 that; we can just sunset that. That way, in the
9 future, if future boards.

10 MS. LUDLOW: Okay.

11 MR. BLOCKER: -- in the future see more of a
12 need than it already exists, then there's an
13 opportunity to -- to frame that --

14 MS. LUDLOW: Okay.

15 MR. BLOCKER: -- going forward.

16 MS. LUDLOW: There -- so there is an action
17 like you can sunset it.

18 MR. BLOCKER: Well, we can just not fill
19 that --

20 MS. LUDLOW: Oh, just not --

21 MR. BLOCKER: -- board right now.

22 MS. LUDLOW: Okay. Okay. And then I can
23 still have my meetings and report --

24 MR. BLOCKER: Right.

25 MS. LUDLOW: -- report the --

1 MR. BLOCKER: Right. The fact that this board
2 has created a framework for these committees does
3 not mean that you have to go and fill that
4 committee right now. They can simply lay --

5 MS. LUDLOW: But was there like an oversight
6 in our -- in setting up the committee, like some
7 kind of glitch that's a minor something --

8 MR. BLOCKER: Sure.

9 MS. LUDLOW: -- that could like dissolve the
10 committee?

11 MR. BLOCKER: Sure. Well, there was some
12 steps that back when this was first discussed last
13 year, January it should have been put in place, but
14 I think we've -- we've kind of caught up to that
15 process.

16 You know, you want to reach out to the Florida
17 Ethics Commission to make sure that there's not a
18 financial requirement. I think we have a clear
19 answer from them on that. So going forward, I
20 think we have a better understanding.

21 MS. LUDLOW: That's good.

22 MR. BLOCKER: Now, if the mandate of these
23 committees changes or if there are additional
24 changes that are made, then we want to stay in
25 touch with the Commission on Ethics and make sure

1 that we're protecting the board and our citizens in
2 that requirement.

3 You know, this -- we want to create an
4 opportunity for people that want to volunteer their
5 time and want to help and want to participate in
6 the Airport Authority. You know, we don't want to
7 create additional work for them, but we also want
8 to make sure that we're following the rules. So
9 that's why it's important to reach out. So
10 that's --

11 MS. LUDLOW: Right.

12 MR. BLOCKER: -- that's what we have to do --

13 MS. LUDLOW: And I can see audit and
14 master plan, you know, those do need --

15 MR. BLOCKER: Sure.

16 MS. LUDLOW: -- to be, I guess, governed.

17 MR. BLOCKER: Sure. And I think some of our
18 committees have met and we can -- we can --
19 Mr. Chairman, we can give reports in that regard
20 or --

21 CHAIRMAN OLSON: Yeah. In fact, I had a
22 question about how -- just I sat in on the
23 master plan committee, but actually, there were
24 other board members there, but we ended up we were
25 observers, I guess. We didn't know whether we

1 could actually actively participate in the
2 committee discussion or whether we were on the
3 sidelines observing the discussion.

4 So what's the guidance on board members
5 actively engaging with other board members and
6 other committee members in a -- in a chartered
7 committee?

8 MR. BLOCKER: So the three things to keep in
9 mind, and this is important for the Sunshine Law,
10 is you have to have a publicly noticed meeting.
11 That's number one. So it has to be publicly
12 noticed. You have to do it within a -- the time
13 frame. Generally you want to do that within seven
14 to ten days.

15 You also have to make sure that it's open to
16 the public. It can't be in a closet somewhere, you
17 know, privately. You know, it has to be open to
18 the public, just as this meeting is open to the
19 public, it's been noticed, and people can come
20 there.

21 Then the third requirement, you have to
22 maintain minutes. They do not -- you do not have a
23 court reporter. Here we have a court reporter
24 here, but this could be a summary of what took
25 place, if there was discussion. But you need to

1 keep minutes that can be referenced later if
2 there's a request from the public to know what was
3 part of that meeting.

4 So again, it has to be open to the public. It
5 has to be noticed to the public. And what we
6 generally would do is we would notice that other
7 board members are going to be present.

8 So, as an example, if it was the master plan
9 committee, the board member responsible for that
10 committee, it would be Board Member Clarke, we
11 would want to put in there that other board members
12 may be present as well. So there's discussion,
13 it's open, it's noticed, it's in public, and
14 there's a record of it.

15 CHAIRMAN OLSON: Okay. So there's no
16 restrictions on actively participating with other
17 board members in a committee forum.

18 MR. BLOCKER: As long as -- the way the courts
19 have held, as long as it's noticed --

20 CHAIRMAN OLSON: Okay.

21 MR. BLOCKER: -- as long as it's public, as
22 long as we're keeping minutes. If any of those
23 three things are off, then it's -- we're going to
24 have issues.

25 CHAIRMAN OLSON: Okay. Thank you.

1 MS. LUDLOW: But the financial disclosure, now
2 does that fall under the Sunshine Law for the
3 master plan? Because some people will get off that
4 committee.

5 MR. BLOCKER: I'm sorry. What was the
6 question?

7 MS. LUDLOW: The financial disclosure.

8 MR. BLOCKER: You said the natural disclosure?

9 MS. LUDLOW: The financial.

10 MR. BLOCKER: I'm sorry. My hearing's shot.

11 MS. LUDLOW: That's okay.

12 MR. BLOCKER: So the financial disclosure. So
13 there are some -- there are some committees in
14 Florida that Florida law has found that by being on
15 these committees, depending on what the subject
16 matter, that there's a financial disclosure
17 requirement.

18 We have asked the Commission on Ethics to give
19 us an opinion, and they have found that most of
20 these kind -- I think there's only one, maybe the
21 financial audit committee, that is one that there
22 might be some financial disclosures, because if
23 you're disbursing funds or you're making
24 recommendations on how funds are to be used, the
25 idea is you have the financial disclosure so the

1 public can see if you have a financial interest in
2 your recommendations.

3 MS. LUDLOW: Okay.

4 MR. BLOCKER: So if there's not any
5 recommendations being made, if it's purely a advice
6 and discussion group or however a work -- working
7 group that's not making formal recommendations,
8 then there's not a financial disclosure that's
9 required.

10 Now again, when this first came up early on,
11 there was some work that -- you know, we had kind
12 of a transition of staff and attorneys, so there
13 was some work that we had to play catch-up on, but
14 I think we have a good handle on it going forward.
15 So, as the board -- you know, as needs arise, we
16 can adjust to that.

17 MS. LUDLOW: Thank you.

18 MR. BLOCKER: And I can answer any
19 questions -- if there are follow-up questions,
20 obviously we can talk more and make sure.

21 The idea is we want to make sure that y'all,
22 the committees and people who want to volunteer
23 their time and are interested in helping and
24 engaging in public service, that this is not an
25 obstacle. We want to create an opportunity for

1 them to do it, but also, we want to comply with the
2 Florida Sunshine Law, which again, really empowers
3 the situation. As long as it's public, noticed
4 correctly, and there are minutes kept, that's --
5 that's the most important.

6 The one other thing, if minutes are -- you
7 know, as minutes are being created for these
8 committees, let's make sure that we -- the
9 custodian of record is Cindy, so we want to make
10 sure those minutes are turned over. So if anyone
11 requests and says, hey, I want to see an audit on
12 the policy or whatever the committee, that we have
13 those minutes that we can provide, so...

14 MS. LUDLOW: Okay.

15 CHAIRMAN OLSON: And the difference between --
16 are the committees -- the committees do not make
17 formal recommendations to the board?

18 MR. BLOCKER: So, if -- if the committee is
19 making a formal recommendation and it falls under
20 Florida Sunshine Law, if there's some ambiguity, if
21 it's simply just, you know, some type of giving
22 input or advice or studying an issue, if there's
23 any type of recommendation to this board, then it
24 falls under Florida Sunshine.

25 And I will tell you that 99 times out of a

1 hundred -- because what will happen is a committee
2 might start out just, you know, maybe just kind of
3 being a discussion group, but it's inevitable as
4 soon as anything is forwarded or there's any type
5 of communication with the board, then it is --
6 falls under Florida Sunshine Law.

7 CHAIRMAN OLSON: But now we're set up to do
8 that, right?

9 MR. BLOCKER: We are set up to do that.

10 CHAIRMAN OLSON: Okay.

11 MR. BLOCKER: So again, just the public
12 notice, open to the public, and take -- make sure
13 minutes are being taken. So when these committees
14 meet, there should be someone designated to take
15 the minutes, then those should be turned over to
16 Cindy Hollingsworth so you can keep a record of
17 that, so...

18 CHAIRMAN OLSON: So we're not on the workshop,
19 the format characterized as workshops anymore,
20 we're just -- was not making recommendations.

21 MR. BLOCKER: Well, workshops still would
22 be -- so we're talking about two different things
23 here.

24 A workshop, when y'all come together to
25 discuss a -- to study or work as a board, then

1 you're still -- and input from others, that
2 still -- you still have a Florida Sunshine
3 requirement. You still have to be noticed. It
4 still has to be open to the public. You still have
5 to keep a record of what's transpiring.

6 CHAIRMAN OLSON: So there's very little
7 difference.

8 MR. BLOCKER: The way the law is written, it's
9 to -- to ensure that compliance is being -- being
10 followed.

11 CHAIRMAN OLSON: Okay.

12 MR. BLOCKER: It's better to do those three
13 things.

14 CHAIRMAN OLSON: Okay. Other questions or
15 comments? Okay. So we've gone through board --
16 any other --

17 MR. BLOCKER: And, Mr. Chairman, not to
18 interrupt again. And through the Chair, if we
19 could -- Ms. Hollingsworth, I know I just kind of
20 piled some work on your plate, but do you have any
21 specifics as far as how these records need to be?

22 MS. HOLLINGSWORTH: Electronic would be nice,
23 but however I get them, that's fine.

24 MR. BLOCKER: Thank you. Thank you,
25 Mr. Chairman.

1 CHAIRMAN OLSON: Okay.

2 MS. LUDLOW: So should -- so should my safety
3 committee stay on the agenda or I just report on
4 it?

5 MR. BLOCKER: It -- that's entirely your
6 purpose, ma'am. You could -- you could just simply
7 make a board member report --

8 MS. LUDLOW: Okay.

9 MR. BLOCKER: -- and share kind of what
10 your -- your thoughts are. That might be easier.
11 Whatever works best for you and the board.

12 MS. LUDLOW: That's good. Okay. Thank you.

13 MR. BLOCKER: Yes, ma'am.

14 CHAIRMAN OLSON: So any reports from the
15 committee chairs at this point?

16 (None.)

17 CHAIRMAN OLSON: Okay. Okay.

18 MR. CLARKE: I have a comment on --

19 CHAIRMAN OLSON: Oh.

20 MR. CLARKE: -- master plan.

21 CHAIRMAN OLSON: Sure.

22 MR. CLARKE: Well, the audit committee, no --
23 we still have only have one volunteer, so I'm
24 looking for more volunteers for that. Perhaps
25 we'll activate that in the next few months.

1 As far as the master plan committee, I would
2 like to convene another committee meeting, and I
3 will poll the folks who participated the last time
4 to see if Thursday June 22nd or Friday June 23rd
5 is -- is good for them. So expect, you know, to
6 get an e-mail. We'll try to accommodate everybody.

7 Our -- my thought was the first meeting that
8 we had was mostly from Andrew Holesko and Matt
9 Singletary, they gave us an update on the whole
10 planning, capital planning cycle and grant-making
11 process. It was very informative, but there were
12 no recommendations coming out of that meeting.

13 This meeting, I would like to introduce to the
14 committee a proposal I have to -- it's an idea that
15 I think we can implement to help fund T-hangars and
16 I would like to get some feedback from them. I
17 don't know whether a recommendation will be
18 forthcoming from the board, but I'll gauge that at
19 the meeting.

20 So look for the -- the poll for a meeting on
21 either Thursday June 22nd or Friday June 23rd.
22 Would be probably 10 a.m., and I'll be happy to
23 chair that meeting again.

24 CHAIRMAN OLSON: And you'll notice the board
25 members on that meeting.

1 MR. CLARKE: Oh, absolutely, yeah.

2 CHAIRMAN OLSON: Okay.

3 MR. CLARKE: And I -- I was gratified that my
4 fellow board members with one exception were there
5 at the last meeting and I hope they are able to
6 attend again.

7 CHAIRMAN OLSON: Okay. So --

8 MR. BLOCKER: Mr. Chairman, can I just through
9 the Chair?

10 Board Member Clarke, just as soon as -- we
11 need about a seven to ten -- seven- to ten-day
12 window just to get out the notice.

13 MR. CLARKE: Right.

14 MR. BLOCKER: So as soon as that decision is
15 made, please let myself and Ms. Hollingsworth know
16 so we can generate the notice and get that sent
17 out. So I wrote down the 22nd or 23rd.

18 MR. CLARKE: Yeah.

19 MR. BLOCKER: So as soon as you have a
20 decision, just let us know, because I think within
21 ten days, we can -- we're right about ten days. So
22 we can --

23 MR. CLARKE: Yeah, I -- my objective is to
24 accomplish that tomorrow --

25 MR. BLOCKER: Yes, sir.

1 MR. CLARKE: -- on the 13th or as late as the
2 14th, so that would give us the seven-day window.

3 MR. BLOCKER: Yes, sir. Thank you, sir.

4 MR. CLARKE: Yeah, thank you.

5 MR. BLOCKER: Thank you, Mr. Chairman.

6 VOLATO'S PROPOSAL FOR FBO & MRO FACILITY

7 CHAIRMAN OLSON: Okay. So we're at old
8 business items now, the Volato proposal for an FBO
9 and MRO facility. We have the compliance review
10 that's been provided to the board.

11 MS. LIOTTA: Before we get into discussions, I
12 think I have to get through an administrative
13 point.

14 I have a conflict on this matter since I'm
15 employed by Volato and I also own stock in the
16 company. So that's on the public record, and I
17 will not be -- if there is any vote on this matter
18 before the board today, I will not be
19 participating.

20 CHAIRMAN OLSON: Thank you. So has everyone
21 had a chance to look at the compliance review
22 report? And we have our counsel and -- and the
23 acting executive director that worked on that
24 review here for -- to field any questions.
25 Questions on the report?

1 MR. CLARKE: Yeah, I have a number of
2 questions.

3 MS. LUDLOW: Yes.

4 CHAIRMAN OLSON: We've got questions from
5 Mr. Clarke and I'm sure others. Okay. Go ahead.

6 MS. LIOTTA: I don't believe I got a copy, and
7 that's fine, but I -- I was aware that a memo went
8 out to the non-conflicted board members, but I
9 don't have a copy.

10 CHAIRMAN OLSON: Okay.

11 MR. CLARKE: The memo, quite honestly, I was
12 surprised that we got a memo with a list of
13 exceptions to Volato's proposal as opposed to a
14 list of action items on how we can accomplish this.

15 And so, my -- one question I have for
16 Mr. Harvey is that, did you -- how did you do -- go
17 through this, your review? Did you have any help
18 from staff or did you --

19 MR. HARVEY: I did. I did. The ladies in the
20 office kind of reviewed my findings. We went over
21 some things together to make sure it -- from what I
22 was seeing, did it make sense to them, just to --
23 just to bounce it off somebody.

24 MR. CLARKE: Okay.

25 MR. HARVEY: Otherwise, I just followed the

1 policy, folks.

2 MR. CLARKE: Okay.

3 MS. LUDLOW: I'd like to respond to that.

4 CHAIRMAN OLSON: Wait. Wait. Let's see if --

5 MR. CLARKE: Well, I -- you know, I have a
6 couple of follow-up questions.

7 MS. LUDLOW: He -- he was moving forward.

8 MR. CLARKE: On -- in April, I think it was
9 around April 24th or so, we had a closed-door
10 meeting, a shade meeting, among the board members
11 and I recall that we talked about --

12 MR. ROBERTS: Whoa, whoa, whoa, whoa. I'm
13 sorry.

14 MR. CLARKE: We can't?

15 MR. ROBERTS: It would no longer be a shade
16 meeting if we talked about it --

17 MR. CLARKE: Okay.

18 MR. ROBERTS: -- outside of the shade. So I
19 wouldn't want you to inadvertently waive that.

20 MR. CLARKE: Okay. All right. I get that.

21 Did you -- after you discovered the exceptions
22 to the -- our lease policy -- which by the way
23 is -- has a date of 2022, so it has been updated --
24 did you attempt to meet with Volato and discuss
25 the -- your concerns?

1 MR. HARVEY: No, sir.

2 MR. CLARKE: And --

3 MR. HARVEY: That -- at this point, I felt my
4 task was to take the proposal, compare it to our
5 lease policy step by step, just the way our lease
6 policy and -- and make the comments on the
7 deficiencies that I found. The other -- obviously
8 if there was not one found, that portion would have
9 been acceptable to our policy.

10 It is not my decision to make on moving
11 forward. This is a board decision. So all I'm
12 doing is pointing out the deficiencies found. It
13 would be up to the proposer, if it was so chosen,
14 to address those. But this is -- this is a board
15 decision; this is not an executive director
16 position.

17 MR. CLARKE: All right. All right. Well, I
18 read through the -- the so-called deficiencies
19 in -- in the lease proposal. I don't find any of
20 them to be fatal, and what I would like to see or
21 recommend to our fellow board members is that we --
22 we meet with the applicant, with their attorneys,
23 with our attorneys, and a representative of the
24 board, and perhaps even engage some FAA compliance
25 officers to help participate in this.

1 This matter has been going on up -- closing in
2 on two years I believe at the end of summer, and it
3 just -- it is dragging on and it needs to be
4 solved, and that's my recommendation.

5 CHAIRMAN OLSON: Okay. Okay. So we're at the
6 questions period now, so -- or statements. So you
7 have -- you have questions, Ms --

8 MS. LUDLOW: Yes. I have a major complaint,
9 because it was approved by the board at the last
10 meeting that this -- that the attorney and the
11 interim executive director would also include a
12 board member. It was approved by the board that
13 the board member should be included.

14 I'd venture to say if I had been included in
15 any way -- no phone call, no notice, no nothing.
16 If I had been included in any way, some of this
17 stuff would already be done. And that's a --
18 that's a blatant disrespect of the board. Blatant
19 disrespect.

20 Jennifer, how would you feel if the -- when
21 you were going to work with one of the attorneys
22 and they just didn't bother to -- and then they
23 send out a memorandum that you don't know anything
24 about?

25 CHAIRMAN OLSON: Okay. I'm still looking

1 for -- I'm going through. I think each of us
2 have --

3 MS. LUDLOW: I want that on record.

4 CHAIRMAN OLSON: -- an opportunity to comment
5 or ask questions. So, Ms. Cash --

6 MS. CASH-CHAPMAN: I have a quick question.

7 I do appreciate the amount of work that you
8 guys put into going through this and I know that of
9 course we were going to come back with some
10 deficiencies because nothing is perfect, right?

11 And so I think that the deficiencies that were
12 pointed out to us, I think are simple enough in the
13 sense that I think that, given the opportunity,
14 we'll be able to work through this.

15 I don't think -- what I'm reading here, I
16 don't see anything that's throwing up such a red
17 flag that's saying this whole thing has to be --
18 it's a definite no. Nothing is saying that.
19 Nothing is screaming that to me.

20 I am curious. Has Volato already been
21 informed on what these deficiencies are? Has there
22 been -- what's the communication between the two
23 parties at this point?

24 MR. HARVEY: This for the -- I'd turn to our
25 counsel. I believe they provided --

1 MR. ROBERTS: I can tell you that the day that
2 the memo was provided to y'all, which I believe was
3 last Monday, I forwarded a copy to Volato's
4 counsel.

5 MS. CASH-CHAPMAN: Okay. So nothing in this
6 would be a surprise to anybody.

7 MR. ROBERTS: Not as of today. They've had it
8 for a week.

9 MS. CASH-CHAPMAN: Okay. So I just wanted to
10 be clear on if -- if Volato's representations that
11 this is the first they are hearing of it or seeing
12 it as well I wanted to know where it would be with
13 that.

14 But I don't see anything that would be so
15 wildly out there, that we're throwing red flags up.
16 But I do appreciate that you pointed out some
17 things, and I -- I understand and I respect that it
18 is your job to protect this airport at all costs,
19 no matter how little or large the issue is on here.

20 So I just want us to try to keep that in mind
21 as we move forward, that it's not a personal
22 feelings situation; it's a every T needs to be
23 crossed, every I needs to be dotted.

24 And at the end of the day, it's Mr. Harvey's
25 job to really watch out for this airport. So, just

1 moving forward, let's just keep that in mind. And
2 again, I think that -- I think that we are still
3 moving in the right direction and I think that we
4 can still find a middle ground in the agreement
5 itself.

6 CHAIRMAN OLSON: Okay. I --

7 MS. LUDLOW: With board participation.

8 CHAIRMAN OLSON: Could I -- let me just go
9 ahead and make my comment.

10 I -- you know, I think I'm probably somewhere
11 near what I've heard others say, but I -- I think
12 what we have, and we've been waiting for a long
13 time, is a non-actionable submission.

14 I don't think it should be denied. That was
15 one of the three options. I believe that we should
16 go to an RFP process and get -- and have -- and
17 Volato would have an opportunity to resubmit under
18 that RFP process and be considered.

19 But I believe that we should -- we should be
20 in the business of seeking the best possible uses
21 and activities and entities to have this precious
22 commodity of land at the airport. So I -- I don't
23 think we are being unfair to any party to proceed
24 this way.

25 Again, Volato would have an opportunity to

1 correct -- try to correct any of their noted
2 deficiencies under an RFP and compete with any
3 other interest that may -- and they may prevail --
4 but any other interest that might be out there that
5 would propose to do this.

6 I also feel that we should seek an end to this
7 Part 16 action now. There's been plenty of lawyer
8 time on both sides spent on it. FAA has never
9 acknowledged that there was a violation. They
10 simply allowed it to be posted as an action to be
11 worked. But I think the airport has a record of
12 having now responded and -- and gone through the
13 process.

14 So again, stepping back, RFP, Volato's
15 opportunity is there then to correct and resubmit
16 along with others that may do so. And number two,
17 let's seek an end to this Part 16 thing right now,
18 because I don't believe we are out of compliance on
19 the Part 16.

20 MS. LUDLOW: Isn't our deadline June 20th for
21 a response?

22 MR. ROBERTS: So, we're not in control of the
23 Part 16, to be direct about it. We're -- we're
24 along for the ride on the Part 16. We are not in
25 control. We are not the claimant and we're not the

1 FAA. We -- we are only the respondent. So there's
2 no unilateral act that we can do that will bring a
3 conclusion to the Part 16 action without some kind
4 of FAA decision about it.

5 CHAIRMAN OLSON: Well, let's -- why not seek
6 an FAA decision?

7 MR. ROBERTS: So, for part of it --

8 CHAIRMAN OLSON: Essentially call the -- call
9 the decision.

10 MR. ROBERTS: Yeah. The purpose of the
11 120-day stay was to step aside from the Part 16,
12 and the purpose of the 120-day stay --

13 MS. LUDLOW: I've got to go get a tissue.

14 MR. ROBERTS: -- is to go back to business as
15 usual and ignore the Part 16. So this was -- this
16 period --

17 (Ms. Ludlow exits the meeting.)

18 MR. ROBERTS: -- is as though there were no
19 Part 16. We're business as usual. How would this
20 proposal be handled whether there was a Part 16 or
21 not?

22 It shouldn't be handled any differently. And
23 if we do it the way any proposal should be handled,
24 we don't need to worry about the Part 16; it will
25 take care of itself on the merits, right?

1 So -- so I would say there's no -- that second
2 point, I just wanted to be clear. There -- there
3 is -- we are not in control of our destiny on the
4 Part 16, other than we can only do with this
5 proposal what our procedural process calls for.
6 That's all we're in control of --

7 (Ms. Ludlow rejoins the meeting.)

8 MR. ROBERTS: -- actually.

9 CHAIRMAN OLSON: Can we now go to an RFP
10 process and entertain and determine best -- best
11 selection?

12 Because FAA has -- that's what they want to
13 see at airports like ours, is competitive --
14 receiving competitive proposals to get the best
15 ones to -- to take control of airport land to do --
16 essentially to carry out -- carry out the mission
17 of the airport.

18 MR. ROBERTS: So the short answer is you can
19 do any -- the short answer is, yes, you -- you
20 could do that. I would -- I would give a little
21 context to an RFP process in this fashion.

22 This is a proposal for a ground lease of
23 undeveloped land. Typically, RFPs are associated
24 with existing facilities that may be coming up for
25 a lease renewal. For example, if Atlantic's lease

1 were up for a renewal year, right? Right?

2 CHAIRMAN OLSON: No, not right.

3 MR. ROBERTS: Okay. Well, let me --

4 CHAIRMAN OLSON: I mean, the Internet is full
5 of -- if you do searches of airports that have this
6 situation, they have parcels of land that have
7 aeronautical use, that they have direct access to
8 runways and other facilities and they go through
9 competitive process to select entities who wish to
10 develop these lands.

11 MR. ROBERTS: So I would agree with you. You
12 can do whatever you like. The board can do
13 whatever it chooses to do. If it wants to do a
14 RFP, it can do that. Just know that essentially,
15 this is not a Florida procurement action; it's
16 essentially advertising, right?

17 Because the way we have a standing
18 advertisement, if you will, for the availability of
19 land to develop, is that for years on our website,
20 we have had our master FAA plan that's approved by
21 the FAA there, we've had our lease manual on the
22 website for years, and we've had our minimum
23 operating standards published on our website for
24 years.

25 We could make more noise in the marketplace

1 and potentially attract new applicants. You could
2 do that. It would -- it would substantially delay
3 where we are now with Volato's proposal, I would
4 suggest. It would be kind of starting over with a
5 whole new process. And that -- the merits of that
6 have some components that are -- that are not
7 favorable or desirable at least in terms of the
8 Part 16 proceeding.

9 So can it be done? Yes, you could -- you
10 could do that. But nominally, our book says 90
11 days to yes or no. That's our own imposed
12 deadline, and we're coming up on two years without
13 a yes or no. So we could start over with an RFP
14 process.

15 Let me just throw a little bit into the merits
16 on this. I think if you read between the lines --
17 first of all, there -- there have been studies on
18 the marketplace of fixed-base operators, and the
19 most recent one was 2018.

20 As a general proposition, when you hit
21 critical mass to the point at where another tier
22 one competitor of Atlantic would come into our
23 marketplace. Right now, those are places like
24 Teterboro or New York, New Jersey, Peachtree-Dekalb
25 for Atlanta. Those reliever airports support two

1 full-service FBOs that do nothing else.

2 CHAIRMAN OLSON: Stuart Airport supports two
3 FBOs.

4 MR. ROBERTS: I -- I will need to check, but I
5 don't know that they're like a Signature and an
6 Atlantic and a Million Air and a Showalter. I
7 don't -- I don't know, but it well could be.

8 But it doesn't really matter for my point,
9 which is, as a general proposition, I think if you
10 read between the lines of Volato's proposal, the
11 reason that they have crossed the tipping point of
12 having this economically viable for themselves at
13 this point is likely because they propose to come
14 with their own client and their own client's going
15 to be Volato. So that's what probably is the
16 tipping point for them.

17 We -- you're welcome to make some more noise
18 in the marketplace and see if some other market
19 competitor of Atlantic would come in and develop
20 this from scratch.

21 As a general proposition, the market works on
22 its own, right? So if we were to call up an
23 economic competitor of Atlantic and -- and go to
24 Signature and say, we have some land to develop,
25 we're likely to -- at that kind of participant in

1 the marketplace, the response is like going to be,
2 we know. That's our job to know. We know
3 everywhere there's a single FBO. We know where to
4 look next. It may not make economic sense for them
5 to spend millions of dollars developing facilities.

6 So to spill over into the merits, the big
7 picture I think for the airport is who -- whatever
8 name is on the building that uses this, the fact of
9 the matter is, in the long history of an airport's
10 life cycle, Volatos come and they go. No
11 disrespect to Mr. Liotta, but that's -- I was born
12 in the aviation business. I grew up next to an
13 airport. Over those 65 years, a lot of businesses,
14 they come and go they go.

15 What doesn't change for the airport is that
16 there's a -- a facility, an infrastructure that's
17 left behind that we can always receive economic
18 benefit from whoever's using it.

19 So the general guidance from the FAA, one of
20 the general guidances is -- and you have a lot of
21 discretion and I went over that on the last time,
22 which is kind of let the market work. The market
23 will tell you what the market needs. And at least
24 for this applicant, they've apparently crossed the
25 tipping point of economic justification to spend

1 millions of dollars to build a beautiful passenger
2 terminal and hangars.

3 There may be a reason that other applicants
4 haven't shown up yet to do that. If the board
5 wants to entertain some certainty about whether or
6 not some other entity would -- would be willing to
7 do that, it's within the board's discretion to do
8 that. It will basically, I suspect, suspend
9 Volato's proposal and -- and just put it in
10 time-out and we would start that process all over
11 again.

12 CHAIRMAN OLSON: I'm not suggesting going
13 through a process to find someone other than Volato
14 to do this. I'm suggesting go through a process,
15 an RFP process, to demonstrate to the public and
16 to -- and to us, that we have the best possible
17 entity and use and capability on this that we're
18 handing over this precious piece of land to. And
19 it's not looking for another Volato. Volato under
20 that process would have the opportunity to compete.

21 And, you know, you have mentioned the
22 marketplace a lot. The marketplace is a good --

23 MR. ROBERTS: Right.

24 CHAIRMAN OLSON: -- final determinant. I'm
25 saying let's go to the marketplace and make sure

1 that we have the best alternative for our airport.

2 MR. ROBERTS: The short answer is, it's within
3 the board's discretion to do that. It will come
4 with consequences.

5 MR. BLOCKER: Mr. Chairman, if I could just
6 add an answer as well.

7 So just this board can do whatever this board
8 wants, it has options, but -- and I don't say that
9 lightly. This board has the authority to. But as
10 it is currently, as the current rules are in place,
11 there is not a requirement to go out to bid. The
12 requirement is that we accept a proposal, we go
13 through that way.

14 And so, we have to keep in mind that there is
15 a Part 16. So if the board does decide to go out
16 to any type of bidding, we just need to understand
17 that is -- that is in addition to what we currently
18 have on the books.

19 Now, going forward, this board may decide for
20 future actions that we need to add that into our
21 rules. And it may be good practice to do that
22 going forward, but that is not currently --

23 CHAIRMAN OLSON: So we don't have that option.
24 Oh. Well, that makes it simple. We don't have the
25 option now of going -- shifting to an RFP process.

1 MR. BLOCKER: No, sir. No, sir. That's not
2 what I'm saying. This board can do that, but
3 that's not -- that's in addition to what's
4 currently in place.

5 CHAIRMAN OLSON: Okay. So it is --

6 MR. BLOCKER: I just want to make sure that
7 y'all have the full --

8 CHAIRMAN OLSON: Okay. So it is an option.

9 MR. BLOCKER: It is an option, but it is not
10 currently in the rules, as -- as we say.

11 CHAIRMAN OLSON: But we can do it.

12 MR. BLOCKER: You can do it.

13 CHAIRMAN OLSON: Okay.

14 MR. BLOCKER: And I may be good practice going
15 forward, but this is -- the process that we have
16 currently in place, the applicant is following that
17 process that's currently -- currently on the books.
18 So we just -- I just want to make sure the board
19 understands. The board can do --

20 CHAIRMAN OLSON: And the Authority has
21 followed that -- that process, also.

22 MR. ROBERTS: Just -- I'm sorry. I didn't
23 mean to interrupt. But I was just going to remind
24 everybody kind of where we are procedurally.

25 And -- and where we are procedurally is that

1 if you recall, when Volato made its presentation to
2 the board, we -- we told the board you don't have
3 to make any decisions today. Today's the day just
4 to listen, and then give the executive director an
5 opportunity to evaluate the proposal on the four
6 corners of the proposal, which is what you have.

7 The -- the next point, there is a procedural
8 crossroads that we're at now where basically the
9 Authority says go off in one direction or go off in
10 a different direction. Either bring Volato into
11 the conference room with the executive director and
12 then you start talking, which is what the lease
13 contemplates if that next step goes forward.

14 So if -- if the board finds that there's a
15 public benefit, and I'm just reading the language
16 for the record, of Page 53 of the lease manual,
17 Section 8.2, Agenda Items, the second bullet called
18 Additional Requirements for Commercial Leases.

19 Authority review shall include a
20 determination -- now, this is a board meeting.
21 This is for the board, not necessarily the
22 executive director. This is -- this is all what's
23 to be done at a board meeting. Determination of
24 public benefit consistent with the other sections
25 of this document, a review of the likely impacts on

1 existing infrastructure and operations capability,
2 and the applicability, if any, of additional
3 lease-related fees.

4 So, those are just some factors for the board
5 at this point to essentially green light or not --
6 green light or not -- the executive director's next
7 steps. And -- and that is kind of procedurally
8 where we -- where we presently are.

9 MS. CASH-CHAPMAN: I have a question, and I'm
10 not entirely sure how this works procedurally,
11 so...

12 It sounds to me that if we -- if the purpose
13 of doing the RFP is to show everybody that we have
14 the best option, that just sounds like a waste of
15 time.

16 CHAIRMAN OLSON: It's not a -- I mean, I --

17 MS. CASH-CHAPMAN: But if you're saying that
18 the purpose is to prove that we already have the --
19 the best option, it just doesn't sound like a good
20 use of our time.

21 I'm just curious why and if we can call Volato
22 into a meeting and sit down with the interim
23 director and our legal counsel and their legal
24 counsel and just work through these deficiencies.

25 I mean, and some of them are information not

1 provided for names. So why can't we just sit down
2 and have the conversation? If they can correct or
3 provide us the information that we need and then we
4 can decide, you know what? It looks great, let's
5 for move forward. Or we say, you know what? Maybe
6 that's not for us and then we do something. I'm
7 just curious why we're -- if we haven't had other
8 interest.

9 Is -- and is the concern the amount of
10 acreage? Is it that we don't want to use up the 22
11 acres? You know, is that something that we have a
12 conversation and say, hey, Volato, how about you
13 take 18 and give us a few back so that we can use
14 it for something else?

15 Are these conversations -- I'm just worried
16 that we're going through so much of the formality
17 of it, that we're missing the meat of it and
18 missing that a lot of it can just be done with a
19 good old-fashioned conversation.

20 And I don't -- maybe it's on the record, maybe
21 it's not. I don't know how that works. But it
22 just sounds like we're doing a lot of nothing and
23 we're taking a lot of time to do it. So I'm not
24 really sure what else we can do, but there has to
25 be an alternative to this.

1 MS. LUDLOW: And what I would suggest -- I
2 mean, I marked four things on -- on this proposal,
3 which I didn't know anything about, that could have
4 been resolved before now, and it could have been
5 resolved by, not Chad and not the interim executive
6 director, it could have been resolved by a board
7 member.

8 What -- a credit report, whoopee. A -- a -- a
9 little 1,200 -- \$1,200 annually. That's what he --
10 half of this stuff could -- would not be on here if
11 they had had board participation.

12 MS. CASH-CHAPMAN: But, I mean, I do -- I do
13 again want to state that I get what Mr. Harvey is
14 doing. He is literally following the policy and
15 the procedure that we as a board have in place. So
16 I understand all that, and I don't -- I don't want
17 it to come off like I'm discrediting what you've
18 done or saying that it isn't as important.

19 I just think that perhaps some of it, we could
20 expedite this a little bit. And I think that's
21 it -- it's worth the discussion on how we can do
22 that and let's just get the ball rolling because
23 it's been two years too long.

24 CHAIRMAN OLSON: Okay. Just to respond to one
25 point.

1 It's not to showcase something. I don't know
2 exactly what word -- I can't recall exactly what
3 words you're saying. I'm talking about sort of the
4 fundamental accountability as to how we -- how we
5 select entities to take on very valuable pieces of
6 this airport and -- and how we go about that
7 process.

8 This is a strange process. We had one company
9 come to us and file this Part 16 thing, and now
10 we're -- it sounds as though one option is that
11 we're boxed in to negotiate. And -- and because
12 this company accessed this Part 16 process and went
13 to FAA -- it's a part of an FAA regulation.
14 Whereas, it precludes -- it -- that process
15 precludes us from seeking the best entity with the
16 best capability to come on and -- and take on this
17 property.

18 But all I'm saying is that let's see who's the
19 best. Let's go through an RFP, a competitive
20 process, a publicly transparent process, to confirm
21 that.

22 And, you know, Volato's on the site already.
23 They -- they have advantages. They could be very
24 strong. They could demonstrate some of the things
25 that they haven't brought into this proposal. And

1 ultimately it would be a decision of this board.

2 So I'm not sure what -- why we -- why anyone
3 would -- would not want to go through a process
4 with accountability and -- that would end up with
5 the best.

6 MS. CASH-CHAPMAN: Okay. I just -- I must
7 have just misheard how I interpreted that before.

8 CHAIRMAN OLSON: Okay.

9 MS. CASH-CHAPMAN: But just real quick,
10 though, when you're talking about the best use, I
11 know that we had heard that it's the competitor's
12 job to know where there is availability for an FBO.

13 Are you talking that we're seeking another
14 FBO, or are you just talking best use of the land?
15 I just want to be clear on what you're --

16 CHAIRMAN OLSON: Well, this airport, as --

17 MS. CASH-CHAPMAN: -- looking for.

18 CHAIRMAN OLSON: -- this site, as we know, has
19 been raw land that's not infrastructured yet. It's
20 now on the brink of being infrastructured to be
21 usable, which is a reason that this is not been --
22 this opportunity has not been put out.

23 I would say that's probably -- so it isn't as
24 though this opportunity has been there and nobody's
25 stepped forward to want to propose to act on it.

1 MS. CASH-CHAPMAN: Right. I'm just wondering
2 if you're saying your -- you want an RFP for
3 another FBO or if you want an RFP for the best use
4 of the land. So if someone --

5 CHAIRMAN OLSON: That's a good question.

6 MS. CASH-CHAPMAN: I'm curious where you're --

7 CHAIRMAN OLSON: That's a good question.

8 MS. CASH-CHAPMAN: -- what you're looking for.

9 CHAIRMAN OLSON: I don't know. I mean, that's
10 a good question.

11 MS. CASH-CHAPMAN: Okay.

12 MS. LUDLOW: Aren't we getting a cart before
13 the horse?

14 And, number one, he would not have to have 21
15 acres at one time. He probably could start with
16 five acres and then more. Don't we still have a
17 right of first refusal with Northrop Grumman that
18 is not resolved?

19 MR. ROBERTS: Let me - let me --

20 MS. LUDLOW: So how we can even go forward?

21 MR. ROBERTS: I'm sorry. I didn't mean to
22 interrupt. It -- just so we're clear on the record
23 unambiguously.

24 As we sit here today, the Airport Authority
25 does not take a position on the vitality of the

1 Grumman's right of first refusal because we don't
2 have to yet. It's not in conflict yet. It's a
3 potential conflict, but it is not at issue, and it
4 would not be in our best interest to take a
5 position before we have to.

6 So, we -- the short answer is we take no
7 position on whether Grumman's right of first
8 refusal survives, and if it does survive, what the
9 next steps should be.

10 What we have told Grumman is that we would do
11 what a judge would expect us to do. And what a
12 judge would expect us to do is, if a potential
13 conflict of contractual rights is going to be
14 presented, we would attempt to resolve it.

15 So, as an example, let's say Volato's
16 application moved along -- let's say it's the
17 board's decision for the executive director to sit
18 down and engage with Volato and take it to the next
19 step. And let's say it finally matured into a
20 concrete proposal with financial terms.

21 What we have told Grumman is, without waiving
22 any rights or prejud- -- without any prejudice to
23 our position about whether their right of first
24 refusal still exists, we would tender that to them.
25 If they again decline the proposal, there's no

1 conflict, right? We don't -- we haven't taken a
2 conflicting position with one of our tenants,
3 right?

4 So that -- that's a potential outcome. We've
5 told them we would do that because a judge would
6 expect us to do that. And so, that's kind of where
7 we stand on the Grumman right of first refusal.

8 MS. LUDLOW: Okay. The way I see it, if I
9 were a businessman and I -- and I'm going to have a
10 \$68 million company and I have no assurance I'm
11 going to do all of this work and then Grumman can
12 say I want the property --

13 MR. ROBERTS: Exactly.

14 MS. LUDLOW: -- that's not right.

15 MR. ROBERTS: Exactly. So we -- and I'm
16 sorry, we told Grumman that, right? We told
17 Grumman --

18 MS. LUDLOW: But why don't we have something
19 concrete from Grumman?

20 MR. BLOCKER: We don't -- one of the reasons
21 we don't is because any -- any action today, we can
22 continue to discuss with Volato and not trigger
23 that at this point.

24 When there is a concrete proposal that's
25 actionable, that is when those additional

1 discussions can -- can happen as far as Grumman.

2 But right now, Volato is approaching us
3 with -- with -- this is not an actionable -- at
4 this moment, this is a discussion. We're in the
5 process of discussion to see if the board has
6 interest in continuing that discussion.

7 So the board can decide to, you know, have the
8 executive director sit down and discuss, and that
9 in and of itself does not trigger this. You know,
10 we may very well reach a point where that is
11 triggered, and as been described by Mr. Roberts,
12 that is when we would have to have formal
13 discussions with Northrop Grumman, with their
14 attorneys.

15 And we have been in constant contact with
16 them. As recently as the last two weeks, we've had
17 multiple phone calls. We are -- you know,
18 obviously they're a valued partner to the airport.

19 But the ROFR does not preclude this record
20 from engaging in discussions. When -- when there's
21 a concrete proposal that's actionable, that is
22 when -- and again, we have some steps we need to
23 get to -- that's when we would have to take --
24 other steps would be initiated.

25 MS. LUDLOW: Okay. All right. Two points.

1 Would it make a difference if he wanted five acres
2 or ten acres?

3 MR. ROBERTS: It would only make a difference
4 if the five acres could be accommodated by us
5 somewhere off that parcel, right? So there's a
6 little bit of land left on what we call the --
7 north? I'm sorry. The north parcel, we're going
8 to call it the north parcel?

9 MR. HARVEY: It's the middle area.

10 MR. ROBERTS: I'm sorry, the middle parcel.
11 Okay.

12 So -- so if you recall about the proposal from
13 Volato, there's kind of a Plan B option and there's
14 a smaller footprint option. So, if -- if Volato in
15 the course of discussions were to be able to -- if
16 we could accommodate what they wanted to do on a
17 different parcel, we wouldn't have to be confronted
18 with the Grumman thing at all.

19 And the answer to your other question is, so
20 put yourself in Grumman's position. When we give
21 them the formal notice of the ROFR, right, they
22 need to say, these terms, I'll go ahead and lease
23 it on the same terms, right? Or they may say,
24 these terms are too rich for me, I'd rather think
25 about going across the street for future

1 developments over there and I'll -- I'll release
2 the ROFR, right?

3 So they have to have some concrete primarily
4 economic term in which to make their rational
5 decision as to whether it's in their best interest
6 to act on their right of first refusal --

7 MS. LUDLOW: Okay. I understand what you're
8 saying. Of course I thought all of that had been
9 settled because you gave a commendation to Ed about
10 the letters to Northrop Grumman and how he covered
11 everything.

12 So the other thing I want to say is, on this
13 are you requiring these RFPs, well, staff went
14 through other leases, so how many other leases
15 required RFPs?

16 MR. ROBERTS: I don't know.

17 MS. LUDLOW: Right. Probably none.

18 MS. CASH-CHAPMAN: So, I mean, I definitely
19 understand the purpose of the RFP. I'm not
20 discrediting that. And now that I kind of gauge
21 that it's not necessarily an RFP for another FBO,
22 which I think we've all established is probably not
23 very likely. But I do also understand a concern
24 with making sure that we are utilizing that amount
25 of real estate for the best use for our airport.

1 Now, again, I don't know -- I mean, obviously
2 we've all negotiated something at some point in our
3 lives. You always ask for -- you know, you start
4 with your highest and best, right? Like that's --
5 when these what you want.

6 If there's a chance that Volato can come down
7 for a little bit and if -- if we have a
8 conversation with them and we put out an RFP and
9 someone says, hey, I'm over here, I just want two
10 acres and Volato says, hey, I don't need that last
11 two acres, go ahead and have it, like I'm just
12 wondering why we're doing all of this when we
13 could -- we could be -- there's enough space, I
14 think, on this airport to accommodate more than one
15 request.

16 So, if -- and I don't know if this is
17 possible. If we can start this conversation with
18 Volato like I mentioned before, is there a chance
19 we could still put out an RFP and see if there is
20 something else? Because there might be someone
21 else that says I just need a half an acre. Is --
22 is that something that's possible? And I could be
23 way off; I'm just throwing this up here.

24 MR. CLARKE: I'd like to opine on that issue.

25 I mean, we have a -- we have a proposal on the

1 table and request that's going on two years old.

2 If -- I don't -- I'm not opposed to the RFP

3 process. I think it's a -- it's a good process.

4 But as Attorney Roberts has alluded to, it's
5 normally used for acquisition of services, goods
6 and services by the airport itself, as opposed to
7 receiving land lease proposals, which we -- this
8 is -- we probably need to take a real hard look at
9 our lease proposal and make sure that's clear, you
10 know, and publish it. We will accept land lease
11 proposals, you know, from the public.

12 But I think that we need to deal with this
13 matter, you know, right away. And I -- I agree
14 with Ms. Cash-Chapman; we need to -- we need to sit
15 down with Volato and do it.

16 For us to throw an RFP into this process is
17 equivalent to changing the rules in an NFL game
18 after the two-minute warning in fourth quarter.
19 You know, we're now saying, we like you, we -- you
20 know, you're a successful business, you went from
21 11 to 256 employees, you have a hundred million
22 dollars worth of revenue, your -- you have
23 HondaJets and you know what you're doing.

24 And, folks, this is bureaucratic inertia at
25 its best. You're witnessing it in the audience.

1 And so, we really need to move forward with this
2 and let's reserve the RFP process for the next
3 item. This -- this item is long in the tooth and
4 it needs to be solved.

5 MS. CASH-CHAPMAN: And we don't necessarily --
6 again, there is -- there's not set in stone. We
7 can have a conversation and say --

8 MR. CLARKE: Yeah.

9 MS. CASH-CHAPMAN: -- we like the idea, but
10 that's too many acres.

11 I mean, if that's what this is coming down to,
12 I just -- I'm just trying to get to what is giving
13 us such a reservation that we're still not moving
14 forward, even though I know full well that a lot of
15 us, this -- we're all aware this has been going on
16 for too long.

17 So I'm just trying to figure out what, as this
18 new as of January board, is holding us back from
19 moving forward. And I don't necessarily have the
20 answer; I'm just trying to work it out so that we
21 can -- so that we can make some movement here.

22 CHAIRMAN OLSON: Okay. Well, it sounds like
23 we have a prevailing view. I just -- before we say
24 anything else, I want to further clarify that
25 airports are issuing RFPs for development of land.

1 They are competing these against
2 qualifications of proposers and also what their
3 proposed lease payments are, the base being
4 required to be fair market value. But it maximizes
5 the quality and the economics of what ends up on
6 the land.

7 I'll just -- I want that out there in the
8 record, it is not true that RFPs are only issued by
9 airports for services. That having been said, does
10 someone want to make a motion that's -- that
11 outlines a path forward that -- for this matter
12 we're now discussing?

13 MS. CASH-CHAPMAN: Do we need public
14 discussion before we make a motion to do anything?

15 MS. LUDLOW: And I have something to say.

16 CHAIRMAN OLSON: We can -- let's see. Do we
17 make the motion and then we have the public
18 discussion?

19 MR. BLOCKER: It's up to the board. Generally
20 you could make a motion and then have the -- we
21 have it on here for public comment.

22 CHAIRMAN OLSON: Usually it's -- the
23 discussion is on a motion, rather than --

24 MS. CASH-CHAPMAN: I'm just wondering if
25 there's anything that someone in the crowd might be

1 able to add to this before we make an actual
2 motion.

3 CHAIRMAN OLSON: Well, maybe so.

4 MS. LUDLOW: We do always make the motion
5 first.

6 But I think since staff did your work for you
7 and looked through the other leases, maybe they
8 should go back in and look at leases that had
9 required RFPs.

10 Because if you've never required an RFP from
11 anybody before -- and I'm thinking of other land
12 leases right now. If you've never required RFPs
13 before, why would you do it for one person? So
14 show me where we've done it.

15 MR. HARVEY: Well, of course that wasn't under
16 my authority to do at the time. If I may state
17 again, I was not tasked to go and negotiate with
18 anybody during this process.

19 MS. LUDLOW: No.

20 MR. HARVEY: And I laid out the bare facts
21 that I saw them just based -- there's -- there's no
22 personal agenda involved in my -- my
23 determinations. It was strictly black and white,
24 okay, just so you know.

25 You're about to take up another discussion

1 later that's going to be along this same exact
2 lines of how you're going to move forward. So this
3 is the time.

4 I can't -- I can't go back in time and tell
5 you why this happened or why this did not happen.
6 I -- it was not my decision, but going forward, it
7 can be for whoever is in this position will know
8 how to proceed.

9 So whatever you decide here may have
10 ramifications down the road on what you do on
11 another item in this meeting, even. So think about
12 that, okay? That being said, I'll leave it at
13 that.

14 CHAIRMAN OLSON: Okay. Let's get a motion on
15 the table and then we'll have public -- any -- an
16 opportunity for public comment. There isn't anyone
17 that signed up for public comment on this.

18 MS. LUDLOW: Do you want to?

19 CHAIRMAN OLSON: But we'll --

20 MS. LUDLOW: Does it -- I think Jose
21 (inaudible).

22 COURT REPORTER: I can't hear you.

23 CHAIRMAN OLSON: We'll -- so let's make a --
24 entertain a motion for a path forward on this
25 matter.

1 MS. LUDLOW: I -- I don't understand the
2 motion.

3 MS. CASH-CHAPMAN: I mean, are we making --

4 CHAIRMAN OLSON: Well, there isn't a motion.

5 MS. CASH-CHAPMAN: I'm -- we may have to
6 correct this, but I'm going to give this a shot
7 here.

8 I would like to make a motion that we enter
9 into a conversation with Volato with -- it's been
10 requested with one board member present and with
11 our legal counsel and interim executive director
12 along with Volato and whoever they feel would be
13 appropriate to enter into a conversation with.
14 Yes?

15 MR. CLARKE: I would amend that to add -- tell
16 the -- the executive director and everybody
17 participating to cure the deficiencies that have
18 been identified -- or seek to cure the
19 deficiencies.

20 And if there's something that can't be cured,
21 come back to us. If we -- if it's a policy issue,
22 then we may have to take a look -- a hard look at
23 our policy to see whether it can be accommodated or
24 changed to accommodate their request.

25 CHAIRMAN OLSON: Is that a crisp enough

1 motion?

2 MR. BLOCKER: Mr. Chairman, I think that is an
3 excellent effort by both board members. I think
4 the only thing -- the only thing that we would want
5 to add, and I'll look at my esteem colleague, is
6 put a time frame to this. Within the next 60 days,
7 30 days.

8 We have some -- since we're dealing with a --
9 a, you know, Part 16, you know, process. But I
10 think we do -- we do need to make sure, you know,
11 within the next 30 days have a meeting or make sure
12 that there's -- discussions move board. So...

13 MR. ROBERTS: And I might just add for the
14 record that although paraphrased in the way that
15 Ms. Cashman (sic) paraphrased it and Mr. Clarke
16 paraphrased it, essentially the board today is not
17 making an ultimate decision on anything.

18 The board today is simply finding that the
19 proposal, as described on the four corners of the
20 proposal, would be a public benefit kind of
21 proposal, which therefore authorizes the director
22 to start these substantive negotiations.

23 MR. HARVEY: And if I may. Mr. Clarke, every
24 deficiency is part of your policy.

25 MR. CLARKE: Right.

1 MR. HARVEY: So it's not we're going to pick
2 and choose. It's --

3 MR. ROBERTS: Right.

4 MR. HARVEY: -- each and every one of those
5 deficiencies is --

6 MR. CLARKE: We'll discuss with Volato how to
7 cure it. In other words, we -- we need the names
8 and addresses of the 10 percent owners. We need
9 credit reports.

10 MR. HARVEY: Yes.

11 MR. CLARKE: Those -- those are pretty easy.
12 And just go through one at a time --

13 MR. HARVEY: Yes, sir.

14 MR. CLARKE: -- and figure out how to cure
15 them.

16 MR. HARVEY: The simple cure is to provide the
17 information according to your policy.

18 MR. CLARKE: Very good.

19 MR. BLOCKER: And to the Chair, if we can just
20 make sure we finalize the motion because we want
21 to -- so, either Board Member Clarke or
22 Ms. Cash-Chapman, if you could adopt -- do you
23 adopt this language into -- into your motion?

24 MS. CASH-CHAPMAN: Yes, I do.

25 MR. BLOCKER: Thank you.

1 CHAIRMAN OLSON: Okay. So the motion was
2 made. And, Mr. Clarke, were you seconding the
3 motion --

4 MR. CLARKE: I --

5 CHAIRMAN OLSON: -- and we'll have public
6 comment.

7 MR. CLARKE: I am. I'll second the motion.

8 CHAIRMAN OLSON: Okay. Motion made and
9 seconded. And I'm not going to try to restate it,
10 but it involves discussion and --

11 MS. MARTIN: Curing the deficiencies.

12 CHAIRMAN OLSON: Attempt to cure deficiencies
13 by staff with -- aided by counsel and to report
14 back to the board --

15 MS. LUDLOW: And a board member.

16 MR. ROBERTS: And Ms. Ludlow.

17 CHAIRMAN OLSON: And involves Board Member
18 Ludlow being part of that.

19 MS. CASH-CHAPMAN: Is 30 days enough time?

20 MR. HARVEY: I'm going on vacation, so good
21 luck.

22 MS. CASH-CHAPMAN: I'm not good at timelines.

23 MR. HARVEY: 30 days is not -- not enough. It
24 is not.

25 MS. LUDLOW: If we -- some of this could

1 already be -- half of this could be resolved in 30
2 days.

3 MR. ROBERTS: We could just make it a
4 continuing reporting item to the board, okay? So
5 the board can monitor the progress at each meeting
6 and -- and help out that way. I don't -- yeah, I
7 don't --

8 MS. CASH-CHAPMAN: Okay.

9 MR. BLOCKER: Well, and if I could make a
10 recommendation. I know we're -- this is -- we have
11 a lot of hands in crafting this motion, but if we
12 could potentially put a time frame to it.

13 I know -- I know we have some -- it's
14 summertime and people, but report back to the board
15 within 30 days as far as where we stand. And that
16 doesn't preclude the attorneys from reaching out to
17 the attorneys for Volato and kind of starting some
18 of the discussion. And we can --

19 MR. HARVEY: Thank you.

20 MR. BLOCKER: -- because there's some
21 preliminary stuff we can work through, then
22 Mr. Harvey, as the board's representative, we can
23 reengage and -- and work through it.

24 I'm sure this is something between all of us
25 as professionals, we can figure out and report back

1 to the board, if it's the board's wishes, within 30
2 days.

3 MS. CASH-CHAPMAN: That'd be amazing.

4 MR. HARVEY: If I may, it -- it mentions in
5 your policy that it's normally -- this would be
6 done with the executive director, not with a board
7 member, and your wish is for a board member to
8 participate in this.

9 MS. LUDLOW: Well, we don't have an executive
10 director.

11 MR. HARVEY: Yes, you do.

12 MS. CASH-CHAPMAN: I think that some members
13 on the board would be more comfortable hearing
14 things firsthand. And I know I stated last time I
15 don't particularly have a strong opinion either way
16 about it, but I don't know if anyone else does.

17 MS. LUDLOW: Report back in 30 days, is that
18 an option?

19 MR. BLOCKER: Yes, ma'am. If we can make a
20 recommend -- if we can see if this motion passes,
21 then if the board wishes, the next motion would be
22 appointing one of the board members to -- to it.

23 And we have -- we have the executive director,
24 Mr. Harvey, but we can appoint, if the board
25 wishes, a liaison to assist with the lawyers and

1 with the --

2 MS. LUDLOW: You already did that and the
3 board approved it.

4 MR. BLOCKER: He wasn't here.

5 MS. LUDLOW: Charlie was here.

6 MR. ROBERTS: Yeah.

7 MS. LUDLOW: We did that.

8 MR. BLOCKER: Were you the board member that
9 was appointed?

10 MS. LUDLOW: I was appointed as the board
11 member --

12 MR. ROBERTS: Ms. Ludlow --

13 MS. LUDLOW: -- to represent the board.

14 CHAIRMAN OLSON: Was that a motion?

15 MS. LUDLOW: Yes, it was.

16 CHAIRMAN OLSON: Oh, okay.

17 MS. LUDLOW: And you were reluctant, but you
18 said yes.

19 MR. HARVEY: If I may address that,
20 Ms. Ludlow.

21 MS. CASH-CHAPMAN: He wasn't here.

22 MS. LUDLOW: Oh, no. Him.

23 CHAIRMAN OLSON: Him.

24 MS. CASH-CHAPMAN: He wasn't here, either.

25 MS. LUDLOW: Oh, him.

1 MR. HARVEY: Ms. -- Ms. Ludlow, you were
2 copied on a couple of e-mails. I don't know if
3 you --

4 MS. LUDLOW: No, I was not.

5 MR. HARVEY: Mr -- Mr. Roberts did --

6 MS. LUDLOW: This is the first time I've known
7 that you guys even talked to each other.

8 MR. HARVEY: No, ma'am. We were e-mailing
9 back and forth on a couple of items and you were
10 included on those e-mails.

11 MR. BLOCKER: Well, the board can reaffirm
12 that appointment, Board Member Ludlow. And -- and
13 I know that this is -- this is an important issue
14 to the board and to getting this resolved, and your
15 expertise would be greatly I'm sure appreciated --

16 MS. LUDLOW: Thank you.

17 MR. BLOCKER: -- by the board so we can --

18 MS. LUDLOW: Thank you.

19 CHAIRMAN OLSON: Okay. Did we make a motion?
20 And we -- we had a second.

21 Okay. So we're giving an opportunity for any
22 public comment on this item at this point. Public
23 comment.

24 MR. KREIS: I'm happy to fill out a paper for
25 you later. Bruce Kreis, 68 North

1 St. Augustine Boulevard.

2 I just find this -- the -- the actual order in
3 which some of these topics came up to be kind of
4 interesting in that, yes, it's a very valuable
5 piece of property as you point out and we want to
6 make sure we have the right and best use. And an
7 RFP is normally done to find the right people to do
8 that. But that's not what the board was doing.

9 The board wasn't going out and -- to the
10 public and saying who wants to -- who wants to bid
11 on this project, if you will. The board was
12 letting it lie and just being under its -- you
13 know, provide a ROFR, I think you're calling it.

14 Somebody else found the value and somebody
15 else came to you and said, hey, I've got -- I've
16 got some money. I want to develop -- help you
17 develop and bring value to your airport.

18 And the time to go out for an RFP has long
19 since passed. That's what you should have done if
20 you were out shopping for somebody to do
21 development on a specific piece of property, but
22 that's not what happened.

23 So it seems to me that that's out of order, to
24 able to now say, hmm, now that you're interested in
25 it, maybe we can go find somebody else that's

1 interested, too. It seems a -- a little awkward.

2 The other thing is you kept attempting to tie
3 the Part 16, which is a completely separate issue
4 all together, to this, which I'm not -- I'm not
5 accusing any one of anything, but it just sound --
6 it gives the optics of being almost retaliatory in
7 that, well, now that we have this big problem,
8 maybe we should find somebody else to go help us
9 develop this land instead.

10 So, and that's not my person; it's just the --
11 that's the optics that I saw. It's the impression
12 that I got when I kind of heard this kind of get
13 laid out, so that's my comment. Thank you.

14 CHAIRMAN OLSON: Okay. Thank you. And any
15 other comments at this point?

16 (None.)

17 CHAIRMAN OLSON: Okay. We're going to go
18 ahead and vote on the motion to proceed in the way
19 that's been outlined. Ms. Cash-Chapman?

20 MS. LUDLOW: We report back in 30 days.

21 CHAIRMAN OLSON: We've already framed the
22 motion. I think that's in the motion. Whatever's
23 in the motion. We've already framed the motion.
24 It's in the --

25 MS. LUDLOW: All right.

1 CHAIRMAN OLSON: -- it's been memorialized, so
2 we're taking a vote now. Ms. Cash-Chapman?

3 MS. CASH-CHAPMAN: Aye.

4 CHAIRMAN OLSON: Mr. Clarke?

5 MR. CLARKE: Aye.

6 CHAIRMAN OLSON: Ms. Liotta is not voting on
7 this matter. Ms. Ludlow?

8 MS. LUDLOW: Aye.

9 CHAIRMAN OLSON: And I vote no on this, but
10 motion carries.

11 MR. BLOCKER: Mr. Chairman, before we move on
12 from this, I should have raised this earlier. I
13 know we had public comment.

14 We do have a representative from Volato here.
15 I don't know if the board wants to ask them to come
16 up. They don't certainly have to, but --

17 MS. LUDLOW: I think that'd be a wonderful
18 idea because he wasn't even contacted on this
19 stuff.

20 MS. CASH-CHAPMAN: I think we should leave it
21 up to him. I don't know. He doesn't seem the shy
22 kind of guy that he wouldn't have stood up if he
23 had something to say back there, so...

24 CHAIRMAN OLSON: He's not shy. He's not shy.

25 MR. LIOTTA: Sure. I think it's worth just

1 adding some facts here.

2 Originally, Ms. Ludlow went to the FAA
3 concerned about land banking. And through that
4 process, the Airport Authority represented to the
5 FAA that you had sufficient land for a second FBO
6 in order to grant -- get permission to enter into
7 the ROFR with Atlantic Aviation, at which point I
8 immediately requested the ability to develop a
9 second FBO.

10 Then, as you know, that there was the process
11 that Mr. Wuellner went through with Grumman to --
12 related to the ROFR that was referred to before.
13 And then eventually the board, including Mr. Olson,
14 voted unanimously to start the process of
15 developing that land for private aeronautical
16 users; i.e., corporate hangars.

17 Your lease policy states that you'll
18 prioritize public aeronautical providers over
19 private aeronautical users. That process started
20 with the environmental thing that you guys spent
21 money on and you started getting reports on. So,
22 those are some important facts that have happened
23 here that I think is worth having on the record.

24 When it did come to this Part 16 and we
25 interacted with the Airport Authority, we were

1 asked by counsel to provide an application. We
2 pointed out that your lease policy is about 30
3 years out of date and no longer complies with the
4 guidance from the FAA.

5 We were asked at that time to do our best to
6 apply even given that. And since we've applied,
7 we've of course never been spoken to again about
8 our application. And -- and you can imagine that
9 if the lease policy is noncompliant with the FAA
10 and out of date, it may be tough for anybody to
11 successfully get an application through.

12 Your lease policy does ask you to make a
13 public use determination. That really should have
14 been the first thing that happened many many months
15 ago. And part of the reason why we should be
16 paying attention to this timeline is because Volato
17 has engaged in good faith all along.

18 When the airport asked us for an extension, we
19 agreed. When we were asked for another extension,
20 we agreed. Ultimately, when we were asked to do
21 the abeyance, we agreed. That abeyance was for
22 120-day period and requires updating the FAA every
23 45 days. This was actually part of an FAA order,
24 so they have actually made an order.

25 We're due this week for the second 45-day

1 report. That should tell you about 90 days have
2 passed, which means that you actually have about 30
3 days left before, if we don't resolve this complete
4 with a compliance action by the airport, the FAA
5 has the authority to continue the -- the Part 16
6 investigation on their own regardless of what we
7 say. So I would really caution you about the time
8 frame here.

9 And then I would point out that I question
10 some of these deficiencies, not only because
11 they're easily resolved, but one of the
12 deficiencies that we were told is that we don't
13 have a Part 145 repair station certificate.

14 Nowhere in the commercial minimum operating
15 standards of this airport does it list having a
16 Part 145 certificate as a requirement to be an FBO.
17 In fact, Atlantic, which is an FBO here, does not
18 have a Part 145 repair station here on the field.
19 So, you know, I've really got to question these
20 deficiencies.

21 And that's not for me to do here, but I do
22 want to point out these facts. And I think many of
23 these facts are only a problem because the policies
24 are out of date and just need to be updated and
25 better comply with the FAA. At the end of the day,

1 that's what everybody wants.

2 If I could go back in time, I would have loved
3 for you to make a motion a year ago when
4 Mr. Wuellner came with the idea of developing this
5 land and say let's do a competitive RFP. We would
6 have loved to have bid on that. But, you know,
7 here we are. Thank you.

8 CHAIRMAN OLSON: Okay. Thank you.

9 So, we have -- we've received comments and
10 we've voted and acted on this, so we'll move now to
11 the next item on the agenda, which is the terminal
12 access road FDOT grant.

13 TERMINAL ACCESS ROAD FDOT GRANT

14 CHAIRMAN OLSON: And I believe the board had a
15 good amount of discussion and made some decisions
16 about this at the last meeting; right?
17 Undergrounding utilities.

18 MR. HARVEY: They did, sir. They had
19 requested that we come back at this meeting with
20 any other possible options that were available.
21 You will see in the upcoming -- when we get to the
22 capital budget items here in a little bit, this
23 kind of gives me a chance to come back to the
24 subject again.

25 So you had a balance of the grant of

1 \$1.9 million. During the last meeting, the -- the
2 board agreed to go ahead and let's look at doing
3 the underground utilities.

4 I just wanted to make a note. I'm bringing --
5 I hope I'm not beating a dead horse here, but I
6 wanted to bring back up the option -- this is an
7 option still, of looking to pave the parking lot
8 over there.

9 The parking lot was not meant to be for the
10 use of the airline terminal over there. It was
11 meant to be for the use -- and I didn't bring it
12 up; it was my mistake for not remembering -- but it
13 was to be used for Atlantic Aviation for their
14 employee parking, for their staging of vehicles for
15 their VIPs, things of that nature, to free up
16 parking in the front of the GA terminal for
17 customers of the restaurant, for businesses, for --
18 for other users. You know, it's a premium up there
19 to find a parking spot. And so, that was the idea
20 at the time.

21 I recalled seeing in a -- in a lease amendment
22 with -- with Atlantic that it was to be -- that was
23 part of the swap for the ROFR, was to be the --
24 that property and the parking lot.

25 I'd need to confirm that, but -- yes, ma'am?

1 MS. LIOTTA: Are you telling us there's a
2 contractual obligation to build a parking lot for
3 Atlantic on that land?

4 MR. HARVEY: No, ma'am.

5 MS. LIOTTA: Okay.

6 MR. HARVEY: I wanted to verify that, though.
7 I've seen two different amendments and I -- I
8 tended to think there was. I've been told maybe
9 that was a different one and I've confused them,
10 but I wanted to verify that.

11 That being said, we could still base it on the
12 contingent if it was there, we'd look not; if not,
13 you could make a decision on that.

14 MS. LIOTTA: Yeah, I don't want to make a
15 decision based on a speculation of what a contract
16 says.

17 MR. HARVEY: Yes, ma'am. Understood.

18 CHAIRMAN OLSON: What is the -- first off,
19 what's the -- what's the total cost of the utility
20 undergrounding estimate, and then what's the --
21 what would be the cost of the parking?

22 MR. HARVEY: It's around a hundred thousand
23 dollars for the utility. I budgeted a little more
24 just for a fudge factor when we get into that a
25 little bit.

1 CHAIRMAN OLSON: Okay.

2 MR. HARVEY: I went back, and speaking with
3 Passero, looking at the parking lot, it would be
4 around \$175- to \$200,000.

5 CHAIRMAN OLSON: Okay.

6 MS. LIOTTA: So, just for the undergrounding
7 of the utilities, which is the scope of what was
8 approved --

9 MR. HARVEY: Yes, ma'am.

10 MS. LIOTTA: -- you said a hundred thousand.

11 MR. HARVEY: Yes, ma'am.

12 MS. LIOTTA: My understanding is this is a
13 50/50 grant. So is that a hundred thousand our 50
14 percent, or a hundred thousand total, which means
15 our cost is going to be 50?

16 MR. HARVEY: It was going to be our cost is
17 50; is that correct, Andrew? That's correct.

18 MS. LIOTTA: Okay. Thank you.

19 MR. HARVEY: Right. And that would be the
20 same for the parking lot. That would be 50 percent
21 of whatever that is.

22 So I wanted -- I just wanted to be clear
23 because I think there was a misunderstanding.
24 We've got all this parking lot for the airline
25 terminal. My understanding is it was not to be

1 utilized for that purpose.

2 CHAIRMAN OLSON: We -- we really do have an
3 extremely tight parking situation at the GA
4 terminal.

5 MS. LIOTTA: So are you asking -- to be clear,
6 are you asking the board to reconsider its decision
7 on the parking lot?

8 MR. HARVEY: I am. And I wanted to finish the
9 statement on what your options were, okay?

10 MS. LIOTTA: Okay.

11 MR. HARVEY: I met with the FDOT, our --
12 our -- our guy there that we deal with on all our
13 grant options. He just confirmed what I told you
14 last year -- last time.

15 There are no other options. Whatever work is
16 completed on this, the grant will be closed out and
17 hopefully any funds left over will be reprogrammed
18 for a couple of years down the road for another
19 road project.

20 MS. LIOTTA: Okay. Well, I don't think that
21 it's ripe for us to make a decision on because
22 you've just raised the specter of a potential
23 encumbrance on that land. So I don't think we
24 should make a decision one way or the other on that
25 land unless we absolutely know what our options

1 are.

2 MR. HARVEY: Yes, ma'am. And this is not on
3 fire. This doesn't have to be -- I can come back
4 to you with clarity.

5 MS. LIOTTA: All right. Well, this -- with
6 respect to everybody's time here --

7 MR. HARVEY: Okay.

8 MS. LIOTTA: -- I think this is going to be a
9 long meeting and we shouldn't be discussing things
10 that aren't ripe to be discussed.

11 MR. HARVEY: Okay. Thanks. And I apologize
12 for not having clarity.

13 CHAIRMAN OLSON: Any other questions or
14 comments from anyone on the terminal access road?

15 (None.)

16 RFQ FOR ENGINEERING SERVICES

17 CHAIRMAN OLSON: Okay. Moving on to RFQ for
18 engineering services. That was acted on --

19 MS. LIOTTA: Yeah, that one was a -- something
20 that was my fault. Sorry that we're raising this
21 again.

22 I went back, and I know that was approved, the
23 RFQ, that's been issued on June 1st. It's my
24 rec- -- you know, it's my recollection at that
25 board meeting that at least that the board wanted

1 that RFQ to be designed to encourage multiple
2 applicants so that -- which is much more market,
3 which is what airports are doing, so that we would
4 have more than one engineering firm on -- you know,
5 at -- on call, so to speak, for projects that may
6 arise in the future.

7 And that Passero's -- this was up in say
8 October time frame, but we were going to do it
9 early, and this was one of the big reasons, was to
10 encourage new applicants and have variety. And
11 again, no disrespect to Passero or any of the prior
12 work that they've done, but this is more market and
13 better for the airport to have, you know, healthy
14 competition in its engineering services.

15 In going back and looking at how the RFP is
16 drafted, my understanding was based on a copy of
17 prior R -- I keep calling it RFP, I think it's
18 actually an RFQ -- prior versions, and I don't
19 think it's accomplishing the policy directives that
20 the airport was looking for in that respect, and
21 that is because of -- primarily because of the
22 ranking system.

23 And when you look at it, it may not seem so
24 obvious, but when you look at the context around
25 it, I think it's pretty clear that it's going to

1 discourage alternative bidders.

2 These things do cost tens of thousands of
3 dollars potentially for these engineering services
4 firms to -- my understanding, to respond to these
5 proposals. And we want to -- I think we want to
6 make the -- I want to make it something where we --
7 it's clearly designed and in the four corners of
8 the RFQ we're trying -- trying to get additional
9 applicants and additional services at the airport.

10 So I'm happy to walk through what those are,
11 but what I'm seeking today is for -- to see if the
12 board would consider a motion to amend the RFQ in a
13 few places and have that updated so we can --
14 before the process closes and encourage those
15 additional applicants.

16 CHAIRMAN OLSON: You're speaking to the
17 weighting points on the scoring?

18 MS. LIOTTA: Yes.

19 CHAIRMAN OLSON: So that's on -- that's on one
20 of the pages. It's not a numbered page.

21 MS. LIOTTA: Yeah, Section 13 --

22 CHAIRMAN OLSON: Yeah.

23 MS. LIOTTA: -- there's some text at the
24 beginning that kind of goes through the factors and
25 then on the next page, the one I have does not have

1 numbered pages, but the criteria, there's weighting
2 points that don't necessarily exactly match up with
3 the selection criteria on a one-to-one basis, but
4 the -- and then that's -- that's the focus of what
5 I'd like to discussion to be.

6 CHAIRMAN OLSON: So, are you wanting -- are
7 you suggesting we should consider reweighing
8 those -- having the same factors but reweighing
9 them?

10 MS. LIOTTA: I have a couple of
11 recommendations for -- you know, that I think would
12 make sense, and I can walk through those, but I
13 didn't want to monopolize the conversation right
14 off the bat.

15 CHAIRMAN OLSON: Is this something we need to
16 do in a board meeting or is this something that --

17 MS. LIOTTA: Yes, I think it's --

18 CHAIRMAN OLSON: -- we can ask staff to go
19 back and --

20 MS. LIOTTA: Well, I think that's your choice.
21 I think that that's probably something we could
22 decide to do, is if we wanted to have one board
23 member work with staff to amend this with that
24 policy directive in mind, I'd be comfortable with
25 that if everybody else is, if we don't want to go

1 through all of this right now, or we could get into
2 all of the details as a board.

3 MR. CLARKE: Okay. How many points are we
4 talking about?

5 MS. LIOTTA: 200.

6 MR. CLARKE: No. I mean, how many bullets
7 points are --

8 MS. LIOTTA: Oh, sorry. It's weighting
9 points, it's 200 total points. It's one two,
10 three, four -- I can't count. Five. No, sorry.
11 Six.

12 MR. CLARKE: Personally, I'd like to hear them
13 and hear your recommendations.

14 MS. LIOTTA: Okay. Happy to walk through
15 that. I don't think it would be -- terribly take a
16 long time.

17 So the first -- the first two I think are
18 fine. It's general qualifications. Of course we
19 want someone who can do airport engineering work.
20 Staff availability, I assume that means
21 availability of the engineering firm's, not our
22 staff. Prior contract performance, you know,
23 familiarity with projects on the field makes sense.

24 My biggest concerns are probably with the next
25 two, and that's proximity to NFRA. And my issue

1 with that is that the way that that's sort of
2 described in Section 13, as having an established
3 office location in St. Johns County, Florida for at
4 least the past 12 months.

5 Now, on its face, that may or may not be a red
6 flag, but I now have an appreciation that that
7 means the only person who could -- the only firm
8 that could possibly satisfy that is Passero. So
9 this factor would exclude anyone else from being
10 able to get those points.

11 CHAIRMAN OLSON: So, and separately, it
12 says -- it has the requirement of an established
13 office? Which page --

14 MS. LIOTTA: Well, it doesn't say that
15 specifically in the criteria. It just says
16 proximity to NFRA. But I think in the context of
17 this, it does talk about firm lo- -- selection
18 criteria says firm location, and it specifically
19 calls out St. Johns County, Florida. So I -- I
20 can't imagine this being interpreted any other way.

21 CHAIRMAN OLSON: Where does it say
22 St. Johns County?

23 MS. LIOTTA: Selection criteria, Section 13.

24 CHAIRMAN OLSON: I'm looking at these.

25 MS. LIOTTA: Yeah, it's on the prior page.

1 That's why they don't -- the selection criteria are
2 not the same as the weighting points, but I think
3 they -- they go together. You have to read -- I
4 think they --

5 CHAIRMAN OLSON: St. Johns County.

6 MS. LIOTTA: Yeah. Firm location. To receive
7 the number --

8 CHAIRMAN OLSON: Oh.

9 MS. LIOTTA: -- the maximum number of points
10 in this category, you must demonstrate --

11 CHAIRMAN OLSON: Oh, I see.

12 MS. LIOTTA: -- an established office in
13 St. Johns County.

14 CHAIRMAN OLSON: I see. Yeah. Yeah. Well,
15 you know --

16 MS. LIOTTA: So I would -- I think that the
17 easy -- I would recommend that to be mod- --
18 stricken or modified to say, in St. Johns County or
19 any adjoining county.

20 CHAIRMAN OLSON: Yeah. Yeah, that could be
21 Duval.

22 MS. LIOTTA: Yeah. It could be Duval. It
23 could be Clay. It could be --

24 CHAIRMAN OLSON: There's a --

25 MS. LIOTTA: But the point is we need to be

1 able to have someone who can drive over on a pop-up
2 sort of basis.

3 CHAIRMAN OLSON: Exactly. And not having a
4 bunch of billing time or put time calculated into
5 their fee because they have to drive or fly in here
6 from great distances.

7 MS. LIOTTA: Right.

8 MR. HARVEY: May I interject? Just so you
9 know, it's not like it's 20 or nothing. I mean,
10 you can rate if it was --

11 CHAIRMAN OLSON: Yeah.

12 MR. HARVEY: -- you know, the next county
13 over, maybe it's 19 points for that.

14 MS. LIOTTA: I appreciate that. But it
15 clearly says on here, in order to receive the
16 maximum number of points, which any bidder is going
17 to want --

18 MR. HARVEY: Yes, ma'am.

19 MS. LIOTTA: -- there's only one person who
20 can get the maximum. I think that's going to be
21 read as we only really want Passero to get the top
22 points in this category.

23 MR. HARVEY: Well, and I --

24 MS. LIOTTA: Because everyone -- you know,
25 look, we know it's a problem now. I'm trying to

1 fix it so that we don't discourage otherwise
2 qualified bidders from even bidding.

3 MR. HARVEY: Well, I would point out that your
4 county adopted in July of 2022 the same type of
5 criteria of selecting local and county firms -- not
6 selecting, but weighting them higher based on being
7 in a local firm.

8 MS. LIOTTA: Yes. And at that point, we
9 believed that there would be more than one
10 applicant who would be able to satisfy that. We
11 now know that there is only one, and we are trying
12 to get a variety of applicants here.

13 MR. HARVEY: Okay.

14 MS. LIOTTA: So I think this is a problem.
15 And I -- but I do appreciate someone being nearby,
16 and so I think the balance there is to include the
17 adjoining counties.

18 The next one on the criteria list is probably
19 the one I have the most problem with, because I --
20 in some ways I just don't understand it. It says,
21 familiarity with NFRA. And I -- what I don't
22 understand is why it's here at all when we look at
23 prior contract performance with the airport being
24 its own separate category.

25 So, it -- it seems like it's -- we also know

1 that, again, with our prior decades of engineering
2 work, Passero's had the lion's share of that. So
3 we already know going in that prior experience on
4 the field, that goes to Passero. I'm not saying
5 that's inappropriate. But when you've got 60
6 points with familiarity NFRA added to 20 prior
7 contract performance, that ends up being 80 out of
8 200 points.

9 CHAIRMAN OLSON: Yeah.

10 MS. LIOTTA: I -- I don't think that's getting
11 where we need to go on what we're trying to
12 accomplish here.

13 CHAIRMAN OLSON: So reduce the number of
14 points for familiarity with NFRA?

15 MS. LIOTTA: I would strike it --

16 MR. CLARKE: Strike.

17 MS. LIOTTA: -- completely. Because what they
18 can demonstrate from prior contract performance is
19 going to get -- is going to demonstrate that. It's
20 kind -- in my view, that's double dipping on the
21 prior contract.

22 CHAIRMAN OLSON: Well, prior con -- contract
23 performance would be checking references as to how
24 they've been --

25 MS. LIOTTA: Well, similar work experience at

1 similar airports is its own separate item.

2 CHAIRMAN OLSON: Well, that's more objective.
3 Performance is more subjective. Well --

4 MS. LIOTTA: So that means -- that could be.
5 And it could be that the issue here is
6 clarification as well as point adjustment. Because
7 if someone is reading this and they see a prior
8 contract performance, if that is meant to include
9 only our airport, that is a completely different
10 thing than prior contract performance --

11 CHAIRMAN OLSON: Yeah.

12 MS. LIOTTA: -- elsewhere, but what does that
13 exactly mean?

14 CHAIRMAN OLSON: Well, I read that as being
15 elsewhere or not necessarily here because I'm
16 looking at -- I mean, it's a common thing to get
17 references about how these firms have -- have
18 served other airports and how satisfied --

19 MS. LIOTTA: Right. The selection criteria
20 does include client references. But it just
21 doesn't -- the client references is not something
22 for those point totals.

23 CHAIRMAN OLSON: For points.

24 MS. LIOTTA: So it's -- again, it's like the
25 mapping of the criteria to the points is not

1 one-to-one. So that could be just -- so this tweak
2 could also just be making it more clear what's
3 being connected to what so that we're giving better
4 guidance to the people who might want to respond.

5 CHAIRMAN OLSON: So you're saying keep the
6 proximity, but clarify that it can be adjacent
7 counties.

8 MS. LIOTTA: Yes. And I think 30 points might
9 still be --

10 CHAIRMAN OLSON: Can't be Orlando.

11 MS. LIOTTA: I think 30 points might be a bit
12 high on that.

13 CHAIRMAN OLSON: A bunch of these firms are in
14 Orlando that would want to bid on this.

15 MS. LIOTTA: Right. So, you know, maybe 10
16 points instead of 30. So I think there's some
17 value there. It shouldn't go away. But should it
18 be 20 percent of the overall total?

19 CHAIRMAN OLSON: Well, there's value in having
20 them closer than further away. I mean, I could --

21 MS. LIOTTA: Indeed. But if someone's willing
22 to drive from Orlando, it's not an adjoining
23 county, but if they're willing to put in the
24 two-hour drive, you know, I'm not going to say no
25 to that if they're otherwise qualified. It doesn't

1 seem like it should be the thing that tips the
2 balance.

3 CHAIRMAN OLSON: The only downside is that
4 these -- and at our airport, our engineers tend to
5 act almost as extensions of our staff. They do
6 grant -- grant proposals. They -- they're
7 basically -- you know, the current firm is
8 functioning as an extension of the staff.

9 MS. LIOTTA: I think there would be a lot of
10 meetings. As we all know, lots of meetings can be
11 done telephonically these days.

12 So I think when we're -- when things are being
13 done on-site and a project is active, absolutely
14 having someone who is close by or can be close by
15 quickly is important and that should be on here.
16 It's more a matter of, you know, how we define
17 nearby --

18 CHAIRMAN OLSON: Yeah.

19 MS. LIOTTA: -- and how many -- how many point
20 totals it gets.

21 CHAIRMAN OLSON: But I -- as -- Orlando is a
22 location where a lot of these firms are.

23 MS. LIOTTA: Yeah. And I think the airport
24 should get the benefit of all the quality bids it
25 can.

1 CHAIRMAN OLSON: Yeah, okay.

2 MS. LIOTTA: I don't want this to be seen as a
3 obstacle rather than an invitation --

4 CHAIRMAN OLSON: Yeah.

5 MS. LIOTTA: -- to these engineering firms.

6 CHAIRMAN OLSON: Okay. Did you want to just
7 tick off what we've been talking about so that if
8 we're -- if we're trying to close this loop at this
9 meeting, we need to be more precise in order to --

10 MS. LIOTTA: Yeah. Okay. Well, there's a
11 couple of more minor items that are outside the
12 selection criteria, but we'll stick with these for
13 now.

14 So I would propose for discussion is the
15 proximity to be expanded to -- one option is
16 adjoining counties.

17 CHAIRMAN OLSON: Okay.

18 MS. LIOTTA: If that's going to exclude
19 Orlando, maybe we just say Northeast Florida. I
20 don't know if that's --

21 MS. LUDLOW: Are you going to designate or
22 just say --

23 MS. LIOTTA: We may need to work with counsel
24 because -- you know, because of the procurement
25 issues, we may have to have a certain level of

1 clarity on that. You know, what we're trying to
2 accomplish here, we may need to get more detailed.
3 So I know adjoining counties would work. Beyond
4 that, state of Florida I think probably works.

5 MS. CASH-CHAPMAN: Surrounding areas.

6 MS. LIOTTA: The surrounding areas may be
7 too -- too ambiguous.

8 MR. BLOCKER: Yeah. And again, the board
9 has -- the board can adjust as you sit fit. The
10 goal is a policy of -- that this board wants to
11 open it up and encourage more participants.

12 Generally you want to define it more
13 specifically adjoining counties. When you say
14 Northeast Florida, everyone could have a different
15 definition of what Northeast Florida is. So I
16 would recommend trying to stick with adjoining
17 counties.

18 If you -- if you want to, you know, go a layer
19 above that and other points will be -- if it's
20 from, you know, Orlando through Jacksonville or
21 Orlando north, I mean, you can try to give some
22 geographic, you know, definition to it if you will.

23 You know, state of Florida, as well, you know,
24 because you might have great consultants outside
25 the state of Florida that meet all your other

1 criterias, but, you know, maybe you're not going to
2 get as much, you know, in the geographic area.

3 So, you know, a little bit more weight, you
4 know, towards adjoining, you know,
5 St. Johns County, a little bit more weight to state
6 of Florida, and then, you know, from there. So,
7 you know, points can be apportioned.

8 But I think what would happen here, based on
9 how this is raised, you want the maximum points to
10 be -- you know, you can get up to the maximum if
11 you're in an adjoining county. If -- you know, you
12 can get up to a certain number of points if you're
13 a Florida specific company and then go from there.
14 So -- but that would be my recommendation as far as
15 kind of trying to define it a little bit better.

16 MS. LUDLOW: Could we say within 300 miles or
17 500 miles?

18 MR. BLOCKER: Absolutely. This -- this board
19 can -- you know, my recommendation is for the board
20 to give us what their direction is and we'll work
21 with the executive director to bring you back a
22 final product for -- for approval, make sure that
23 we've captured exactly what your intent is and kind
24 of re -- recraft this --

25 CHAIRMAN OLSON: And this would be just an

1 addendum sent out to the notice. Because the
2 notice, we've posted it already, correct?

3 MR. BLOCKER: That's -- that's correct. I
4 mean, the board could -- we could pull it back and
5 reopen it, I mean, you know, just based on if -- if
6 the original notice, due to whether it was a
7 miscommunication or confusion or lack of clarity,
8 however we want to define it, we can -- we can --
9 if the board -- we don't want that to get bogged
10 down in red tape.

11 For instance, if the board's intent is for
12 there to be more competition or more interest, then
13 we could see about pulling that back, you know,
14 finalizing this and sending it back out again.

15 There may be some deadlines here that I'm not
16 tracking, so I'd want to -- it's hard on the spot
17 to give you a definitive answer. But the board has
18 an option of pulling that back, you know, making
19 sure that the policy is captured in that and then
20 re-- re -- put that out, so...

21 MR. HARVEY: We have a June 30th submission
22 date.

23 CHAIRMAN OLSON: Oh.

24 MS. LIOTTA: Yeah, I -- I think whether we
25 decide on granularity here as a board or whether we

1 just delegate this to somebody with these -- with a
2 more general policy directive, I would -- I would
3 be happy seeing one of us to be designated to just
4 be -- be the one who works with counsel and staff
5 to say, okay, that's all been redrafted, that's
6 good, and just get it out so we don't have to wait
7 for another board meeting.

8 CHAIRMAN OLSON: Well, you saw this, so do you
9 want to take that on?

10 MS. LIOTTA: I would be happy to take that on.

11 CHAIRMAN OLSON: And so -- and I think -- I
12 think the observation about the weighting, now that
13 I'm looking at these, are -- is -- is a good
14 observation.

15 So, yeah, okay. Okay. So we -- we don't need
16 a formal action on that or do we? Do we need to
17 take action on this?

18 MR. BLOCKER: I would encourage you,
19 Mr. Chairman, to just designate Board Member
20 Liotta.

21 Now, the one thing -- now the other thing to
22 keep in mind is to get clear guidance what this
23 policy direction that we work together with -- if
24 it's more general direction, I'll give you an
25 example.

1 When we were searching for the executive
2 director, a board member was selected to work with
3 counsel on drafting that product but the final
4 approval came back to the board.

5 So if the intent is to give final direction
6 now and then the board member would work with
7 counsel to make sure that's implemented per the
8 wishes of the board, then I would say final
9 decision needs to be made now, voted on now, formal
10 direction given, the board member appointed, and
11 then we'll work together to make sure that those
12 wishes are captured in the document. Does that
13 make sense?

14 CHAIRMAN OLSON: Yeah. Well, I was -- so I
15 was going to propose later towards the end of the
16 meeting that we -- given that our acting executive
17 director is not here on June 26th, that we not have
18 that meeting.

19 So that means that we would be having a big
20 space of time. So it might be best for us to
21 designate Ms. Liotta to work with counsel and staff
22 to tweak the weighting points to address concerns
23 of overweighting to local and familiarity.

24 MS. LIOTTA: I think I might be slightly
25 confused. What I'm hearing counsel saying is if we

1 want to get it -- you know, just --

2 CHAIRMAN OLSON: I see, yes.

3 MS. LIOTTA: -- let me implement, we need
4 to --

5 CHAIRMAN OLSON: Yes, yes. We have to be
6 specific.

7 MS. LIOTTA: -- make the implementation
8 decisions now --

9 CHAIRMAN OLSON: Yeah.

10 MS. LIOTTA: -- so we can agree on a couple of
11 these points, then it would be more administrative
12 for me to just double check, yes, that's done and
13 then we -- it will just get out, I would imagine
14 they're not massive changes, probably before
15 Kevin's on vacation.

16 MR. HARVEY: Yeah.

17 MS. LIOTTA: Which I think is going to be more
18 fair to the people out there that are potentially
19 interested. If they're making a respond/not
20 respond decision, the sooner we can get these
21 changes made, the better off we'll be.

22 CHAIRMAN OLSON: So -- yes. So --

23 MR. BLOCKER: Mr. Chairman, can I maybe just
24 one more add-on? And just not to delay this, but
25 another thought for the board, if the boards

1 determines that we want to readjust this weight, go
2 ahead and make those changes now. Board Member
3 Liotta will work with us on that.

4 If the board has a future interest in looking
5 at just the -- the RFQ procedures in general, that
6 is something that maybe we can work and bring back
7 to the board at a future time. Because there may
8 be additional other cosmetic changes or, you know,
9 we heard earlier some of our policies are 34 years
10 old, so some of this as we go on, you know, this --
11 the board may have wishes to update some of this.

12 So, Board Member Liotta, not to -- not to
13 volunteer her for this in perpetuity here, but she
14 could have that role on behalf of the board to work
15 with, as other changes are made, and then bring
16 those to the board's attention going forward.

17 MR. HARVEY: Yeah.

18 MS. LUDLOW: I understand. So what you're
19 saying is you brought up these six points that need
20 clarification, so we give Jennifer authority to
21 work with you, and you guys make the decision and
22 it doesn't have to many come back to the board?

23 MR. BLOCKER: Yes and no. So -- so for
24 decisions -- so, if the board delegates -- I know
25 this is confusing, but let me make sure because it

1 confuses lawyers, so let me make sure we're clear.

2 This board cannot delegate its authority.

3 What it can do is appoint a liaison to work with

4 staff to bring products for final board approval.

5 Or in reverse, the board can make a decision, hey,

6 we want to readjust these points now, we want to

7 make sure this policy is implemented. This board

8 member will act as the liaison to work with staff

9 to make sure that's carried through per the board's

10 wishes.

11 MR. HARVEY: Mr. Chairman? I've got a little

12 bit of a concern here in the fact that we don't

13 know what firms out there have already started

14 their process. They're not contacting us. It's

15 not like we had to send out a package or anything

16 of that nature to them.

17 So, how -- unless they're going to be checking

18 back onto our website to -- to see if anything's

19 changed, you're going to be getting proposals based

20 on what's already been out there. So I don't

21 know --

22 MS. LIOTTA: I think that --

23 MR. HARVEY: -- how to rectify that.

24 MS. LIOTTA: -- that's potentially a

25 possibility, and we have to give people a chance to

1 amend their proposals.

2 I think there -- I -- I honestly think they'll
3 be able -- if we -- that's a risk I'm willing to
4 take, and I think the sooner we get this done, the
5 better off we'll have people who are more likely to
6 start the process of putting in a proposal rather
7 just with the way it sits, say, you know, this
8 doesn't look like they want me to -- they want our
9 firm to really approach them so we just not do it.

10 MR. HARVEY: Yes, ma'am. Yeah, I don't really
11 see the problem when it comes to the judging
12 criteria portion. I think that's neither here nor
13 there with people. If it's to their advantage or a
14 better advantage, so be it.

15 Whatever other changes that might be integral
16 to how they present their proposals is kind of what
17 I'm concerned about. I don't know what you -- what
18 you have in mind of changing, so I don't know how
19 to convey that to -- to folks out there, so...

20 MR. CLARKE: Would it be advisable to change
21 the due date until July 31st? Would that --

22 MS. LIOTTA: Well, I think there may be some
23 ways to -- yeah, we would just push it out. There
24 were a couple other points besides the criteria,
25 the weighting points that I thought the board

1 should consider on this.

2 One of them was adding in a clear statement
3 that we intend to select more than one firm. I
4 think that's an easy one to put in.

5 The -- another one is that there's this
6 concept in here of how these are going to be gone
7 through. And I think it could be simplified and
8 that might, we may be able to just keep a tighter
9 deadline by getting rid of some administrative
10 overhead in this. And -- but I would propose that
11 we just have -- say that the staff will recommend
12 but then the final decision will be done by the
13 board.

14 And the difference is, is that the way this is
15 drafted right now, there's a selection process,
16 Section 12, that a selection committee done by the
17 staff will evaluate and score the submittals and
18 that the -- that there will be a short list, which
19 means that the board won't see all the
20 applications.

21 So I'm fine with the staff putting together,
22 you know, the -- the proposed rankings, but that
23 then I think the board should see all the
24 applications and make the final decision.

25 And, you know, I think it will be pretty clear

1 on the face of them. You know, if somebody's not
2 qualified, it's going to be pretty clear. And, you
3 know, I don't think we're going to be getting 600
4 applications, so I don't know that -- you know, I
5 think the board is qualified to look at all of the
6 proposals and come to its own -- its own -- its own
7 decisions.

8 CHAIRMAN OLSON: What's the point about the
9 two firms? I don't understand. Where -- what part
10 of this RFP refers to that?

11 MS. LIOTTA: It doesn't say it. Like with the
12 policy, you know, the -- when the board described
13 doing this process, one of the things we were
14 trying to accomplish was having more than one
15 engineering firm, having a contract with them. And
16 it doesn't say that -- in here that the Authority
17 intends to select more than one.

18 MR. HARVEY: That would be my question. Is it
19 the board's intent to select more than one? I have
20 not heard that from anyone else.

21 MS. LIOTTA: I thought it was very clear at
22 the last meeting, that that is definitely my
23 personal --

24 MR. HARVEY: Not that we haven't in the past.
25 We have. I just didn't know that was to be a board

1 decision.

2 MS. LIOTTA: I have a different memory of our
3 prior board meetings when we talked about wanting
4 to have more than one engineering firm engaged with
5 the airport. And it doesn't say in here that
6 that's what we want to do. It just says we're just
7 putting out an RFQ. And it doesn't say we're only
8 going to select one, at least I don't --

9 MR. HARVEY: No, no.

10 MS. LIOTTA: -- I didn't see that. It was
11 just silent as to what the board -- the Authority's
12 intent was.

13 CHAIRMAN OLSON: It doesn't sound to me like
14 we're ready to crisp this up and send it on its
15 way. I'm wondering whether -- based on the
16 discussion, whether we should just call back the
17 proposal --

18 MR. HARVEY: Yes.

19 CHAIRMAN OLSON: -- and start over again or
20 bring a redline to a future board meeting and have
21 us act on it.

22 MS. LIOTTA: Well, I'm happy to work on such a
23 redline for the next board meeting to look -- to
24 look at. And, you know, I can work with staff and
25 counsel to make sure it checks -- checks all the

1 boxes of procurement law and whatnot and the board
2 can make a final decision then. It's unfortunate,
3 with staff vacation timing and all that, but I
4 appreciate we can't always move as fast as we would
5 like.

6 CHAIRMAN OLSON: Okay. So, I think that's
7 probably the best path forward. But at the last
8 meeting, I wasn't here, but the RFP was approved to
9 be issued. Does this board need to take any formal
10 action to deal with its standing decision to --
11 that approved and issued this RFP?

12 MR. BLOCKER: The board, Mr. Chairman, can
13 direct staff to -- to call back that -- that RFP,
14 RFQ, to allow -- because the board's -- for
15 whatever reason that we want to say to the record,
16 if there was, you know --

17 CHAIRMAN OLSON: Okay.

18 MR. BLOCKER: -- or it does not capture the
19 board's intent, so we need to call that back.

20 But the idea is we don't want the bureaucracy
21 to stop at the board. If this RFP does not capture
22 the board's wishes for whatever reason --

23 CHAIRMAN OLSON: Okay.

24 MR. BLOCKER: -- the board can call it back,
25 we can work, and we can adjust that.

1 CHAIRMAN OLSON: Okay. So, Ms. Liotta, do you
2 want to make the motion to call back the RFP and --
3 with the intent of revising and reissuing it at a
4 point in the future?

5 MS. CASH-CHAPMAN: Before you do that, can I
6 ask a quick question?

7 If we call this back, does that have any like
8 negative repercussions with companies that may have
9 already put one in and then say they don't have it
10 together, they don't know what they wasn't. I'm
11 curious how that looks.

12 MS. LIOTTA: Well, I think the repercussion's
13 already here because it's already out there and I
14 don't think it's what we want.

15 So I think we -- I think we just need to be
16 transparent with -- on it and just let people know
17 it's going to be reissued, you know, it needs --
18 you know, if that's a statement to better reflect
19 the Authority's intents. And if anybody -- has
20 anybody actually submitted anything?

21 MR. HARVEY: No, ma'am.

22 MS. LIOTTA: Okay.

23 MR. HARVEY: And that -- you made the motion
24 last time to accept the -- the proposal request as
25 it was. I'm concerned --

1 MS. LIOTTA: Yes, and I -- I do acknowledge I
2 should have done better due diligence. If I would
3 have spotted these at the last meeting, I would not
4 have -- I would have -- I would have brought up
5 these issues then.

6 MR. HARVEY: I would like -- and this is not
7 directed at you, it's directed to everyone, to
8 remind you that when these go out, to make sure
9 that you're not getting any -- accepting any phone
10 calls, any communication with any of the -- the
11 potential clients that you may have, because
12 that's -- that's lobbying and that's a major no-no
13 and that can lead to disqualification of that --
14 those individuals.

15 MS. LIOTTA: Okay. Well, that sounds like
16 legal advice, so I'd like to get confirmation.

17 MR. BLOCKER: Sure. No, absolutely.

18 So what Mr. Harvey's discussing, I'm sure
19 you-all understand this, but it's important that I
20 reiterate.

21 So there is a blackout period during -- during
22 these processes when it's put out there. So you
23 should avoid any contact with people reaching out
24 to you and solicit -- they're not supposed to
25 direct-solicit elected officials. You-all as

1 elected officials are not to be selected.

2 And not everyone understands that in the
3 public, and people -- sometimes these companies are
4 not used to dealing with elected officials. So,
5 again, it's called the blackout period. So we want
6 to make sure that they're not reaching out.

7 MS. LIOTTA: When does that kick in?

8 MR. BLOCKER: So that kicks in once the -- I
9 believe once it's sent -- once it's sent out. I
10 can't -- I don't the law in front of me --

11 MS. LIOTTA: Okay.

12 MR. HARVEY: And --

13 MR. BLOCKER: -- but once it's -- once it's
14 formally submitted, there is a blackout period
15 where there should not be any -- in other words,
16 this is to prevent anyone from picking up the
17 phone, calling in favors or anything like that.
18 There should be no -- no discussion during the
19 blackout period.

20 MR. HARVEY: And, Ms. Liotta, it's in the RFQ,
21 also. It notifies the firms not to do that.

22 MS. LIOTTA: Okay.

23 MR. BLOCKER: Right. So the firms are
24 directed not to reach out to board members. So if
25 that happens, just let -- just let me know and we

1 can reach out. Because some people -- some of the
2 bidders maybe do not realize or fully understand
3 that there's those implications. So we just want
4 to make sure that the board is protected --

5 MR. HARVEY: Right.

6 MR. BLOCKER: -- and the integrity of the
7 process.

8 MS. LIOTTA: And so that would be all the way
9 through the selection, I imagine?

10 MR. BLOCKER: That's correct.

11 MS. LIOTTA: Okay. Makes sense.

12 MR. CLARKE: I have a question. Does the --
13 or do the proposers have to request an RFQ or do
14 they just extract it from our website?

15 MR. HARVEY: Correct.

16 MR. CLARKE: So they can submit it and we
17 don't know that it's coming, we don't know who they
18 are.

19 MR. HARVEY: It was -- it was advertised in
20 the Jacksonville Times-Union and in the Florida
21 Airport Council's classifieds, which goes to a lot
22 of firms out there.

23 MR. CLARKE: But we don't -- we don't
24 necessarily know who they were.

25 MR. HARVEY: No, sir, we do not.

1 MR. CLARKE: Okay. Okay. Thank you.

2 MR. BLOCKER: And that's by intent, Board
3 Member Clarke, just to protect the process and make
4 sure it's --

5 MR. CLARKE: Okay. Appreciate that.

6 MR. HARVEY: Thank you.

7 CHAIRMAN OLSON: Okay. Motion was made to
8 pull back and revise. Second?

9 MS. LUDLOW: Second.

10 CHAIRMAN OLSON: Motion made and seconded.
11 All in favor. Oh, let me poll.

12 MR. BLOCKER: Public comment.

13 CHAIRMAN OLSON: Ms. Cash-Chapmen -- oh, wait.
14 Oh, that's right. Comment. Public comment.

15 MR. HARVEY: Can I get clarification on who
16 made the motion?

17 MS. LIOTTA: I did.

18 MR. HARVEY: You did? Thank you.

19 MS. LIOTTA: Yeah, sorry. I nodded. I should
20 have made it verbal. I apologize.

21 CHAIRMAN OLSON: Public comment on the motion
22 that's now on the table? Okay. State your name
23 and your affiliation.

24 MR. HOLESKO: Andrew Holesko with
25 Passero Associates.

1 Not wanting to go back on what you-all just
2 decided a minute ago, but it is very common, what
3 you're bringing up, that additional information
4 comes out.

5 And I think that you could make it easier for
6 everybody if you issued an addendum and simply
7 said, we're going to move the bid date 30 days and
8 then additional information would come out with a
9 clarification, instead of canceling everything and
10 starting it all from ground zero.

11 It's not a surprise to us. It's -- it happens
12 very frequently that there's different criteria or
13 different information or responding to questions.
14 So you could do it that manner instead of canceling
15 it all.

16 Issue an addendum immediately, extend the bid
17 date 30 days, and state that there will be an
18 additional clarification coming out on the review
19 criteria. Issue that as Addendum 2 and it would
20 all be very normal for us. We wouldn't -- we
21 wouldn't think that was strange at all. That would
22 actually probably be less strange than canceling
23 and doing it all again. I'm saying either one
24 would be fine.

25 MS. CASH-CHAPMAN: Thank you.

1 CHAIRMAN OLSON: Okay. We have a motion and
2 we're taking a vote on it. Ms. Cash-Chapman?

3 MS. CASH-CHAPMAN: I'm going to vote no
4 because I really appreciate the feedback that we
5 just got and I think that looks a lot better than
6 cancellation and redoing.

7 MS. LIOTTA: Yeah. So I agree that the motion
8 should be clear and I also appreciate the comment.

9 So I think I -- I would like to restate the
10 motion to be that the board issue an addendum to
11 the RFQ and state that further addendum will be --
12 will be made. The first addendum being pushing out
13 the time, the second addendum being substantively
14 addressing the -- the points discussed today on the
15 weighting and related issues.

16 CHAIRMAN OLSON: Okay. And there was -- is
17 there a second to this motion?

18 MS. CASH-CHAPMAN: I think our legal would
19 like to say something.

20 CHAIRMAN OLSON: Okay.

21 MR. BLOCKER: Thank you. Just the clarify the
22 motion. We also want to make sure that we select a
23 board member to work with -- because there's going
24 to be some -- an addendum, too, some changes.

25 So we can say that for the second motion, but

1 there -- that would be the second motion. We want
2 to make sure that we select a board member to work
3 with staff and legal counsel on whatever changes
4 are going to come in Addendum 2. That's the --

5 CHAIRMAN OLSON: And the addendum is going to
6 come back at our July 10th meeting, would be the
7 next opportunity.

8 MR. BLOCKER: Yes, sir.

9 CHAIRMAN OLSON: Okay. Second to it?

10 MS. LUDLOW: Yes.

11 CHAIRMAN OLSON: Okay. So Ms. Ludlow made the
12 second of the -- seconded the motion.

13 Ms. Cash-Chapman?

14 Oh, we need public comment again? We just --
15 we just amended the motion.

16 MR. BLOCKER: No, sir, I think that's clear.

17 CHAIRMAN OLSON: Thank you. Ms. Cash-Chapman,
18 how do you vote on the motion on the table?

19 MS. CASH-CHAPMAN: Aye.

20 CHAIRMAN OLSON: Mr. Clarke, how do you vote?

21 MR. CLARKE: Aye.

22 CHAIRMAN OLSON: Ms. Liotta?

23 MS. LIOTTA: Aye.

24 CHAIRMAN OLSON: Ms. Ludlow?

25 MS. LUDLOW: Aye.

1 CHAIRMAN OLSON: And I vote yes. Okay. So
2 motion carried. We're proceeding on our agenda.

3 MR. BLOCKER: Excuse me.

4 MS. MARTIN: There's a second motion.

5 MR. BLOCKER: Mr. Chairman, the second motion.

6 CHAIRMAN OLSON: I'm sorry, what?

7 MR. BLOCKER: Mr. Chairman, if it's the
8 board's wish to appoint a board member liaison to
9 work with --

10 CHAIRMAN OLSON: I thought that was part of
11 the motion that we just made.

12 MS. LUDLOW: That was the first one. We need
13 to tell Jennifer to work with --

14 MR. BLOCKER: Because Board Member Liotta was
15 the maker of the motion, if we could have another
16 board member --

17 CHAIRMAN OLSON: Oh, I see.

18 MR. BLOCKER: -- if that's the board's wish --

19 CHAIRMAN OLSON: I see.

20 MR. BLOCKER: -- to appoint her specifically.

21 CHAIRMAN OLSON: And that's another motion.

22 MR. BLOCKER: If we could, just so we have
23 clarity in the minutes.

24 CHAIRMAN OLSON: Is there a motion that
25 Ms. Liotta cannot make but someone else here can

1 make to designate her to work with staff and
2 counsel on the re --

3 MS. LUDLOW: Addendum.

4 CHAIRMAN OLSON: -- addendum to the
5 engineering services RFP?

6 MR. CLARKE: So move.

7 CHAIRMAN OLSON: Motion made.

8 MS. LUDLOW: Second.

9 CHAIRMAN OLSON: Seconded by Ms. Ludlow.

10 MS. LUDLOW: Again.

11 CHAIRMAN OLSON: And we are going to have --
12 vote on that, right?

13 Okay. Ms. Cash-Chapman?

14 MS. CASH-CHAPMAN: Aye.

15 CHAIRMAN OLSON: Mr. Clarke?

16 MR. CLARKE: Aye.

17 CHAIRMAN OLSON: Ms. Liotta?

18 MS. LIOTTA: Yes.

19 CHAIRMAN OLSON: Ms. Ludlow?

20 MS. LUDLOW: Yes.

21 CHAIRMAN OLSON: And I vote yes. Okay. Whoa.
22 We've done it.

23 EXECUTIVE DIRECTOR SEARCH

24 CHAIRMAN OLSON: So the next item is one that
25 we agreed to just put on the -- on the agenda. It

1 is the executive director search. Is that it?

2 MS. LIOTTA: Yes.

3 CHAIRMAN OLSON: Okay.

4 MS. LIOTTA: I know after the earlier
5 activities this year, that did not lead to
6 selection of a new executive director. And as
7 discussed by the board, there was a desire to put a
8 hold on that for a period of time.

9 And I think a period of time has passed and
10 it's worth the board revisiting that and seeing if
11 it is time to make a plan and start addressing
12 long-term needs for the airport.

13 CHAIRMAN OLSON: Okay. Let me -- I'll respond
14 first.

15 I took on the responsibility at the last time
16 we discussed this to come back to the board within
17 90 days with a number of firms that we could look
18 at to undertake a search. I've slotted that for
19 the July 10th meeting. I have the -- there's four
20 firms that are -- I'm aware are in the business of
21 specialized executive search for airports. So I
22 can bring that back.

23 There was some question as to whether the
24 intent at that meeting was to actually get
25 proposals. I did frame an RFP for services that

1 would go out to these four firms, but I've been
2 since advised by counsel that we need to publicly
3 advertise.

4 So we have an option that actually we could
5 make a decision about today on July 10th. Does the
6 board want to hear a list of possible firms that
7 could take on this assignment, who they are and
8 general information about them, or would the board
9 prefer us to formally issue an RFP for services
10 and -- and look at actual proposals?

11 MS. LIOTTA: I think there's an option that
12 maybe we didn't really dive into before, which was
13 just an alternative to a search. And that's doing
14 an advertisement, direct advertising ourselves, and
15 seeing if we get some quality candidates.

16 I'm aware that there's a Florida airport
17 association, I'm probably saying the name wrong --

18 CHAIRMAN OLSON: Yeah.

19 MS. LIOTTA: -- but it's very well known, and
20 we could do a posting there as an alternative to
21 the search, and it may be something that we find --
22 we find pleasantly surprised at the number of
23 quality Florida or regional applicants that were --
24 we could get.

25 CHAIRMAN OLSON: Well, there -- there's value

1 in -- if we're going to do a search, if we're going
2 to do a recruitment, I mean, I think -- back up.

3 I -- I think there's great value to have an
4 independent firm manage the entire search and
5 recruitment process, especially when we have
6 limited staff. And the services are well beyond
7 posting an ad and looking at applications that come
8 in. And so, I strongly -- I feel strongly if we're
9 going to mount a search, that we use a search firm.
10 But that's just my opinion.

11 MS. LUDLOW: And another suggestion, I'm
12 sorry, is we could do this on June 26th, because
13 this isn't something that requires the interim --
14 the executive director's input.

15 CHAIRMAN OLSON: Well, it depends. I wouldn't
16 have -- I wouldn't have -- if the board wants to
17 see proposals, I wouldn't have them by the 26th, I
18 don't think, because we would need to go through an
19 advertising process.

20 The RFP is totally created to issue, but it
21 hasn't been issued yet. Plus, the 90 days, the way
22 I figured it, is roughly from when the board
23 asked -- wanted to deal with this, is July 10th.

24 MS. LUDLOW: I think that was your idea. I
25 don't think that was voted on.

1 CHAIRMAN OLSON: Oh, it wasn't? I remember we
2 had a long discussion as to whether --

3 MS. LUDLOW: We had lots of discussion.

4 CHAIRMAN OLSON: -- 90 days is too long or too
5 short.

6 MS. LUDLOW: Yeah, we thought 90 days was too
7 long, but it's -- whatever you guys decide, I'm
8 good.

9 MS. CASH-CHAPMAN: Is there -- is there maybe
10 a chance -- and I appreciate you bringing this back
11 to the agenda so that it didn't get swept away and
12 we forgot about it, but is there a chance, and just
13 purely in the effort of timing, that perhaps we do
14 have that next meeting that Mr. Harvey wouldn't be
15 at and that we could spend the meeting with really
16 just that being on the agenda and we could just
17 discuss how we want to move forward and really work
18 through it?

19 I -- right now, I tend to agree with
20 Ms. Liotta that I -- I don't necessarily see the
21 full value in a firm at this point. But I have a
22 feeling that this is going to be a very long
23 discussion about this.

24 So perhaps we use that next meeting time that
25 Mr. Harvey won't be at because we don't

1 necessarily -- not that you're not needed, you're
2 always needed, but this could be a conversation
3 that we could have and really work out those
4 details. And then for that July meeting, if we
5 decide that we need the requests or proposals, that
6 we could do that then, is that something we could
7 be interested in?

8 CHAIRMAN OLSON: That's -- that's another
9 option. We could do that. In fact, I could make
10 available in advance the -- the RFP, so -- and I
11 could -- I mean, I could make available the list of
12 firms. But again, we wouldn't have done the
13 advertisement.

14 MS. CASH-CHAPMAN: Well, right. And you can't
15 make that available to us prior to because that
16 would violate the Sunshine Law. So if you could
17 bring --

18 CHAIRMAN OLSON: No, it would come through the
19 administration. I mean, I wouldn't be handing it
20 to you directly; it would come from the -- our --

21 MS. CASH-CHAPMAN: Sure.

22 CHAIRMAN OLSON: -- airport administration. I
23 mean, we could get the documents properly
24 circulated.

25 MS. LUDLOW: We need --

1 CHAIRMAN OLSON: But we don't have to have
2 that, but it's helpful, I think, to see the -- the
3 list of -- the scope of services --

4 MS. CASH-CHAPMAN: Sure.

5 CHAIRMAN OLSON: -- and understand whether we
6 want to -- whether we have the capacity without a
7 search firm helping us through those steps.

8 MS. LIOTTA: I agree this is a longer
9 conversation, and having more information and being
10 able to use that June 26th slot would -- would be a
11 great use of that time.

12 And I think part of it is deciding what the
13 scope of -- what it is we want to do, which I think
14 will help inform to what extent a search firm is
15 nice to have or have to have or we've decided we
16 don't really need. We don't have the information
17 right now.

18 MS. LUDLOW: Can we possibly add a financial
19 officer to that one?

20 CHAIRMAN OLSON: Financial?

21 MS. LUDLOW: A chief financial officer.

22 MS. CASH-CHAPMAN: A CFO for -- for hire? Is
23 that what you're --

24 CHAIRMAN OLSON: My view is that if we're
25 going -- the best time to really deal with staff

1 issues beyond executive director is to get the
2 executive director on board and have that person
3 build their team.

4 MS. LUDLOW: Well, we need a financial
5 director now.

6 MS. LIOTTA: Well, I think there's --

7 MS. LUDLOW: We're getting deeper in the hole
8 every day.

9 MS. LIOTTA: Full-time hires like that, I
10 mean, we do tend to see the executive director
11 being involved in most hires and in particular
12 something like a CFO.

13 That doesn't mean, and Kevin mentioned this in
14 a conversation I had with him not that long ago, we
15 don't want to box ourselves in, necessarily. If
16 there is a need right now that we see for bringing
17 in some additional financial services, we can and
18 should look at bringing in a firm or a single --
19 you know, the single contributor-type consultant to
20 help work on specific items, and -- and we can do
21 that now without having to bring in a W-2 person.

22 MS. CASH-CHAPMAN: So perhaps an agenda for
23 the June 26th meeting, the next meeting, would be
24 to talk about the staffing positions for a CFO
25 and --

1 CHAIRMAN OLSON: I really think we need Kevin
2 here to talk about staffing.

3 MS. LUDLOW: We're not talking about staffing.

4 MS. CASH-CHAPMAN: Just as far when to move
5 forward, the timeline.

6 MS. LUDLOW: We're talking about advertising,
7 who the company we're going to use to work with.

8 MS. CASH-CHAPMAN: Or -- of if we need a
9 company. And then at the next meeting, perhaps we
10 could -- I just -- I don't want to spend. It's --
11 it is a long meeting and I know that this is
12 something that is brought up every time at our
13 meetings, they're so long. So if we perhaps take
14 all of this and push that to the next meeting and
15 then move on maybe to new business tonight, that
16 might be a little bit better use of our time for
17 the evening.

18 CHAIRMAN OLSON: So --

19 MR. CLARKE: I'd like to add there's another
20 alternative to a search firm. I -- I hear what
21 Mr. Olson says. It's -- it is a very complicated
22 process and there's a lot more to it than just
23 opening resumes and reading them.

24 But there are firms that are -- specialize in
25 providing HR services, you know, arm's length HR

1 services on a contractual basis. And they would be
2 able to vet all the candidates if we were, you
3 know, fortunate enough to have 50 candidates or
4 something.

5 They -- they could handle some of the
6 administrative details, you know, without them
7 positively going in recruiting as a search firm.
8 So that's another option.

9 CHAIRMAN OLSON: Okay. So that's -- so we're
10 having -- we're framing the discussion on the 26th
11 meeting as a single-item agenda meeting to discuss
12 the path forward on executive director.

13 MS. LUDLOW: Yes.

14 CHAIRMAN OLSON: Okay. Okay. So we'll do
15 that. And I don't -- hope we don't need a motion
16 on that. It's simply planning the 26th -- agenda
17 for the 26th.

18 MR. BLOCKER: No, sir.

19 AIRFIELD SECURITY IMPROVEMENT CONTRACT AWARDS

20 CHAIRMAN OLSON: Okay. So moving on, new
21 business items, airfield security improvement
22 contracts awards. We have contracts to --
23 recommended action on the contract for the security
24 fencing.

25 MR. HARVEY: Yeah. Basically I'm just going

1 to read it off the screen.

2 You know, we had four bids received for the
3 airfield security improvement, the fence and gate
4 plan. The low bidder was rejected due to
5 incomplete and missing required forms. There
6 were -- there were a number of things that were
7 just not there. They didn't dot their T's and
8 cross their I's, so to speak, on a number of
9 things.

10 MS. LUDLOW: It was --

11 MR. HARVEY: So we went with the second low
12 bidder.

13 MS. LUDLOW: Yeah, it was really crazy. So I
14 commend you on, you know, not taking that one
15 because that was going to be why I already had my
16 questions down. Why? What were the deficiencies?
17 But then the next thing we got, you listed the
18 deficiencies, and they were major.

19 MR. HARVEY: Yes, ma'am, there were several.

20 So the second low bidder was
21 Sterling Enterprises came in at the \$1,698,834
22 number. Then the Passero Associates to oversee all
23 of the contracts and services and so forth at
24 \$99,000. So we're still coming around the
25 \$1.8 million total. And staff would recommend that

1 you will approve both of those contracts.

2 CHAIRMAN OLSON: Okay. Discussion and/or
3 motion to award these contracts as recommended?

4 MS. LUDLOW: I make a motion we award the
5 contract as recommended.

6 CHAIRMAN OLSON: Is there a second?

7 MR. CLARKE: I'll second.

8 CHAIRMAN OLSON: Okay. Motion made and
9 seconded. Public comment, any public comment on
10 the award of these construction contracts? Oh,
11 here is a public comment. Mr. Liotta.

12 MR. LIOTTA: Hi, Matt Liotta, 93 Lake Mist
13 Court.

14 Again, just since we haven't seen the
15 documents, we'd really like to emphasize our desire
16 to see Hangar 5 have its gate moved so that the
17 parking spaces can be accessible by the public and
18 not require a badge. Thank you.

19 MR. HARVEY: And it is. It will be addressed.

20 CHAIRMAN OLSON: Okay. Another -- another --
21 no, not a public comment.

22 Okay. So we're voting on the motion.

23 Ms. Cash-Chapman?

24 MS. CASH-CHAPMAN: Aye.

25 CHAIRMAN OLSON: Mr. Clarke?

1 MR. CLARKE: Aye.

2 CHAIRMAN OLSON: Ms. Liotta?

3 MS. LIOTTA: Aye.

4 CHAIRMAN OLSON: Ms. Ludlow?

5 MS. LUDLOW: Aye.

6 CHAIRMAN OLSON: And I vote yes, also.

7 LAND LEASE PROPOSALS

8 CHAIRMAN OLSON: Okay. Next item, land lease
9 proposals. Who's speaking to that? Kevin.

10 MR. HARVEY: Yes. If you recall last meeting
11 needing some -- needing some clarity, some
12 direction going forward. We've got proposals that
13 are coming at us that we need to determine how
14 we're going to address those.

15 If you recall, I brought up, are we looking
16 at -- as these come in, are we looking at request
17 for proposals for parcels? Are we looking at first
18 come first serve? Are -- are we looking at going
19 to the waiting list and working off of that for
20 proposals even?

21 We need some clarification. We don't -- we
22 currently do not have it that in our policy of how
23 to deal with this.

24 MS. LUDLOW: I'll comment on that. I -- I do
25 think we should go by the waiting list and, you

1 know, I -- and I don't think we should have to do
2 RFP -- RFQs or RFPs. I don't think we did it for
3 Joe Duke's, and so why should we do it for another
4 one?

5 I think we -- it should be presented to the
6 waiting list, this is what has been offered. Would
7 anybody like to do something better, whatever,
8 which goes to the waiting list.

9 MR. HARVEY: Yes, ma'am. And you've always --
10 we've always weighted this in regards to commercial
11 activity versus corporate, commercial having the
12 priority.

13 MS. LUDLOW: Right. And just send it just to
14 them, not to the others.

15 MR. HARVEY: That are on the waiting list.

16 MS. LUDLOW: Yes.

17 MR. HARVEY: Okay.

18 MS. LUDLOW: That's my idea that's the fair
19 thing.

20 CHAIRMAN OLSON: Again, broken record, I'm all
21 for an RFP. I think we need to employ a
22 competitive process to get the best possible
23 facilities and uses on these lands.

24 The airport will be inheriting whatever
25 facilities are built at some point, and other

1 airports are doing this. It's -- it demonstrates
2 transparency and accountability as to how we make
3 decisions at our airport.

4 And we're dealing with the commitment of
5 public land at our airport, and so we are --
6 ultimately answer both to the citizens of
7 St. Johns County as to how we make these decisions.

8 MS. LUDLOW: Is that a law? Do we have to --
9 are we considered a public company? I mean, do we
10 have to put out RFQs? Because we did not do it for
11 Joe Duke. And so, you're not comparing apples and
12 apples.

13 MR. HARVEY: Ms. Ludlow, my -- my
14 understanding is that Mr. Duke was number one on
15 the list at the time.

16 MS. LUDLOW: So where is Tom?

17 MR. HARVEY: Tom is --

18 MS. LUDLOW: He's like number two or three?

19 MR. HARVEY: I think he's sixth or seventh and
20 he's on corporate. He's on the corporate list.

21 MS. LUDLOW: So it's a different --

22 MR. HARVEY: And then he's -- I think he's --

23 MS. LUDLOW: -- a different list.

24 MR. HARVEY: I think he's on the commercial,
25 but he's farther down than that on the commercial,

1 if I remember.

2 MS. LUDLOW: Well, I still think we should
3 still honor the waiting list.

4 MR. HARVEY: Yes, ma'am.

5 MS. LUDLOW: He thinks we should honor the
6 waiting list. And if we didn't do -- do -- I go
7 back to the same thing. You can't just all of a
8 sudden start requesting RFQs because you want to.

9 MR. HARVEY: And this is where I mentioned
10 earlier that it's going -- it was going to come
11 back up for discussion in regard to the Volato
12 proposal. You've also got 21 acres that's
13 currently got a ROFR. You've got five acres that
14 currently has a ROFR. And you've got --

15 MS. LIOTTA: Excuse me. Kevin, I think it's
16 really unadvisable to be repeating a legal
17 conclusion that our counsel has explicitly said the
18 airport is not taking.

19 MR. HARVEY: Okay.

20 MS. LIOTTA: We should all be very careful not
21 to make statements against the interest of the
22 airport on the record. And so, I think it's
23 unfortunate that this is in the agenda, and I think
24 it should be made very very clear that this is not
25 the position of the airport and proceed

1 accordingly.

2 MR. HARVEY: Well, it was just -- just
3 identifying the issues we're running up against
4 with the -- that can present itself on other
5 parcels, okay?

6 MS. LIOTTA: My statement stands.

7 CHAIRMAN OLSON: Other discussion about this
8 item, the land lease proposal?

9 MR. CLARKE: Yeah, I'll -- I'd like to weigh
10 in.

11 I -- I asked the staff to send a list, you
12 know, to me of the people that they sent these land
13 lease proposals to and I cross-referenced it
14 against our corporate and commercial list, and
15 virtually everybody was on here. Maybe there were
16 a couple of exceptions I -- I under -- took that
17 may be new.

18 But I think what this points to is not
19 necessarily we have to act on this, but we really
20 need to develop a very clear procedure and
21 communicate that to the public, that we -- if you
22 are interested, if you're a commercial entity and
23 you're in the commercial aviation business and you
24 wish to avail yourself to property that we have,
25 you know, get on our list.

1 I agree with Ms. Ludlow. We should be working
2 off -- rather than broadcast a -- an RFP to the
3 world, we should be working off of the -- the
4 waiting list that has evolved here. In some cases,
5 there are people that have been on this list for
6 10, 12 years. These are people who want to be here
7 and we need to do our best to accommodate them
8 and --

9 MS. LUDLOW: Plus, he's giving back three
10 hangars or --

11 MR. CLARKE: Right. There are plenty -- there
12 are plenty of -- there are 89 entities or
13 individuals on the corporate and commercial on four
14 different lists: Small commercial, small
15 corporate, large commercial and large corporate.
16 And however I said that, but there's four different
17 lists. I'm not sure how they're divided, but, you
18 know, we definitely separate commercial from
19 corporate and from T-hangars.

20 So I think this points to a -- this would be a
21 great opportunity. I would encourage the policy
22 committee to take a hard look at this. I don't
23 mean to give you any more work than you already
24 have, but, you know, we really need to develop some
25 rules around this and a clear policy.

1 MR. HARVEY: And I'm going to need some
2 clarification pretty quickly because I've already
3 got one sitting on my desk from Mr. Solano that I
4 need to be able to address here --

5 MR. CLARKE: Yeah.

6 MR. HARVEY: -- and so the clock's ticking on
7 that for a response.

8 MR. CLARKE: Well, I would -- I would say that
9 he -- he submitted his request under the existing
10 rules, presumably, and let's deal with it like
11 we --

12 MR. HARVEY: There are no rules. That's my
13 point.

14 MR. CLARKE: Well, there you go. Okay. We
15 need to deal with it as much as we need to deal
16 with the Volato.

17 MS. CASH-CHAPMAN: It sounds like that we've
18 already kind of set the precedent at this moment
19 for -- and because we already have one on the
20 table, I think that we should acknowledge it,
21 review it, and then try to move forward the same we
22 are with any other person that comes forward.

23 But I think it is imperative that we come up
24 with -- and maybe this is beyond a policy committee
25 item. Perhaps we sit down and have a workshop

1 without making any votes on anything and really
2 work through what we want a policy to look like
3 moving forward because I -- I think that this is
4 truly the tip of the iceberg.

5 And I think it's incredible that so many
6 people want to be here with us, but I want to make
7 sure that we're doing our due diligence both for
8 them and for us as the airport to make sure that
9 we're doing it the right way.

10 So I think that, you know, we do need to
11 acknowledge Mr. Solano's proposal. And I think
12 that if we do not want to continue to have this
13 conversation every time someone wants to do
14 something, we need to really sit down and come up
15 with some -- some black and white policy for this,
16 and I think that the sooner we can do that, the
17 better.

18 MS. LUDLOW: We should move forward with --

19 CHAIRMAN OLSON: I agree with what you just
20 said.

21 MS. LUDLOW: -- what we have.

22 MS. CASH-CHAPMAN: With what we have, yeah,
23 for now, yes. Because I think that -- I think we
24 have to draw a line at some point. Maybe after
25 this proposal that we have on our desk from

1 Mr. Solano.

2 CHAIRMAN OLSON: But we don't have a policy
3 now, apparently.

4 MS. CASH-CHAPMAN: Right. And so I think that
5 at this point, we -- we draw a line, we work with
6 the proposals that we already have, and then I
7 think anything coming in after this, we just say --

8 CHAIRMAN OLSON: Well, I'm not sure there's
9 enough direction to work with the proposals we
10 have. I mean, there's ambiguity as to --

11 MS. CASH-CHAPMAN: Well, we're already working
12 with a proposal that's in. So we've set that
13 precedent. In my opinion, we've already set that
14 precedent that we review it, we talk about it, we
15 say we like this, we don't like this, you're
16 missing this, we enter into a conversation and then
17 we move forward.

18 And I think that the two propose -- proposals
19 that we have, we need to -- to do the same thing
20 for. And then moving forward, I think that we need
21 to have some clear-cut policy on what -- what our
22 expectations are, what the proposal should look
23 like when it comes to us, and then move forward
24 that way.

25 But I -- I don't think that we can treat the

1 proposal that has been presented to us from
2 Mr. Solano any differently than we would treat the
3 proposal from -- from Volato's.

4 It doesn't make sense that we would treat it
5 any differently because we can't. I don't know how
6 else to say that, but we need to treat them the
7 same because they're the same thing. They're both
8 a proposal that were brought forward to our board,
9 and shame on us for not having policy in place. So
10 we use that as a learning moment and we make a
11 workshop and get going.

12 MR. ROBERTS: If I could, Mr. Chairman, just
13 ask a question in clarity.

14 Is the uncertainty when a proposal comes in
15 from someone who is not at the top of the list? Is
16 that -- is that the fundamental --

17 MR. HARVEY: That's part -- that's part of it.

18 MR. ROBERTS: All right.

19 MR. HARVEY: Yeah. If we're going to work off
20 the list, again, anyone that would go and look at
21 our lease policy or procedures, it's not stated
22 what the criteria are of -- of accepting proposals.
23 You know, where do you fall?

24 MS. LUDLOW: Is that why this was removed?
25 The land lease development, you know --

1 MR. HARVEY: Yes, ma'am. That's why I removed
2 it.

3 MS. LUDLOW: So then, they should know what
4 this one is, too, right?

5 MS. CASH-CHAPMAN: You're still attached.

6 MS. LUDLOW: Oh, thank you.

7 MR. ROBERTS: One potential approach is --

8 MR. HARVEY: Yes, ma'am, I removed that
9 because it just wasn't complete. I tried -- tried
10 to get something out here and I rushed it and I
11 shouldn't have, and so I withdrew that so that it
12 could be -- could be fleshed out a little more.

13 MR. ROBERTS: So one potential approach is
14 that to consider -- it really goes to what does it
15 mean to be on the list, right?

16 So what does it mean to be on the list? When
17 someone submits a proposal, they're saying I'm not
18 asking for money, I'm not asking for anything, I'm
19 ready to write a check and build a facility.

20 You can think of -- you can think of the --
21 let's say there are five people above Mr. Solano.
22 You can think of them having a right of first
23 refusal.

24 You go down the list one, two, three, four,
25 five. Are you ready to do what this proposal is?

1 And if -- and if their answer is yes, then by
2 virtue of having more longevity on the list, it
3 would be a matter of a valid criteria to say, well,
4 you get first dibs if you're ready to write the
5 check, right?

6 So I don't -- some of the -- some of the
7 uncertainty is what does it mean to be on the list,
8 right? It's not as though a person is saying I'm
9 ready to do this. I'm not sure what it kind of
10 means that way in terms of being on the list. It
11 means I'd like to be -- my interest in doing it I
12 want to make known.

13 So maybe there are ten people that do that,
14 but one of the persons steps forward and says, I
15 don't merely have an interest, I -- I want to write
16 a check and build this hangar, and then the first
17 five get a chance to match it or decline it.

18 MR. HARVEY: Yeah, obviously my intention here
19 is to make sure we're not stepping into another
20 problem, and that's the whole reason for requesting
21 guidance and clarity on moving forward, so we don't
22 get the airport in trouble again.

23 MS. LUDLOW: But -- but I agree, we shouldn't
24 go back to inventing the egg, you know, when we --
25 we do have this lease contract and we do know it

1 needs to be revised. But I think we should still
2 go forward with -- you know, with what we have.
3 Just like, you know, their clarification, the lease
4 can be redone any time.

5 MR. HARVEY: But we're looking at valuing
6 commercial more than corporate at this point, also?

7 MS. LUDLOW: No.

8 MR. HARVEY: No?

9 MS. LUDLOW: Just put -- just -- is this
10 commercial?

11 MR. HARVEY: No, ma'am.

12 MS. LUDLOW: What is it? No, what does Tom --
13 where does Tom fall?

14 MR. HARVEY: Corporate.

15 MS. LUDLOW: Corporate.

16 MR. HARVEY: Just corporate storage.

17 MS. LUDLOW: Okay. So he -- so you just
18 notify everybody in corporate that this is a -- an
19 offer that's been made and would everybody have --
20 everybody on the list has a -- has an opportunity
21 to.

22 MS. LIOTTA: I think the issue may be slightly
23 different, and that's that Tom is a corporate user,
24 which equals private user --

25 MS. LUDLOW: Yes.

1 MS. LIOTTA: -- would be for his personal
2 private use --

3 MS. LUDLOW: Exactly.

4 MS. LIOTTA: -- as opposed to commercial,
5 which offers a public service of some sort.

6 MS. LUDLOW: Right. That's what I meant to
7 say.

8 MS. LIOTTA: So if he has -- and I think in
9 our current lease policy, there -- there's some
10 kind of statement about prioritizing commercial --

11 MR. HARVEY: There is.

12 MS. LIOTTA: -- over private. So corporate
13 and commercial kind of sound the same, but really
14 corporate really means private.

15 So I think that is the wrinkle that Kevin's
16 trying to bring up here, is that if -- if something
17 in our lease policy, if I'm remembering what I
18 heard correctly, says that we're -- you know, we as
19 an airport prioritize uses that will be public
20 uses, then there may be some -- some extra things
21 to do here.

22 MS. LUDLOW: I agree. And that would be RFQs.
23 But this isn't personal -- I mean, this isn't
24 commercial, it's personal. Plus, he's giving back
25 like three hangars or something like that. How

1 many hangars does he have?

2 MR. HARVEY: It's two. I -- they called and
3 said they had five planes, and it can only hold two
4 to three planes depending on the size.

5 MS. LUDLOW: That would be -- I mean, that's
6 even bringing the waiting list down further, right?

7 CHAIRMAN OLSON: Okay. There's a -- I keep --
8 I hear a lot of ambiguity about how we're going to
9 deal with this.

10 Is there any -- is there any -- I don't -- I
11 don't hear any action of -- any crisp action we can
12 take on this other than --

13 MS. LIOTTA: This does seem to intersect
14 largely with interpretation and application of our
15 lease policy, so I'd like to hear from counsel.

16 MR. ROBERTS: I -- I would just add that the
17 overlay of all this commercial versus private use,
18 for example, you -- you can fall back on the work
19 of our predecessors when Mr. Olson was on the
20 board. And we have a plan, right? We have a
21 community plan, a mixed use plan.

22 So if you look at the proposal where we are
23 contemplating purchasing land from the Gun Club,
24 for example, contemplated back there are many new
25 airport hangars that either we could build or we

1 could allow a condominium group to come in and
2 build.

3 So, the -- if you took every single instance
4 of an available parcel and said, who gets dibs on
5 this first, it -- it may be that the commercial
6 folks crowd out the private folks in a way that
7 gets things out of balance, right?

8 So you've done that work of mixed use
9 community, of private parcels, commercial parcels,
10 and that gives you some guidance on that. I -- I
11 think there -- I think we're in better shape on
12 procedure that way than -- than could be the case.

13 We have our plan to fall back on and then we
14 have this potential process of addressing a person
15 lower on the list coming forward with a concrete
16 proposal, like Mr. Solano has, and contacting the
17 people above him on the list to see if they want to
18 match that and go forward. So I think that there's
19 some guidance there for you.

20 MS. LUDLOW: Thank you.

21 MR. BLOCKER: And not to prolong this, but I
22 think another -- another thing to consider is as we
23 go through, as y'all as a board go through, as
24 y'all take on some of these challenges, we're going
25 to identify gaps in your policies and procedures

1 that we're going to have to circle back on based on
2 board guidance.

3 That's inevitable. That's any governing body
4 is going to identify. New situations will arise or
5 ongoing situations. So that's really where there
6 will be kind of an ongoing, you know, direction
7 that will be sought to be say, hey, look, let's go
8 back, let's look at -- we've identified some gaps.
9 Maybe, you know, it's a lease that's been, you
10 know, 30 years since it's been revised.

11 A lot's changed in the law, a lot's changed in
12 and policies and procedures just statewide,
13 naturally. So we can be in tune to that. As y'all
14 identify that, we can work with staff and that can
15 be direction that y'all are giving and we can try
16 to capture some of this. Some of this can be done
17 in workshops and that may be, you know, one of the
18 best forums to kind of draw this out, is some forms
19 on some of the policies and procedures.

20 MR. ROBERTS: And one last thing, and I know
21 everybody wants to move, but one of the things that
22 would be ripe for policy guidance is the criteria
23 we impose on folks that undertake whether it's
24 private or commercial.

25 And again, it's this notion that, as Mr. Olson

1 points out, these permanent real estate assets are
2 our land and they will revert back to us some day.
3 So the most long vision criteria is to make sure
4 that whatever is proposed to be built to the
5 greatest degree possible can either be conformed or
6 is conformable to a wide variety of uses in the
7 future that we may not presently anticipate.

8 So, I would, you know, point out the facility
9 that -- that Atlantic is in now and the foresight
10 that folks had back then and all the utility we've
11 benefited from with that.

12 So that's where we could do I think a little
13 bit of policy guidance, is -- is whether it's a
14 private development or a commercial development,
15 making sure that when that developer is acquired or
16 merges or goes away for some reason or moves on,
17 that we wind up with a good flexible asset that can
18 be used for a lot of different purposes.

19 MS. LUDLOW: So our action today would be what
20 we're going to do with his proposal, if we're going
21 to -- when it gets -- when the time comes, this is
22 just procedure, present it to the waiting list or
23 do like Bob said that he wants to do RFQs. He did
24 it to prove other people did that first.

25 CHAIRMAN OLSON: I can bring you a lot of

1 examples that are out there.

2 MS. LUDLOW: No, I -- I'm comfortable right
3 here.

4 CHAIRMAN OLSON: Okay. Yeah.

5 Okay. So, no action. We had discussion. So
6 we moving on --

7 MS. LUDLOW: No.

8 MS. CASH-CHAPMAN: Well, we can't move on yet
9 because we still need to give our staff some
10 direction for -- for future.

11 MS. LUDLOW: We still have to --

12 MS. CASH-CHAPMAN: So we need to --

13 MS. LUDLOW: -- have the discussion --

14 MS. CASH-CHAPMAN: -- come up as a board with
15 what our next step is right now. We can't just --

16 CHAIRMAN OLSON: I don't know if it's clear,
17 then.

18 MS. CASH-CHAPMAN: Well, we've -- we've got to
19 clarify it.

20 CHAIRMAN OLSON: I don't know how long it will
21 take for clarity to arrive.

22 MS. CASH-CHAPMAN: I would suggest that we do
23 something very similar to what we are currently
24 doing -- I know I've already said this, but I'm
25 going to say it again.

1 That we enter into a conversation with the
2 interested parties, and then from this point on,
3 any land lease proposal that gets sent to us, we
4 have someone send back -- and maybe I'm wrong, so
5 please correct me -- we are currently undergoing a
6 policy revision, please hold or please hold off on
7 this or please resubmit or we'll reach out to you
8 when we have policy in place.

9 I don't know if that's too simple. I don't
10 know, I feel like everything has 152 steps, but
11 perhaps it could be that simple. We can start the
12 conversation with this.

13 I mean, the proposal that we have, it is for
14 exactly what was presented to us previously, and we
15 all thought it was a great idea then, so I think
16 it's worth the conversation.

17 CHAIRMAN OLSON: So you're -- you are
18 referring to the Solano proposal.

19 MS. CASH-CHAPMAN: Yes.

20 CHAIRMAN OLSON: Okay. I just wanted to know
21 what --

22 MS. CASH-CHAPMAN: I think that we should move
23 forward with a conversation -- we're not agreeing
24 to do it or not to do it -- but to enter into the
25 conversation and then give our staff direction to

1 say, if we receive any other land -- land lease
2 proposals, we instruct them that we are in the
3 process of creating, apparently, what our policy
4 looks like and we will let them know when that's
5 been completed or we can add them to our list, and
6 that will give us the time to then go through and
7 say how do we want to do this?

8 MS. LUDLOW: Right.

9 MS. CASH-CHAPMAN: Where do you fall on the
10 list? Is it RFQs? What do we want to do?

11 CHAIRMAN OLSON: Your use of the term
12 "conversation," are you saying negotiation or
13 conversation? Are you -- are you --

14 MS. CASH-CHAPMAN: I don't think it's
15 necessarily a negotiation yet because we haven't
16 agreed to do it. But --

17 CHAIRMAN OLSON: So --

18 MS. CASH-CHAPMAN: -- I think that we can go
19 back and say, we kind of like what we see here.
20 Can you give us some more information? What
21 else -- you know, all of the same things that we
22 have -- I don't know. I don't legally know what we
23 need. But all of the same things that we have
24 asked of anyone else that's done a land lease, we
25 could gather that information from them and then

1 see what --

2 MR. HARVEY: What would be required right now,
3 I believe, is I've got to put it through the same
4 steps as I did the -- the Volato proposal at this
5 point, see any deficiencies or concerns that there
6 are, and then you can go back and let me --

7 CHAIRMAN OLSON: The Volato proposal was more
8 complex because it's a business.

9 MR. HARVEY: It is.

10 CHAIRMAN OLSON: It's proposing --

11 MR. HARVEY: It is, but still, I'm trying to
12 be consistent in my process.

13 CHAIRMAN OLSON: Okay. And this land wait
14 list, we're not confusing that by proceeding with
15 conversations with one; is that correct? I just
16 want to make sure we're not, again as has been
17 said, creating more problems than we are addressing
18 problems.

19 MR. HARVEY: I don't know that I can -- that
20 I'm tasked with going directly into negotiations
21 with anybody that gives a proposal.

22 CHAIRMAN OLSON: Conversation.

23 MR. HARVEY: I know. And I said negotiations.

24 CHAIRMAN OLSON: Yeah.

25 MR. HARVEY: So what -- what's a conversation

1 mean if that -- to the attorneys? If -- if I'm
2 hearing from Mr. Solano's attorney saying, well,
3 we're just going to have a conversation about this
4 right now, I don't want to talk about your -- your
5 final solution to your proposal.

6 MR. ROBERTS: So the way we're structured is
7 it's a very strong executive director model. For
8 all land leases, with the exception of commercial
9 land leases, it is presently structured that you
10 have broad discretion to just move along.

11 And -- and the final gatekeeper function for
12 the board is a thumbs up or thumbs down of you
13 would bring a -- bring a proposed lease agreement
14 to the board and they would thumbs up or thumbs
15 down.

16 By contrast, the commercial -- a proposed
17 commercial lease has a -- has a gatekeeping
18 function on the front end for the board to -- to
19 get it in the house, to green light going forward,
20 to make a threshold determination of these things,
21 and then the same thing happens and theoretically
22 show up in a period of time with a lease that they
23 thumbs up or thumbs down.

24 So that's -- your -- it is present --
25 there's -- if there's not a lot of guidance

1 specifically, it's because our governance model has
2 a very strong executive director model with a great
3 deal of discretion that way.

4 MR. HARVEY: Okay. Very good.

5 MR. BLOCKER: And just not to prolong.

6 Another way of viewing that is -- is the
7 board, if it's not specific in our rules that the
8 board makes the decision, then the executive
9 director has the authority -- obviously the board
10 always has final decision, but the executive
11 director has the leeway to do it unless it's
12 defined otherwise.

13 Now, this board may decide that it wants to
14 pull back some of that authority or redefine that,
15 which it absolutely can do. And I understand in
16 this case, you know, Mr. Harvey, as executive
17 director, is asking for some clarification to aid
18 him in his duties, but some of this is left
19 undefined by design and that falls to Mr. Harvey's
20 responsibilities.

21 But again, and Mr. Harvey, I think what might
22 be helpful just for all of us, if you can just kind
23 of restate, what is it your looking for from the
24 board so they can give you some clarity going
25 forward? I know we're kind of talking here, but...

1 MR. HARVEY: What your priorities? Is it
2 going to be that for -- for land proposals, that
3 you want to consider commercial versus corporate?
4 Or does it not matter? Is it just whatever comes
5 in?

6 MS. LUDLOW: And I thought our only thing to
7 work out today would be where to -- to decide
8 between RFPs or the waiting list. That's --

9 CHAIRMAN OLSON: I didn't -- hasn't the remark
10 been made that the lease policy favors or --

11 MR. HARVEY: It does.

12 CHAIRMAN OLSON: -- gives added weight to
13 commercial --

14 MR. HARVEY: But Ms. Ludlow is correct about
15 her -- her statement, also.

16 MR. ROBERTS: And if I could just add, this --
17 this particular parcel doesn't really carry with it
18 a label like the others do, right?

19 MR. HARVEY: Correct.

20 MR. ROBERTS: So I see your point --

21 MR. HARVEY: It does not.

22 MR. ROBERTS: -- that perhaps -- I'm just
23 sorry to think out loud on the fly; it's scary to
24 do that. But it -- it could be that there are
25 other potential commercial users on the list,

1 because this could just as easily be a repair
2 station right here, right?

3 MR. HARVEY: Absolutely.

4 MR. ROBERTS: So it would -- it would service
5 fine for a commercial operator that needed it that
6 way. So, perhaps -- perhaps those other persons
7 should also be afforded an opportunity to thumbs up
8 or thumbs down.

9 MR. HARVEY: Okay.

10 MR. ROBERTS: There -- there is some parcels,
11 you know, reserved for hangars, and this is a
12 private individual that would like to have his own
13 private hangar.

14 MR. HARVEY: Right.

15 MR. ROBERTS: So -- and I think in fairness to
16 the executive director, you know, I think everybody
17 wants to make sure everybody's in tune with each
18 other's expectations.

19 So there -- this dialogue is probably a
20 healthy thing. It's not like, you know,
21 Mr. Harvey's not willing or capable to make a
22 decision about it, but I think it is beneficial to
23 make sure that everybody's on the same wavelength
24 before people go way down the road, create a lot of
25 expectations with someone like Mr. Solano, and

1 then -- and then find out later that maybe the
2 board's interests are not consistent with that. So
3 I think it's good to have this talk.

4 MR. CLARKE: Could -- I have some questions.
5 Are there areas of the airport that are designated
6 as corporate versus commercial, or are they
7 commingled?

8 MR. HARVEY: No, sir.

9 CHAIRMAN OLSON: No, the airport layout plan
10 is not that --

11 MR. HARVEY: No, sir.

12 CHAIRMAN OLSON: -- that detailed.

13 MR. CLARKE: All right. So now, what your --
14 in the agenda you have currently, we have two
15 proposals received. Is Mr. Solano's one of them?

16 MR. HARVEY: Correct.

17 MR. CLARKE: Okay. Are -- is the other
18 proposal, are they competing for the same physical
19 space?

20 MR. HARVEY: They haven't designated that.
21 They've been waiting and -- to know that there is
22 something available.

23 MR. CLARKE: So it's conceivable we could
24 accommodate both of these proposals if we put -- if
25 we say get your proposal -- the three additional

1 proposals that are expected, if we say get them in
2 here by -- you know, we have this change in policy.
3 Get them in here by June 30th --

4 MR. HARVEY: That's what --

5 MR. CLARKE: -- could we possibly accommodate
6 all five of them if we had enough space, you know,
7 given the -- you know, the --

8 MR. HARVEY: Yeah, but you don't have enough
9 space, that's for sure.

10 MR. CLARKE: Right now, we don't.

11 MR. HARVEY: Not right now you don't.

12 MR. CLARKE: Not until we get all the --

13 MR. HARVEY: So then you're looking at an RFP
14 for your waiting list for commercial.

15 MR. CLARKE: Okay. I'm just trying to get to
16 the bottom. I think -- I mean, the waiting lists
17 are -- are good, but I think they need a little
18 more clarity --

19 MR. HARVEY: They do.

20 MR. CLARKE: -- you know, as opposed to -- or
21 if it's commercial and you're public-facing, are
22 you willing to fund your own facilities or are you
23 just looking to rent space?

24 That's -- you know, we have to look at the
25 split between that. Or if it's corporate, same

1 thing: Are you willing to fund your own facilities
2 or are you -- are you just looking to rent, you
3 know, a hangar? So we -- we need to get that
4 clarity.

5 But I think maybe we -- we have two proposals.
6 Let's take a look at them and let's deal with them
7 as -- you know, we have Mr. Solano, he was first, I
8 gather.

9 MS. LUDLOW: I want to know about the other
10 proposal.

11 MR. CLARKE: Yeah, let's take a look at it.

12 MS. LUDLOW: Right.

13 MR. HARVEY: Your other proposal was -- has
14 been Volato on -- for land proposal.

15 MR. CLARKE: Oh, Volato was the other one as
16 opposed to --

17 MR. HARVEY: Yes.

18 MR. CLARKE: -- the one that we're -- that we
19 have had right here.

20 MR. HARVEY: Yes, but you've had five to six
21 respond that they would like -- that they are
22 interested in land to develop.

23 MR. CLARKE: Okay. Yeah, but they haven't
24 responded yet, so, you know, let's deal the one
25 that we have. You know, we have both of them that

1 we're dealing with.

2 We have Mr. Solano's -- I've seen it; don't
3 have a copy with me -- and we have Volato. So
4 we're dealing with them both. So then we can --
5 then we set these rules. You know, here's a --
6 here's a guideline. If you want a space at the
7 airport, are you public-facing? Yes. Are you
8 corporate?

9 MR. HARVEY: So I'd like to reach out to them
10 and ask if they're interested in providing a
11 proposal?

12 MR. CLARKE: Yeah. And just so -- for
13 everybody's information here, Mr. Solano is
14 Number 14 on the small corporate list and Number 14
15 on the large commercial list, and then he is also
16 Number 9 on the small commercial list and Number 13
17 on the large corporate list. So he's -- he was on
18 all four lists.

19 CHAIRMAN OLSON: There's not a huge entry cost
20 in getting on lists, I assume.

21 MR. CLARKE: Well, that --

22 CHAIRMAN OLSON: Might as well get on --

23 MR. CLARKE: What we need to do is define like
24 what list do you want to belong to?

25 CHAIRMAN OLSON: Yeah. Might as well -- you

1 know, if it's easy to get on the list, why wouldn't
2 someone want to get on the list?

3 MR. CLARKE: Of course.

4 MS. CASH-CHAPMAN: So the reason that I'm
5 hearing that a lot of people are on multiple lists,
6 because as you know I've been talking to a lot of
7 people on these lists, is they originally sign up
8 for one. Their needs change, but if they switch --

9 MR. CLARKE: Yeah.

10 MS. CASH-CHAPMAN: -- that bumps them to the
11 bottom. And who in their right mind wants to go to
12 the bottom of the list that takes 45 years to get
13 through?

14 MR. CLARKE: Right.

15 MS. CASH-CHAPMAN: So that's why we're seeing
16 people on multiple lists across the board.

17 MR. CLARKE: And is that -- is that rule
18 embedded in our policy? You know, you --

19 MS. CASH-CHAPMAN: Right. And I think --

20 MR. CLARKE: -- you got out of line, you go to
21 the back of the line.

22 MS. CASH-CHAPMAN: And I think that's exactly
23 why we need a workshop, so that we can sit down and
24 we can really hammer out, does the list just mean a
25 space on the list or does it mean a number on the

1 list? Does it mean that once you come to us with a
2 proposal, that we are now sending out to see if
3 there's something a little bit better than what you
4 have to offer us. And I think that we truly need a
5 workshop, so that we can sit down, hammer this out
6 with a good amount of time that we can give it the
7 time that it deserves. But I think --

8 CHAIRMAN OLSON: Again, I would -- I'm sorry
9 I'm interrupting you.

10 MS. CASH-CHAPMAN: That's okay. Go ahead.

11 CHAIRMAN OLSON: I know that I keep saying
12 this, but I think we can learn a lot about how
13 other -- what other best practices are out there at
14 other airports.

15 There -- we're not the only airport that has a
16 scarcity of aeronautic land. And so, as part of
17 this workshop, I'm hoping that we will seek out and
18 look at best practices for handling these matters
19 at other airports. That's all I'll say.

20 MR. HARVEY: And I know I'm chasing the tail
21 here, but, you know, if I go out and ask five --
22 five different folks for proposals, what's the
23 criteria then for determination?

24 MR. CLARKE: Yeah.

25 MS. CASH-CHAPMAN: I'm wondering why we're

1 reaching out to the five other people if they
2 haven't given us proposals already and why we're
3 not just taking the proposal that we have received
4 and moving forward and then saying exactly what we
5 said.

6 They have interest in a proposal, but if they
7 haven't given us one yet, that we say, hey, we're
8 working on a policy, we'll get back with you when
9 we have one. Instead of opening up this can of
10 worms to have six proposals that now we have to
11 look at and entertain. And I just, I don't know if
12 I'm missing something here.

13 MS. LUDLOW: And the other thing is we already
14 have a proposal that has all of the documents,
15 everything that they need is written up by a lawyer
16 that -- I mean, by another attorney. So if -- if
17 somebody else is on the list but they haven't
18 presented anything, why would they be treated
19 equally?

20 MR. HARVEY: I'm not sure if they know what
21 their -- their options are.

22 MS. LIOTTA: Do these waiting lists --

23 MS. LUDLOW: Well, nobody would.

24 MS. LIOTTA: Are these waiting lists -- how --
25 are they clearly defined as to what they're waiting

1 for?

2 MS. LUDLOW: Oh, the list.

3 MS. LIOTTA: Does it say waiting for rent of
4 hangar versus land lease? Is there clarity?

5 MS. CASH-CHAPMAN: There are some that are
6 marked land lease --

7 MR. HARVEY: Yes.

8 MS. CASH-CHAPMAN: -- but there's not like a
9 separate list, let's say, for just land lease. It
10 would be like large corporate, but it will have
11 a -- an asterisk I think that says like land lease.
12 So there's not like one mass just land lease. I
13 don't know if that makes sense.

14 CHAIRMAN OLSON: The easiest list to
15 understand is the wait list for T-hangar rent. I
16 mean, that's -- that's easy to understand because
17 it's a -- it's a uniform thing, we do what --
18 uniform leases on a T-hangars, and it's just
19 waiting for something that's very uniform and the
20 process.

21 When you get into what we're talking about
22 now, it sounds like there's a huge amount of
23 ambiguity about how we proceed with this, and we've
24 got to address that.

25 Again, we have to be accountable for how we're

1 doing things. We simply don't make strange
2 decisions without having a good handle -- an
3 explainable handle on how we're -- how we're making
4 decisions, what the rationale is, what the
5 justification is for how we made that decision, and
6 the -- has the -- it -- it's -- that we're publicly
7 accountable for how we're doing it.

8 MR. CLARKE: Just to illustrate your point,
9 Mr. Chairman, the one applicant here requires a
10 60 foot x 60 foot hangar and with a 16-foot door.
11 So that's -- that is a perfect illustration of your
12 point.

13 You know, we need -- we need to get more --
14 gather more information from the applicant so that
15 we can properly classify them and categorize them,
16 I mean, and deal with them.

17 MS. LIOTTA: So I would like a point of
18 clarification on I guess high level here.

19 The direction to staff requested in the
20 agenda, is that tailored to the proposal for Tom
21 Solano and future ones, or are you looking for some
22 sort of global guidance that's going to affect
23 Volato's pending proposal as well which was voted
24 on?

25 MR. HARVEY: I hadn't even thought of it from

1 that perspective.

2 MS. LIOTTA: Well, I want to be really really
3 clear of what you're asking the board to do, if
4 it's going to be in conflict or in any way affect
5 the prior discussions and vote that was taken.

6 MR. HARVEY: My initial reaction to that is
7 we're already in the middle of the Volato proposal,
8 so it would be going forward with a -- kind of a
9 global view of things.

10 MS. LIOTTA: Okay. So if you're -- I need to
11 be very very clear on that point, because if you're
12 asking the board to vote on something that
13 implicates the Volato proposal, I am conflicted and
14 cannot vote on that. So I want to be sure that I'm
15 not accidentally doing something I'm not supposed
16 to be doing.

17 MR. HARVEY: And that would be something for
18 legal to tell me can that be done or not without --
19 without issues, so...

20 CHAIRMAN OLSON: Okay. Does staff have
21 clarity as to the direction from the board on this?

22 MR. HARVEY: Heck no.

23 MS. CASH-CHAPMAN: I don't have clarity on
24 what it is.

25 MR. HARVEY: I knew this was going to be

1 difficult, but...

2 MR. CLARKE: I'd suggest you bring Tom
3 Solano's proposal to us at the next meeting and
4 let's deal with it.

5 MS. CASH-CHAPMAN: But I think Tom also --

6 MS. LUDLOW: Well, it's here. We have it.

7 MS. CASH-CHAPMAN: It wasn't presented in the
8 agenda, it was taken back, because we needed more
9 information.

10 MR. HARVEY: But I have yet to -- to put it up
11 against our policy to make sure it's meeting --

12 MR. CLARKE: Okay.

13 MR. HARVEY: -- what it's supposed to.

14 MS. CASH-CHAPMAN: I think we should --

15 MR. CLARKE: Let us take a look at it next
16 meeting.

17 MR. HARVEY: I mean, I had 90 days. I've
18 spoken to Mr. Solano's legal representative. He
19 understands the complexity of what we're dealing
20 with here and is fully prepared to -- to make sure
21 that we get this right before we move forward.

22 MR. CLARKE: I -- I think Mr. Solano's
23 proposal can help us clarify what we're trying to
24 accomplish here, I really do. And so, let's deal
25 with it as soon as we can --

1 MR. HARVEY: Okay.

2 MR. CLARKE: -- and then going forward, let's
3 try to develop more clearer rules.

4 MR. HARVEY: Are we to put a moratorium on
5 accepting any applications at this point or
6 proposals?

7 MS. CASH-CHAPMAN: I would say let's hold off
8 on accepting any other proposals until we can sit
9 down and figure out what we're doing so that we
10 don't have to relive this every time someone comes
11 to us with a proposal. That would be my
12 recommendation.

13 MR. ROBERTS: You should probably draft some
14 language for the website that way --

15 MR. HARVEY: Okay.

16 MR. ROBERTS: -- if that's the -- if that's
17 the decision to go forward.

18 MS. CASH-CHAPMAN: Do I need -- do we need a
19 motion for that? Would that work?

20 MR. BLOCKER: Yes, ma'am.

21 MR. HARVEY: Yeah.

22 MS. LUDLOW: If we're not going to vote on
23 anything else, I have to leave.

24 CHAIRMAN OLSON: Okay. Are we ready? Have we
25 had this discussion item so we're ready to move on

1 to the next item?

2 MS. CASH-CHAPMAN: Well, we have to make a
3 motion before, and I think we have some public
4 comment.

5 CHAIRMAN OLSON: Is there -- if there's a
6 motion to be made, go ahead and make it.

7 MS. CASH-CHAPMAN: I would like to make a
8 motion that we acknowledge the current proposal
9 that was presented to us and move forward with a
10 conversation regarding that, and that we direct
11 staff to put a memo out not accepting any other
12 land lease proposals until we have had a chance to
13 solidify a new land lease proposal policy.

14 MS. LUDLOW: I second.

15 CHAIRMAN OLSON: Motion's been made and
16 seconded. Public comment? Oh, public comment.

17 MR. BOCK: Alan Bock, Ponte Vedra Boulevard.

18 I want to thank everybody for staying and
19 going through this. This is -- I think this is
20 great.

21 I've been coming to these meetings for the
22 last three, four years. The airport's finally
23 moving forward, especially with a slant for GA,
24 and -- and this is great we're finally getting to
25 this point where we've got property we want to

1 develop and we want to see these things happen.

2 One of my just comments, that the speed of
3 government and the speed of business are obviously
4 at two different -- pretty wide difference in that.

5 What do you do with existing commercial
6 operations here that need to expand, would be my
7 one comment. How you handle those in priority?

8 We have a lot more land to deal with where I
9 see where Michelle Chapman -- there's an issue
10 going forward with the acreage that's going to open
11 up, and I think you have plenty of time to deal
12 with that land and -- and the proposals that are
13 going to come forward. And that's a two,
14 three-year, you know, future I think where that's
15 going to open up and really need something.
16 There's some more planning to do.

17 What do you do when somebody comes and says,
18 hey, I've got a -- a need and you've got a business
19 now that's looking to come in or a business to
20 expand or it's going to close the door on business?
21 I think that's the wrong direction to go.

22 I think if you're going to open the doors up,
23 let's open it up. Let's welcome the proposals,
24 make it as simple and as easy and understandable
25 for everybody to figure out what your goals are and

1 move forward.

2 So I would vote not to stop the process and
3 deal with it. I know it's arduous and it's going
4 to help us be a better airport.

5 I think Volato's proposal is a great place to
6 test what we're doing. We wouldn't be talking
7 about this two years ago. So I think going
8 forward, this is a great -- this is growing pains
9 and I do appreciate everything you-all are doing in
10 moving forward with the airport.

11 CHAIRMAN OLSON: Okay. Any other comment at
12 this point? Mr. Liotta.

13 MR. LIOTTA: Matt Liotta, 93 Lake Mist. A
14 couple of things.

15 First of all, as far as I understand, there is
16 no land lease waiting list of any kind. In 2020, I
17 sent my first e-mail to the airport asking for a
18 land lease. I was told there is no land available.
19 As far as I know, I am personally not on a land
20 lease and know that was not Volato because Volato
21 didn't exist in 2020.

22 The additional confusion that you guys have
23 with Volato is Volato made two separate and
24 distinct proposals complete with money attached to
25 lease land. One was for the 21 acres which we

1 discussed previously. But there was a second
2 proposal for an area of land that is by
3 Taxiway Alpha 2.

4 We made those two separate proposals. I
5 recently reminded staff about our second proposal
6 that has been more than a year since we made that
7 proposal with no response.

8 So I don't know if you guys are confused about
9 whether that second proposal that Kevin was
10 referring to is actually a different Volato
11 proposal, but nevertheless it was.

12 And then I'm going to be really bold for the
13 lawyers here. First thing I'd tell you is that I
14 heard your counsel, your general counsel say
15 multiple times, you can do what you want, board,
16 et cetera. And, yes, you have immense powers.
17 And, yes, your constituents are the citizens of
18 St. Johns County.

19 But also, you did sign a contract with the
20 FAA. And while you may have every legal right to
21 violate that contract, there is consequences
22 attached to it to the tune of \$26 million at
23 present count. And I'm sure that your counsel will
24 tell you that while you may be able to, you may not
25 want to create a default on your contract with the

1 FAA.

2 And I'll give you a perfect example of that.
3 The case law -- this is for you, aviation counsel.

4 MR. ROBERTS: Thank you.

5 MR. LIOTTA: The case law from the FAA is
6 100 percent clear that if a public aeronautical
7 provider needs facilities at an airport that are
8 not available but there is land available for --
9 and they're willing to lease that land and build
10 the facilities they need, the airport must enter
11 into good faith discussions/negotiations with them
12 on that.

13 You cannot put a moratorium on leasing your
14 land in fact, per the FAA case law. They may tell
15 you completely different things than I did, but
16 that's my point of view and I want to make sure you
17 guys know it.

18 MR. ROBERTS: Thank you.

19 CHAIRMAN OLSON: Okay. No other public
20 comments, I see. We have a motion and a second on
21 the table. We're taking a vote. Ms. Cash-Chapman?

22 MS. CASH-CHAPMAN: I have a question again.
23 I'm so sorry.

24 But with that being said, does -- so does that
25 mean that if we're putting out a memo saying no

1 more land leases, that we have to specify for
2 corporate or private versus -- I just -- I don't
3 want to --

4 MR. ROBERTS: Right.

5 MS. CASH-CHAPMAN: I want to be very clear on
6 what we're doing. The only reason I'm suggesting
7 we do this is so that we don't have an influx of
8 proposals --

9 MR. ROBERTS: Certainly.

10 MS. CASH-CHAPMAN: -- with no policy. So I
11 just want to make sure that we're doing this the
12 right thing.

13 MR. ROBERTS: Certainly.

14 So, other than what I'm going to call this
15 little parcel literally next to us as we sit here
16 presently, I'm not aware of any other currently
17 developable, if that's a word, parcel that's --
18 that's shovel ready, right?

19 MR. HARVEY: Correct.

20 MR. ROBERTS: Now, is that -- is that
21 accurate?

22 MR. HARVEY: That's fair to say.

23 MR. ROBERTS: Okay. So the reason, it's not
24 as though we would be -- and I would agree in some
25 measure of the characterization, is that we -- that

1 we would not ever just say no mas in terms of
2 economic development. But those -- there is one
3 more, which is the corner of A-2, I'll call -- you
4 understand what I'm talking about?

5 MR. HARVEY: Uh-huh.

6 MR. ROBERTS: So there's the corner of A-2,
7 which is -- could be theoretically commercial or
8 private, but the land -- the master layout plan
9 does designate the two -- the 21-acre parcel and
10 the first parcel where Atlantic has its current
11 RFP, those are designated on our master plan as
12 commercial use parcels --

13 MR. HARVEY: Correct.

14 MR. ROBERTS: -- right? So we do have some
15 overlay that gives some guidance to what's
16 available for commercial use, what's not. With --
17 with the exception of the corner -- the corner on
18 A-2 --

19 MR. HARVEY: Uh-huh.

20 MR. ROBERTS: -- I'm not aware of anything
21 else that's a candidate for somebody wanting to
22 develop right now.

23 MR. HARVEY: Right.

24 MR. ROBERTS: So -- so, otherwise, I was going
25 to say, well, we don't have anything else that's in

1 play, and it would be not a terrible thing to put a
2 note on the website that says we're in a period
3 of -- you know, here's the lease policy, but we're
4 updating the form.

5 That corner of A-2 I'd say is the only
6 exception, that there could be some theoretical
7 user out there right now that would say, I'd like
8 to come develop A-2 because it's very developable
9 right now. So, yeah.

10 MS. CASH-CHAPMAN: So then, the other option
11 is if we have 90 days to respond to any proposal
12 that comes through; is that correct?

13 MR. HARVEY: Correct.

14 MS. CASH-CHAPMAN: So if we have 90 days to
15 respond to that, maybe we set that workshop within
16 the next 30 days and we can work through this and
17 get it done and that way any proposal that comes
18 from this point forward would fall under -- and we
19 can put something on the website saying please
20 expect that --

21 MR. ROBERTS: I think --

22 MS. CASH-CHAPMAN: -- that we have --

23 MR. ROBERTS: I think what you're proposing is
24 more prudent path, is let's just get going and
25 address what we need to address, right, and we'll

1 be ready for the next one.

2 CHAIRMAN OLSON: Okay. We have a motion and a
3 second on the table. We have public comment. Are
4 we ready to vote?

5 MR. CLARKE: Can you restate the motion?

6 MS. CASH-CHAPMAN: I have to restate the
7 motion, I think, right? So -- okay.

8 So, I would like to amend my motion to say
9 that we will direct staff to open up the
10 conversation with the current land lease proposals
11 that we have received at this date, at this time --

12 CHAIRMAN OLSON: Proposals?

13 MS. CASH-CHAPMAN: Yes, proposals. And
14 instruct staff to make it known that we are working
15 on a new policy, knowing that the board is going to
16 set up a workshop within the next 30 days to work
17 through a land lease policy for future proposals.

18 CHAIRMAN OLSON: Do we need to put 30 days on
19 that?

20 MS. CASH-CHAPMAN: I think -- well, if we only
21 have 90 days to respond to somebody's --

22 CHAIRMAN OLSON: What -- what does respond? I
23 mean, there's many ways that we can respond.

24 MS. CASH-CHAPMAN: I just -- I think 30 days
25 if -- we need to put some timelines on things and

1 we need to get things rolling, because if not, it's
2 going to be 60 days and then 90 days, and then
3 we're never going to get to it and we're going to
4 be in the situation in a year.

5 MS. LIOTTA: Yeah, I think the current leasing
6 policy states that the airport has 90 days in total
7 to address a request. So it's not 90 days to
8 respond; it's 90 days to make a decision, is my
9 understanding. So we don't want to wait until the
10 89th day, you know, I think is Michelle's point.

11 CHAIRMAN OLSON: Okay.

12 MR. CLARKE: I don't believe we've been
13 following that guideline anyway, right?

14 MS. CASH-CHAPMAN: No, but it would be nice if
15 moving forward, we could.

16 MR. CLARKE: Right. I -- I agree. But let me
17 clarify.

18 Having heard Mr. Bock's and Mr. Liotta's
19 comments, I -- I think it -- I don't think it would
20 be wise for us to declare a moratorium on -- you
21 know, as Mr. Bock said, if he has a business that
22 he needs to expand, you know, we can't hold up that
23 process.

24 MS. CASH-CHAPMAN: Right. And that's why I
25 amended it --

1 MR. CLARKE: Let's make sure that that's --

2 MS. CASH-CHAPMAN: -- so that we could still
3 accept them, just knowing that anyone that presents
4 a proposal from this moment forward --

5 MR. CLARKE: Okay.

6 MS. CASH-CHAPMAN: -- knows that we may take
7 every bit of those 90 days because we are in the
8 process of reconfiguring what our policy looks
9 like.

10 MR. CLARKE: All right. Thank you for the
11 clarification.

12 CHAIRMAN OLSON: And so the motion was
13 restated, as restated, and was seconded --

14 MS. LUDLOW: Did we -- the amendment was not
15 seconded.

16 MR. BLOCKER: It was -- Mr. Chairman, it was
17 amended. I think we need a second for the --

18 MR. ROBERTS: And just for Ms. Liotta's
19 benefit, just to resume -- resolve ambiguity about
20 the intent of proposals, because folks made a point
21 of using the plural, I think she would need to know
22 if that contem- -- I think we contemplated putting
23 the Volato thing to rest. I just didn't know what
24 you contemplated by meaning the current proposal
25 and any future proposals. Is that what you meant

1 by the plural when you said --

2 MS. CASH-CHAPMAN: Well, at this point, I -- I
3 don't think I fully understood that there were two
4 Volato proposals, so now I'm not sure how we all
5 feel about that. So I --

6 MR. ROBERTS: Well, I think that -- I think
7 what was contemplated is that there have been a
8 series -- there have been historically a series of
9 things back and forth with Volato and the former
10 executive director.

11 And I would -- I think the intent is that,
12 broadly speaking, a glo- -- a global approach to
13 all of these historical requests would be bundled
14 up in -- and part of this process. Mr. Liotta may
15 have a different expectation, but that can be a
16 thing that's resolved.

17 So I -- I would suggest we bifurcate the
18 Volato issues and the one bundled issue and they
19 can be taking taken up with the current direction
20 we've already provided to the current executive
21 director and that your motion would apply to the
22 non-Volato existing proposal for Mr. Solato --
23 Solano and then any future similar proposals.

24 MS. CASH-CHAPMAN: Okay. Do I have to do it
25 all again?

1 MR. ROBERTS: I'm sorry. Unless you're --
2 unless that was --

3 MS. CASH-CHAPMAN: That was painful the first
4 two times, so if we could avoid it, that would be
5 great.

6 MR. BLOCKER: You can just say you amend your
7 motion and we would just need a second.

8 MS. CASH-CHAPMAN: Okay. I amend my motion.

9 CHAIRMAN OLSON: So it's proposal. It's not
10 plural.

11 MS. CASH-CHAPMAN: That's correct.

12 CHAIRMAN OLSON: Okay. Is there a second to
13 the motion as amended?

14 MR. CLARKE: I'll second.

15 MS. CASH-CHAPMAN: All that and nothing, guys.

16 MR. CLARKE: I'll second it.

17 CHAIRMAN OLSON: Okay. Calling the vote. Oh,
18 let's see. We did have public comment on this
19 matter, didn't we? Ms. Cash-Chapman?

20 MS. CASH-CHAPMAN: Aye.

21 CHAIRMAN OLSON: Mr. Clarke?

22 MR. CLARKE: Aye.

23 CHAIRMAN OLSON: Ms. Liotta?

24 MS. LIOTTA: I am somewhat confused that this
25 could ever be applied to the second Volato

1 proposal, which may still be out there somewhere,
2 so out of an abundance of caution, I'm just not --
3 I'm not going to vote on this one.

4 CHAIRMAN OLSON: Okay. Ms. Ludlow?

5 MR. HARVEY: I don't believe you can just not
6 vote. You have to vote.

7 MS. LIOTTA: I stated my conflict and that
8 means I by law cannot vote.

9 MR. HARVEY: Okay. If you --

10 MR. BLOCKER: So -- so again, she can -- if a
11 board member believes there's a conflict, she can
12 withdraw --

13 MR. HARVEY: I wasn't sure on which proposal
14 she was certain there might be a conflict, so...

15 MR. BLOCKER: Understood.

16 MR. HARVEY: Okay.

17 MS. LUDLOW: Aye.

18 CHAIRMAN OLSON: Ms. Ludlow is a yes. I am --
19 I'm voting no to the motion.

20 I'm still think there's a lot of confusion and
21 ambiguity to even this -- I've -- this board has
22 made some recent decisions that we've had to
23 backtrack.

24 I just think it's acting in the -- with some
25 ambiguity that we may not go this -- in this

1 direction or we may find it's not the right way to
2 go. So I'm -- I'm a no. But I guess it carries,
3 so it would carry three to one. Motion carried.

4 MS. LUDLOW: Do we have anything else to be
5 voted on? Because I have got a baby at home and I
6 need to go.

7 CHAIRMAN OLSON: A baby. Let's see. We have
8 the budget, preliminary budget.

9 MR. HARVEY: That's it.

10 CHAIRMAN OLSON: So that's not a voting item?

11 MR. HARVEY: Correct.

12 CHAIRMAN OLSON: So we do not -- to answer
13 your question, we do not have any other items to be
14 voted on.

15 MS. LUDLOW: Thank you. Please excuse me.

16 (Ms. Ludlow leaves exits the meeting.)

17 PRELIMINARY FY 2023-24 BUDGET

18 CHAIRMAN OLSON: Okay. So, did you want to
19 take this up this staff thing? This is a staff
20 thing, the preliminary 2023-24 budget?

21 MR. HARVEY: Okay. Do they have the e-mails?
22 You've all got a handout of the -- of the
23 capital -- proposed capital budget?

24 MS. CASH-CHAPMAN: Yes.

25 MR. HARVEY: Okay. Well, first of all, have

1 you had a chance to look at it at all? Any changes
2 that you want to see made to this? So...

3 I kind of showed you what your reserves are
4 at, what your reduction in reserves would be
5 projected to be if you did all of the projects, and
6 what your reserves would be -- projected to be
7 after expenditures.

8 That being said --

9 MR. CLARKE: Does that include the projected
10 reserves for this fiscal year? You know, the
11 addition to reserves for this fiscal year? In
12 other words, we have more cash --

13 MR. HARVEY: If we have any.

14 MR. CLARKE: Yeah, but, I mean, the last time
15 I looked, we had a positive cash flow of over
16 two and a half million dollars.

17 CHAIRMAN OLSON: That would be -- you're
18 looking at the prior year and that's the year that
19 the \$762,000 came in in one check from --

20 MR. CLARKE: No, I'm looking at --

21 MR. HARVEY: The answer is yes, it does.

22 MR. CLARKE: It does include?

23 MR. HARVEY: It does include, yes, sir.

24 MR. CLARKE: Okay. So your ending balance of
25 \$2,323-, does -- that anticipates that the cash

1 available for this fiscal year over -- over and
2 above what the outgoing --

3 MR. HARVEY: No. The 2,323- is what our
4 expenditures will be in projects. That's our --

5 MR. CLARKE: Oh, I'm sorry. I beg your
6 pardon.

7 MR. HARVEY: The 29.

8 MR. CLARKE: Yeah.

9 MR. HARVEY: Now --

10 MR. CLARKE: Okay. Reserves projected, 29.

11 MR. HARVEY: Yes, sir.

12 MR. CLARKE: Okay. And our reserves, we don't
13 have a current balance sheet, but our --

14 MR. HARVEY: Your reserves are currently
15 around \$4.6 million.

16 MR. CLARKE: Okay. But you don't -- you don't
17 project that we'll have additional reserves
18 available to us after this fiscal year --

19 MR. HARVEY: It's --

20 MR. CLARKE: -- where our revenue exceeds our
21 out-of-pocket cash excluding depreciation.

22 MR. HARVEY: Maybe, but it will be low.

23 MR. CLARKE: Okay.

24 MS. LIOTTA: Well, I notice one item on here.

25 The terminal access road improvements --

1 MR. HARVEY: Yes, ma'am.

2 MS. LIOTTA: -- holdover line item shows 160,
3 and the only thing the board's clearly approved at
4 this point is the utility portion --

5 MR. HARVEY: That -- that's correct.

6 MS. LIOTTA: -- which could knock that down to
7 50.

8 MR. HARVEY: Yes, ma'am. That is correct.
9 You know, your -- some of your -- there are numbers
10 in here that are not fixed, you don't know what
11 they're going to be.

12 For instance, your land acquisition, you know,
13 we hope we come in under the \$2.8 million for the
14 Gun Club property. So there will be some changes
15 in this, but I've got to -- I've got to put it out
16 there for you just so you see the -- kind of the
17 worst-case scenario.

18 We -- you see there's some new -- a new grant
19 that's in there for east side aeronautical
20 engineering and studies of \$200,000. We know we've
21 got the Phase 2 cultural that's going to be coming
22 up. I already know that quote's at \$83,000. And
23 then there's always some unknown engineering,
24 perhaps additional surveys and -- and appraisals to
25 go forward. Just kind of a placeholder for some

1 numbers in that.

2 You've got a land acquisition -- acquire land
3 for development existing FDOT grant of 328.
4 That's -- that's there in case we have some
5 properties that become available, for instance,
6 maybe the two homes that are on Casa Cola. So that
7 may or may not happen, but if there's some property
8 that you want to acquire, that number's in there so
9 that you're able to use that.

10 MR. CLARKE: Is that FDOT grant 50 percent of
11 that, is that already approved by FDOT?

12 MR. HARVEY: That would be -- yeah, that would
13 be 50/50.

14 MR. CLARKE: It's already?

15 MR. HARVEY: Yes, sir.

16 I took -- we had the design and construction
17 of the fuel farm, previously it was at \$900,000 at
18 50/50. The -- after meeting with FDOT, we kind of
19 have cut that to an 80/20 grant so we wouldn't have
20 to expend as much out of our pocket and still
21 hopefully get the project done. Should be able to
22 do that with -- with it being reduced from the
23 \$900,000 to the \$562,5-.

24 MR. CLARKE: So one more question, Kevin.

25 Sorry.

1 MR. HARVEY: That's all right.

2 MR. CLARKE: The 328, is that the only dollar
3 item on the capital list that is not specifically
4 designated for a particular parcel or a particular
5 piece of --

6 MR. HARVEY: Yes, sir.

7 MR. CLARKE: That's the only one.

8 MR. HARVEY: Yes, sir.

9 MR. CLARKE: Okay. I just wanted to make
10 sure. Thank you.

11 CHAIRMAN OLSON: And this is only the capital
12 budget, so it's not the operating.

13 MR. HARVEY: That's correct.

14 Now, just so you know, you see you've got
15 2.27 million for A and J. Hopefully we'll see what
16 those numbers actually end up at. But just for
17 future reference, you know, you've got FDOT grants
18 for T-hangars again in July of '25, July of --
19 \$2 million, in July of '27 for \$4 million, and July
20 of '28 for another \$2 million.

21 So you've got a lot of grants that are coming
22 at you that we -- we -- we really need to be able
23 to try to take advantage of those and have enough
24 revenue to be able to match those, so...

25 CHAIRMAN OLSON: Yep. Okay.

1 MR. HARVEY: There's a couple of things that
2 you could -- if we need to, we could push. For
3 exemption -- for example, going back to the fuel
4 farm, if we need to, we could push that out a year.
5 So you could take that -- even though it's
6 \$112,500, you could push that to '24-'25 versus
7 this year.

8 So we'll see how this starts playing out and
9 continue to -- to try to manage it better as much
10 as possible because I know you're looking for every
11 dollar you can get.

12 CHAIRMAN OLSON: Okay. Other questions for
13 Mr. Harvey about the budget?

14 (None.)

15 PUBLIC COMMENT - GENERAL

16 CHAIRMAN OLSON: Hearing none, we've had the
17 discussion. We'll move to public comment.
18 Mr. Riera has left. So, any other general public
19 comment?

20 (None.)

21 MEMBER COMMENTS AND REPORTS

22 CHAIRMAN OLSON: Seeing none, we'll go on to
23 member comments and reports. Ms. Cash-Chapman?

24 MS. CASH-CHAPMAN: I'm good.

25 CHAIRMAN OLSON: Mr. Clarke?

1 MR. CLARKE: I had prepared a list of items,
2 and I don't -- I don't want to talk about this
3 tonight, but you-all have a copy. It's a partial
4 list of opportunities for intergovernmental MOU
5 that we may avail ourselves to if we cooperate with
6 the -- the county. And I would just put them on
7 the -- in front of you for you to consider. But I
8 don't want to discuss that tonight --

9 CHAIRMAN OLSON: Yeah.

10 MR. CLARKE: -- we can put it for another
11 meeting. And I think that I would like to see us
12 cooperate a little more closely, at least at the
13 elected level.

14 I know Kevin already has contacts that he
15 deals with people at the county, but I think it
16 would be helpful if we had a -- an open dialogue
17 with our elected officials --

18 CHAIRMAN OLSON: Yeah. Absolutely.

19 MR. CLARKE: -- or counterparts at the county.

20 CHAIRMAN OLSON: Okay. Anything else,
21 Mr. Clarke?

22 MR. CLARKE: That's all, but I'd like to
23 talk -- put it on next week's agenda -- or next
24 month.

25 CHAIRMAN OLSON: Okay. For the 10th.

1 MR. CLARKE: Yeah.

2 MR. BLOCKER: And just very briefly, the board
3 can put it on a future agenda item. You can also
4 ask staff to kind of start engaging with
5 St. Johns County on some of this as well. So no --
6 no direction needs to be given other than to direct
7 staff to engage with their counterparts and --

8 CHAIRMAN OLSON: Yeah, and I think one thing
9 that comes to mind after reading this is that the
10 county, the OMB director, Jesse, what's --

11 MR. BLOCKER: Jesse Dunn.

12 CHAIRMAN OLSON: Dunn. I think would be idea
13 to sit with our audit committee and -- audit and
14 budget committee. He's super.

15 MR. CLARKE: You read my mind.

16 CHAIRMAN OLSON: Okay. My only report is that
17 the Economic Development quarterly breakfast is on
18 Friday. I'll be attending. I think others are
19 able to if they -- Cindy will register -- probably
20 beyond the registration deadline for that but...
21 So --

22 MR. HARVEY: If I may, I'd just again remind
23 you that I won't be here for the June 26th meeting.
24 Thank you for letting me off for a little bit. I
25 need it.

1 CHAIRMAN OLSON: You have a good time away.

2 MR. HARVEY: Thank you.

3 CHAIRMAN OLSON: No other business, meeting
4 adjourned.

5 (Meeting adjourned 7:30 p.m.)

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

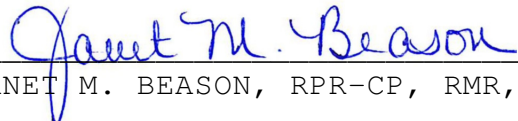
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

REPORTER'S CERTIFICATE

STATE OF FLORIDA)
COUNTY OF ST. JOHNS)

I, JANET M. BEASON, RPR-CP, RMR, CRR, certify that I was authorized to and did stenographically report the foregoing proceedings and that the transcript is a true record of my stenographic notes.

Dated this 20th day of June, 2023.



JANET M. BEASON, RPR-CP, RMR, CRR

<p>CHAIRMAN OLSON: [293] COURT REPORTER: [1] 65/22 MR. BEYERS: [1] 13/13 MR. BLOCKER: [103] 5/1 5/3 5/6 5/8 8/14 8/18 14/22 16/14 16/23 17/11 17/15 17/18 17/21 17/24 18/1 18/8 18/11 18/22 19/12 19/15 19/17 20/8 21/18 21/21 22/5 22/8 22/10 22/12 23/4 23/18 24/18 25/9 25/11 25/21 26/8 26/12 26/17 26/24 27/5 27/9 27/13 29/8 29/14 29/19 29/25 30/3 30/5 46/5 47/1 47/6 47/9 47/12 47/14 56/20 63/19 67/2 68/19 68/25 70/9 70/20 71/19 72/4 72/8 73/11 73/17 76/11 99/8 100/18 101/3 102/18 104/23 105/23 111/12 111/18 111/24 113/17 114/8 114/13 114/23 115/6 115/10 116/2 116/12 118/21 119/8 119/16 120/3 120/5 120/7 120/14 120/18 120/20 120/22 130/18 148/21 156/5 170/20 181/16 183/6 184/10 184/15 193/2 193/11 MR. BOCK: [1] 171/17 MR. CLARKE: [119] 3/14 5/19 8/5 8/11 9/21 27/18 27/20 27/22 29/1 29/3 29/13 29/18 29/23 30/1 30/4 31/1 31/11 31/24 32/2 32/5 32/8 32/14 32/17 32/20 33/2 33/17 60/24 62/8 66/15 67/25 68/6 68/11 68/14 68/18 69/4 69/7 76/5 89/3 89/6 89/12 94/16 107/20 115/12 115/16 115/23 116/1 116/5 119/21 121/6 121/16 129/19 132/7 133/1 137/9 138/11 139/5 139/8 139/14 159/4 159/13 159/17 159/23 160/5 160/10 160/12 160/15 160/20 161/11 161/15 161/18 161/23 162/12 162/21 162/23 163/3 163/9 163/14 163/17 163/20 164/24 167/8 169/2 169/12 169/15 169/22 170/2</p>	<p>179/5 180/12 180/16 181/1 181/5 181/10 183/14 183/16 183/22 186/9 186/14 186/20 186/22 186/24 187/5 187/8 187/10 187/12 187/16 187/20 187/23 189/10 189/14 189/24 190/2 190/7 190/9 192/1 192/10 192/19 192/22 193/1 193/15 MR. HARVEY: [192] 4/11 5/23 7/18 7/21 7/24 8/2 8/4 8/8 9/6 9/20 10/11 11/20 12/8 12/11 31/19 31/25 33/1 33/3 35/24 58/9 64/15 64/20 67/23 68/1 68/4 68/10 68/13 68/16 69/20 69/23 70/19 71/4 71/11 72/19 73/1 73/5 73/8 80/18 82/4 82/6 82/17 82/22 83/2 83/9 83/11 83/16 83/19 84/8 84/11 85/2 85/7 85/11 92/8 92/12 92/18 92/23 93/3 93/13 101/21 104/16 105/17 106/11 106/23 107/10 109/18 109/24 110/9 110/18 112/21 112/23 113/6 114/12 114/20 115/5 115/15 115/19 115/25 116/6 116/15 116/18 130/25 131/11 131/19 132/19 133/10 134/9 134/15 134/17 135/13 135/17 135/19 135/22 135/24 136/4 136/9 136/19 137/2 139/1 139/6 139/12 142/17 142/19 143/1 143/8 144/18 145/5 145/8 145/11 145/14 145/16 146/11 147/2 154/2 154/9 154/11 154/19 154/23 154/25 156/4 157/1 157/11 157/14 157/19 157/21 158/3 158/9 158/14 159/8 159/11 159/16 159/20 160/4 160/8 160/11 160/13 160/19 161/13 161/17 161/20 162/9 164/20 165/20 166/7 167/25 168/6 168/17 168/22 168/25 169/10 169/13 169/17 170/1 170/4 170/15 170/21 176/19 176/22 177/5 177/13 177/19 177/23 178/13 184/5 184/9 184/13 184/16 185/9 185/11 185/21 185/25 186/13 186/21 186/23</p>	<p>187/3 187/7 187/9 187/11 187/14 187/19 187/22 188/1 188/5 188/8 189/12 189/15 190/1 190/6 190/8 190/13 191/1 193/22 194/2 MR. HOLESKO: [1] 116/24 MR. KREIS: [1] 73/24 MR. LIOTTA: [4] 76/25 132/12 173/13 175/5 MR. McKENDRICK: [1] 14/11 MR. RIERA: [3] 13/16 13/18 13/20 MR. ROBERTS: [62] 32/12 32/15 32/18 36/1 36/7 38/22 39/7 39/10 39/14 39/18 40/8 40/18 41/3 41/11 43/4 45/23 46/2 47/22 54/19 54/21 56/13 56/15 58/3 58/10 59/16 67/13 68/3 69/16 70/3 72/6 72/12 142/12 142/18 143/7 143/13 147/16 149/20 155/6 157/16 157/20 157/22 158/4 158/10 158/15 170/13 170/16 175/4 175/18 176/4 176/9 176/13 176/20 176/23 177/6 177/14 177/20 177/24 178/21 178/23 181/18 182/6 183/1 MS. CASH-CHAPMAN: [103] 5/18 12/15 35/6 36/5 36/9 49/9 49/17 51/12 53/6 53/9 53/17 54/1 54/6 54/8 54/11 59/18 62/5 62/9 63/13 63/24 66/3 66/5 68/24 69/19 69/22 70/8 71/3 71/12 72/21 72/24 76/3 76/20 99/5 112/5 117/25 118/3 118/18 119/19 121/14 125/9 126/14 126/21 127/4 127/22 128/22 129/4 129/8 132/24 139/17 140/22 141/4 141/11 143/5 151/8 151/12 151/14 151/18 151/22 152/19 152/22 153/9 153/14 153/18 163/4 163/10 163/15 163/19 163/22 164/10 164/25 166/5 166/8 168/23 169/5 169/7 169/14 170/7 170/18 171/2 171/7 175/22 176/5 176/10 178/10 178/14 178/22 179/6 179/13 179/20 179/24 180/14 180/24 181/2 181/6</p>	<p>182/2 182/24 183/3 183/8 183/11 183/15 183/20 185/24 191/24 MS. HOLLINGSWORTH: [1] 26/22 MS. LIOTTA: [122] 4/18 5/9 5/17 9/10 30/11 31/6 82/1 82/5 82/14 83/6 83/10 83/12 83/18 84/5 84/10 84/20 85/5 85/8 85/19 87/18 87/21 87/23 88/10 88/17 88/20 89/5 89/8 89/14 90/14 90/23 90/25 91/6 91/9 91/12 91/16 91/22 91/25 92/7 92/14 92/19 92/24 93/8 93/14 94/10 94/15 94/17 94/25 95/4 95/12 95/19 95/24 96/8 96/11 96/15 96/21 97/9 97/19 97/23 98/2 98/5 98/10 98/18 98/23 99/6 101/24 102/10 103/24 104/3 104/7 104/10 104/17 106/22 106/24 107/22 109/11 109/21 110/2 110/10 110/22 112/12 112/22 113/1 113/15 114/7 114/11 114/22 115/8 115/11 116/17 116/19 118/7 119/23 121/18 122/2 122/4 123/11 123/19 127/8 128/6 128/9 133/3 136/15 136/20 137/6 145/22 146/1 146/4 146/8 146/12 147/13 165/22 165/24 166/3 167/17 168/2 168/10 180/5 183/24 184/7 187/24 188/2 188/6 MS. LUDLOW: [170] 3/10 3/16 3/18 3/25 4/5 4/16 4/22 5/13 5/16 7/17 7/19 7/22 8/1 8/3 8/13 8/17 11/17 11/21 12/5 12/9 12/22 12/24 13/1 13/6 13/8 13/19 14/8 16/12 16/20 17/10 17/14 17/16 17/20 17/22 17/25 18/5 18/9 18/21 19/11 19/13 19/16 22/1 22/7 22/9 22/11 23/3 23/17 24/14 27/2 27/8 27/12 31/3 32/3 32/7 34/8 35/3 37/7 38/20 39/13 51/1 54/12 54/20 56/8 56/14 56/18 57/25 59/7 59/17 63/15 64/4 64/19 65/18 65/20 66/1 69/15 69/25 71/9 71/17 72/2 72/5</p>	<p>72/7 72/10 72/13 72/15 72/17 72/22 72/25 73/4 73/6 73/16 73/18 75/20 75/25 76/8 76/17 98/21 100/16 105/18 116/9 119/10 119/25 120/12 121/3 121/8 121/10 121/20 124/11 124/24 125/3 125/6 126/25 127/18 127/21 128/4 128/7 129/3 129/6 130/13 131/10 131/13 132/4 133/5 133/24 134/13 134/16 134/18 135/8 135/16 135/18 135/21 135/23 136/2 136/5 138/9 140/18 140/21 142/24 143/3 143/6 144/23 145/7 145/9 145/12 145/15 145/17 145/25 146/3 146/6 146/22 147/5 148/20 150/19 151/2 151/7 151/11 151/13 153/8 157/6 161/9 161/12 165/13 165/23 166/2 169/6 170/22 171/14 181/14 184/17 185/4 185/15 MS. MARTIN: [2] 69/11 120/4</p> <hr/> <p>\$</p> <p>\$1,200 [1] 51/9 \$1,698,834 [1] 131/21 \$1.8 [1] 131/25 \$1.9 [1] 81/1 \$112,500 [1] 191/6 \$175 [1] 83/4 \$192,000 [1] 11/1 \$2 [2] 190/19 190/20 \$2,323 [1] 186/25 \$2.8 [1] 188/13 \$200,000 [2] 83/4 188/20 \$22,850 [1] 10/8 \$26 [1] 174/22 \$33,600 [1] 10/2 \$34,950 [1] 9/24 \$4 [1] 190/19 \$4.6 [1] 187/15 \$562.5 [1] 189/23 \$68 [1] 56/10 \$68,550 [1] 10/3 \$762,000 [1] 186/19 \$83,000 [1] 188/22 \$900,000 [2] 189/17 189/23 \$99,000 [1] 131/24</p> <hr/> <p>'24 [2] 12/14 191/6 '24-'25 [1] 191/6 '25 [2] 190/18 191/6 '26 [1] 12/13</p>
---	--	---	---	--

<p>'</p> <p>'27 [1] 190/19</p> <p>'28 [1] 190/20</p> <hr/> <p>0</p> <p>0570 [1] 1/25</p> <hr/> <p>1</p> <p>1,200 [1] 51/9</p> <p>10 [3] 28/22 96/15 138/6</p> <p>10 percent [1] 68/8</p> <p>100 [1] 1/15</p> <p>100 percent [1] 175/6</p> <p>10:00 [1] 11/8</p> <p>10th [5] 119/6 122/19 123/5 124/23 192/25</p> <p>11 [1] 61/21</p> <p>12 [5] 1/6 3/2 90/4 108/16 138/6</p> <p>120-day [3] 39/11 39/12 78/22</p> <p>121 [1] 2/11</p> <p>13 [5] 2/7 87/21 90/2 90/23 162/16</p> <p>130 [1] 2/13</p> <p>133 [1] 2/14</p> <p>13th [1] 30/1</p> <p>14 [3] 2/8 162/14 162/14</p> <p>145 [3] 79/13 79/16 79/18</p> <p>14th [1] 30/2</p> <p>152 [1] 152/10</p> <p>16 [20] 38/7 38/17 38/19 38/23 38/24 39/3 39/11 39/15 39/19 39/20 39/24 40/4 42/8 46/15 52/9 52/12 67/9 75/3 77/24 79/5</p> <p>16-foot [1] 167/10</p> <p>160 [1] 188/2</p> <p>1633 [1] 1/17</p> <p>17 [1] 1/24</p> <p>18 [1] 50/13</p> <p>185 [1] 2/14</p> <p>19 [1] 92/13</p> <p>191 [2] 2/15 2/16</p> <p>194 [1] 2/17</p> <p>195 [1] 2/18</p> <p>1st [1] 85/23</p> <hr/> <p>2</p> <p>2,323 [1] 187/3</p> <p>2.27 [1] 190/15</p> <p>20 [3] 92/9 94/6 189/19</p> <p>20 percent [1] 96/18</p> <p>200 [3] 89/5 89/9 94/8</p> <p>2018 [1] 42/19</p> <p>2020 [2] 173/16 173/21</p> <p>2022 [2] 32/23 93/4</p> <p>2023 [2] 1/6 195/10</p> <p>2023-24 [3] 2/14 185/17 185/20</p> <p>2024 [2] 7/20 10/6</p>	<p>20th [2] 38/20 195/10</p> <p>21 [3] 54/14 136/12 173/25</p> <p>21-acre [1] 177/9</p> <p>22 [1] 50/10</p> <p>22nd [4] 3/9 28/4 28/21 29/17</p> <p>23rd [3] 28/4 28/21 29/17</p> <p>24 [3] 2/14 185/17 185/20</p> <p>24th [1] 32/9</p> <p>256 [1] 61/21</p> <p>26th [9] 103/17 124/12 124/17 127/10 128/23 130/10 130/16 130/17 193/23</p> <p>29 [2] 187/7 187/10</p> <hr/> <p>3</p> <p>3 p.m [1] 14/1</p> <p>30 [22] 2/10 67/7 67/11 69/19 69/23 70/1 70/15 71/1 71/17 75/20 78/2 79/2 96/8 96/11 96/16 117/7 117/17 149/10 178/16 179/16 179/18 179/24</p> <p>300 [1] 100/16</p> <p>30th [2] 101/21 160/3</p> <p>31st [3] 10/6 12/14 107/21</p> <p>32084 [1] 1/24</p> <p>32086 [1] 1/16</p> <p>32205 [1] 1/17</p> <p>328 [2] 189/3 190/2</p> <p>34 [1] 105/9</p> <p>3:00 [1] 11/9</p> <hr/> <p>4</p> <p>414 [1] 1/15</p> <p>45 [2] 78/23 163/12</p> <p>45-day [1] 78/25</p> <p>4730 [1] 1/4</p> <p>4:00 [1] 1/7</p> <hr/> <p>5</p> <p>5,800 [1] 10/3</p> <p>50 [9] 83/13 83/13 83/15 83/17 83/20 130/3 188/7 189/13 189/18</p> <p>50 percent [1] 189/10</p> <p>50/50 [3] 83/13 189/13 189/18</p> <p>500 [1] 100/17</p> <p>53 [1] 48/16</p> <hr/> <p>6</p> <p>6/12 [1] 3/2</p> <p>60 [5] 67/6 94/5 167/10 167/10 180/2</p> <p>600 [1] 109/3</p> <p>65 [1] 44/13</p> <p>68 [1] 73/25</p>	<p>7</p> <p>7:30 [2] 1/7 194/5</p> <hr/> <p>8</p> <p>8.2 [1] 48/17</p> <p>80 [2] 2/10 94/7</p> <p>80/20 [1] 189/19</p> <p>825-0570 [1] 1/25</p> <p>85 [1] 2/11</p> <p>89 [1] 138/12</p> <p>89th [1] 180/10</p> <p>8th [1] 3/9</p> <hr/> <p>9</p> <p>90 [16] 11/23 42/10 79/1 122/17 124/21 125/4 125/6 169/17 178/11 178/14 179/21 180/2 180/6 180/7 180/8 181/7</p> <p>904 [1] 1/25</p> <p>93 [2] 132/12 173/13</p> <p>99 [1] 24/25</p> <hr/> <p>A</p> <p>a.m [1] 28/22</p> <p>abeyance [2] 78/21 78/21</p> <p>ability [1] 77/8</p> <p>able [20] 16/6 29/5 35/14 58/15 64/1 74/24 90/10 92/1 93/10 107/3 108/8 127/10 130/2 139/4 174/24 189/9 189/21 190/22 190/24 193/19</p> <p>about [72] 6/11 10/3 11/13 13/21 15/16 19/22 25/22 29/11 29/21 32/11 32/16 34/24 38/23 39/4 39/24 45/5 50/12 51/3 52/3 52/6 53/10 55/23 58/12 58/25 59/9 64/25 65/11 71/16 77/3 78/2 78/7 79/1 79/2 79/7 80/16 89/4 90/17 95/17 98/7 101/13 102/12 107/17 109/8 110/3 123/5 123/8 125/12 125/23 128/24 129/2 129/3 129/6 137/7 141/14 146/10 147/8 155/3 155/4 157/14 158/22 161/9 164/12 166/21 166/23 173/7 174/5 174/8 177/4 181/19 182/5 191/13 192/2</p> <p>above [4] 99/19 143/21 148/17 187/2</p> <p>absolutely [8] 29/1 84/25 97/13 100/18 113/17 156/15 158/3 192/18</p> <p>abundance [1] 184/2</p>	<p>accept [5] 3/21 46/12 61/10 112/24 181/3</p> <p>acceptable [1] 33/9</p> <p>accepting [5] 113/9 142/22 170/5 170/8 171/11</p> <p>access [6] 2/10 41/7 80/12 80/13 85/14 187/25</p> <p>accessed [1] 52/12</p> <p>accessible [1] 132/17</p> <p>accidentally [1] 168/15</p> <p>accommodate [7] 28/6 58/16 60/14 66/24 138/7 159/24 160/5</p> <p>accommodated [2] 58/4 66/23</p> <p>accomplish [6] 29/24 31/14 94/12 99/2 109/14 169/24</p> <p>accomplishing [1] 86/19</p> <p>according [1] 68/17</p> <p>accordingly [1] 137/1</p> <p>accountability [3] 52/4 53/4 135/2</p> <p>accountable [2] 166/25 167/7</p> <p>accurate [1] 176/21</p> <p>accusing [1] 75/5</p> <p>acknowledge [4] 113/1 139/20 140/11 171/8</p> <p>acknowledged [1] 38/9</p> <p>acquire [2] 189/2 189/8</p> <p>acquired [1] 150/15</p> <p>acquisition [3] 61/5 188/12 189/2</p> <p>acre [2] 60/21 177/9</p> <p>acreage [2] 50/10 172/10</p> <p>acres [12] 50/11 54/15 54/16 58/1 58/2 58/4 60/10 60/11 62/10 136/12 136/13 173/25</p> <p>across [2] 58/25 163/16</p> <p>act [7] 39/2 53/25 59/6 97/5 106/8 110/21 137/19</p> <p>acted [2] 80/10 85/18</p> <p>acting [3] 30/23 103/16 184/24</p> <p>action [18] 6/7 13/1 17/16 31/14 38/7 38/10 39/3 41/15 56/21 79/4 102/16 102/17 111/10 130/23 147/11 147/11 150/19 151/5</p> <p>actionable [4] 37/13 56/25 57/3 57/21</p> <p>actions [1] 46/20</p> <p>activate [1] 27/25</p> <p>active [1] 97/13</p> <p>actively [3] 20/1 20/5</p>	<p>21/16</p> <p>activities [2] 37/21 122/5</p> <p>activity [1] 134/11</p> <p>actual [3] 64/1 74/2 123/10</p> <p>actually [14] 4/13 19/23 20/1 40/8 78/23 78/24 79/2 86/18 112/20 117/22 122/24 123/4 174/10 190/16</p> <p>ad [1] 124/7</p> <p>add [16] 4/20 9/21 10/10 14/12 46/6 46/20 64/1 66/15 67/5 67/13 104/24 127/18 129/19 147/16 153/5 157/16</p> <p>add-on [1] 104/24</p> <p>added [2] 94/6 157/12</p> <p>addendum [13] 101/1 117/6 117/16 117/19 118/10 118/11 118/12 118/13 118/24 119/4 119/5 121/3 121/4</p> <p>adding [2] 77/1 108/2</p> <p>addition [4] 3/24 46/17 47/3 186/11</p> <p>additional [18] 10/12 18/23 19/7 48/18 49/2 56/25 87/8 87/9 87/15 105/8 117/3 117/8 117/18 128/17 159/25 173/22 187/17 188/24</p> <p>additions [3] 3/13 3/24 4/24</p> <p>address [9] 33/14 72/19 103/22 133/14 139/4 166/24 178/25 178/25 180/7</p> <p>addressed [1] 132/19</p> <p>addresses [1] 68/8</p> <p>addressing [4] 118/14 122/11 148/14 154/17</p> <p>adjacent [1] 96/6</p> <p>adjoining [9] 91/19 93/17 96/22 98/16 99/3 99/13 99/16 100/4 100/11</p> <p>adjourned [2] 194/4 194/5</p> <p>ADJOURNMENT [1] 2/17</p> <p>adjust [3] 23/16 99/9 111/25</p> <p>adjustment [1] 95/6</p> <p>administration [2] 126/19 126/22</p> <p>administrative [4] 30/12 104/11 108/9 130/6</p> <p>adopt [2] 68/22 68/23</p> <p>adopted [1] 93/4</p> <p>advance [1] 126/10</p> <p>advantage [3] 107/13 107/14 190/23</p>
---	---	---	---	---

<p>A</p> <p>advantages [1] 52/23 advertise [1] 123/3 advertised [1] 115/19 advertisement [3] 41/18 123/14 126/13 advertising [4] 41/16 123/14 124/19 129/6 advice [4] 16/9 23/5 24/22 113/16 advisable [1] 107/20 advised [1] 123/2 advisory [1] 16/25 aeronautic [1] 164/16 aeronautical [6] 41/7 77/15 77/18 77/19 175/6 188/19 affect [2] 167/22 168/4 affiliation [1] 116/23 afforded [1] 158/7 after [14] 4/2 4/14 10/20 10/21 10/22 32/21 61/18 122/4 140/24 141/7 186/7 187/18 189/18 193/9 afternoon [2] 13/16 14/11 again [50] 11/3 11/8 16/5 16/23 21/4 23/10 24/2 25/11 26/18 28/23 29/6 37/2 37/25 38/14 45/11 51/13 55/25 57/22 60/1 62/6 64/17 78/7 80/24 85/21 86/11 94/1 95/24 99/8 101/14 110/19 114/5 117/23 119/14 121/10 126/12 132/14 134/20 142/20 144/22 149/25 151/25 154/16 156/21 164/8 166/25 175/22 182/25 184/10 190/18 193/22 against [5] 63/1 136/21 137/3 137/14 169/11 agenda [26] 2/5 3/22 3/23 3/24 3/24 4/25 5/6 5/10 12/18 27/3 48/17 64/22 80/11 120/2 121/25 125/11 125/16 128/22 130/11 130/16 136/23 159/14 167/20 169/8 192/23 193/3 ago [5] 78/15 80/3 117/2 128/14 173/7 agree [13] 9/22 41/11 61/13 104/10 118/7 125/19 127/8 138/1 140/19 144/23 146/22 176/24 180/16 agreed [6] 78/19 78/20 78/21 81/2 121/25 153/16 agreeing [1] 152/23 agreement [9] 6/2 6/3 7/23 9/24 10/2 12/11</p>	<p>13/5 37/4 155/13 ahead [9] 31/5 37/9 58/22 60/11 75/18 81/2 105/2 164/10 171/6 aid [1] 156/17 aided [1] 69/13 air [2] 10/23 43/6 airfield [4] 2/13 130/19 130/21 131/3 airline [6] 6/13 9/7 9/25 11/9 81/10 83/24 airlines [1] 6/24 airplanes [1] 11/12 airport [64] 1/1 1/16 1/18 3/3 6/22 7/9 19/6 36/18 36/25 37/22 38/11 40/15 40/17 43/2 44/7 44/13 44/15 46/1 52/6 53/16 54/24 57/18 59/25 60/14 61/6 74/17 77/4 77/25 78/18 79/4 79/15 86/13 86/20 87/9 89/19 93/23 95/9 97/4 97/23 110/5 115/21 122/12 123/16 126/22 134/24 135/3 135/5 136/18 136/22 136/25 140/8 144/22 146/19 147/25 159/5 159/9 162/7 164/15 173/4 173/10 173/17 175/7 175/10 180/6 Airport Authority [5] 3/3 19/6 54/24 77/4 77/25 airport's [2] 44/9 171/22 airports [15] 6/12 6/14 6/18 40/13 41/5 42/25 62/25 63/9 86/3 95/1 95/18 122/21 135/1 164/14 164/19 Alan [1] 171/17 all [89] 5/15 5/23 7/7 9/20 10/14 11/14 11/25 32/20 33/11 33/17 33/17 36/18 40/6 42/17 45/10 48/22 51/16 52/18 56/11 57/25 58/18 59/8 59/22 60/2 60/12 62/15 70/24 75/4 75/25 78/17 83/24 84/12 85/5 89/1 89/2 93/22 97/10 97/24 99/25 102/5 108/19 108/23 109/5 110/25 111/3 113/19 113/25 115/8 116/11 117/1 117/10 117/15 117/20 117/21 117/23 129/14 130/2 131/22 134/20 136/7 136/20 142/18 147/17 150/10 152/15 153/21 153/23 155/8 156/22 159/13 160/6</p>	<p>160/12 162/18 164/19 165/14 173/9 173/15 181/10 182/4 182/13 182/25 183/15 185/22 185/25 186/1 186/5 190/1 192/3 192/22 all right [11] 5/23 9/20 10/14 32/20 33/17 75/25 85/5 142/18 159/13 181/10 190/1 ALLEGIANCE [2] 2/3 3/5 allow [2] 111/14 148/1 allowed [1] 38/10 alluded [1] 61/4 almost [2] 75/6 97/5 along [7] 38/16 38/24 55/16 65/1 66/12 78/17 155/10 Alpha [1] 174/3 already [35] 14/4 14/6 17/12 34/17 35/20 49/18 52/22 70/1 72/2 75/21 75/23 94/3 101/2 106/13 106/20 112/9 112/13 112/13 131/15 138/23 139/2 139/18 139/19 141/6 141/11 141/13 151/24 165/2 165/13 168/7 182/20 188/22 189/11 189/14 192/14 also [25] 1/14 10/11 19/7 20/15 24/1 30/15 34/11 38/6 47/21 59/23 63/2 93/25 96/2 114/21 118/8 118/22 133/6 136/12 145/6 157/15 158/7 162/15 169/5 174/19 193/3 alternative [6] 46/1 50/25 87/1 123/13 123/20 129/20 although [1] 67/14 always [10] 15/11 44/17 60/3 64/4 111/4 126/2 134/9 134/10 156/10 188/23 am [8] 13/17 35/20 69/7 84/8 168/13 173/19 183/24 184/18 amazing [1] 71/3 ambiguity [7] 24/20 141/10 147/8 166/23 181/19 184/21 184/25 ambiguous [1] 99/7 amend [8] 5/10 66/15 87/12 88/23 107/1 179/8 183/6 183/8 amended [5] 5/4 119/15 180/25 181/17 183/13 amendment [2] 81/21 181/14 amendments [1] 82/7</p>	<p>amenities [1] 7/4 among [1] 32/10 amount [7] 11/24 35/7 50/9 59/24 80/15 164/6 166/22 Andrew [3] 28/8 83/17 116/24 annually [1] 51/9 another [29] 28/2 42/21 45/19 53/13 54/3 59/21 64/25 65/11 78/19 84/18 102/7 104/25 108/5 120/15 120/21 124/11 126/8 129/19 130/8 132/20 132/20 134/3 144/19 148/22 148/22 156/6 165/16 190/20 192/10 answer [15] 8/14 18/19 23/18 40/18 40/19 46/2 46/6 55/6 58/19 62/20 101/17 135/6 144/1 185/12 186/21 anticipate [1] 150/7 anticipates [1] 186/25 any [85] 3/12 3/12 3/23 4/17 7/14 8/1 12/10 16/25 21/22 23/4 23/18 24/23 25/4 26/16 26/20 27/14 30/17 30/24 31/17 33/19 34/15 34/16 37/23 38/1 38/2 38/4 39/22 39/23 40/19 46/16 48/3 49/2 55/22 55/22 56/21 56/21 65/15 73/21 75/5 75/14 80/20 84/17 85/13 86/11 90/20 91/19 92/16 111/9 112/7 113/9 113/9 113/10 113/10 113/23 114/15 132/9 138/23 139/22 140/1 142/2 142/5 145/4 147/10 147/10 147/11 147/11 149/3 152/3 153/1 154/5 168/4 170/5 170/8 171/11 173/11 173/16 176/16 178/11 178/17 181/25 182/23 185/13 186/1 186/13 191/18 anybody [8] 36/6 64/11 64/18 78/10 112/19 112/20 134/7 154/21 anybody's [1] 13/25 anymore [1] 25/19 anyone [12] 3/13 24/10 53/2 65/16 71/16 85/14 90/9 109/20 114/16 142/20 153/24 181/3 anything [23] 16/21 25/4 34/23 35/16 36/14 51/3 62/24 63/14 63/25 67/17 75/5 106/15 112/20 114/17 140/1</p>	<p>141/7 143/18 165/18 170/23 177/20 177/25 185/4 192/20 anything's [1] 106/18 anyway [1] 180/13 apologize [2] 85/11 116/20 apparently [3] 44/24 141/3 153/3 apples [2] 135/11 135/12 applicability [1] 49/2 applicant [6] 33/22 44/24 47/16 93/10 167/9 167/14 applicants [8] 42/1 45/3 86/2 86/10 87/9 87/15 93/12 123/23 application [5] 55/16 78/1 78/8 78/11 147/14 applications [5] 108/20 108/24 109/4 124/7 170/5 applied [2] 78/6 183/25 apply [3] 15/5 78/6 182/21 appoint [4] 71/24 106/3 120/8 120/20 appointed [3] 72/9 72/10 103/10 appointing [1] 71/22 appointment [1] 73/12 apportioned [1] 100/7 appraisal [1] 10/22 appraisals [1] 188/24 appreciate [10] 35/7 36/16 92/14 93/15 111/4 116/5 118/4 118/8 125/10 173/9 appreciated [1] 73/15 appreciation [1] 90/6 approach [4] 107/9 143/7 143/13 182/12 approaching [1] 57/2 appropriate [1] 66/13 approval [7] 2/5 3/22 3/23 11/5 100/22 103/4 106/4 approve [1] 132/1 approved [13] 5/20 10/15 14/16 34/9 34/12 41/20 72/3 83/8 85/22 111/8 111/11 188/3 189/11 April [1] 32/8 32/9 arduous [1] 173/3 are [191] 6/17 6/17 7/5 7/19 9/3 9/24 10/11 14/5 14/20 16/14 16/24 18/23 18/24 21/7 21/23 22/13 22/13 22/24 23/19 23/23 24/4 24/6 24/7 24/10 24/16 25/9 25/13 27/10 29/5 35/12 35/21 36/11 37/2 37/23</p>
--	--	--	---	--

<p>A</p> <p>are... [157] 38/18 38/24 38/25 39/1 40/3 40/23 42/3 42/6 42/6 42/23 46/10 47/24 47/25 49/4 49/8 49/25 50/15 53/13 53/14 57/17 58/24 59/13 59/24 62/25 63/1 63/3 63/8 66/3 68/11 77/22 79/23 79/24 80/7 82/1 84/5 84/6 84/15 85/1 86/3 87/10 88/6 88/6 89/3 89/7 89/17 89/24 91/1 93/11 96/13 97/12 97/22 98/11 98/21 102/13 103/12 104/18 105/9 105/15 107/5 108/6 114/1 114/3 114/23 115/18 119/4 121/11 122/20 122/20 123/7 124/6 129/24 129/24 133/13 133/15 133/16 133/17 133/18 133/18 134/15 134/25 135/1 135/5 135/9 137/22 138/5 138/6 138/11 138/12 138/12 139/12 139/22 141/22 142/22 143/21 143/25 144/13 147/22 147/24 149/15 150/1 151/1 151/23 152/5 152/17 153/2 153/12 153/13 153/13 154/6 154/17 157/24 159/2 159/5 159/5 159/6 159/17 159/18 160/1 160/17 160/17 160/21 160/22 161/1 161/2 161/2 161/21 162/7 162/7 163/5 164/2 164/13 165/21 165/24 165/25 166/5 166/5 167/21 170/4 170/24 172/3 172/12 172/25 173/9 174/8 174/17 175/7 177/11 179/3 179/14 181/7 186/3 187/14 188/9 188/10 189/6 190/21 193/18</p> <p>area [3] 58/9 100/2 174/2</p> <p>areas [3] 99/5 99/6 159/5</p> <p>aren't [2] 54/12 85/10</p> <p>arise [4] 15/19 23/15 86/6 149/4</p> <p>arm's [1] 129/25</p> <p>around [7] 32/9 82/22 83/4 86/24 131/24 138/25 187/15</p> <p>arrive [1] 151/21</p> <p>as [184] 3/21 4/5 4/6 4/6 4/6 9/11 10/8 11/5 11/5 14/25 14/25 14/25</p>	<p>14/25 15/7 15/7 15/8 15/21 16/4 16/7 16/24 20/18 21/8 21/12 21/18 21/18 21/19 21/19 21/21 21/21 21/21 21/22 23/15 23/15 24/3 24/3 24/7 25/3 25/4 25/19 25/25 26/21 26/21 28/1 28/1 29/10 29/10 29/14 29/14 29/19 29/19 30/1 30/1 31/13 36/7 36/12 36/21 38/10 39/14 39/18 39/19 42/20 43/9 43/21 46/6 46/9 46/10 47/10 47/10 51/15 51/18 52/4 52/10 53/16 53/18 53/23 54/24 55/15 57/1 57/1 57/11 57/16 57/16 59/5 61/4 61/6 62/17 62/18 67/19 70/15 70/15 70/22 70/25 72/10 74/5 77/10 79/16 89/2 90/2 91/2 92/21 94/23 95/6 95/6 95/14 97/5 97/8 97/10 97/21 98/2 99/9 99/23 100/2 100/14 100/14 101/25 105/10 105/15 106/8 110/11 111/4 111/4 112/24 113/25 117/19 122/6 122/23 123/20 125/2 129/4 130/7 130/11 132/3 132/5 133/16 135/2 135/7 139/15 139/15 140/8 141/10 142/10 144/8 146/4 146/18 148/22 148/23 148/23 148/23 149/13 149/25 151/14 154/4 154/16 156/16 158/1 159/6 160/20 161/7 161/15 162/22 162/25 163/6 164/16 165/25 167/23 168/21 169/25 169/25 172/24 172/24 173/15 173/15 173/19 173/19 176/15 176/24 177/11 180/21 181/13 183/13 189/20 191/9 191/10 193/5</p> <p>aside [1] 39/11</p> <p>ask [11] 11/19 35/5 60/3 76/15 78/12 88/18 112/6 142/13 162/10 164/21 193/4</p> <p>asked [9] 22/18 78/1 78/5 78/18 78/19 78/20 124/23 137/11 153/24</p> <p>asking [8] 84/5 84/6 143/18 143/18 156/17 168/3 168/12 173/17</p> <p>asset [1] 150/17</p> <p>assets [1] 150/1</p> <p>assignment [1] 123/7</p>	<p>assist [1] 71/25</p> <p>associated [1] 40/23</p> <p>Associates [2] 116/25 131/22</p> <p>association [1] 123/17</p> <p>assume [2] 89/20 162/20</p> <p>assurance [1] 56/10</p> <p>asterisk [1] 166/11</p> <p>Atlanta [1] 42/25</p> <p>Atlantic [11] 42/22 43/6 43/19 43/23 77/7 79/17 81/13 81/22 82/3 150/9 177/10</p> <p>Atlantic Aviation [2] 77/7 81/13</p> <p>Atlantic's [1] 40/25</p> <p>attached [3] 143/5 173/24 174/22</p> <p>attempt [3] 32/24 55/14 69/12</p> <p>attempting [1] 75/2</p> <p>attend [2] 6/24 29/6</p> <p>attending [2] 10/12 193/18</p> <p>attention [2] 78/16 105/16</p> <p>attorney [4] 34/10 61/4 155/2 165/16</p> <p>attorneys [8] 23/12 33/22 33/23 34/21 57/14 70/16 70/17 155/1</p> <p>attract [1] 42/1</p> <p>audience [1] 61/25</p> <p>audit [6] 19/13 22/21 24/11 27/22 193/13 193/13</p> <p>Augustine [5] 1/5 1/15 1/23 1/24 74/1</p> <p>authority [19] 1/1 1/16 1/18 3/3 19/6 46/9 47/20 48/9 48/19 54/24 64/16 77/4 77/25 79/5 105/20 106/2 109/16 156/9 156/14</p> <p>Authority's [2] 110/11 112/19</p> <p>authorized [1] 195/7</p> <p>authorizes [1] 67/21</p> <p>avail [2] 137/24 192/5</p> <p>availability [4] 41/18 53/12 89/20 89/21</p> <p>available [14] 13/3 80/20 126/10 126/11 126/15 148/4 159/22 173/18 175/8 175/8 177/16 187/1 187/18 189/5</p> <p>Avenue [1] 1/17</p> <p>aviation [6] 1/18 44/12 77/7 81/13 137/23 175/3</p> <p>avoid [2] 113/23 183/4</p> <p>award [3] 132/3 132/4</p>	<p>132/10</p> <p>awards [3] 2/13 130/19 130/22</p> <p>aware [6] 31/7 62/15 122/20 123/16 176/16 177/20</p> <p>away [6] 61/13 96/17 96/20 125/11 150/16 194/1</p> <p>awkward [1] 75/1</p> <p>Aye [21] 5/16 5/17 5/18 5/19 5/20 76/3 76/5 76/8 119/19 119/21 119/23 119/25 121/14 121/16 132/24 133/1 133/3 133/5 183/20 183/22 184/17</p> <p>B</p> <p>baby [2] 185/5 185/7</p> <p>back [71] 11/4 11/19 14/23 18/12 35/9 38/14 39/14 50/13 62/18 64/8 65/4 66/21 69/14 70/14 70/25 71/17 73/9 75/20 76/23 80/2 80/19 80/23 81/6 83/2 85/3 85/22 86/15 88/19 100/21 101/4 101/13 101/14 101/18 103/4 105/6 105/22 106/18 110/16 111/13 111/19 111/24 112/2 112/7 116/8 117/1 119/6 122/16 122/22 124/2 125/10 136/7 136/11 138/9 144/24 146/24 147/18 147/24 148/13 149/1 149/8 150/2 150/10 152/4 153/19 154/6 156/14 163/21 165/8 169/8 182/9 191/3</p> <p>background [1] 7/10</p> <p>backtrack [1] 184/23</p> <p>badge [1] 132/18</p> <p>balance [6] 80/25 93/16 97/2 148/7 186/24 187/13</p> <p>ball [1] 51/22</p> <p>banking [1] 77/3</p> <p>bare [1] 64/20</p> <p>base [3] 42/18 63/3 82/11</p> <p>based [10] 16/3 64/21 82/15 86/16 93/6 100/8 101/5 106/19 110/15 149/1</p> <p>basically [5] 13/20 45/8 48/8 97/7 130/25</p> <p>basis [4] 16/3 88/3 92/2 130/1</p> <p>bat [1] 88/14</p> <p>be [349]</p> <p>BEASON [3] 1/23 195/6 195/13</p>	<p>beating [1] 81/5</p> <p>beautiful [1] 45/1</p> <p>because [78] 11/25 22/3 22/22 25/1 29/20 34/9 35/10 38/18 40/12 41/17 43/13 51/22 52/11 55/1 56/5 56/21 59/9 60/20 64/10 68/20 70/20 76/18 78/16 79/10 79/23 83/23 84/21 86/21 86/21 92/5 92/24 93/19 94/17 95/6 95/15 98/24 98/24 99/24 101/1 105/7 105/25 111/14 112/13 113/11 115/1 118/4 118/23 120/14 124/12 124/18 125/25 126/15 131/15 135/10 136/8 139/2 139/19 140/3 140/23 142/5 142/7 143/9 151/9 153/15 154/8 156/1 158/1 163/6 166/16 168/11 169/8 173/20 178/8 180/1 181/7 181/20 185/5 191/10</p> <p>become [1] 189/5</p> <p>been [62] 10/18 15/15 15/25 16/15 18/13 20/19 30/10 32/23 33/9 34/1 34/14 34/16 35/20 35/22 37/12 38/7 42/17 51/4 51/4 51/6 51/23 53/19 53/21 53/22 53/24 57/11 57/15 59/8 62/15 63/9 66/9 66/18 75/19 76/1 78/7 78/14 82/8 85/23 94/24 98/7 102/5 106/20 123/1 124/21 134/6 138/5 142/1 145/19 149/9 149/10 153/5 154/16 157/10 159/21 161/14 163/6 171/15 171/21 174/6 180/12 182/7 182/8</p> <p>before [24] 9/13 9/14 30/11 30/18 51/4 53/7 54/12 55/5 60/18 62/23 63/14 64/1 64/11 64/13 76/11 77/12 79/3 87/14 104/14 112/5 123/12 158/24 169/21 171/3</p> <p>beg [1] 187/5</p> <p>begin [1] 10/20</p> <p>beginning [1] 87/24</p> <p>behalf [2] 7/9 105/14</p> <p>behind [1] 44/17</p> <p>being [34] 6/1 22/14 23/5 24/7 25/3 25/13 26/9 26/9 37/23 53/20 63/3 65/12 69/18 74/12 75/6 82/11 90/9 90/20 93/6 93/15 93/23 94/7</p>
---	--	---	--	--

<p>B being... [12] 95/14 96/3 97/12 118/12 118/13 125/16 127/9 128/11 144/10 175/24 186/8 189/22 believe [14] 12/8 15/15 31/6 34/2 35/25 36/2 37/15 37/19 38/18 80/14 114/9 154/3 180/12 184/5 believed [1] 93/9 believes [1] 184/11 belong [1] 162/24 beneficial [1] 158/22 benefit [7] 16/1 44/18 48/15 48/24 67/20 97/24 181/19 benefited [1] 150/11 besides [1] 107/24 best [31] 27/11 37/20 40/10 40/10 40/14 45/16 46/1 49/14 49/19 52/15 52/16 52/19 53/5 53/10 53/14 54/3 55/4 59/5 59/25 60/4 61/25 74/6 78/5 103/20 111/7 127/25 134/22 138/7 149/18 164/13 164/18 better [19] 18/20 26/12 79/25 86/13 96/3 100/15 104/21 107/5 107/14 112/18 113/2 118/5 129/16 134/7 140/17 148/11 164/3 173/4 191/9 between [7] 24/15 35/22 42/16 43/10 70/24 157/8 160/25 Beyers [2] 13/12 13/14 beyond [5] 99/3 124/6 128/1 139/24 193/20 bid [6] 46/11 74/10 80/6 96/14 117/7 117/16 bidder [5] 10/25 92/16 131/4 131/12 131/20 bidders [3] 87/1 93/2 115/2 bidding [2] 46/16 93/2 bids [3] 10/24 97/24 131/2 bifurcate [1] 182/17 big [4] 44/6 75/7 86/9 103/19 biggest [1] 89/24 BIL [1] 10/23 billing [1] 92/4 bit [16] 42/15 51/20 58/6 60/7 80/22 82/25 96/11 100/3 100/5 100/15 106/12 129/16 150/13 164/3 181/7 193/24 black [2] 64/23 140/15</p>	<p>blackout [4] 113/21 114/5 114/14 114/19 blatant [2] 34/18 34/18 BLOCKER [2] 1/15 14/21 board [203] board's [16] 45/7 46/3 55/17 70/22 71/1 101/11 105/16 106/9 109/19 111/14 111/19 111/22 120/8 120/18 159/2 188/3 boards [2] 17/9 104/25 Bob [1] 150/23 Bock [2] 171/17 180/21 Bock's [1] 180/18 body [1] 149/3 bogged [1] 101/9 bold [1] 174/12 book [1] 42/10 books [3] 16/16 46/18 47/17 born [1] 44/11 both [9] 38/8 67/3 132/1 135/6 140/7 142/7 159/24 161/25 162/4 bother [1] 34/22 bottom [3] 160/16 163/11 163/12 Boulevard [3] 1/15 74/1 171/17 bounce [1] 31/23 boundaries [1] 10/18 boundary [1] 10/16 box [1] 128/15 boxed [1] 52/11 boxes [1] 111/1 breakfast [1] 193/17 briefly [1] 193/2 bring [20] 13/2 15/20 39/2 48/10 74/17 81/6 81/11 100/21 105/6 105/15 106/4 110/20 122/22 126/17 128/21 146/16 150/25 155/13 155/13 169/2 bringing [6] 81/4 117/3 125/10 128/16 128/18 147/6 brink [1] 53/20 broad [1] 155/10 broadcast [1] 138/2 broadly [1] 182/12 broken [1] 134/20 brought [6] 52/25 105/19 113/4 129/12 133/15 142/8 Bruce [1] 73/25 Budge [1] 2/14 budget [9] 80/22 185/8 185/8 185/17 185/20 185/23 190/12 191/13 193/14 budgetary [2] 9/16</p>	<p>9/22 budgeted [2] 11/2 82/23 build [8] 45/1 82/2 128/3 143/19 144/16 147/25 148/2 175/9 building [2] 14/2 44/8 built [2] 134/25 150/4 bulk [1] 4/13 bullet [1] 48/17 bullets [1] 89/6 bumps [1] 163/10 bunch [2] 92/4 96/13 bundled [2] 182/13 182/18 bureaucracy [1] 111/20 bureaucratic [1] 61/24 business [26] 2/7 2/9 2/12 4/4 4/20 4/23 5/11 13/9 13/10 30/8 37/20 39/14 39/19 44/12 61/20 122/20 129/15 130/21 137/23 154/8 172/3 172/18 172/19 172/20 180/21 194/3 businesses [2] 44/13 81/17 businessman [1] 56/9</p> <hr/> <p>C calculated [1] 92/4 calendar [1] 12/12 call [16] 34/15 39/8 39/8 43/22 49/21 58/6 58/8 86/5 110/16 111/13 111/19 111/24 112/2 112/7 176/14 177/3 called [4] 33/18 48/17 114/5 147/2 calling [5] 3/2 74/13 86/17 114/17 183/17 calls [4] 40/5 57/17 90/19 113/10 came [8] 11/1 23/10 74/3 74/15 80/4 103/4 131/21 186/19 can [198] can't [20] 16/20 20/16 32/14 50/1 52/2 65/4 65/4 65/22 66/20 89/10 90/20 96/10 111/4 114/10 126/14 136/7 142/5 151/8 151/15 180/22 cancel [2] 8/1 12/10 canceled [1] 8/20 canceling [3] 117/9 117/14 117/22 cancellation [8] 7/25 8/7 8/16 9/1 10/5 10/9 12/9 118/6 candidate [1] 177/21 candidates [3] 123/15</p>	<p>130/2 130/3 cannot [5] 106/2 120/25 168/14 175/13 184/8 capability [3] 45/17 49/1 52/16 capable [1] 158/21 capacity [1] 127/6 capital [6] 28/10 80/22 185/23 185/23 190/3 190/11 capture [3] 111/18 111/21 149/16 captured [3] 100/23 101/19 103/12 care [1] 39/25 careful [1] 136/20 carried [3] 106/9 120/2 185/3 carries [2] 76/10 185/2 carry [4] 40/16 40/16 157/17 185/3 cars [1] 11/12 cart [1] 54/12 Casa [2] 1/4 189/6 Casa Cola [1] 189/6 case [9] 16/3 16/3 148/12 156/16 175/3 175/5 175/14 188/17 189/4 cases [1] 138/4 cash [19] 1/11 35/5 61/14 68/22 75/19 76/2 116/13 118/2 119/13 119/17 121/13 132/23 175/21 183/19 186/12 186/15 186/25 187/21 191/23 CASH-CHAPMAN [2] 1/11 68/22 Cashman [1] 67/15 catch [1] 23/13 catch-up [1] 23/13 categorize [1] 167/15 category [3] 91/10 92/22 93/24 caught [1] 18/14 caution [2] 79/7 184/2 Center [1] 1/3 certain [4] 11/24 98/25 100/12 184/14 certainly [3] 76/16 176/9 176/13 certainty [1] 45/5 certificate [4] 2/18 79/13 79/16 195/1 certify [1] 195/6 cetera [1] 174/16 CFO [3] 127/22 128/12 128/24 CHAD [2] 1/17 51/5 chair [4] 26/18 28/23 29/9 68/19 Chairman [20] 1/10 5/1 14/22 19/19 26/17</p>	<p>26/25 29/8 30/5 46/5 67/2 76/11 102/19 104/23 106/11 111/12 120/5 120/7 142/12 167/9 181/16 chairs [1] 27/15 Challen [1] 1/17 challenges [1] 148/24 chance [12] 6/25 13/5 30/21 60/6 60/18 80/23 106/25 125/10 125/12 144/17 171/12 186/1 change [4] 44/15 107/20 160/2 163/8 changed [4] 66/24 106/19 149/11 149/11 changes [12] 18/23 18/24 104/14 104/21 105/2 105/8 105/15 107/15 118/24 119/3 186/1 188/14 changing [2] 61/17 107/18 CHAPMAN [14] 1/11 61/14 68/22 75/19 76/2 118/2 119/13 119/17 121/13 132/23 172/9 175/21 183/19 191/23 Chapmen [1] 116/13 characterization [1] 176/25 characterized [1] 25/19 Charlie [1] 72/5 chartered [1] 20/6 chasing [1] 164/20 check [7] 11/13 43/4 104/12 143/19 144/5 144/16 186/19 checking [2] 94/23 106/17 checks [2] 110/25 110/25 chief [1] 127/21 choice [1] 88/20 choose [1] 68/2 chooses [1] 41/13 chosen [1] 33/13 Cindy [3] 24/9 25/16 193/19 circle [1] 149/1 circulated [1] 126/24 citizens [3] 19/1 135/6 174/17 claimant [1] 38/25 clarification [11] 95/6 105/20 116/15 117/9 117/18 133/21 139/2 145/3 156/17 167/18 181/11 clarify [6] 62/24 96/6 118/21 151/19 169/23 180/17 clarity [15] 85/4 85/12 99/1 101/7 120/23</p>
---	---	---	--	---

<p>C clarity... [10] 133/11 142/13 144/21 151/21 156/24 160/18 161/4 166/4 168/21 168/23 CLARKE [16] 1/11 21/10 29/10 31/5 67/15 67/23 68/21 69/2 76/4 116/3 119/20 121/15 132/25 183/21 191/25 192/21 classifieds [1] 115/21 classify [1] 167/15 clause [5] 7/25 8/7 8/16 10/5 12/9 Clay [1] 91/23 clear [27] 18/18 36/10 40/2 53/15 54/22 61/9 83/22 84/5 86/25 96/2 102/22 106/1 108/2 108/25 109/2 109/21 118/8 119/16 136/24 137/20 138/25 141/21 151/16 168/3 168/11 175/6 176/5 clear-cut [1] 141/21 clearer [1] 170/3 clearly [4] 87/7 92/15 165/25 188/3 client [3] 43/14 95/20 95/21 client's [1] 43/14 clients [1] 113/11 clock's [1] 139/6 close [4] 97/14 97/14 98/8 172/20 closed [2] 32/9 84/16 closed-door [1] 32/9 closely [1] 192/12 closer [1] 96/20 closes [1] 87/14 closet [1] 20/16 closing [1] 34/1 Club [3] 10/15 147/23 188/14 Cola [2] 1/4 189/6 colleague [1] 67/5 combined [2] 10/3 10/7 come [45] 4/1 4/11 6/1 10/21 11/4 20/19 25/24 35/9 42/22 43/13 43/19 44/10 44/14 46/3 51/17 52/9 52/16 60/6 66/21 76/15 77/24 80/19 80/23 85/3 105/22 109/6 117/8 119/4 119/6 122/16 124/7 126/18 126/20 133/16 133/18 136/10 139/23 140/14 148/1 151/14 164/1 172/13 172/19 178/8 188/13 comes [13] 4/14 107/11 117/4 139/22</p>	<p>141/23 142/14 150/21 157/4 170/10 172/17 178/12 178/17 193/9 comfortable [3] 71/13 88/24 151/2 coming [14] 13/21 28/12 40/24 42/12 62/11 115/17 117/18 131/24 133/13 141/7 148/15 171/21 188/21 190/21 commend [1] 131/14 commendation [1] 59/9 comment [34] 2/15 13/13 27/18 35/4 37/9 63/21 65/16 65/17 69/6 73/22 73/23 75/13 76/13 116/12 116/14 116/14 116/21 118/8 119/14 132/9 132/9 132/11 132/21 133/24 171/4 171/16 171/16 172/7 173/11 179/3 183/18 191/15 191/17 191/19 comments [14] 2/16 6/11 13/14 14/7 26/15 33/6 75/15 80/9 85/14 172/2 175/20 180/19 191/21 191/23 commercial [42] 6/12 7/5 48/18 79/14 134/10 134/11 135/24 135/25 137/14 137/22 137/23 138/13 138/14 138/15 138/18 145/6 145/10 146/4 146/10 146/13 146/24 147/17 148/5 148/9 149/24 150/14 155/8 155/16 155/17 157/3 157/13 157/25 158/5 159/6 160/14 160/21 162/15 162/16 172/5 177/7 177/12 177/16 commingled [1] 159/7 Commission [4] 14/24 18/17 18/25 22/18 commitment [1] 135/4 committed [1] 14/5 committee [35] 15/17 16/6 16/7 16/11 16/13 16/16 16/19 16/21 17/5 18/4 18/6 18/10 19/23 20/2 20/6 20/7 21/9 21/10 21/17 22/4 22/21 24/12 24/18 25/1 27/3 27/15 27/22 28/1 28/2 28/14 108/16 138/22 139/24 193/13 193/14 committees [19] 2/8 14/18 14/20 14/25 15/3 15/9 15/18 15/23 16/24 18/2 18/23 19/18 22/13</p>	<p>22/15 23/22 24/8 24/16 24/16 25/13 commodity [1] 37/22 common [2] 95/16 117/2 communicate [1] 137/21 communication [3] 25/5 35/22 113/10 community [4] 7/1 7/15 147/21 148/9 companies [2] 112/8 114/3 company [8] 30/16 52/8 52/12 56/10 100/13 129/7 129/9 135/9 compare [1] 33/4 comparing [1] 135/11 compete [2] 38/2 45/20 competing [2] 63/1 159/18 competition [2] 86/14 101/12 competitive [6] 40/13 40/14 41/9 52/19 80/5 134/22 competitor [3] 42/22 43/19 43/23 competitor's [1] 53/11 complaint [1] 34/8 complete [3] 79/3 143/9 173/24 completed [2] 84/16 153/5 completely [4] 75/3 94/17 95/9 175/15 complex [1] 154/8 complexity [1] 169/19 compliance [6] 26/9 30/9 30/21 33/24 38/18 79/4 complicated [1] 129/21 complies [1] 78/3 comply [2] 24/1 79/25 component [1] 6/19 components [1] 42/6 con [1] 94/22 conceivable [1] 159/23 concept [1] 108/6 concern [3] 50/9 59/23 106/12 concerned [3] 77/3 107/17 112/25 concerns [4] 32/25 89/24 103/22 154/5 conclusion [2] 39/3 136/17 concrete [6] 55/20 56/19 56/24 57/21 59/3 148/15 condominium [1] 148/1 conference [2] 1/3</p>	<p>48/11 conferences [2] 6/21 10/13 confirm [2] 52/20 81/25 confirmation [1] 113/16 confirmed [1] 84/13 conflict [9] 30/14 55/2 55/3 55/13 56/1 168/4 184/7 184/11 184/14 conflicted [2] 31/8 168/13 conflicting [1] 56/2 conformable [1] 150/6 conformed [1] 150/5 confronted [1] 58/17 confused [4] 82/9 103/25 174/8 183/24 confuses [1] 106/1 confusing [2] 105/25 154/14 confusion [3] 101/7 173/22 184/20 connected [1] 96/3 consequences [4] 8/22 9/3 46/4 174/21 consider [7] 87/12 88/7 108/1 143/14 148/22 157/3 192/7 considered [2] 37/18 135/9 consistent [3] 48/24 154/12 159/2 constant [1] 57/15 constituents [1] 174/17 construction [2] 132/10 189/16 consultant [1] 128/19 consultants [4] 6/16 6/17 7/6 99/24 consulting [4] 6/1 6/9 9/9 9/23 contact [2] 57/15 113/23 contacted [1] 76/18 contacting [2] 106/14 148/16 contacts [1] 192/14 contem [1] 181/22 contemplated [4] 147/24 181/22 181/24 182/7 contemplates [1] 48/13 contemplating [1] 147/23 context [3] 40/21 86/24 90/16 contingent [1] 82/12 continue [5] 6/22 56/22 79/5 140/12 191/9 continuing [2] 57/6</p>	<p>70/4 contract [25] 2/13 8/24 9/5 9/12 9/16 10/6 10/8 11/4 82/15 89/22 93/23 94/7 94/18 94/21 94/22 95/8 95/10 109/15 130/19 130/23 132/5 144/25 174/19 174/21 174/25 contracts [10] 5/25 8/20 8/21 11/22 130/22 130/22 131/23 132/1 132/3 132/10 contractual [3] 55/13 82/2 130/1 contrast [1] 155/16 contributor [1] 128/19 contributor-type [1] 128/19 control [6] 10/23 38/22 38/25 40/3 40/6 40/15 convene [2] 16/11 28/2 conversation [26] 50/2 50/12 50/19 60/8 60/17 62/7 66/9 66/13 88/13 126/2 127/9 128/14 140/13 141/16 152/1 152/12 152/16 152/23 152/25 153/12 153/13 154/22 154/25 155/3 171/10 179/10 conversations [2] 50/15 154/15 convey [1] 107/19 cool [2] 11/12 11/12 cooperate [2] 192/5 192/12 copied [1] 73/2 copy [6] 31/6 31/9 36/3 86/16 162/3 192/3 corner [5] 177/3 177/6 177/17 177/17 178/5 corners [3] 48/6 67/19 87/7 corporate [25] 77/16 134/11 135/20 135/20 137/14 138/13 138/15 138/15 138/19 145/6 145/14 145/15 145/16 145/18 145/23 146/12 146/14 157/3 159/6 160/25 162/8 162/14 162/17 166/10 176/2 correct [26] 8/2 38/1 38/1 38/15 50/2 66/6 83/17 83/17 101/2 101/3 115/10 115/15 152/5 154/15 157/14 157/19 159/16 176/19 177/13 178/12 178/13 183/11 185/11 188/5 188/8 190/13 corrections [2] 3/13 3/15 correctly [2] 24/4</p>
---	--	--	---	---

<p>C</p> <p>correctly... [1] 146/18</p> <p>cosmetic [1] 105/8</p> <p>cost [6] 82/19 82/21 83/15 83/16 87/2 162/19</p> <p>costs [1] 36/18</p> <p>could [116] 5/3 5/3 8/1 9/7 9/8 16/18 18/9 20/1 20/24 26/19 27/6 27/6 37/8 40/20 41/25 42/1 42/9 42/10 42/13 43/7 46/5 51/3 51/4 51/6 51/10 51/19 52/23 52/24 54/15 58/4 58/16 60/13 60/13 60/19 60/22 63/20 68/22 69/25 70/1 70/3 70/9 70/12 80/2 82/11 82/13 88/21 89/1 90/7 90/8 91/20 91/22 91/23 91/23 95/4 95/5 96/1 96/2 96/20 99/14 100/16 101/4 101/4 101/13 105/14 108/7 117/5 117/14 120/15 120/22 122/17 123/4 123/7 123/20 123/24 124/12 125/15 125/16 126/2 126/3 126/6 126/6 126/9 126/9 126/11 126/11 126/16 126/23 129/10 130/5 142/12 143/12 143/12 147/25 148/1 148/12 150/12 152/11 153/25 157/16 157/24 158/1 159/4 159/23 160/5 177/7 178/6 180/15 181/2 183/4 183/25 188/6 191/2 191/2 191/4 191/5 191/6</p> <p>Council's [1] 115/21</p> <p>counsel [30] 1/16 1/18 8/12 9/12 12/17 13/4 30/22 35/25 36/4 49/23 49/24 66/11 69/13 78/1 98/23 102/4 103/3 103/7 103/21 103/25 110/25 119/3 121/2 123/2 136/17 147/15 174/14 174/14 174/23 175/3</p> <p>count [2] 89/10 174/23</p> <p>counterparts [2] 192/19 193/7</p> <p>counties [6] 93/17 96/7 98/16 99/3 99/13 99/17</p> <p>county [21] 90/3 90/19 90/22 91/5 91/13 91/18 91/19 92/12 93/4 93/5 96/23 100/5 100/11 135/7 174/18 192/6 192/15 192/19 193/5 193/10 195/4</p>	<p>couple [14] 6/10 8/5 16/14 32/6 73/2 73/9 84/18 88/10 98/11 104/10 107/24 137/16 173/14 191/1</p> <p>course [8] 10/20 35/9 58/15 59/8 64/15 78/7 89/18 163/3</p> <p>court [4] 1/23 20/23 20/23 132/13</p> <p>courts [1] 21/18</p> <p>covered [1] 59/10</p> <p>CP [2] 195/6 195/13</p> <p>crafting [1] 70/11</p> <p>crazy [1] 131/13</p> <p>create [5] 19/3 19/7 23/25 158/24 174/25</p> <p>created [5] 15/25 16/15 18/2 24/7 124/20</p> <p>creating [2] 153/3 154/17</p> <p>credit [2] 51/8 68/9</p> <p>crisp [3] 66/25 110/14 147/11</p> <p>criteria [20] 88/1 88/3 90/15 90/18 90/23 91/1 93/5 93/18 95/19 95/25 98/12 107/12 107/24 117/12 117/19 142/22 144/3 149/22 150/3 164/23</p> <p>critierias [1] 100/1</p> <p>critical [2] 6/19 42/21</p> <p>cross [2] 131/8 137/13</p> <p>cross-referenced [1] 137/13</p> <p>crossed [3] 36/23 43/11 44/24</p> <p>crossroads [1] 48/8</p> <p>crowd [2] 63/25 148/6</p> <p>CRR [3] 1/23 195/6 195/13</p> <p>cultural [1] 188/21</p> <p>cure [6] 66/17 66/18 68/7 68/14 68/16 69/12</p> <p>cured [1] 66/20</p> <p>Curing [1] 69/11</p> <p>curious [6] 6/4 35/20 49/21 50/7 54/6 112/11</p> <p>current [11] 46/10 97/7 146/9 171/8 177/10 179/10 180/5 181/24 182/19 182/20 187/13 187/13</p> <p>currently [16] 46/10 46/17 46/22 47/4 47/10 47/16 47/17 47/17 133/22 136/13 136/14 151/23 152/5 159/14 176/16 187/14</p> <p>custodian [1] 24/9</p> <p>customers [1] 81/17</p> <p>cut [2] 141/21 189/19</p> <p>cycle [2] 28/10 44/10</p>	<p>D</p> <p>data [1] 10/1</p> <p>date [10] 10/10 32/23 78/3 78/10 79/24 101/22 107/21 117/7 117/17 179/11</p> <p>Dated [1] 195/10</p> <p>day [14] 29/11 30/2 36/1 36/24 39/11 39/12 48/3 78/22 78/25 79/25 128/8 150/2 180/10 195/10</p> <p>days [39] 11/23 20/14 29/21 29/21 42/11 67/6 67/7 67/11 69/19 69/23 70/2 70/15 71/2 71/17 75/20 78/23 79/1 79/3 97/11 117/7 117/17 122/17 124/21 125/4 125/6 169/17 178/11 178/14 178/16 179/16 179/18 179/21 179/24 180/2 180/2 180/6 180/7 180/8 181/7</p> <p>dead [1] 81/5</p> <p>deadline [4] 38/20 42/12 108/9 193/20</p> <p>deadlines [1] 101/15</p> <p>deal [19] 61/12 84/12 111/10 124/23 127/25 133/23 139/10 139/15 139/15 147/9 156/3 161/6 161/24 167/16 169/4 169/24 172/8 172/11 173/3</p> <p>dealing [6] 67/8 114/4 135/4 162/1 162/4 169/19</p> <p>deals [1] 192/15</p> <p>Dean [2] 13/11 13/11</p> <p>decades [1] 94/1</p> <p>decide [12] 12/20 46/15 46/19 50/4 57/7 65/9 88/22 101/25 125/7 126/5 156/13 157/7</p> <p>decided [2] 117/2 127/15</p> <p>deciding [1] 127/12</p> <p>decision [35] 11/25 29/14 29/20 33/10 33/11 33/15 39/4 39/6 39/9 53/1 55/17 59/5 65/6 67/17 82/13 82/15 84/6 84/21 84/24 103/9 104/20 105/21 106/5 108/12 108/24 110/1 111/2 111/10 123/5 156/8 156/10 158/22 167/5 170/17 180/8</p> <p>decisions [10] 48/3 80/15 104/8 105/24 109/7 135/3 135/7 167/2 167/4 184/22</p> <p>declare [1] 180/20</p>	<p>decline [2] 55/25 144/17</p> <p>dedicated [2] 6/12 6/15</p> <p>deeper [1] 128/7</p> <p>default [1] 174/25</p> <p>deficiencies [19] 33/7 33/12 33/18 35/10 35/11 35/21 38/2 49/24 66/17 66/19 68/5 69/11 69/12 79/10 79/12 79/20 131/16 131/18 154/5</p> <p>deficiency [1] 67/24</p> <p>define [5] 97/16 99/12 100/15 101/8 162/23</p> <p>defined [2] 156/12 165/25</p> <p>definite [1] 35/18</p> <p>definitely [3] 59/18 109/22 138/18</p> <p>definition [2] 99/15 99/22</p> <p>definitive [1] 101/17</p> <p>degree [1] 150/5</p> <p>Dekalb [1] 42/24</p> <p>delay [2] 42/2 104/24</p> <p>delegate [2] 102/1 106/2</p> <p>delegates [1] 105/24</p> <p>demonstrate [5] 45/15 52/24 91/10 94/18 94/19</p> <p>demonstrates [1] 135/1</p> <p>denied [1] 37/14</p> <p>DENNIS [1] 1/11</p> <p>depending [3] 8/23 22/15 147/4</p> <p>depends [1] 124/15</p> <p>depreciation [1] 187/21</p> <p>described [4] 57/11 67/19 90/2 109/12</p> <p>deserves [1] 164/7</p> <p>design [2] 156/19 189/16</p> <p>designate [5] 98/21 102/19 103/21 121/1 177/9</p> <p>designated [6] 25/14 102/3 159/5 159/20 177/11 190/4</p> <p>designed [2] 86/1 87/7</p> <p>desirable [1] 42/7</p> <p>desire [2] 122/7 132/15</p> <p>desk [2] 139/3 140/25</p> <p>destiny [1] 40/3</p> <p>detailed [2] 99/2 159/12</p> <p>details [3] 89/2 126/4 130/6</p> <p>determinant [1] 45/24</p> <p>determination [5] 48/20 48/23 78/13 155/20 164/23</p>	<p>determinations [1] 64/23</p> <p>determine [2] 40/10 133/13</p> <p>determines [1] 105/1</p> <p>develop [15] 41/10 41/19 43/19 43/24 74/16 74/17 75/9 77/8 137/20 138/24 161/22 170/3 172/1 177/22 178/8</p> <p>developable [2] 176/17 178/8</p> <p>developer [1] 150/15</p> <p>developing [3] 44/5 77/15 80/4</p> <p>development [11] 6/13 6/15 10/15 62/25 74/21 142/25 150/14 150/14 177/2 189/3 193/17</p> <p>developments [1] 59/1</p> <p>dialogue [2] 158/19 192/16</p> <p>dibs [2] 144/4 148/4</p> <p>did [37] 8/6 13/2 13/19 31/16 31/16 31/17 31/18 31/19 31/19 31/22 32/21 32/24 64/6 65/5 72/2 72/7 73/5 73/19 77/24 80/18 98/6 116/17 116/18 122/5 122/25 134/2 135/10 150/23 150/24 154/4 174/19 175/15 181/14 183/18 185/18 186/5 195/7</p> <p>didn't [19] 3/16 11/17 19/25 34/22 47/22 51/3 54/21 81/11 88/13 109/25 110/10 123/12 125/11 131/7 136/6 157/9 173/21 181/23 183/19</p> <p>difference [6] 24/15 26/7 58/1 58/3 108/14 172/4</p> <p>different [21] 25/22 48/10 58/17 82/7 82/9 95/9 99/14 110/2 117/12 117/13 135/21 135/23 138/14 138/16 145/23 150/18 164/22 172/4 174/10 175/15 182/15</p> <p>differently [3] 39/22 142/2 142/5</p> <p>difficult [1] 169/1</p> <p>diligence [2] 113/2 140/7</p> <p>dingy [1] 8/17</p> <p>dipping [1] 94/20</p> <p>direct [8] 38/23 41/7 111/13 113/25 123/14 171/10 179/9 193/6</p> <p>direct-solicit [1]</p>
---	---	---	--	--

<p>D direct-solicit... [1] 113/25 directed [3] 113/7 113/7 114/24 direction [20] 37/3 48/9 48/10 100/20 102/23 102/24 103/5 103/10 133/12 141/9 149/6 149/15 151/10 152/25 167/19 168/21 172/21 182/19 185/1 193/6 directive [2] 88/24 102/2 directives [1] 86/19 directly [2] 126/20 154/20 director [41] 1/19 2/11 4/21 4/24 5/10 30/23 33/15 34/11 48/4 48/11 48/22 49/23 51/6 55/17 57/8 66/11 66/16 67/21 71/6 71/10 71/23 100/21 103/2 103/17 121/23 122/1 122/6 128/1 128/2 128/5 128/10 130/12 155/7 156/2 156/9 156/11 156/17 158/16 182/10 182/21 193/10 director's [2] 49/6 124/14 disbursing [1] 22/23 disclosure [8] 15/3 22/1 22/7 22/8 22/12 22/16 22/25 23/8 disclosures [2] 15/1 22/22 discontinue [1] 11/22 discourage [2] 87/1 93/1 discovered [1] 32/21 discrediting [2] 51/17 59/20 discretion [5] 44/21 45/7 46/3 155/10 156/3 discuss [8] 25/25 32/24 56/22 57/8 68/6 125/17 130/11 192/8 discussed [7] 16/8 18/12 85/10 118/14 122/7 122/16 174/1 discussing [3] 63/12 85/9 113/18 discussion [33] 13/4 20/2 20/3 20/25 21/12 23/6 25/3 51/21 57/4 57/5 57/6 63/14 63/18 63/23 64/25 69/10 70/18 80/15 88/5 98/14 110/16 114/18 125/2 125/3 125/23 130/10 132/2 136/11 137/7 151/5 151/13 170/25</p>	<p>191/17 discussions [8] 30/11 57/1 57/13 57/20 58/15 67/12 168/5 175/11 discussions/negotiations [1] 175/11 disqualification [1] 113/13 disrespect [4] 34/18 34/19 44/11 86/11 dissolve [3] 16/12 17/7 18/9 distances [1] 92/6 distinct [1] 173/24 dive [2] 12/19 123/12 divided [1] 138/17 do [188] 4/19 6/6 12/1 15/20 16/3 16/18 19/12 19/14 20/12 20/13 20/22 20/22 21/6 24/1 24/16 25/7 25/9 26/12 26/20 31/16 35/7 36/16 38/5 38/16 39/2 39/23 40/4 40/15 40/19 40/20 41/5 41/12 41/12 41/13 41/13 41/14 42/2 42/10 43/1 45/4 45/7 45/7 45/14 46/3 46/7 46/21 47/2 47/11 47/12 47/19 50/6 50/23 50/24 51/12 51/12 51/21 55/10 55/11 55/12 56/5 56/6 56/11 58/16 59/23 61/15 63/13 63/14 63/16 64/4 64/13 64/16 65/10 65/18 67/10 67/10 68/22 68/24 71/11 74/7 74/20 76/14 78/5 78/20 79/21 79/21 80/5 84/2 86/8 87/2 88/16 88/22 89/19 93/15 97/5 102/8 102/16 102/16 106/3 107/9 110/6 112/1 112/5 113/1 114/21 115/2 115/13 115/13 115/25 117/14 119/18 119/20 123/20 124/1 124/2 124/12 125/13 126/6 126/9 127/13 128/10 128/20 130/14 133/22 133/24 134/1 134/3 134/7 135/8 135/9 135/10 136/6 136/6 138/7 140/10 140/12 140/13 140/16 141/19 142/23 143/25 144/9 144/13 144/25 144/25 146/21 150/12 150/20 150/23 150/23 151/22 152/24 152/24 153/7 153/7 153/9 153/10 153/10 153/16 156/11 156/15 157/18 157/24 160/19 162/23</p>	<p>162/24 165/22 166/17 168/3 169/24 170/18 170/18 172/5 172/5 172/16 172/17 172/17 173/9 174/15 176/7 177/14 179/18 182/24 182/24 185/4 185/12 185/13 185/21 189/22 document [2] 48/25 103/12 documents [3] 126/23 132/15 165/14 does [52] 4/1 12/7 18/2 22/2 46/15 54/25 55/8 57/9 57/19 63/9 65/20 71/16 78/12 79/15 79/17 87/25 90/17 90/21 95/12 95/20 103/12 111/9 111/18 111/21 112/7 114/7 115/12 123/5 143/14 143/16 144/7 145/12 145/13 147/1 147/13 157/4 157/11 157/21 163/24 163/25 164/1 166/3 168/20 175/24 175/24 177/9 179/22 186/9 186/21 186/22 186/23 186/25 doesn't [19] 43/8 44/15 49/19 70/16 76/21 85/3 90/14 95/21 96/25 105/22 107/8 109/11 109/16 110/5 110/7 110/13 128/13 142/4 157/17 doing [27] 12/1 33/12 49/13 50/22 51/14 60/12 61/23 74/8 81/2 86/3 109/13 117/23 123/13 135/1 140/7 140/9 144/11 151/24 167/1 167/7 168/15 168/16 170/9 173/6 173/9 176/6 176/11 dollar [2] 190/2 191/11 dollars [7] 10/4 44/5 45/1 61/22 82/23 87/3 186/16 don't [152] 4/18 6/20 7/2 7/2 7/3 13/11 14/17 19/6 28/17 31/6 31/9 33/19 34/23 35/15 35/16 36/14 37/14 37/22 38/18 39/24 43/5 43/7 43/7 46/8 46/23 46/24 48/2 50/10 50/20 50/21 51/16 51/16 52/1 54/9 54/16 55/1 56/1 56/18 56/20 56/21 59/16 60/1 60/10 60/16 61/2 62/5 62/19 66/1 70/6 70/7 71/9 71/15 71/16 73/2 76/15 76/16 76/21 79/3 79/12 82/14</p>	<p>84/20 84/23 86/18 88/2 88/25 89/15 91/1 93/1 93/20 93/21 94/10 98/2 98/20 101/9 102/6 102/15 106/12 106/20 107/10 107/17 107/18 109/3 109/4 109/9 110/8 111/20 112/9 112/10 112/14 114/10 115/17 115/17 115/23 115/23 124/18 124/25 125/20 125/25 127/1 127/16 127/16 128/15 129/10 130/15 130/15 133/21 134/1 134/2 138/22 141/2 141/15 141/25 142/5 144/6 144/15 144/21 147/10 147/11 151/16 151/20 152/9 152/9 153/14 153/22 153/22 154/19 155/4 160/8 160/10 160/11 162/2 165/11 166/13 167/1 168/23 170/10 174/8 176/2 176/7 177/25 180/9 180/12 180/19 182/3 184/5 187/12 187/16 187/16 188/10 192/2 192/2 192/8 done [26] 9/13 34/17 42/9 48/23 50/18 51/18 64/14 71/6 74/7 74/19 86/12 97/11 97/13 104/12 107/4 108/12 108/16 113/2 121/22 126/12 148/8 149/16 153/24 168/18 178/17 189/21 door [3] 32/9 167/10 172/20 doors [1] 172/22 dormant [1] 15/24 dot [1] 131/7 dotted [1] 36/23 double [2] 94/20 104/12 Douglas [1] 1/15 down [27] 16/17 29/17 49/22 50/1 55/18 57/8 60/6 61/15 62/11 65/10 84/18 101/10 131/16 135/25 139/25 140/14 143/24 147/6 155/12 155/15 155/23 158/8 158/24 163/23 164/5 170/9 188/6 downside [1] 97/3 draft [1] 170/13 drafted [2] 86/16 108/15 drafting [1] 103/3 dragging [1] 34/3 draw [4] 16/2 140/24 141/5 149/18</p>	<p>drive [5] 11/13 92/1 92/5 96/22 96/24 due [6] 78/25 101/6 107/21 113/2 131/4 140/7 Duke [2] 135/11 135/14 Duke's [1] 134/3 Dunn [2] 193/11 193/12 during [5] 64/18 81/1 113/21 113/21 114/18 duties [1] 156/18 Duval [2] 91/21 91/22</p> <hr/> <p>E e-mail [2] 28/6 173/17 e-mailing [1] 73/8 e-mails [3] 73/2 73/10 185/21 each [7] 15/8 17/3 35/1 68/4 70/5 73/7 158/17 earlier [4] 76/12 105/9 122/4 136/10 early [2] 23/10 86/9 easier [2] 27/10 117/5 easiest [1] 166/14 easily [2] 79/11 158/1 east [2] 10/14 188/19 easy [6] 68/11 91/17 108/4 163/1 166/16 172/24 echo [1] 3/9 economic [7] 43/23 44/4 44/17 44/25 59/4 177/2 193/17 economically [1] 43/12 economics [1] 63/5 Ed [1] 59/9 edification [1] 9/23 effect [1] 12/13 effort [2] 67/3 125/13 egg [1] 144/24 either [9] 16/1 28/21 48/10 68/21 71/15 72/24 117/23 147/25 150/5 elected [5] 113/25 114/1 114/4 192/13 192/17 Electronic [1] 26/22 else [25] 7/13 43/1 50/14 50/24 60/20 60/21 62/24 71/16 74/14 74/15 74/25 75/8 88/25 90/9 109/20 120/25 142/6 153/21 153/24 165/17 170/23 177/21 177/25 185/4 192/20 elsewhere [2] 95/12 95/15 embedded [1] 163/18 emphasize [1] 132/15 employ [1] 134/21 employed [1] 30/15</p>
---	---	--	---	--

<p>E</p> <p>employee [1] 81/14 employees [1] 61/21 empowers [1] 24/2 encourage [7] 9/1 86/1 86/10 87/14 99/11 102/18 138/21 encumbrance [1] 84/23 end [9] 34/2 36/24 38/6 38/17 53/4 79/25 103/15 155/18 190/16 ended [2] 9/5 19/24 ending [1] 186/24 ends [2] 63/5 94/7 enforcement [1] 16/9 engage [3] 33/24 55/18 193/7 engaged [2] 78/17 110/4 engaging [4] 20/5 23/24 57/20 193/4 engineering [15] 2/11 85/16 85/18 86/4 86/14 87/3 89/19 89/21 94/1 98/5 109/15 110/4 121/5 188/20 188/23 engineers [1] 97/4 enough [10] 35/12 60/13 66/25 69/19 69/23 130/3 141/9 160/6 160/8 190/23 ensure [1] 26/9 entailed [1] 6/5 enter [7] 66/8 66/13 77/6 141/16 152/1 152/24 175/10 entering [2] 9/3 9/11 Enterprises [1] 131/21 entertain [4] 40/10 45/5 65/24 165/11 enthusiasts [1] 11/11 entire [1] 124/4 entirely [2] 27/5 49/10 entities [4] 37/21 41/9 52/5 138/12 entity [4] 45/6 45/17 52/15 137/22 entry [1] 162/19 environmental [1] 77/20 equally [1] 165/19 equals [1] 145/24 equipment [2] 10/24 14/17 equivalent [1] 61/17 especially [2] 124/5 171/23 ESQUIRE [2] 1/15 1/17 essentially [6] 39/8 40/16 41/14 41/16 49/5 67/16 established [4] 59/22 90/2 90/12 91/12 estate [2] 59/25 150/1</p>	<p>esteem [1] 67/5 estimate [1] 82/20 et [1] 174/16 et cetera [1] 174/16 Ethics [4] 14/24 18/17 18/25 22/18 evaluate [2] 48/5 108/17 even [14] 7/10 33/24 54/20 62/14 65/11 73/7 76/18 78/6 93/2 133/20 147/6 167/25 184/21 191/5 evening [1] 129/17 event [3] 11/7 11/10 14/1 eventually [1] 77/13 ever [4] 6/25 7/9 177/1 183/25 every [13] 36/22 36/23 67/23 68/4 78/22 128/8 129/12 140/13 148/3 170/10 174/20 181/7 191/10 everybody [17] 11/10 13/20 28/6 47/24 49/13 66/16 80/1 88/25 117/6 137/15 145/18 145/19 145/20 149/21 158/16 171/18 172/25 everybody's [4] 85/6 158/17 158/23 162/13 everyone [5] 30/20 92/24 99/14 113/7 114/2 everything [5] 59/11 117/9 152/10 165/15 173/9 everywhere [1] 44/3 evolved [1] 138/4 exact [1] 65/1 exactly [13] 9/12 52/2 52/2 56/13 56/15 88/2 92/3 95/13 100/23 146/3 152/14 163/22 165/4 example [8] 21/8 40/25 55/15 102/25 147/18 147/24 175/2 191/3 examples [1] 151/1 exceeds [1] 187/20 excellent [1] 67/3 exception [4] 29/4 155/8 177/17 178/6 exceptions [3] 31/13 32/21 137/16 exclude [2] 90/9 98/18 excluding [1] 187/21 excuse [3] 120/3 136/15 185/15 executive [40] 1/19 2/11 4/21 4/23 5/10 30/23 33/15 34/11 48/4 48/11 48/22 49/6 51/5 55/17 57/8 66/11 66/16</p>	<p>71/6 71/9 71/23 100/21 103/1 103/16 121/23 122/1 122/6 122/21 124/14 128/1 128/2 128/10 130/12 155/7 156/2 156/8 156/10 156/16 158/16 182/10 182/20 exemption [1] 191/3 exist [3] 7/2 15/25 173/21 existing [7] 9/16 40/24 49/1 139/9 172/5 182/22 189/3 exists [2] 17/12 55/24 exits [2] 39/17 185/16 expand [3] 172/6 172/20 180/22 expanded [1] 98/15 expect [5] 28/5 55/11 55/12 56/6 178/20 expectation [1] 182/15 expectations [3] 141/22 158/18 158/25 expected [1] 160/1 expedite [1] 51/20 expend [1] 189/20 expenditures [2] 186/7 187/4 expenses [1] 10/12 experience [2] 94/3 94/25 expertise [1] 73/15 explainable [1] 167/3 explicitly [1] 136/17 extend [1] 117/16 extended [1] 12/12 extension [3] 78/18 78/19 97/8 extensions [1] 97/5 extent [1] 127/14 extra [1] 146/20 extract [1] 115/14 extremely [1] 84/3</p> <p>F</p> <p>FAA [24] 11/3 33/24 38/8 39/1 39/4 39/6 40/12 41/20 41/21 44/19 52/13 52/13 77/2 77/5 78/4 78/9 78/22 78/23 79/4 79/25 174/20 175/1 175/5 175/14 face [2] 90/5 109/1 facilities [9] 40/24 41/8 44/5 134/23 134/25 160/22 161/1 175/7 175/10 facility [6] 2/10 30/6 30/9 44/16 143/19 150/8 facings [2] 160/21 162/7 fact [7] 18/1 19/21 44/8 79/17 106/12 126/9</p>	<p>175/14 factor [2] 82/24 90/9 factors [3] 49/4 87/24 88/8 facts [5] 64/20 77/1 77/22 79/22 79/23 fair [4] 63/4 104/18 134/18 176/22 fairness [1] 158/15 faith [2] 78/17 175/11 fall [7] 22/2 142/23 145/13 147/18 148/13 153/9 178/18 falls [4] 24/19 24/24 25/6 156/19 familiarity [5] 89/23 93/21 94/6 94/14 103/23 far [13] 4/5 4/6 14/25 14/25 15/7 26/21 28/1 57/1 70/15 100/14 129/4 173/15 173/19 farm [2] 189/17 191/4 farther [1] 135/25 fashioned [1] 50/19 fast [1] 111/4 fatal [1] 33/20 fault [1] 85/20 favor [2] 5/15 116/11 favorable [1] 42/7 favours [2] 114/17 157/10 FBO [12] 2/10 30/6 30/8 44/3 53/12 53/14 54/3 59/21 77/5 77/9 79/16 79/17 FBOs [2] 43/1 43/3 FDOT [9] 2/10 80/12 80/13 84/11 189/3 189/10 189/11 189/18 190/17 fee [1] 92/5 feedback [2] 28/16 118/4 feel [6] 34/20 38/6 66/12 124/8 152/10 182/5 feeling [1] 125/22 feelings [1] 36/22 fees [1] 49/3 fellow [2] 29/4 33/21 felt [1] 33/3 fence [1] 131/3 fencing [1] 130/24 few [3] 27/25 50/13 87/13 field [4] 30/24 79/18 89/23 94/4 figure [5] 62/17 68/14 70/25 170/9 172/25 figured [1] 124/22 file [1] 52/9 fill [3] 17/18 18/3 73/24 final [12] 45/24 100/22</p>	<p>103/3 103/5 103/8 106/4 108/12 108/24 111/2 155/5 155/11 156/10 finalize [1] 68/20 finalizing [1] 101/14 finally [3] 55/19 171/22 171/24 financial [19] 15/1 15/3 18/18 22/1 22/7 22/9 22/12 22/16 22/21 22/22 22/25 23/1 23/8 55/20 127/18 127/20 127/21 128/4 128/17 find [13] 3/11 33/19 37/4 45/13 74/2 74/7 74/25 75/8 81/19 123/21 123/22 159/1 185/1 findings [1] 67/18 findings [1] 31/20 finds [1] 48/14 fine [6] 26/23 31/7 89/18 108/21 117/24 158/5 finish [1] 84/8 fire [2] 16/9 85/3 firm [22] 1/15 1/17 9/9 86/4 90/7 90/17 90/18 91/6 93/7 97/7 107/9 108/3 109/15 110/4 124/4 124/9 125/21 127/7 127/14 128/18 129/20 130/7 firm's [1] 89/21 firms [17] 87/4 93/5 95/17 96/13 97/22 98/5 106/13 109/9 114/21 114/23 115/22 122/17 122/20 123/1 123/6 126/12 129/24 first [36] 4/2 4/3 18/12 23/10 28/7 36/11 42/17 54/17 55/1 55/7 55/23 56/7 59/6 64/5 73/6 78/14 82/18 89/17 89/17 118/12 120/12 122/14 133/17 133/18 143/22 144/4 144/16 148/5 150/24 161/7 173/15 173/17 174/13 177/10 183/3 185/25 firsthand [1] 71/14 fiscal [5] 10/7 186/10 186/11 187/1 187/18 fit [1] 99/9 five [14] 54/16 58/1 58/4 89/10 136/13 143/21 143/25 144/17 147/3 160/6 161/20 164/21 164/22 165/1 fix [1] 93/1 fixed [2] 42/18 188/10 fixed-base [1] 42/18 FL [1] 1/24</p>
---	--	--	--	--

<p>F</p> <p>flag [2] 35/17 90/6</p> <p>flags [1] 36/15</p> <p>fleshed [1] 143/12</p> <p>flexible [1] 150/17</p> <p>Florida [27] 1/5 1/16 1/17 14/24 18/16 22/14 22/14 24/2 24/20 24/24 25/6 26/2 41/15 90/3 90/19 98/19 99/4 99/14 99/15 99/23 99/25 100/6 100/13 115/20 123/16 123/23 195/3</p> <p>flow [1] 186/15</p> <p>fly [2] 92/5 157/23</p> <p>focus [1] 88/4</p> <p>folks [12] 11/8 14/5 28/3 32/1 61/24 107/19 148/6 148/6 149/23 150/10 164/22 181/20</p> <p>follow [2] 23/19 32/6</p> <p>follow-up [2] 23/19 32/6</p> <p>followed [3] 26/10 31/25 47/21</p> <p>following [5] 8/13 19/8 47/16 51/14 180/13</p> <p>foot [3] 167/10 167/10 167/10</p> <p>footprint [1] 58/14</p> <p>foregoing [1] 195/8</p> <p>foresight [1] 150/9</p> <p>forgot [1] 125/12</p> <p>form [1] 178/4</p> <p>formal [10] 16/10 16/25 23/7 24/17 24/19 57/12 58/21 102/16 103/9 111/9</p> <p>formality [1] 50/16</p> <p>formally [4] 15/23 17/7 114/14 123/9</p> <p>format [1] 25/19</p> <p>former [1] 182/9</p> <p>forms [2] 131/5 149/18</p> <p>forth [4] 6/22 73/9 131/23 182/9</p> <p>forthcoming [1] 28/18</p> <p>fortunate [1] 130/3</p> <p>forum [1] 21/17</p> <p>forums [1] 149/18</p> <p>forward [67] 4/25 6/7 8/25 9/2 12/20 15/8 15/14 15/20 17/15 18/19 23/14 32/7 33/11 36/21 37/1 46/19 46/22 47/15 48/13 50/5 53/25 54/20 62/1 62/14 62/19 63/11 65/2 65/6 65/24 105/16 111/7 125/17 129/5 130/12 133/12 139/21 139/22 140/3 140/18 141/17 141/20 141/23 142/8 144/14 144/21 145/2 148/15 148/18 152/23 155/19</p>	<p>156/25 165/4 168/8 169/21 170/2 170/17 171/9 171/23 172/10 172/13 173/1 173/8 173/10 178/18 180/15 181/4 188/25</p> <p>forwarded [2] 25/4 36/3</p> <p>found [6] 22/14 22/19 33/7 33/8 33/12 74/14</p> <p>four [13] 48/5 51/2 67/19 87/7 89/10 122/19 123/1 131/2 138/13 138/16 143/24 162/18 171/22</p> <p>fourth [1] 61/18</p> <p>frame [7] 17/13 20/13 67/6 70/12 79/8 86/8 122/25</p> <p>framed [2] 75/21 75/23</p> <p>framework [1] 18/2</p> <p>framing [1] 130/10</p> <p>free [1] 81/15</p> <p>frequently [1] 117/12</p> <p>Friday [6] 13/22 13/22 14/1 28/4 28/21 193/18</p> <p>front [5] 6/23 81/16 114/10 155/18 192/7</p> <p>fudge [1] 82/24</p> <p>fuel [2] 189/17 191/3</p> <p>full [6] 41/4 43/1 47/7 62/14 125/21 128/9</p> <p>full-service [1] 43/1</p> <p>Full-time [1] 128/9</p> <p>fully [3] 115/2 169/20 182/3</p> <p>fun [1] 11/11</p> <p>function [2] 155/11 155/18</p> <p>functioning [1] 97/8</p> <p>fund [3] 28/15 160/22 161/1</p> <p>fundamental [2] 52/4 142/16</p> <p>funded [1] 11/4</p> <p>funding [1] 11/5</p> <p>funds [3] 22/23 22/24 84/17</p> <p>further [4] 62/24 96/20 118/11 147/6</p> <p>future [21] 9/17 16/17 17/9 17/9 17/11 46/20 58/25 86/6 105/4 105/7 110/20 112/4 150/7 151/10 167/21 172/14 179/17 181/25 182/23 190/17 193/3</p> <p>FY [2] 2/14 185/17</p>	<p>gatekeeper [1] 155/11</p> <p>gatekeeping [1] 155/17</p> <p>gather [3] 153/25 161/8 167/14</p> <p>gathering [1] 10/1</p> <p>gauge [2] 28/18 59/20</p> <p>gave [3] 14/24 28/9 59/9</p> <p>general [16] 1/16 2/15 12/17 42/20 43/9 43/21 44/19 44/20 89/18 102/2 102/24 105/5 123/8 174/14 191/15 191/18</p> <p>generally [6] 8/15 8/21 20/13 21/6 63/19 99/12</p> <p>generate [1] 29/16</p> <p>generating [1] 16/25</p> <p>geographic [2] 99/22 100/2</p> <p>get [83] 4/9 8/21 9/4 9/9 12/16 22/3 26/23 28/6 28/16 29/12 29/16 30/11 30/12 32/20 37/16 39/13 40/14 51/13 51/22 57/23 62/12 65/14 75/12 77/6 78/11 80/21 82/24 87/8 89/1 90/10 92/20 92/21 93/12 94/19 95/16 97/24 99/2 100/2 100/10 100/12 101/9 102/6 102/22 104/1 104/13 104/20 107/4 113/16 116/15 122/24 123/15 123/24 125/11 126/23 128/1 134/22 137/25 142/11 143/10 144/4 144/17 144/22 155/19 159/25 160/1 160/3 160/12 160/15 161/3 162/22 163/1 163/2 163/12 165/8 166/21 167/13 169/21 178/17 178/24 180/1 180/3 189/21 191/11</p> <p>gets [5] 97/20 148/4 148/7 150/21 152/3</p> <p>getting [11] 54/12 73/14 77/21 94/10 106/19 108/9 109/3 113/9 128/7 162/20 171/24</p> <p>give [23] 19/19 22/18 30/2 40/20 48/4 50/13 58/20 66/6 99/21 100/20 101/17 102/24 103/5 105/20 106/25 138/23 151/9 152/25 153/6 153/20 156/24 164/6 175/2</p> <p>given [8] 35/13 78/6 103/10 103/16 160/7 165/2 165/7 193/6</p>	<p>gives [6] 75/6 80/23 148/10 154/21 157/12 177/15</p> <p>giving [7] 24/21 62/12 73/21 96/3 138/9 146/24 149/15</p> <p>glitch [1] 18/7</p> <p>glo [1] 182/12</p> <p>global [3] 167/22 168/9 182/12</p> <p>go [81] 4/25 10/12 11/18 15/9 15/13 18/3 31/5 31/16 37/8 37/16 39/13 39/14 40/9 41/8 43/23 44/10 44/14 44/14 45/14 45/25 46/11 46/12 46/15 48/9 48/9 52/6 52/19 53/3 54/20 58/22 60/11 64/8 64/17 65/4 68/12 74/18 74/25 75/8 75/17 80/2 81/2 88/18 88/25 91/3 94/11 96/17 99/18 100/13 105/1 105/10 113/8 117/1 123/1 124/18 133/25 136/6 139/14 142/20 143/24 144/24 145/2 148/18 148/23 148/23 149/7 153/6 153/18 154/6 158/24 163/11 163/20 164/10 164/21 170/17 171/6 172/21 184/25 185/2 185/6 188/25 191/22</p> <p>goal [2] 12/15 99/10</p> <p>goals [1] 172/25</p> <p>goes [7] 48/13 87/24 94/4 115/21 134/8 143/14 150/16</p> <p>going [132] 3/12 4/9 4/20 5/21 8/22 8/25 9/2 14/19 14/20 15/7 17/15 18/19 21/7 21/23 23/14 34/1 34/21 35/1 35/8 35/9 43/14 44/1 45/12 46/19 46/22 46/25 47/14 47/23 50/16 55/13 56/9 56/11 58/7 58/25 61/1 62/15 65/1 65/2 65/6 66/6 68/1 69/9 69/20 74/9 75/17 83/15 83/16 85/8 86/8 86/15 86/25 92/16 92/20 94/3 94/19 94/19 96/24 98/18 98/21 100/1 103/15 104/17 105/16 106/17 106/19 108/6 109/2 109/3 110/8 112/17 117/7 118/3 118/23 119/4 119/5 121/11 124/1 124/1 124/9 125/22 127/25 129/7 130/7 130/25 131/15 133/12</p>	<p>133/14 133/18 136/10 136/10 139/1 142/11 142/19 147/8 148/24 149/1 149/4 150/20 150/20 151/25 154/20 155/3 155/19 156/24 157/2 167/22 168/4 168/8 168/25 170/2 170/22 171/19 172/10 172/10 172/13 172/15 172/20 172/22 173/3 173/7 174/12 176/14 177/24 178/24 179/15 180/2 180/3 180/3 184/3 188/11 188/21 191/3</p> <p>gone [3] 26/15 38/12 108/6</p> <p>good [39] 8/19 8/19 10/18 11/3 13/16 14/11 14/23 15/2 15/4 18/21 23/14 27/12 28/5 45/22 46/21 47/14 49/19 50/19 54/5 54/7 54/10 61/3 68/18 69/20 69/22 78/17 80/15 102/6 102/13 125/8 150/17 156/4 159/3 160/17 164/6 167/2 175/11 191/24 194/1</p> <p>goods [1] 61/5</p> <p>got [36] 11/14 31/4 31/6 31/12 39/13 74/15 74/16 75/12 79/19 83/24 94/5 106/11 118/5 131/17 133/12 136/12 136/13 136/13 136/14 139/3 151/18 154/3 163/20 166/24 171/25 172/18 172/18 185/5 185/22 188/15 188/15 188/21 189/2 190/14 190/17 190/21</p> <p>governance [1] 156/1</p> <p>governed [1] 19/16</p> <p>governing [1] 149/3</p> <p>government [1] 172/3</p> <p>grant [17] 2/10 10/23 11/5 28/10 77/6 80/12 80/13 80/25 83/13 84/13 84/16 97/6 97/6 188/18 189/3 189/10 189/19</p> <p>grant-making [1] 28/10</p> <p>grants [2] 190/17 190/21</p> <p>granularity [1] 101/25</p> <p>gratified [1] 29/3</p> <p>great [13] 50/4 92/6 99/24 124/3 127/11 138/21 152/15 156/2 171/20 171/24 173/5 173/8 183/5</p> <p>greatest [1] 150/5</p> <p>greatly [1] 73/15</p>
--	--	---	--	---

<p>G</p> <p>green [4] 14/24 49/5 49/6 155/19</p> <p>grew [1] 44/12</p> <p>ground [3] 37/4 40/22 117/10</p> <p>group [4] 23/6 23/7 25/3 148/1</p> <p>growing [1] 173/8</p> <p>Grumman [14] 14/10 54/17 55/10 55/21 56/7 56/11 56/16 56/17 56/19 57/1 57/13 58/18 59/10 77/11</p> <p>Grumman's [3] 55/1 55/7 58/20</p> <p>guess [5] 4/20 19/16 19/25 167/18 185/2</p> <p>guidance [15] 16/2 20/4 44/19 78/4 96/4 102/22 144/21 148/10 148/19 149/2 149/22 150/13 155/25 167/22 177/15</p> <p>guidances [1] 44/20</p> <p>guideline [2] 162/6 180/13</p> <p>Gun [3] 10/15 147/23 188/14</p> <p>Gun Club [2] 10/15 147/23</p> <p>guy [2] 76/22 84/12</p> <p>guys [9] 35/8 73/7 77/20 105/21 125/7 173/22 174/8 175/17 183/15</p>	<p>handled [3] 39/20 39/22 39/23</p> <p>handling [1] 164/18</p> <p>handout [1] 185/22</p> <p>hands [1] 70/11</p> <p>hangar [7] 132/16 144/16 158/13 161/3 166/4 166/15 167/10</p> <p>Hangar 5 [1] 132/16</p> <p>hangars [11] 28/15 45/2 77/16 138/10 138/19 146/25 147/1 147/25 158/11 166/18 190/18</p> <p>happen [6] 25/1 57/1 65/5 100/8 172/1 189/7</p> <p>happened [4] 65/5 74/22 77/22 78/14</p> <p>happens [3] 114/25 117/11 155/21</p> <p>happy [7] 28/22 73/24 87/10 89/14 102/3 102/10 110/22</p> <p>hard [4] 61/8 66/22 101/16 138/22</p> <p>HARVEY [10] 1/19 31/16 51/13 70/22 71/24 125/14 125/25 156/16 156/21 191/13</p> <p>Harvey's [4] 36/24 113/18 156/19 158/21</p> <p>has [67] 6/23 10/15 10/17 18/2 20/11 20/17 21/4 21/5 22/14 26/4 30/20 32/23 32/23 34/1 35/17 35/20 35/21 38/8 38/11 40/12 46/8 46/9 47/20 50/24 53/18 53/22 53/24 57/5 61/4 62/15 74/18 78/17 79/5 90/12 99/9 101/17 105/4 112/19 122/9 134/6 136/14 136/17 138/4 142/1 145/20 145/20 146/8 148/16 152/10 154/16 155/17 155/17 156/1 156/9 156/10 156/11 161/13 164/15 165/14 167/6 174/6 177/10 180/6 180/21 184/21 191/18 192/14</p> <p>hasn't [3] 9/12 124/21 157/9</p> <p>have [368]</p> <p>haven't [12] 45/4 50/7 52/25 56/1 109/24 132/14 153/15 159/20 161/23 165/2 165/7 165/17</p> <p>having [26] 6/14 9/1 13/4 38/12 43/12 63/9 77/23 79/15 85/12 88/8 90/2 92/3 96/19 97/14 103/19 109/14 109/15</p>	<p>127/9 128/21 130/10 134/11 142/9 143/22 144/2 167/2 180/18</p> <p>he [31] 32/7 32/7 51/9 51/14 54/14 54/15 58/1 59/10 72/4 72/21 72/24 76/18 76/21 76/22 76/22 84/13 136/5 139/9 139/9 145/17 146/8 147/1 150/23 150/23 161/7 162/15 162/17 169/18 180/21 180/22 192/14</p> <p>he's [14] 76/24 76/24 135/18 135/19 135/20 135/20 135/22 135/22 135/24 135/25 138/9 146/24 162/17 193/14</p> <p>headquarters [1] 10/1</p> <p>healthy [2] 86/13 158/20</p> <p>hear [10] 3/9 14/20 65/22 89/12 89/13 123/6 129/20 147/8 147/11 147/15</p> <p>heard [9] 14/23 37/11 53/11 75/12 105/9 109/20 146/18 174/14 180/18</p> <p>hearing [7] 3/20 36/11 71/13 103/25 155/2 163/5 191/16</p> <p>hearing's [1] 22/10</p> <p>Heck [1] 168/22</p> <p>held [2] 1/3 21/19</p> <p>help [11] 19/5 28/15 31/17 33/25 70/6 74/16 75/8 127/14 128/20 169/23 173/4</p> <p>helpful [4] 15/5 127/2 156/22 192/16</p> <p>helping [2] 23/23 127/7</p> <p>her [6] 4/5 105/13 120/20 121/1 157/15 157/15</p> <p>here [91] 4/1 4/1 4/14 8/18 8/25 9/5 13/12 13/25 20/23 20/24 25/23 30/24 35/15 36/19 51/10 54/24 60/9 60/23 62/21 63/21 65/9 66/7 72/4 72/5 72/21 72/24 76/14 77/1 77/23 79/8 79/17 79/18 79/21 80/7 80/22 81/5 85/6 92/5 92/15 93/12 93/22 94/12 95/5 95/15 97/15 99/2 100/8 101/15 101/25 103/17 105/13 106/12 107/12 108/6 109/16 110/5 111/8 112/13 120/25 129/2 132/11 137/15 138/4 138/6 139/4 140/6</p>	<p>143/10 144/18 146/16 146/21 151/3 153/19 156/25 158/2 160/2 160/3 161/19 162/13 164/21 165/12 167/9 167/18 169/6 169/20 169/24 172/6 174/13 176/15 187/24 188/10 193/23</p> <p>here's [3] 162/5 162/6 178/3</p> <p>hey [9] 24/11 50/12 60/9 60/10 74/15 106/5 149/7 165/7 172/18</p> <p>Hi [1] 132/12</p> <p>high [2] 96/12 167/18</p> <p>higher [1] 93/6</p> <p>highest [1] 60/4</p> <p>him [8] 14/17 72/22 72/23 72/25 76/21 128/14 148/17 156/18</p> <p>hire [1] 127/22</p> <p>hires [2] 128/9 128/11</p> <p>his [5] 139/9 146/1 150/20 156/18 158/12</p> <p>historical [1] 182/13</p> <p>historically [1] 182/8</p> <p>history [1] 44/9</p> <p>hit [1] 42/20</p> <p>hmm [1] 74/24</p> <p>hold [6] 122/8 147/3 152/6 152/6 170/7 180/22</p> <p>holding [1] 62/18</p> <p>holdover [1] 188/2</p> <p>hole [1] 128/7</p> <p>Holesko [2] 28/8 116/24</p> <p>Hollingsworth [3] 25/16 26/19 29/15</p> <p>home [1] 185/5</p> <p>homes [1] 189/6</p> <p>HondaJets [1] 61/23</p> <p>honestly [2] 31/11 107/2</p> <p>honor [3] 10/6 136/3 136/5</p> <p>hope [7] 11/10 14/2 14/5 29/5 81/5 130/15 188/13</p> <p>hopefully [3] 84/17 189/21 190/15</p> <p>hoping [1] 164/17</p> <p>horse [2] 54/13 81/5</p> <p>hour [1] 96/24</p> <p>house [1] 155/19</p> <p>how [66] 8/23 9/18 16/12 19/22 22/24 26/21 31/14 31/16 34/20 36/19 39/19 49/10 50/12 50/21 51/21 52/4 52/4 52/6 53/7 54/20 59/10 59/14 65/2 65/8 68/6 68/14 86/15 89/3 89/6 94/23</p>	<p>95/17 95/18 97/16 97/19 97/19 100/9 106/17 106/23 107/16 107/18 108/6 112/11 119/18 119/20 125/17 133/13 133/22 135/2 135/7 138/17 142/5 146/25 147/8 151/20 153/7 164/12 165/24 166/23 166/25 167/3 167/3 167/5 167/7 172/7 182/4 191/8</p> <p>however [4] 23/6 26/23 101/8 138/16</p> <p>HR [2] 129/25 129/25</p> <p>huge [2] 162/19 166/22</p> <p>huh [2] 177/5 177/19</p> <p>hundred [8] 6/16 11/3 25/1 61/21 82/22 83/10 83/13 83/14</p>
<p>H</p> <p>had [56] 5/25 9/12 10/24 11/1 13/5 17/2 19/21 23/11 23/13 28/8 30/21 32/9 34/14 34/16 36/7 41/20 41/21 41/22 50/7 51/11 51/11 52/8 53/11 57/16 59/8 64/8 73/20 76/13 76/23 77/5 80/14 80/18 80/25 94/2 106/15 125/2 125/3 128/14 131/2 131/15 147/3 150/10 151/5 160/6 161/19 161/20 169/17 170/25 171/12 184/22 186/1 186/15 189/16 191/16 192/1 192/16</p> <p>hadn't [1] 167/25</p> <p>half [4] 51/10 60/21 70/1 186/16</p> <p>hammer [2] 163/24 164/5</p> <p>hand [1] 7/16</p> <p>handing [2] 45/18 126/19</p> <p>handle [5] 23/14 130/5 167/2 167/3 172/7</p>				<p>I</p> <p>I'd [27] 4/18 4/19 5/9 6/10 9/21 32/3 34/14 35/24 58/24 60/24 81/25 88/5 88/24 89/12 101/16 113/16 129/19 137/9 144/11 147/15 162/9 169/2 174/13 178/5 178/7 192/22 193/22</p> <p>I'll [22] 3/18 5/9 28/18 28/22 58/22 59/1 59/1 63/7 65/12 67/5 69/7 102/24 122/13 132/7 133/24 137/9 164/19 175/2 177/3 183/14 183/16 193/18</p> <p>I'm [139] 3/10 3/11 3/12 3/16 4/20 8/17 9/17 11/17 13/18 22/5 22/10 27/23 30/14 31/5 32/12 33/11 34/25 35/1 35/15 37/10 45/12 45/14 45/24 47/2 47/22 48/15 49/9 49/21 50/6 50/15 50/23 51/17 52/3 52/18 53/2 54/1 54/6 54/21 56/9 56/10 56/15 58/7 58/10 59/19 60/9 60/11 60/23 61/2 62/12 62/17 62/20 63/24 64/11 66/5 66/6 69/9 69/20 69/22 70/24 73/15 73/24 75/4 75/4 81/4 81/5 87/10 87/11 90/24 92/25 94/4 95/15 96/24 101/15 102/13 103/25 107/3 107/17 108/21 110/15 110/22 112/10 112/25 113/18 117/23 118/3 120/6 122/20 123/16 123/17 124/11 125/7 130/25 134/20 138/17 139/1</p>

<p>I</p> <p>I'm... [44] 141/8 143/17 143/18 143/18 144/8 144/9 146/17 151/2 151/24 152/4 154/11 154/20 155/1 157/22 160/15 163/4 164/8 164/9 164/17 164/20 164/25 165/12 165/20 168/14 168/15 174/12 174/23 175/23 176/6 176/14 176/16 177/4 177/20 182/4 183/1 184/2 184/3 184/19 184/20 185/2 185/2 186/20 187/5 191/24</p> <p>I's [1] 131/8</p> <p>I've [24] 11/14 37/11 39/13 73/6 74/15 74/15 79/19 82/7 82/8 82/9 106/11 122/18 123/1 139/2 151/24 154/3 162/2 163/6 169/17 171/21 172/18 184/21 188/15 188/15</p> <p>i.e [1] 77/16</p> <p>iceberg [1] 140/4</p> <p>idea [12] 22/25 23/21 28/14 62/9 76/18 80/4 81/19 111/20 124/24 134/18 152/15 193/12</p> <p>identified [2] 66/18 149/8</p> <p>identify [3] 148/25 149/4 149/14</p> <p>identifying [1] 137/3</p> <p>ignore [1] 39/15</p> <p>illustrate [1] 167/8</p> <p>illustration [1] 167/11</p> <p>imagine [4] 78/8 90/20 104/13 115/9</p> <p>immediately [2] 77/8 117/16</p> <p>immense [1] 174/16</p> <p>impacts [1] 48/25</p> <p>imperative [1] 139/23</p> <p>implement [2] 28/15 104/3</p> <p>implementation [1] 104/7</p> <p>implemented [2] 103/7 106/7</p> <p>implicates [1] 168/13</p> <p>implications [1] 115/3</p> <p>important [8] 19/9 20/9 24/5 51/18 73/13 77/22 97/15 113/19</p> <p>impose [1] 149/23</p> <p>imposed [1] 42/11</p> <p>impression [1] 75/11</p> <p>improvement [4] 2/13 130/19 130/21 131/3</p> <p>improvements [1] 187/25</p> <p>inadvertently [1] 32/19</p>	<p>inappropriate [1] 94/5</p> <p>inaudible [1] 65/21</p> <p>include [9] 5/10 34/11 48/19 93/16 95/8 95/20 186/9 186/22 186/23</p> <p>included [5] 8/25 34/13 34/14 34/16 73/10</p> <p>including [1] 77/13</p> <p>incomplete [1] 131/5</p> <p>incredible [1] 140/5</p> <p>increments [1] 12/12</p> <p>Indeed [1] 96/21</p> <p>independent [1] 124/4</p> <p>individual [1] 158/12</p> <p>individuals [2] 113/14 138/13</p> <p>inertia [1] 61/24</p> <p>inevitable [2] 25/3 149/3</p> <p>influx [1] 176/7</p> <p>inform [1] 127/14</p> <p>information [17] 6/8 11/25 12/16 49/25 50/3 68/17 117/3 117/8 117/13 123/8 127/9 127/16 153/20 153/25 162/13 167/14 169/9</p> <p>informative [1] 28/11</p> <p>informed [1] 35/21</p> <p>infrastructure [2] 44/16 49/1</p> <p>infrastructured [2] 53/19 53/20</p> <p>inheriting [1] 134/24</p> <p>initial [1] 168/6</p> <p>initiated [1] 57/24</p> <p>input [3] 24/22 26/1 124/14</p> <p>instance [4] 101/11 148/3 188/12 189/5</p> <p>instead [5] 75/9 96/16 117/9 117/14 165/9</p> <p>instruct [2] 153/2 179/14</p> <p>integral [1] 107/15</p> <p>integrity [1] 115/6</p> <p>intend [1] 108/3</p> <p>intends [1] 109/17</p> <p>intent [11] 100/23 101/11 103/5 109/19 110/12 111/19 112/3 116/2 122/24 181/20 182/11</p> <p>intention [1] 144/18</p> <p>intents [1] 112/19</p> <p>interacted [1] 77/25</p> <p>interest [13] 23/1 38/3 38/4 50/8 55/4 57/6 59/5 101/12 105/4 136/21 144/11 144/15 165/6</p> <p>interested [9] 23/23 74/24 75/1 104/19 126/7 137/22 152/2</p>	<p>161/22 162/10</p> <p>interesting [1] 74/4</p> <p>interests [1] 159/2</p> <p>intergovernmental [1] 192/4</p> <p>interim [6] 1/19 34/11 49/22 51/5 66/11 124/13</p> <p>interject [1] 92/8</p> <p>internal [1] 9/15</p> <p>Internet [1] 41/4</p> <p>interpretation [1] 147/14</p> <p>interpreted [2] 53/7 90/20</p> <p>interrupt [3] 26/18 47/23 54/22</p> <p>interrupting [1] 164/9</p> <p>intersect [1] 147/13</p> <p>introduce [1] 28/13</p> <p>inventing [1] 144/24</p> <p>investigation [1] 79/6</p> <p>invitation [1] 98/3</p> <p>invite [1] 14/6</p> <p>involved [2] 64/22 128/11</p> <p>involves [2] 69/10 69/17</p> <p>is [443]</p> <p>isn't [8] 38/20 51/18 53/23 65/16 66/4 124/13 146/23 146/23</p> <p>issue [17] 24/22 36/19 55/3 60/24 66/21 73/13 75/3 89/25 95/5 117/16 117/19 118/10 123/9 124/20 145/22 172/9 182/18</p> <p>issued [6] 63/8 85/23 111/9 111/11 117/6 124/21</p> <p>issues [8] 21/24 98/25 113/5 118/15 128/1 137/3 168/19 182/18</p> <p>issuing [1] 62/25</p> <p>it [457]</p> <p>it's [183] 4/3 9/5 9/22 11/10 12/11 15/4 15/17 15/19 16/15 17/5 19/9 20/15 20/19 21/13 21/13 21/13 21/19 21/21 21/23 23/5 24/3 24/21 25/3 26/8 26/12 28/14 35/18 36/21 36/22 36/24 41/15 45/7 45/19 46/2 49/16 50/20 50/21 51/21 51/23 52/1 52/13 53/11 53/19 55/2 55/2 55/16 58/9 59/5 59/21 61/3 61/3 61/4 63/19 63/22 66/9 66/21 68/1 68/2 70/13 71/1 71/5 74/4 75/10 75/11 75/24 76/1 76/25 81/18 82/22 84/21 85/23</p>	<p>85/24 86/17 86/19 86/25 86/25 87/7 87/20 88/17 89/8 89/9 89/9 89/18 90/25 92/9 92/9 92/13 92/25 93/22 93/25 94/19 95/16 95/24 95/24 96/22 97/16 99/19 101/16 102/24 106/14 107/13 109/2 111/2 112/13 112/14 112/17 113/7 113/19 113/22 114/5 114/9 114/9 114/13 114/13 114/20 115/17 116/4 117/11 117/11 120/7 122/10 123/19 125/7 127/2 129/10 129/21 130/16 135/1 135/21 136/10 136/15 136/22 140/5 142/21 144/8 146/24 147/2 149/9 149/10 149/23 149/25 150/13 151/16 152/16 153/14 154/8 154/10 155/7 156/1 156/7 156/11 157/23 158/20 159/3 159/23 160/21 160/25 163/1 166/17 166/17 166/18 167/6 168/4 169/6 169/11 169/13 172/20 173/3 173/3 176/23 178/8 180/1 180/7 180/8 183/9 183/9 184/24 185/1 187/19 189/14 190/12 191/5 192/3</p> <p>item [23] 4/4 6/7 9/17 9/22 62/3 62/3 65/11 70/4 73/22 80/11 95/1 121/24 130/11 133/8 137/8 139/25 170/25 171/1 185/10 187/24 188/2 190/3 193/3</p> <p>items [15] 2/9 2/12 4/4 5/11 9/25 30/8 31/14 48/17 73/9 80/22 98/11 128/20 130/21 185/13 192/1</p> <p>its [18] 9/14 43/22 48/1 61/25 74/12 84/6 86/14 90/5 93/24 95/1 106/2 109/6 109/6 109/6 110/14 111/10 132/16 177/10</p> <p>itself [5] 37/5 39/25 57/9 61/6 137/4</p>	<p>January 31st [2] 10/6 12/14</p> <p>JENNIFER [6] 1/12 4/7 4/14 34/20 105/20 120/13</p> <p>JEREMIAH [1] 1/15</p> <p>Jersey [1] 42/24</p> <p>Jesse [2] 193/10 193/11</p> <p>job [4] 36/18 36/25 44/2 53/12</p> <p>Joe [2] 134/3 135/11</p> <p>JOHNS [12] 1/1 90/3 90/19 90/22 91/5 91/13 91/18 100/5 135/7 174/18 193/5 195/4</p> <p>Jose [3] 13/18 14/8 65/20</p> <p>judge [3] 55/11 55/12 56/5</p> <p>judging [1] 107/11</p> <p>July [11] 93/4 107/21 119/6 122/19 123/5 124/23 126/4 190/18 190/18 190/19 190/19</p> <p>July 10th [4] 119/6 122/19 123/5 124/23</p> <p>July 31st [1] 107/21</p> <p>June [15] 1/6 28/4 28/4 28/21 28/21 38/20 85/23 101/21 103/17 124/12 127/10 128/23 160/3 193/23 195/10</p> <p>June 1st [1] 85/23</p> <p>June 20th [1] 38/20</p> <p>June 22nd [2] 28/4 28/21</p> <p>June 23rd [2] 28/4 28/21</p> <p>June 26th [5] 103/17 124/12 127/10 128/23 193/23</p> <p>June 30th [2] 101/21 160/3</p> <p>just [231]</p> <p>justification [2] 44/25 167/5</p> <hr/> <p>K</p> <p>keep [14] 15/12 20/8 21/1 25/16 26/5 36/20 37/1 46/14 86/17 96/5 102/22 108/8 147/7 164/11</p> <p>keeping [1] 21/22</p> <p>kept [2] 24/4 75/2</p> <p>KEVIN [8] 1/19 128/13 129/1 133/9 136/15 174/9 189/24 192/14</p> <p>Kevin's [2] 104/15 146/15</p> <p>kick [1] 114/7</p> <p>kicks [1] 114/8</p> <p>kind [49] 11/1 12/19 16/8 17/6 18/7 18/14</p>
--	---	---	--	---

<p>K</p> <p>kind... [43] 22/20 23/11 25/2 26/19 27/9 31/20 39/3 42/4 43/25 44/22 47/24 49/7 56/6 58/13 59/20 67/20 70/17 74/3 75/12 75/12 76/22 80/23 87/24 94/20 100/15 100/23 107/16 139/18 144/9 146/10 146/13 149/6 149/18 153/19 156/22 156/25 168/8 173/16 186/3 188/16 188/25 189/18 193/4</p> <p>knew [1] 168/25 knock [1] 188/6 know [254] knowing [2] 179/15 181/3 knowledgeable [1] 6/21 known [4] 73/6 123/19 144/12 179/14 knows [1] 181/6 Kreis [1] 73/25</p>	<p>29/5 34/9 36/3 44/21 57/16 60/10 71/14 80/16 81/1 84/14 84/14 109/22 111/7 112/24 113/3 122/15 133/10 149/20 171/22 186/14</p> <p>Lastly [1] 11/7 late [1] 30/1 later [5] 21/1 65/1 73/25 103/15 159/1 law [18] 1/15 16/9 20/9 22/2 22/14 24/2 24/20 25/6 26/8 111/1 114/10 126/16 135/8 149/11 175/3 175/5 175/14 184/8</p> <p>lawyer [2] 38/7 165/15 lawyers [3] 71/25 106/1 174/13 lay [1] 18/4 layer [1] 99/18 layout [2] 159/9 177/8 lead [2] 113/13 122/5 learn [1] 164/12 learning [1] 142/10 lease [56] 2/14 32/22 33/5 33/5 33/19 40/22 40/25 40/25 41/21 48/12 48/16 49/3 58/22 61/7 61/9 61/10 63/3 77/17 78/2 78/9 78/12 81/21 133/7 133/8 137/8 137/13 142/21 142/25 144/25 145/3 146/9 146/17 147/15 149/9 152/3 153/1 153/24 155/13 155/17 155/22 157/10 166/4 166/6 166/9 166/11 166/12 171/12 171/13 173/16 173/18 173/20 173/25 175/9 178/3 179/10 179/17</p> <p>lease-related [1] 49/3 leases [10] 48/18 59/14 59/14 64/7 64/8 64/12 155/8 155/9 166/18 176/1 leasing [2] 175/13 180/5 least [6] 42/7 44/23 85/25 90/4 110/8 192/12 leave [4] 16/15 65/12 76/20 170/23 leaves [1] 185/16 leeway [1] 156/11 left [7] 9/5 44/17 58/6 79/3 84/17 156/18 191/18 legal [11] 8/19 49/23 49/23 66/11 113/16 118/18 119/3 136/16 168/18 169/18 174/20 legally [1] 153/22</p>	<p>length [1] 129/25 less [1] 117/22 let [21] 8/9 29/15 29/20 37/8 41/3 42/15 44/22 54/19 54/19 104/3 105/25 106/1 112/16 114/25 114/25 116/11 122/13 153/4 154/6 169/15 180/16 let's [38] 24/8 32/4 37/1 38/17 39/5 45/25 50/4 51/22 52/18 52/19 55/15 55/16 55/19 62/2 63/16 65/14 65/23 80/5 81/2 139/10 143/21 149/7 149/8 161/6 161/6 161/11 161/24 166/9 169/4 169/24 170/2 170/7 172/23 172/23 178/24 181/1 183/18 185/7 letters [1] 59/10 letting [2] 74/12 193/24 level [3] 98/25 167/18 192/13 liaison [4] 71/25 106/3 106/8 120/8 lie [2] 15/24 74/12 life [1] 44/10 light [4] 14/25 49/5 49/6 155/19 lightly [1] 46/9 like [100] 4/3 4/19 5/9 6/10 6/14 6/18 8/24 9/10 9/15 9/21 11/21 13/24 13/25 17/4 17/17 18/5 18/6 18/9 28/2 28/13 28/16 32/3 33/20 40/13 41/12 42/23 43/5 44/1 49/14 49/19 50/22 51/17 60/4 60/11 60/18 60/24 61/19 62/9 62/22 66/8 88/5 89/12 92/9 93/25 95/24 97/1 106/15 107/8 109/11 110/13 111/5 112/7 113/6 113/15 113/16 114/17 118/9 118/19 128/9 128/12 129/19 132/15 134/7 135/18 137/9 139/10 139/17 140/2 141/15 141/15 141/23 144/11 145/3 146/25 146/25 147/15 148/16 150/23 152/10 153/4 153/19 157/18 158/12 158/20 158/25 161/21 162/9 162/23 166/8 166/10 166/11 166/12 166/22 167/17 171/7 178/7 179/8 181/9 192/11 192/22 likely [5] 43/13 43/25 48/25 59/23 107/5 limited [1] 124/6</p>	<p>line [5] 140/24 141/5 163/20 163/21 188/2 lines [3] 42/16 43/10 65/2 lion's [1] 94/2 LIOTTA [22] 1/12 9/22 44/11 76/6 102/20 103/21 105/3 105/12 112/1 114/20 119/22 120/14 120/25 121/17 125/20 132/11 132/12 133/2 173/12 173/13 182/14 183/23 Liotta's [2] 180/18 181/18 list [62] 31/12 31/14 79/15 93/18 108/18 123/6 126/11 127/3 133/19 133/25 134/6 134/8 134/15 135/15 135/20 135/23 136/3 136/6 137/11 137/14 137/25 138/4 138/5 142/15 142/20 143/15 143/16 143/24 144/2 144/7 144/10 145/20 147/6 148/15 148/17 150/22 153/5 153/10 154/14 157/8 157/25 160/14 162/14 162/15 162/16 162/17 162/24 163/1 163/2 163/12 163/24 163/25 164/1 165/17 166/2 166/9 166/14 166/15 173/16 190/3 192/1 192/4 listed [1] 131/17 listen [1] 48/4 lists [10] 138/14 138/17 160/16 162/18 162/20 163/5 163/7 163/16 165/22 165/24 literally [2] 51/14 176/15 little [25] 6/25 26/6 36/19 40/20 42/15 51/9 51/20 58/6 60/7 75/1 80/22 82/23 82/25 100/3 100/5 100/15 106/11 129/16 143/12 150/12 160/17 164/3 176/15 192/12 193/24 lives [1] 60/3 lo [1] 90/17 lobbying [1] 113/12 local [3] 93/5 93/7 103/23 location [4] 90/3 90/18 91/6 97/22 locked [1] 7/19 long [23] 21/18 21/19 21/21 21/22 24/3 37/12 44/9 51/23 62/3 62/16 74/18 85/9 89/16 122/12 125/2 125/4</p>	<p>125/7 125/22 128/14 129/11 129/13 150/3 151/20 long-term [1] 122/12 longer [4] 8/9 32/15 78/3 127/8 longevity [1] 144/2 look [37] 6/5 13/5 28/20 30/21 44/4 61/8 64/8 66/22 66/22 67/5 81/2 82/12 86/23 86/24 92/25 93/22 107/8 109/5 110/23 110/24 122/17 123/10 128/18 138/22 140/2 141/22 142/20 147/22 149/7 149/8 160/24 161/6 161/11 164/18 165/11 169/15 186/1 looked [2] 64/7 186/15 looking [30] 3/25 7/13 27/24 34/25 45/19 53/17 54/8 81/7 83/3 86/15 86/20 90/24 95/16 102/13 105/4 124/7 133/15 133/16 133/17 133/18 145/5 156/23 160/13 160/23 161/2 167/21 172/19 186/18 186/20 191/10 looks [6] 4/3 50/4 112/11 118/5 153/4 181/8 loop [1] 98/8 lot [34] 11/9 11/11 44/13 44/20 45/22 50/18 50/22 50/23 62/14 70/11 81/7 81/9 81/24 82/2 83/3 83/20 83/24 84/7 97/9 97/22 115/21 118/5 129/22 147/8 150/18 150/25 155/25 158/24 163/5 163/6 164/12 172/8 184/20 190/21 lot's [2] 149/11 149/11 lots [2] 97/10 125/3 loud [1] 157/23 loved [2] 80/2 80/6 low [5] 10/25 131/4 131/11 131/20 187/22 lower [1] 148/15 luck [1] 69/21 LUDLOW [23] 1/10 16/5 39/17 40/7 69/16 69/18 72/12 72/20 73/1 73/12 76/7 77/2 119/11 119/24 121/9 121/19 133/4 135/13 138/1 157/14 184/4 184/18 185/16</p>
L				
<p>label [1] 157/18 lack [1] 101/7 ladies [1] 31/19 laid [2] 64/20 75/13 Lake [2] 132/12 173/13 Lake Mist [1] 173/13 land [69] 2/14 37/22 40/15 40/23 41/6 41/19 43/24 45/18 53/14 53/19 54/4 58/6 61/7 61/10 62/25 63/6 64/11 75/9 77/3 77/5 77/15 80/5 82/3 84/23 84/25 133/7 133/8 135/5 137/8 137/12 142/25 147/23 150/2 152/3 153/1 153/1 153/24 154/13 155/8 155/9 157/2 161/14 161/22 164/16 166/4 166/6 166/9 166/11 166/12 171/12 171/13 172/8 172/12 173/16 173/18 173/18 173/19 173/25 174/2 175/8 175/9 175/14 176/1 177/8 179/10 179/17 188/12 189/2 189/2 lands [2] 41/10 134/23 language [3] 48/15 68/23 170/14 large [6] 36/19 138/15 138/15 162/15 162/17 166/10 largely [1] 147/14 larger [1] 6/11 last [22] 18/12 28/3</p>				<p>M</p> <p>ma'am [27] 7/18 7/21 7/24 8/2 11/20 27/6</p>

<p>M ma'am... [21] 27/13 71/19 73/8 81/25 82/4 82/17 83/9 83/11 85/2 92/18 107/10 112/21 131/19 134/9 136/4 143/1 143/8 145/11 170/20 188/1 188/8 made [35] 5/12 5/14 18/24 23/5 29/15 48/1 69/2 69/8 78/24 80/15 103/9 104/21 105/15 112/23 116/7 116/10 116/16 116/20 118/12 119/11 120/11 121/7 132/8 136/24 145/19 157/10 167/5 171/6 171/15 173/23 174/4 174/6 181/20 184/22 186/2 mail [2] 28/6 173/17 mailing [1] 73/8 mails [3] 73/2 73/10 185/21 maintain [1] 20/22 major [3] 34/8 113/12 131/18 make [117] 6/10 11/21 11/24 15/10 18/17 18/25 19/8 20/15 23/20 23/21 24/8 24/9 24/16 25/12 27/7 31/21 31/22 33/6 33/10 37/9 41/25 43/17 44/4 45/25 47/6 47/18 48/3 58/1 58/3 59/4 61/9 62/21 63/10 63/14 63/17 63/20 64/1 64/4 65/23 66/8 67/10 67/11 68/20 70/3 70/9 71/19 73/19 74/6 78/12 80/3 81/4 82/13 82/14 84/21 84/24 87/6 87/6 88/12 100/22 103/7 103/11 103/13 104/7 105/2 105/21 105/25 106/1 106/5 106/7 106/9 108/24 110/25 111/2 112/2 113/8 114/6 115/4 116/3 117/5 118/22 119/2 120/25 121/1 122/11 123/5 126/9 126/11 126/15 132/4 135/2 135/7 136/21 140/6 140/8 142/4 142/10 144/12 144/19 150/3 154/16 155/20 158/17 158/21 158/23 167/1 169/11 169/20 171/2 171/6 171/7 172/24 175/16 176/11 179/14 180/8 181/1 190/9 maker [1] 120/15 makes [5] 46/24 89/23 115/11 156/8 166/13</p>	<p>making [15] 15/12 22/23 23/7 24/19 25/20 28/10 59/24 66/3 67/17 96/2 101/18 104/19 140/1 150/15 167/3 manage [2] 124/4 191/9 mandate [1] 18/22 manner [2] 15/11 117/14 manual [2] 41/21 48/16 many [15] 6/11 59/14 62/10 78/14 78/14 79/22 89/3 89/6 97/19 97/19 105/22 140/5 147/1 147/24 179/23 map [1] 10/16 mapping [1] 95/25 marked [2] 51/2 166/6 market [9] 6/2 43/18 43/21 44/22 44/22 44/23 63/4 86/2 86/12 marketing [5] 7/7 7/8 7/10 7/15 10/2 marketplace [8] 41/25 42/18 42/23 43/18 44/1 45/22 45/22 45/25 mas [1] 177/1 mass [2] 42/21 166/12 massive [1] 104/14 master [9] 19/14 19/23 21/8 22/3 27/20 28/1 41/20 177/8 177/11 master plan [7] 19/14 19/23 21/8 22/3 27/20 28/1 177/11 match [4] 88/2 144/17 148/18 190/24 Matt [4] 10/16 28/8 132/12 173/13 matter [15] 22/16 30/14 30/17 34/1 36/19 43/8 44/9 61/13 63/11 65/25 76/7 97/16 144/3 157/4 183/19 matters [1] 164/18 matured [1] 55/19 maximizes [1] 63/4 maximum [5] 91/9 92/16 92/20 100/9 100/10 may [61] 3/8 3/9 6/6 15/19 21/12 38/3 38/3 38/16 40/24 44/4 45/3 46/19 46/21 47/14 57/10 58/23 64/16 65/9 66/5 66/22 67/23 71/4 72/19 78/10 86/5 86/23 90/5 90/5 92/8 98/23 98/25 99/2 99/6 101/15 105/7 105/11 107/22 108/8 112/8 113/11 123/21 137/17 145/22 146/20 148/5 149/17 150/7 156/13 174/20</p>	<p>174/24 174/24 175/14 181/6 182/14 184/1 184/25 185/1 189/7 189/7 192/5 193/22 maybe [32] 15/21 22/20 25/2 50/5 50/20 50/20 64/3 64/7 74/25 75/8 82/8 92/13 96/15 98/19 100/1 104/23 105/6 115/2 123/12 125/9 129/15 137/15 139/24 140/24 144/13 149/9 152/4 159/1 161/5 178/15 187/22 189/6 McKendrick [1] 14/9 me [34] 8/13 9/15 35/19 37/8 41/3 42/15 49/12 54/19 54/19 58/24 64/14 74/23 79/21 80/23 104/3 104/12 105/25 106/1 107/8 110/13 114/10 114/25 116/11 120/3 122/13 136/15 137/12 152/5 154/6 162/3 168/18 180/16 185/15 193/24 mean [52] 8/8 16/15 16/20 18/3 41/4 47/23 49/16 49/25 51/2 51/12 54/9 54/21 59/18 60/1 60/25 62/11 66/3 89/6 92/9 95/13 95/16 96/20 99/21 101/4 101/5 124/2 126/11 126/19 126/23 128/10 128/13 135/9 138/23 141/10 143/15 143/16 144/7 146/23 147/5 152/13 155/1 160/16 163/24 163/25 164/1 165/16 166/16 167/16 169/17 175/25 179/23 186/14 meaning [2] 17/5 181/24 means [11] 79/2 83/14 89/20 90/7 95/4 103/19 108/19 144/10 144/11 146/14 184/8 meant [5] 81/9 81/11 95/8 146/6 181/25 measure [1] 176/25 meat [1] 50/17 media [1] 7/8 meet [6] 16/6 17/3 25/14 32/24 33/22 99/25 meeting [77] 1/2 1/3 2/4 3/3 3/6 3/7 4/8 4/14 9/19 12/18 12/21 13/4 13/22 14/1 20/10 20/18 21/3 28/2 28/7 28/12 28/13 28/19 28/20 28/23 28/25 29/5 32/10</p>	<p>32/10 32/16 34/10 39/17 40/7 48/20 48/23 49/22 65/11 67/11 70/5 80/16 80/19 81/1 85/9 85/25 88/16 98/9 102/7 103/16 103/18 109/22 110/20 110/23 111/8 113/3 119/6 122/19 122/24 125/14 125/15 125/24 126/4 128/23 128/23 129/9 129/11 129/14 130/11 130/11 133/10 169/3 169/11 169/16 185/16 189/18 192/11 193/23 194/3 194/5 meetings [9] 3/8 3/8 10/1 17/23 97/10 97/10 110/3 129/13 171/21 meets [2] 15/17 17/4 member [36] 2/16 15/8 16/5 21/9 21/10 27/7 29/10 34/12 34/13 51/7 66/10 68/21 69/15 69/17 71/7 71/7 72/8 72/11 73/12 88/23 102/19 103/2 103/6 103/10 105/2 105/12 106/8 116/3 118/23 119/2 120/8 120/14 120/16 184/11 191/21 191/23 members [18] 1/9 15/4 19/24 20/4 20/5 20/6 21/7 21/11 21/17 28/25 29/4 31/8 32/10 33/21 67/3 71/12 71/22 114/24 memo [6] 31/7 31/11 31/12 36/2 171/11 175/25 memorandum [1] 34/23 memorialized [1] 76/1 memory [1] 110/2 mentioned [4] 45/21 60/18 128/13 136/9 mentions [1] 71/4 merely [1] 144/15 merges [1] 150/16 merits [4] 39/25 42/5 42/15 44/6 met [2] 19/18 84/11 MICHELLE [2] 1/11 172/9 Michelle's [1] 180/10 middle [4] 37/4 58/9 58/10 168/7 might [22] 6/9 9/10 22/22 25/2 27/10 38/4 60/20 63/25 67/13 96/4 96/8 96/11 99/24 103/20 103/24 107/15 108/8 129/16 156/21 162/22 162/25 184/14</p>	<p>miles [2] 100/16 100/17 milestone [1] 12/6 million [13] 43/6 56/10 61/21 81/1 131/25 174/22 186/16 187/15 188/13 190/15 190/19 190/19 190/20 millions [2] 44/5 45/1 mind [10] 20/9 36/20 37/1 46/14 88/24 102/22 107/18 163/11 193/9 193/15 minimum [2] 41/22 79/14 minor [2] 18/7 98/11 minute [3] 3/10 61/18 117/2 minutes [17] 2/4 3/6 3/8 3/13 15/12 15/13 20/22 21/1 21/22 24/4 24/6 24/7 24/10 24/13 25/13 25/15 120/23 miscommunication [1] 101/7 misheard [1] 53/7 missing [5] 50/17 50/18 131/5 141/16 165/12 mission [1] 40/16 Mist [2] 132/12 173/13 mistake [1] 81/12 misunderstanding [1] 83/23 mixed [2] 147/21 148/8 mod [1] 91/17 model [3] 155/7 156/1 156/2 modified [1] 91/18 moment [4] 57/4 139/18 142/10 181/4 Monday [2] 1/6 36/3 money [4] 74/16 77/21 143/18 173/24 monitor [1] 70/5 monopolize [1] 88/13 month [2] 10/4 192/24 months [3] 27/25 78/14 90/4 moratorium [3] 170/4 175/13 180/20 more [64] 4/7 9/15 14/7 17/5 17/11 23/20 27/24 41/25 43/17 54/16 60/14 71/13 82/23 86/2 86/4 86/12 93/9 95/2 95/3 96/2 97/16 98/9 98/11 99/2 99/11 99/12 100/3 100/5 101/12 101/12 102/2 102/24 104/11 104/17 104/24 107/5 108/3 109/14 109/17 109/19 110/4 127/9 129/22 138/23 143/12 144/2 145/6</p>
---	--	--	---	--

<p>M more... [17] 153/20 154/7 154/17 160/18 167/13 167/14 169/8 170/3 172/8 172/16 174/6 176/1 177/3 178/24 186/12 189/24 192/12 most [8] 14/3 15/2 22/19 24/5 42/19 93/19 128/11 150/3 mostly [1] 28/8 motion [82] 5/4 5/8 5/12 5/14 11/22 63/10 63/14 63/17 63/20 63/23 64/2 64/4 65/14 65/24 66/2 66/4 66/8 67/1 68/20 68/23 69/1 69/3 69/7 69/8 70/11 71/20 71/21 72/14 73/19 75/18 75/22 75/22 75/23 75/23 76/10 80/3 87/12 112/2 112/23 116/7 116/10 116/16 116/21 118/1 118/7 118/10 118/17 118/22 118/25 119/1 119/12 119/15 119/18 120/2 120/4 120/5 120/11 120/15 120/21 120/24 121/7 130/15 132/3 132/4 132/8 132/22 170/19 171/3 171/6 171/8 175/20 179/2 179/5 179/7 179/8 181/12 182/21 183/7 183/8 183/13 184/19 185/3 Motion's [1] 171/15 MOU [1] 192/4 mount [1] 124/9 move [31] 4/5 4/6 5/9 12/20 13/10 36/21 50/5 62/1 65/2 67/12 76/11 80/10 111/4 117/7 121/6 125/17 129/4 129/15 139/21 140/18 141/17 141/23 149/21 151/8 152/22 155/10 169/21 170/25 171/9 173/1 191/17 moved [2] 55/16 132/16 movement [1] 62/21 moves [1] 150/16 moving [17] 6/6 32/7 33/10 37/1 37/3 62/13 62/19 85/17 130/20 140/3 141/20 144/21 151/6 165/4 171/23 173/10 180/15 Mr [5] 26/17 30/5 73/5 73/5 192/21 Mr. [79] 5/1 13/11 13/11 13/12 13/14</p>	<p>13/15 14/9 14/14 14/21 14/22 19/19 26/25 29/8 31/5 31/16 36/24 44/11 46/5 51/13 57/11 67/2 67/15 67/23 69/2 70/22 71/24 76/4 76/11 77/11 77/13 80/4 102/19 104/23 106/11 111/12 113/18 119/20 120/5 120/7 121/15 125/14 125/25 129/21 132/11 132/25 135/14 139/3 140/11 141/1 142/2 142/12 143/21 147/19 148/16 149/25 155/2 156/16 156/19 156/21 158/21 158/25 159/15 161/7 162/2 162/13 167/9 169/18 169/22 173/12 180/18 180/18 180/21 181/16 182/14 182/22 183/21 191/13 191/18 191/25 Mr. Beyers [2] 13/12 13/14 Mr. Blocker [1] 14/21 Mr. Bock [1] 180/21 Mr. Bock's [1] 180/18 Mr. Chairman [17] 5/1 14/22 19/19 26/25 29/8 46/5 67/2 76/11 102/19 104/23 106/11 111/12 120/5 120/7 142/12 167/9 181/16 Mr. Clarke [10] 31/5 67/15 67/23 69/2 76/4 119/20 121/15 132/25 183/21 191/25 Mr. Dean [2] 13/11 13/11 Mr. Duke [1] 135/14 Mr. Harvey [9] 31/16 51/13 70/22 71/24 125/14 125/25 156/16 156/21 191/13 Mr. Harvey's [4] 36/24 113/18 156/19 158/21 Mr. Liotta [4] 44/11 132/11 173/12 182/14 Mr. Liotta's [1] 180/18 Mr. McKendrick [1] 14/9 Mr. Olson [4] 77/13 129/21 147/19 149/25 Mr. Pittman [1] 14/14 Mr. Riera [2] 13/15 191/18 Mr. Roberts [1] 57/11 Mr. Solano [8] 139/3 141/1 142/2 143/21 148/16 158/25 161/7 162/13 Mr. Solano's [6] 140/11 155/2 159/15 162/2 169/18 169/22</p>	<p>Mr. Solato [1] 182/22 Mr. Wuellner [2] 77/11 80/4 MRO [3] 2/10 30/6 30/9 Ms [7] 34/7 35/5 39/17 40/7 68/22 72/20 73/1 Ms. [43] 9/22 26/19 29/15 61/14 67/15 69/16 72/12 73/1 75/19 76/2 76/6 76/7 77/2 103/21 112/1 114/20 116/13 118/2 119/11 119/13 119/17 119/22 119/24 120/25 121/9 121/13 121/17 121/19 125/20 132/23 133/2 133/4 135/13 138/1 157/14 175/21 181/18 183/19 183/23 184/4 184/18 185/16 191/23 Ms. Cash-Chapman [11] 61/14 75/19 76/2 118/2 119/13 119/17 121/13 132/23 175/21 183/19 191/23 Ms. Cash-Chapman [1] 116/13 Ms. Cashman [1] 67/15 Ms. Hollingsworth [2] 26/19 29/15 Ms. Liotta [11] 9/22 76/6 103/21 112/1 114/20 119/22 120/25 121/17 125/20 133/2 183/23 Ms. Liotta's [1] 181/18 Ms. Ludlow [16] 69/16 72/12 73/1 76/7 77/2 119/11 119/24 121/9 121/19 133/4 135/13 138/1 157/14 184/4 184/18 185/16 much [8] 9/18 15/21 50/16 86/2 100/2 139/15 189/20 191/9 multiple [5] 57/17 86/1 163/5 163/16 174/15 must [3] 53/6 91/10 175/10 my [63] 8/13 16/12 17/23 22/10 27/2 28/7 29/3 29/23 31/15 31/20 33/3 33/10 34/4 37/9 43/8 64/16 64/22 64/22 65/6 67/5 75/10 75/13 81/12 83/12 83/25 85/20 85/23 85/24 86/16 87/4 89/24 89/25 94/20 100/14 100/19 109/18 109/22 124/10 127/24 131/15 134/18 135/13 135/13 137/6 139/3 139/12 141/13 144/11 144/18 154/12</p>	<p>168/6 170/11 172/2 172/6 173/17 175/16 179/8 180/8 183/8 184/7 193/15 193/16 195/9 myself [1] 29/15 N n' [2] 11/7 13/21 name [3] 44/8 116/22 123/17 names [2] 50/1 68/7 natural [1] 22/8 naturally [1] 149/13 nature [2] 81/15 106/16 Navtech [1] 10/25 near [1] 37/11 nearby [2] 93/15 97/17 necessarily [13] 16/10 48/21 59/21 62/5 62/19 88/2 95/15 115/24 125/20 126/1 128/15 137/19 153/15 necessary [2] 15/19 16/2 need [102] 4/19 8/10 9/4 9/18 12/1 16/10 17/7 17/12 19/14 20/25 26/21 29/11 39/24 43/4 46/16 46/20 50/3 57/22 58/22 60/10 60/21 61/8 61/12 61/14 61/14 62/1 63/13 67/10 68/7 68/8 79/24 81/25 88/15 91/25 94/11 98/9 98/23 99/2 102/15 102/16 104/3 105/19 111/9 111/19 112/15 119/14 120/12 123/2 124/18 126/5 126/25 127/16 128/4 128/16 129/1 129/8 130/15 133/13 133/21 134/21 137/20 138/7 138/24 139/1 139/4 139/15 139/15 140/10 140/14 141/19 141/20 142/6 151/9 151/12 153/23 160/17 161/3 162/23 163/23 164/4 165/15 167/13 167/13 168/10 170/18 170/18 172/6 172/15 172/18 175/10 178/25 179/18 179/25 180/1 181/17 181/21 183/7 185/6 190/22 191/2 191/4 193/25 needed [5] 15/17 126/1 126/2 158/5 169/8 needing [2] 133/11 133/11 needs [14] 23/15 34/3 36/22 36/23 44/23 62/4 103/9 112/17 122/12</p>	<p>145/1 163/8 175/7 180/22 193/6 negative [1] 112/8 negotiate [2] 52/11 64/17 negotiated [1] 60/2 negotiation [2] 153/12 153/15 negotiations [4] 67/22 154/20 154/23 175/11 neither [1] 107/12 never [5] 38/8 64/10 64/12 78/7 180/3 nevertheless [1] 174/11 new [18] 2/12 10/24 42/1 42/5 42/24 42/24 62/18 86/10 122/6 129/15 130/20 137/17 147/24 149/4 171/13 179/15 188/18 188/18 New Jersey [1] 42/24 New York [1] 42/24 news [3] 14/23 15/2 15/4 next [42] 10/7 10/14 12/18 12/21 13/4 27/25 44/4 44/12 48/7 48/13 49/6 55/9 55/18 62/2 67/6 67/11 71/21 80/11 87/25 89/24 92/12 93/18 110/23 119/7 121/24 125/14 125/24 128/23 129/9 129/14 131/17 133/8 151/15 169/3 169/15 171/1 176/15 178/16 179/1 179/16 192/23 192/23 NFL [1] 61/17 NFRA [5] 89/25 90/16 93/21 94/6 94/14 nice [3] 26/22 127/15 180/14 no [88] 3/14 4/24 7/21 7/25 8/9 12/5 12/9 13/13 13/14 13/19 14/7 21/15 27/22 28/12 32/15 33/1 34/15 34/15 34/15 35/18 36/19 39/2 39/18 40/1 41/2 42/11 42/13 44/10 47/1 47/1 55/6 55/25 56/10 64/19 64/21 72/22 73/4 73/8 76/9 78/3 82/4 84/15 86/11 89/6 89/10 96/24 105/23 110/9 110/9 112/21 113/12 113/12 113/17 114/18 114/18 115/25 118/3 119/16 126/18 130/18 132/21 139/12 145/7 145/8 145/11 145/12 151/2 151/5 151/7 159/8 159/9 159/11 168/22 173/16 173/18 174/7</p>
--	---	---	---	---

<p>N</p> <p>no... [12] 175/19 175/25 176/10 177/1 180/14 184/19 185/2 186/20 187/3 193/5 193/6 194/3</p> <p>no-no [1] 113/12</p> <p>nobody [1] 165/23</p> <p>nobody's [1] 53/24</p> <p>nodded [1] 116/19</p> <p>noise [2] 41/25 43/17</p> <p>nominally [1] 42/10</p> <p>non [3] 31/8 37/13 182/22</p> <p>non-actionable [1] 37/13</p> <p>non-conflicted [1] 31/8</p> <p>non-Volato [1] 182/22</p> <p>noncompliant [1] 78/9</p> <p>none [9] 3/20 27/16 59/17 75/16 85/15 191/14 191/16 191/20 191/22</p> <p>normal [1] 117/20</p> <p>normally [3] 61/5 71/5 74/7</p> <p>north [5] 58/7 58/7 58/8 73/25 99/21</p> <p>Northeast [3] 98/19 99/14 99/15</p> <p>Northeast Florida [3] 98/19 99/14 99/15</p> <p>Northrop [4] 14/10 54/17 57/13 59/10</p> <p>Northrop Grumman [3] 54/17 57/13 59/10</p> <p>not [257]</p> <p>note [2] 81/4 178/2</p> <p>noted [1] 38/1</p> <p>notes [1] 195/9</p> <p>nothing [10] 14/11 34/15 35/10 35/18 35/19 36/5 43/1 50/22 92/9 183/15</p> <p>notice [12] 15/7 21/6 25/12 28/24 29/12 29/16 34/15 58/21 101/1 101/2 101/6 187/24</p> <p>noticed [8] 20/10 20/12 20/19 21/5 21/13 21/19 24/3 26/3</p> <p>noticing [1] 15/11</p> <p>notifies [1] 114/21</p> <p>notify [1] 145/18</p> <p>notion [1] 149/25</p> <p>now [77] 4/14 15/15 17/21 18/4 18/22 22/1 23/10 25/7 30/8 34/6 38/7 38/12 38/17 40/9 42/3 42/23 46/19 46/25 48/8 48/20 51/4 52/9 53/20 57/2 59/20 60/1 61/19 63/12 64/12</p>	<p>74/24 74/24 75/7 76/2 80/10 89/1 90/5 90/6 92/25 93/11 98/13 102/12 102/21 102/21 103/6 103/9 103/9 104/8 105/2 106/6 108/15 116/22 125/19 127/17 128/5 128/16 128/21 140/23 141/3 150/9 151/15 154/2 155/4 156/13 159/13 160/10 160/11 164/2 165/10 166/22 172/19 176/20 177/22 178/7 178/9 182/4 187/9 190/14</p> <p>Nowhere [1] 79/14</p> <p>number [21] 20/11 31/1 38/16 54/14 91/7 91/9 92/16 94/13 100/12 122/17 123/22 131/6 131/8 131/22 135/14 135/18 162/14 162/14 162/16 162/16 163/25</p> <p>Number 13 [1] 162/16</p> <p>Number 14 [1] 162/14</p> <p>Number 9 [1] 162/16</p> <p>number's [1] 189/8</p> <p>numbered [2] 87/20 88/1</p> <p>numbers [3] 188/9 189/1 190/16</p> <hr/> <p>O</p> <p>objective [2] 29/23 95/2</p> <p>obligation [1] 82/2</p> <p>observation [2] 102/12 102/14</p> <p>observers [1] 19/25</p> <p>observing [1] 20/3</p> <p>obstacle [2] 23/25 98/3</p> <p>obvious [1] 86/24</p> <p>obviously [7] 23/20 33/7 57/18 60/1 144/18 156/9 172/3</p> <p>occasions [1] 15/19</p> <p>October [1] 86/8</p> <p>off [21] 21/23 22/3 31/23 48/9 48/9 51/17 58/5 60/23 82/18 88/14 98/7 104/21 107/5 131/1 133/19 138/2 138/3 142/19 152/6 170/7 193/24</p> <p>offer [4] 6/23 7/4 145/19 164/4</p> <p>offered [1] 134/6</p> <p>offering [1] 6/25</p> <p>offers [1] 146/5</p> <p>office [4] 31/20 90/3 90/13 91/12</p> <p>officer [2] 127/19 127/21</p>	<p>officers [1] 33/25</p> <p>officials [4] 113/25 114/1 114/4 192/17</p> <p>oh [25] 5/5 17/20 27/19 29/1 46/24 72/16 72/22 72/25 89/8 91/8 91/11 101/23 116/11 116/13 116/14 119/14 120/17 125/1 132/10 143/6 161/15 166/2 171/16 183/17 187/5</p> <p>okay [187] 3/7 3/17 3/20 4/24 4/24 4/24 5/5 5/12 5/20 5/20 7/16 8/4 9/20 10/13 10/20 11/13 11/15 11/21 12/23 12/25 13/7 14/9 14/13 14/19 17/10 17/14 17/22 17/22 21/15 21/20 21/25 22/11 23/3 24/14 25/10 26/11 26/14 26/15 27/1 27/8 27/12 27/17 27/17 29/2 29/7 30/7 31/5 31/10 31/24 32/2 32/17 32/20 34/5 34/5 34/25 36/5 36/9 37/6 41/3 47/5 47/8 47/13 51/24 53/6 53/8 54/11 56/8 57/25 58/11 59/7 62/22 64/24 65/12 65/14 69/1 69/8 70/4 70/8 72/16 73/19 73/21 75/14 75/17 80/8 82/5 83/1 83/5 83/18 84/9 84/10 84/20 85/7 85/11 85/17 89/3 89/14 93/13 98/1 98/6 98/10 98/17 102/5 102/15 102/15 111/6 111/17 111/23 112/1 112/22 113/15 114/11 114/22 115/11 116/1 116/1 116/5 116/7 116/22 118/1 118/16 118/20 119/9 119/11 120/1 121/13 121/21 122/3 122/13 130/9 130/14 130/14 130/20 132/2 132/8 132/20 132/22 133/8 134/17 136/19 137/5 139/14 145/17 147/7 151/4 151/5 152/20 154/13 156/4 158/9 159/17 160/15 161/23 164/10 168/10 168/20 169/12 170/1 170/15 170/24 173/11 175/19 176/23 179/2 179/7 180/11 181/5 182/24 183/8 183/12 183/17 184/4 184/9 184/16 185/18 185/21 185/25 186/24 187/10 187/12 187/16 187/23 190/9 190/25 191/12</p>	<p>192/20 192/25 193/16</p> <p>old [9] 2/9 4/4 4/20 4/23 5/11 30/7 50/19 61/1 105/10</p> <p>old-fashioned [1] 50/19</p> <p>OLSON [5] 1/10 77/13 129/21 147/19 149/25</p> <p>OMB [1] 193/10</p> <p>once [7] 11/8 114/8 114/9 114/9 114/13 114/13 164/1</p> <p>one [111] 4/2 6/1 6/2 6/9 12/1 14/5 15/15 15/15 20/11 22/20 22/21 24/6 27/23 29/4 31/15 33/8 34/21 37/15 42/19 42/22 44/19 48/9 51/24 52/8 52/10 54/14 54/15 56/2 56/20 60/14 64/13 66/10 68/4 68/12 71/22 75/5 79/11 82/9 84/24 85/19 86/4 86/9 87/19 87/25 88/3 88/3 88/22 89/9 92/19 93/9 93/11 93/18 93/19 96/1 96/1 98/15 102/3 102/4 102/21 104/24 108/2 108/3 108/4 108/5 109/13 109/14 109/17 109/19 110/4 110/8 112/9 117/23 120/12 121/24 127/19 131/14 134/4 135/14 139/3 139/19 143/4 143/7 143/13 143/24 144/14 149/17 149/20 149/21 154/15 159/15 161/15 161/18 161/24 163/8 165/7 165/9 166/12 167/9 172/2 172/7 173/25 177/2 179/1 182/18 184/3 185/3 186/19 187/24 189/24 190/7 193/8</p> <p>ones [2] 40/15 167/21</p> <p>ongoing [2] 149/5 149/6</p> <p>only [29] 22/20 27/23 39/1 40/4 58/3 63/8 67/4 67/4 79/10 79/23 90/7 90/7 92/19 92/21 93/11 95/9 97/3 110/7 147/3 157/6 164/15 176/6 178/5 179/20 188/3 190/2 190/7 190/11 193/16</p> <p>open [15] 9/5 20/15 20/17 20/18 21/4 21/13 25/12 26/4 99/11 172/10 172/15 172/22 172/23 179/9 192/16</p> <p>open-ended [1] 9/5</p> <p>opening [2] 129/23 165/9</p>	<p>operating [3] 41/23 79/14 190/12</p> <p>operations [2] 49/1 172/6</p> <p>operator [1] 158/5</p> <p>operators [1] 42/18</p> <p>opine [1] 60/24</p> <p>opinion [4] 22/19 71/15 124/10 141/13</p> <p>opportunities [1] 192/4</p> <p>opportunity [19] 17/2 17/13 19/4 23/25 35/4 35/13 37/17 37/25 38/15 45/20 48/5 53/22 53/24 65/16 73/21 119/7 138/21 145/20 158/7</p> <p>opposed [6] 31/13 61/2 61/6 146/4 160/20 161/16</p> <p>optics [2] 75/6 75/11</p> <p>option [19] 46/23 46/25 47/8 47/9 49/14 49/19 52/10 58/13 58/14 71/18 81/6 81/7 98/15 101/18 123/4 123/11 126/9 130/8 178/10</p> <p>options [8] 37/15 46/8 80/20 84/9 84/13 84/15 84/25 165/21</p> <p>order [8] 3/2 74/2 74/23 77/6 78/23 78/24 92/15 98/9</p> <p>original [1] 101/6</p> <p>originally [2] 77/2 163/7</p> <p>Orlando [7] 96/10 96/14 96/22 97/21 98/19 99/20 99/21</p> <p>other [83] 4/17 4/24 6/2 14/7 15/21 19/24 20/5 20/6 21/6 21/11 21/16 24/6 26/14 26/16 33/7 38/3 38/4 40/4 41/8 43/18 45/3 45/6 45/13 48/24 50/7 57/24 58/19 59/12 59/14 59/14 64/7 64/11 68/7 73/7 75/2 75/15 80/20 81/18 84/15 84/24 85/13 90/20 95/18 99/19 99/25 102/21 105/8 105/15 107/15 107/24 114/15 134/25 137/4 137/7 139/22 147/12 150/24 153/1 157/25 158/6 159/17 161/9 161/13 161/15 164/13 164/13 164/14 164/19 165/1 165/13 170/8 171/11 173/11 175/19 176/14 176/16 178/10 185/13 186/12</p>
--	---	---	--	--

<p>O</p> <p>other... [4] 191/12 191/18 193/6 194/3</p> <p>other's [1] 158/18</p> <p>others [7] 26/1 31/5 37/11 38/16 134/14 157/18 193/18</p> <p>otherwise [5] 31/25 93/1 96/25 156/12 177/24</p> <p>our [110] 9/12 10/14 12/17 12/19 18/6 19/1 19/17 28/7 30/22 32/22 33/4 33/5 33/9 33/21 33/23 35/24 38/20 40/3 40/5 41/19 41/20 41/21 41/22 41/23 42/10 42/11 42/22 44/2 46/1 46/20 49/20 49/23 55/4 55/23 56/2 59/25 60/2 61/9 66/11 66/23 78/5 78/8 83/13 83/15 83/16 84/11 84/12 84/12 84/12 84/25 89/21 94/1 95/9 97/4 97/4 97/5 103/16 105/9 106/18 107/8 110/2 115/14 118/18 119/6 120/2 126/20 129/12 129/16 132/15 133/22 135/3 135/5 136/17 137/14 137/25 138/7 140/7 140/25 141/21 142/8 142/21 146/9 146/17 147/14 147/19 148/13 150/2 150/19 151/9 151/15 152/25 153/3 153/5 156/1 156/7 157/6 163/18 169/11 174/5 177/11 181/8 187/3 187/4 187/12 187/13 187/20 187/20 189/20 192/17 193/13</p> <p>ours [1] 40/13</p> <p>ourselves [4] 6/18 123/14 128/15 192/5</p> <p>out [119] 7/6 8/21 9/4 9/8 9/9 10/19 11/12 11/13 16/21 18/16 19/9 24/25 25/2 28/12 29/12 29/17 31/8 33/12 34/23 35/12 36/15 36/16 36/25 38/4 38/18 40/16 40/16 45/10 46/11 46/15 53/22 60/8 60/19 62/17 62/20 63/7 64/20 68/14 70/6 70/16 70/25 73/24 74/5 74/9 74/18 74/20 74/23 75/13 78/2 78/3 78/10 79/9 79/22 79/24 84/16 90/19 93/3 94/7 101/1 101/14 101/20 102/6 104/13 104/18 106/13 106/15 106/20 107/19 107/23</p>	<p>110/7 112/13 113/8 113/22 113/23 114/6 114/9 114/24 115/1 115/22 117/4 117/8 117/18 118/12 123/1 126/3 135/10 143/10 143/12 148/6 148/7 149/18 150/1 150/8 151/1 152/7 157/7 157/23 159/1 162/9 163/20 163/24 164/2 164/5 164/13 164/17 164/21 165/1 170/9 171/11 172/25 175/25 178/7 184/1 184/2 187/21 188/15 189/20 191/4 191/8</p> <p>outcome [1] 56/4</p> <p>outgoing [1] 187/2</p> <p>outlined [1] 75/19</p> <p>outlines [1] 63/11</p> <p>outside [4] 7/13 32/18 98/11 99/24</p> <p>over [24] 17/2 24/10 25/15 31/20 42/4 42/13 44/6 44/13 44/21 45/10 45/18 59/1 60/9 77/18 81/8 81/10 84/17 92/1 92/13 110/19 146/12 186/15 187/1 187/1</p> <p>overall [1] 96/18</p> <p>overhead [1] 108/10</p> <p>overlay [2] 147/17 177/15</p> <p>oversee [1] 131/22</p> <p>oversight [1] 18/5</p> <p>overweighting [1] 103/23</p> <p>own [15] 12/19 30/15 42/11 43/14 43/14 43/22 79/6 93/24 95/1 109/6 109/6 109/6 158/12 160/22 161/1</p> <p>owners [1] 68/8</p> <hr/> <p>P</p> <p>p.m [4] 1/7 1/7 14/1 194/5</p> <p>Pacific [1] 1/24</p> <p>package [1] 106/15</p> <p>page [6] 2/2 48/16 87/20 87/25 90/13 90/25</p> <p>Page 53 [1] 48/16</p> <p>pages [2] 87/20 88/1</p> <p>painful [1] 183/3</p> <p>pains [1] 173/8</p> <p>paper [1] 73/24</p> <p>paraphrased [3] 67/14 67/15 67/16</p> <p>parcel [12] 58/5 58/7 58/8 58/10 58/17 148/4 157/17 176/15 176/17 177/9 177/10 190/4</p> <p>parcels [7] 41/6 133/17</p>	<p>137/5 148/9 148/9 158/10 177/12</p> <p>pardon [1] 187/6</p> <p>parking [15] 11/9 81/7 81/9 81/14 81/16 81/19 81/24 82/2 82/21 83/3 83/20 83/24 84/3 84/7 132/17</p> <p>part [38] 21/3 38/7 38/17 38/19 38/23 38/24 39/3 39/7 39/11 39/15 39/19 39/20 39/24 40/4 42/8 46/15 52/9 52/12 52/13 67/9 67/24 69/18 75/3 77/24 78/15 78/23 79/5 79/13 79/16 79/18 81/23 109/9 120/10 127/12 142/17 142/17 164/16 182/14</p> <p>Part 145 [3] 79/13 79/16 79/18</p> <p>Part 16 [20] 38/7 38/17 38/19 38/23 38/24 39/3 39/11 39/15 39/19 39/20 39/24 40/4 42/8 46/15 52/9 52/12 67/9 75/3 77/24 79/5</p> <p>partial [1] 192/3</p> <p>participant [1] 43/25</p> <p>participants [1] 99/11</p> <p>participate [5] 4/7 19/5 20/1 33/25 71/8</p> <p>participated [1] 28/3</p> <p>participating [3] 21/16 30/19 66/17</p> <p>participation [3] 14/4 37/7 51/11</p> <p>particular [5] 15/18 128/11 157/17 190/4 190/4</p> <p>particularly [1] 71/15</p> <p>parties [2] 35/23 152/2</p> <p>partner [4] 2/7 13/9 13/11 57/18</p> <p>party [1] 37/23</p> <p>passed [3] 74/19 79/2 122/9</p> <p>passenger [1] 45/1</p> <p>Passero [8] 10/17 83/3 86/11 90/8 92/21 94/4 116/25 131/22</p> <p>Passero Associates [2] 116/25 131/22</p> <p>Passero's [2] 86/7 94/2</p> <p>passes [1] 71/20</p> <p>past [2] 90/4 109/24</p> <p>path [5] 63/11 65/24 111/7 130/12 178/24</p> <p>pave [1] 81/7</p> <p>pay [1] 10/8</p> <p>paying [1] 78/16</p> <p>payments [1] 63/3</p> <p>Peachtree [1] 42/24</p> <p>Peachtree-Dekalb [1]</p>	<p>42/24</p> <p>pending [1] 167/23</p> <p>people [29] 19/4 20/19 22/3 23/22 70/14 74/7 96/4 104/18 106/25 107/5 107/13 112/16 113/23 114/3 115/1 137/12 138/5 138/6 140/6 143/21 144/13 148/17 150/24 158/24 163/5 163/7 163/16 165/1 192/15</p> <p>per [5] 10/3 10/4 103/7 106/9 175/14</p> <p>percent [8] 6/16 11/3 68/8 83/14 83/20 96/18 175/6 189/10</p> <p>perfect [3] 35/10 167/11 175/2</p> <p>performance [8] 89/22 93/23 94/7 94/18 94/23 95/3 95/8 95/10</p> <p>perhaps [14] 27/24 33/24 51/19 125/13 125/24 128/22 129/9 129/13 139/25 152/11 157/22 158/6 158/6 188/24</p> <p>period [11] 34/6 39/16 78/22 113/21 114/5 114/14 114/19 122/8 122/9 155/22 178/2</p> <p>permanent [1] 150/1</p> <p>permission [1] 77/6</p> <p>perpetuity [1] 105/13</p> <p>person [9] 64/13 75/10 90/7 92/19 128/2 128/21 139/22 144/8 148/14</p> <p>personal [6] 36/21 64/22 109/23 146/1 146/23 146/24</p> <p>personally [2] 89/12 173/19</p> <p>persons [2] 144/14 158/6</p> <p>perspective [1] 168/1</p> <p>Phase [1] 188/21</p> <p>Phase 2 [1] 188/21</p> <p>Phoenix [1] 10/25</p> <p>phone [4] 34/15 57/17 113/9 114/17</p> <p>physical [1] 159/18</p> <p>pick [1] 68/1</p> <p>picking [1] 114/16</p> <p>picture [1] 44/7</p> <p>piece [4] 45/18 74/5 74/21 190/5</p> <p>pieces [1] 52/5</p> <p>piled [1] 26/20</p> <p>Pittman [1] 14/14</p> <p>place [9] 18/13 20/25 46/10 47/4 47/16 51/15 142/9 152/8 173/5</p> <p>placeholder [1] 188/25</p>	<p>places [2] 42/23 87/13</p> <p>plan [17] 19/14 19/23 21/8 22/3 27/20 28/1 41/20 58/13 122/11 131/4 147/20 147/21 147/21 148/13 159/9 177/8 177/11</p> <p>Plan B [1] 58/13</p> <p>planes [2] 147/3 147/4</p> <p>planners [1] 6/23</p> <p>planning [4] 28/10 28/10 130/16 172/16</p> <p>plate [1] 26/20</p> <p>play [2] 23/13 178/1</p> <p>playing [1] 191/8</p> <p>pleasantly [1] 123/22</p> <p>please [9] 3/3 11/13 29/15 152/5 152/6 152/6 152/7 178/19 185/15</p> <p>pledge [3] 2/3 3/4 3/5</p> <p>plenty [4] 38/7 138/11 138/12 172/11</p> <p>PLLC [1] 1/17</p> <p>plural [3] 181/21 182/1 183/10</p> <p>Plus [3] 124/21 138/9 146/24</p> <p>pocket [2] 187/21 189/20</p> <p>point [54] 27/15 30/13 33/3 35/23 40/2 42/21 43/8 43/11 43/13 43/16 44/25 48/7 49/5 51/25 56/23 57/10 60/2 73/22 74/5 75/15 77/7 79/9 79/22 91/25 93/3 93/8 95/6 95/22 97/19 109/8 112/4 125/21 134/25 139/13 140/24 141/5 145/6 150/8 152/2 154/5 157/20 167/8 167/12 167/17 168/11 170/5 171/25 173/12 175/16 178/18 180/10 181/20 182/2 188/4</p> <p>pointed [3] 35/12 36/16 78/2</p> <p>pointing [1] 33/12</p> <p>points [35] 57/25 87/17 88/2 89/3 89/7 89/9 89/9 90/10 91/2 91/9 92/13 92/16 92/22 94/6 94/8 94/14 95/23 95/25 96/8 96/11 96/16 99/19 100/7 100/9 100/12 103/22 104/11 105/19 106/6 107/24 107/25 118/14 137/18 138/20 150/1</p> <p>policies [5] 79/23 105/9 148/25 149/12 149/19</p> <p>policy [54] 24/12 32/1 32/22 33/5 33/6 33/9</p>
--	--	--	---	---

<p>P</p> <p>policy... [48] 51/14 66/21 66/23 67/24 68/17 71/5 77/17 78/2 78/9 78/12 86/19 88/24 99/10 101/19 102/2 102/23 106/7 109/12 133/22 138/21 138/25 139/24 140/2 140/15 141/2 141/21 142/9 142/21 146/9 146/17 147/15 149/22 150/13 152/6 152/8 153/3 157/10 160/2 163/18 165/8 169/11 171/13 176/10 178/3 179/15 179/17 180/6 181/8 poll [3] 28/3 28/20 116/11 Ponte [1] 171/17 pop [1] 92/1 pop-up [1] 92/1 portion [3] 33/8 107/12 188/4 position [12] 4/21 5/11 6/15 33/16 54/25 55/5 55/7 55/23 56/2 58/20 65/7 136/25 positions [1] 128/24 positive [1] 186/15 positively [1] 130/7 possibility [1] 106/25 possible [9] 37/20 45/16 60/17 60/22 80/20 123/6 134/22 150/5 191/10 possibly [3] 90/8 127/18 160/5 posted [2] 38/10 101/2 posting [2] 123/20 124/7 potential [9] 55/3 55/12 56/4 84/22 113/11 143/7 143/13 148/14 157/25 potentially [5] 42/1 70/12 87/3 104/18 106/24 powers [1] 174/16 PR [1] 7/14 practice [3] 8/19 46/21 47/14 practices [2] 164/13 164/18 precedent [3] 139/18 141/13 141/14 precious [2] 37/21 45/18 precise [1] 98/9 preclude [2] 57/19 70/16 precludes [2] 52/14 52/15 predecessors [1] 147/19</p>	<p>prefer [1] 123/9 prejud [1] 55/22 prejudice [1] 55/22 preliminary [5] 2/14 70/21 185/8 185/17 185/20 premium [1] 81/18 prepared [2] 169/20 192/1 presence [3] 7/14 7/15 7/15 present [11] 1/9 1/14 14/15 21/7 21/12 66/10 107/16 137/4 150/22 155/24 174/23 presentation [1] 48/1 presented [8] 3/21 55/14 134/5 142/1 152/14 165/18 169/7 171/9 presently [4] 49/8 150/7 155/9 176/16 presents [1] 181/3 presumably [1] 139/10 pretty [7] 4/11 68/11 86/25 108/25 109/2 139/2 172/4 prevail [1] 38/3 prevailing [1] 62/23 prevent [1] 114/16 previously [3] 152/14 174/1 189/17 primarily [2] 59/3 86/21 prior [18] 86/11 86/17 86/18 89/22 90/25 93/23 94/1 94/3 94/6 94/18 94/21 94/22 95/7 95/10 110/3 126/15 168/5 186/18 priorities [1] 157/1 prioritize [2] 77/18 146/19 prioritizing [1] 146/10 priority [2] 134/12 172/7 private [15] 77/15 77/19 145/24 146/2 146/12 146/14 147/17 148/6 148/9 149/24 150/14 158/12 158/13 176/2 177/8 privately [1] 20/17 probably [21] 9/8 17/7 28/22 37/10 43/15 53/23 54/15 59/17 59/22 61/8 88/21 89/24 93/18 99/4 104/14 111/7 117/22 123/17 158/19 170/13 193/19 problem [7] 75/7 79/23 92/25 93/14 93/19 107/11 144/20 problems [2] 154/17 154/18</p>	<p>procedural [2] 40/5 48/7 procedurally [4] 47/24 47/25 49/7 49/10 procedure [4] 51/15 137/20 148/12 150/22 procedures [5] 105/5 142/21 148/25 149/12 149/19 proceed [5] 37/23 65/8 75/18 136/25 166/23 proceeding [3] 42/8 120/2 154/14 proceedings [1] 195/8 process [59] 6/20 10/20 18/15 28/11 37/16 37/18 38/13 40/5 40/10 40/21 41/9 42/5 42/14 45/10 45/13 45/14 45/15 45/20 46/25 47/15 47/17 47/21 52/7 52/8 52/12 52/14 52/20 52/20 53/3 57/5 61/3 61/3 61/16 62/2 64/18 67/9 77/4 77/10 77/14 77/19 87/14 106/14 107/6 108/15 109/13 115/7 116/3 124/5 124/19 129/22 134/22 148/14 153/3 154/12 166/20 173/2 180/23 181/8 182/14 processes [1] 113/22 procurement [3] 41/15 98/24 111/1 product [2] 100/22 103/3 products [1] 106/4 professionals [1] 70/25 progress [1] 70/5 project [6] 10/15 74/11 84/19 97/13 187/17 189/21 projected [4] 186/5 186/6 186/9 187/10 projects [4] 86/5 89/23 186/5 187/4 prolong [2] 148/21 156/5 promote [1] 11/8 pronouncing [1] 13/17 properly [2] 126/23 167/15 properties [1] 189/5 property [9] 52/17 56/12 74/5 74/21 81/24 137/24 171/25 188/14 189/7 proposal [87] 2/10 28/14 30/6 30/8 31/13 33/4 33/19 39/20 39/23 40/5 40/22 42/3 43/10 45/9 46/12 48/5 48/6</p>	<p>51/2 52/25 55/20 55/25 56/24 57/21 58/12 60/25 61/9 67/19 67/20 67/21 107/6 110/17 112/24 136/12 137/8 140/11 140/25 141/12 141/22 142/1 142/3 142/8 142/14 143/17 143/25 147/22 148/16 150/20 152/3 152/13 152/18 154/4 154/7 154/21 155/5 159/18 159/25 161/10 161/13 161/14 162/11 164/2 165/3 165/6 165/14 167/20 167/23 168/7 168/13 169/3 169/23 170/11 171/8 171/13 173/5 174/2 174/5 174/7 174/9 174/11 178/11 178/17 181/4 181/24 182/22 183/9 184/1 184/13 proposals [49] 2/14 40/14 61/7 61/11 87/5 97/6 106/19 107/1 107/16 109/6 122/25 123/10 124/17 126/5 133/7 133/9 133/12 133/17 133/20 137/13 141/6 141/9 141/18 142/22 153/2 157/2 159/15 159/24 160/1 161/5 164/22 165/2 165/10 170/6 170/8 171/12 172/12 172/23 173/24 174/4 176/8 179/10 179/12 179/13 179/17 181/20 181/25 182/4 182/23 propose [7] 38/5 43/13 53/25 98/14 103/15 108/10 141/18 proposed [8] 10/16 10/19 63/3 108/22 150/4 155/13 155/16 185/23 proposer [1] 33/13 proposers [2] 63/2 115/13 proposing [2] 154/10 178/23 proposition [3] 42/20 43/9 43/21 protect [2] 36/18 116/3 protected [1] 115/4 protecting [1] 19/1 prove [2] 49/18 150/24 provide [7] 5/24 7/11 24/13 50/3 68/16 74/13 78/1 provided [6] 10/17 30/10 35/25 36/2 50/1 182/20 provider [1] 175/7</p>	<p>providers [1] 77/18 provides [1] 7/7 providing [3] 17/1 129/25 162/10 proximity [4] 89/25 90/16 96/6 98/15 prudent [1] 178/24 public [64] 2/15 7/8 14/4 15/11 20/16 20/18 20/19 21/2 21/4 21/5 21/13 21/21 23/1 23/24 24/3 25/11 25/12 26/4 30/16 45/15 48/15 48/24 61/11 63/13 63/17 63/21 65/15 65/16 65/17 67/20 69/5 73/22 73/22 74/10 76/13 77/18 78/13 114/3 116/12 116/14 116/21 119/14 132/9 132/9 132/11 132/17 132/21 135/5 135/9 137/21 146/5 146/19 160/21 162/7 171/3 171/16 171/16 175/6 175/19 179/3 183/18 191/15 191/17 191/18 public's [1] 9/23 public-facing [2] 160/21 162/7 publicly [5] 20/10 20/11 52/20 123/2 167/6 publish [1] 61/10 published [1] 41/23 pull [3] 101/4 116/8 156/14 pulling [2] 101/13 101/18 purchasing [1] 147/23 purely [3] 16/24 23/5 125/13 purpose [8] 7/6 27/6 39/10 39/12 49/12 49/18 59/19 84/1 purposes [2] 6/8 150/18 pursuing [1] 9/7 push [5] 107/23 129/14 191/2 191/4 191/6 pushing [1] 118/12 put [37] 6/22 12/17 18/13 21/11 35/8 45/9 53/22 58/20 60/8 60/19 67/6 70/12 92/4 96/23 101/20 108/4 112/9 113/22 121/25 122/7 135/10 145/9 154/3 159/24 169/10 170/4 171/11 175/13 178/1 178/19 179/18 179/25 188/15 192/6 192/10 192/23 193/3 putting [5] 107/6 108/21 110/7 175/25</p>
--	---	--	--	---

<p>P</p> <p>putting... [1] 181/22</p> <p>Q</p> <p>qualifications [2] 63/2 89/18</p> <p>qualified [4] 93/2 96/25 109/2 109/5</p> <p>quality [4] 63/5 97/24 123/15 123/23</p> <p>quarter [1] 61/18</p> <p>quarterly [1] 193/17</p> <p>question [24] 7/17 8/15 11/16 11/16 11/19 19/22 22/6 31/15 35/6 49/9 54/5 54/7 54/10 58/19 79/9 79/19 109/18 112/6 115/12 122/23 142/13 175/22 185/13 189/24</p> <p>questions [18] 8/6 15/16 23/19 23/19 26/14 30/24 30/25 31/2 31/4 32/6 34/6 34/7 35/5 85/13 117/13 131/16 159/4 191/12</p> <p>quick [6] 4/10 4/12 6/10 35/6 53/9 112/6</p> <p>quickly [2] 97/15 139/2</p> <p>quite [1] 31/11</p> <p>quote's [1] 188/22</p> <p>R</p> <p>raised [3] 76/12 84/22 100/9</p> <p>raising [1] 85/20</p> <p>ramifications [1] 65/10</p> <p>ramp [1] 11/9</p> <p>ranging [1] 9/25</p> <p>ranking [1] 86/22</p> <p>rankings [1] 108/22</p> <p>rate [1] 92/10</p> <p>rather [5] 58/24 63/23 98/3 107/6 138/2</p> <p>rational [1] 59/4</p> <p>rationale [1] 167/4</p> <p>raw [1] 53/19</p> <p>re [4] 100/24 101/20 101/20 121/2</p> <p>reach [7] 18/16 19/9 57/10 114/24 115/1 152/7 162/9</p> <p>reached [1] 10/19</p> <p>reaching [4] 70/16 113/23 114/6 165/1</p> <p>reaction [1] 168/6</p> <p>read [11] 3/14 3/16 8/6 33/18 42/16 43/10 91/3 92/21 95/14 131/1 193/15</p> <p>reading [5] 35/15 48/15 95/7 129/23 193/9</p> <p>readjust [2] 105/1 106/6</p>	<p>ready [10] 110/14 143/19 143/25 144/4 144/9 170/24 170/25 176/18 179/1 179/4</p> <p>reaffirm [1] 73/11</p> <p>real [4] 53/9 59/25 61/8 150/1</p> <p>realize [1] 115/2</p> <p>really [41] 12/19 16/24 24/2 36/25 43/8 50/24 62/1 78/13 79/7 79/19 84/2 92/21 107/9 107/10 118/4 123/12 125/15 125/17 126/3 127/16 127/25 129/1 131/13 132/15 136/16 137/19 138/24 140/1 140/14 143/14 146/13 146/14 149/5 157/17 163/24 168/2 168/2 169/24 172/15 174/12 190/22</p> <p>realm [1] 9/11</p> <p>reason [12] 15/18 43/11 45/3 53/21 78/15 111/15 111/22 144/20 150/16 163/4 176/6 176/23</p> <p>reasons [2] 56/20 86/9</p> <p>REBA [1] 1/10</p> <p>rec [1] 85/24</p> <p>recall [7] 6/4 32/11 48/1 52/2 58/12 133/10 133/15</p> <p>recalled [1] 81/21</p> <p>receive [4] 44/17 91/6 92/15 153/1</p> <p>received [6] 11/6 80/9 131/2 159/15 165/3 179/11</p> <p>receiving [2] 40/14 61/7</p> <p>recent [2] 42/19 184/22</p> <p>recently [2] 57/16 174/5</p> <p>recollection [1] 85/24</p> <p>recommend [6] 33/21 71/20 91/17 99/16 108/11 131/25</p> <p>recommendation [8] 24/19 24/23 28/17 34/4 70/10 100/14 100/19 170/12</p> <p>recommendations [10] 17/1 22/24 23/2 23/5 23/7 24/17 25/20 28/12 88/11 89/13</p> <p>recommended [3] 130/23 132/3 132/5</p> <p>reconfiguring [1] 181/8</p> <p>reconsider [1] 84/6</p> <p>record [18] 21/14 24/9 25/16 26/5 30/16 35/3 38/11 48/16 50/20</p>	<p>54/22 57/19 63/8 67/14 77/23 111/15 134/20 136/22 195/9</p> <p>records [1] 26/21</p> <p>recraft [1] 100/24</p> <p>recruiting [1] 130/7</p> <p>recruitment [3] 6/20 124/2 124/5</p> <p>rectify [1] 106/23</p> <p>red [4] 35/16 36/15 90/5 101/10</p> <p>redefine [1] 156/14</p> <p>redline [2] 110/20 110/23</p> <p>redoing [1] 118/6</p> <p>redone [1] 145/4</p> <p>redrafted [1] 102/5</p> <p>reduce [1] 94/13</p> <p>reduced [1] 189/22</p> <p>reduction [1] 186/4</p> <p>reengage [1] 70/23</p> <p>reference [1] 190/17</p> <p>referenced [2] 21/1 137/13</p> <p>references [4] 94/23 95/17 95/20 95/21</p> <p>referred [1] 77/12</p> <p>referring [2] 152/18 174/10</p> <p>refers [1] 109/10</p> <p>reflect [1] 112/18</p> <p>refusal [7] 54/17 55/1 55/8 55/24 56/7 59/6 143/23</p> <p>regard [2] 19/19 136/11</p> <p>regarding [1] 171/10</p> <p>regardless [1] 79/6</p> <p>regards [1] 134/10</p> <p>regional [1] 123/23</p> <p>register [1] 193/19</p> <p>registration [1] 193/20</p> <p>Regular [1] 1/2</p> <p>regulation [1] 52/13</p> <p>reissued [1] 112/17</p> <p>reissuing [1] 112/3</p> <p>reiterate [1] 113/20</p> <p>rejected [1] 131/4</p> <p>rejoins [1] 40/7</p> <p>related [3] 49/3 77/12 118/15</p> <p>relations [1] 7/8</p> <p>release [1] 59/1</p> <p>reliever [1] 42/25</p> <p>relive [1] 170/10</p> <p>reluctant [1] 72/17</p> <p>remark [1] 157/9</p> <p>remember [2] 125/1 136/1</p> <p>remembering [2] 81/12 146/17</p> <p>remind [4] 13/20 47/23 113/8 193/22</p> <p>reminded [1] 174/5</p> <p>removed [3] 142/24</p>	<p>143/1 143/8</p> <p>renew [1] 12/7</p> <p>renewal [4] 12/3 12/6 40/25 41/1</p> <p>rent [4] 160/23 161/2 166/3 166/15</p> <p>reopen [1] 101/5</p> <p>repair [3] 79/13 79/18 158/1</p> <p>repeating [1] 136/16</p> <p>repercussion's [1] 112/12</p> <p>repercussions [1] 112/8</p> <p>report [18] 2/6 5/22 16/21 17/23 17/25 27/3 27/7 30/22 30/25 51/8 69/13 70/14 70/25 71/17 75/20 79/1 193/16 195/7</p> <p>reporter [2] 20/23 20/23</p> <p>REPORTER'S [2] 2/18 194/6</p> <p>Reporters [1] 1/23</p> <p>reporting [1] 70/4</p> <p>reports [10] 2/16 5/21 5/23 11/14 19/19 27/14 68/9 77/21 191/21 191/23</p> <p>represent [1] 72/13</p> <p>representation [1] 6/21</p> <p>representations [1] 36/10</p> <p>representative [4] 33/23 70/22 76/14 169/18</p> <p>representatives [1] 6/24</p> <p>represented [1] 77/4</p> <p>reprogrammed [1] 84/17</p> <p>request [9] 21/2 60/15 61/1 66/24 112/24 115/13 133/16 139/9 180/7</p> <p>requested [5] 5/24 66/10 77/8 80/19 167/19</p> <p>requesting [2] 136/8 144/20</p> <p>requests [3] 24/11 126/5 182/13</p> <p>require [3] 15/3 16/4 132/18</p> <p>required [8] 23/9 59/15 63/4 64/9 64/10 64/12 131/5 154/2</p> <p>requirement [10] 15/13 18/18 19/2 20/21 22/17 26/3 46/11 46/12 79/16 90/12</p> <p>requirements [3] 15/7 16/7 48/18</p>	<p>requires [3] 78/22 124/13 167/9</p> <p>requiring [1] 59/13</p> <p>rescue [1] 16/9</p> <p>reservation [1] 62/13</p> <p>reserve [1] 62/2</p> <p>reserved [1] 158/11</p> <p>reserves [9] 186/3 186/4 186/6 186/10 186/11 187/10 187/12 187/14 187/17</p> <p>resolution [1] 16/18</p> <p>resolve [3] 55/14 79/3 181/19</p> <p>resolved [8] 51/4 51/5 51/6 54/18 70/1 73/14 79/11 182/16</p> <p>respect [3] 36/17 85/6 86/20</p> <p>respond [14] 32/3 51/24 87/4 96/4 104/19 104/20 122/13 161/21 178/11 178/15 179/21 179/22 179/23 180/8</p> <p>respond/not [1] 104/19</p> <p>responded [2] 38/12 161/24</p> <p>respondent [1] 39/1</p> <p>responding [1] 117/13</p> <p>response [4] 38/21 44/1 139/7 174/7</p> <p>responsibilities [1] 156/20</p> <p>responsibility [1] 122/15</p> <p>responsible [2] 15/10 21/9</p> <p>rest [1] 181/23</p> <p>restate [6] 5/9 69/9 118/9 156/23 179/5 179/6</p> <p>restated [2] 181/13 181/13</p> <p>restaurant [1] 81/17</p> <p>restrictions [1] 21/16</p> <p>resubmit [3] 37/17 38/15 152/7</p> <p>resume [1] 181/19</p> <p>resumes [1] 129/23</p> <p>resurrected [1] 16/17</p> <p>retaliatory [1] 75/6</p> <p>revenue [3] 61/22 187/20 190/24</p> <p>reverse [1] 106/5</p> <p>revert [1] 150/2</p> <p>review [13] 9/13 9/16 12/16 12/17 30/9 30/21 30/24 31/17 48/19 48/25 117/18 139/21 141/14</p> <p>reviewed [1] 31/20</p> <p>revise [1] 116/8</p> <p>revised [2] 145/1 149/10</p>
--	--	--	---	--

<p>R</p> <p>revising [1] 112/3 revision [1] 152/6 revisiting [1] 122/10 reweighing [2] 88/7 88/8 RFP [43] 37/16 37/18 38/2 38/14 40/9 40/21 41/14 42/13 45/15 46/25 49/13 52/19 54/2 54/3 59/19 59/21 60/8 60/19 61/2 61/16 62/2 64/10 74/7 74/18 80/5 86/15 86/17 109/10 111/8 111/11 111/13 111/21 112/2 121/5 122/25 123/9 124/20 126/10 134/2 134/21 138/2 160/13 177/11 RFPs [9] 40/23 59/13 59/15 62/25 63/8 64/9 64/12 134/2 157/8 RFQ [14] 2/11 85/16 85/17 85/23 86/1 86/18 87/8 87/12 105/5 110/7 111/14 114/20 115/13 118/11 RFQs [6] 134/2 135/10 136/8 146/22 150/23 153/10 rich [1] 58/24 rid [1] 108/9 ride [1] 38/24 Riera [3] 13/15 13/18 191/18 right [119] 5/23 9/20 10/14 12/4 16/20 17/21 17/24 18/1 18/4 19/11 25/8 29/13 29/21 32/20 33/17 33/17 35/10 37/3 38/17 39/25 41/1 41/1 41/2 41/16 42/23 43/22 45/23 54/1 54/17 55/1 55/7 55/23 56/1 56/3 56/7 56/14 56/16 57/2 57/25 58/5 58/21 58/23 59/2 59/6 59/17 60/4 61/13 64/12 67/25 68/3 74/6 74/7 75/25 80/16 83/19 85/5 88/13 89/1 92/7 95/19 96/15 108/15 114/23 115/5 116/14 121/12 125/19 126/14 127/17 128/16 134/13 138/11 140/9 141/4 142/18 143/4 143/15 143/22 144/5 144/8 146/6 147/6 147/20 148/7 151/2 151/15 153/8 154/2 155/4 157/18 158/2 158/2 158/14 159/13 160/10 160/11 161/12 161/19 163/11 163/14 163/19 169/21 174/20</p>	<p>176/4 176/12 176/18 177/14 177/22 177/23 178/7 178/9 178/25 179/7 180/13 180/16 180/24 181/10 185/1 190/1 rights [2] 55/13 55/22 ripe [3] 84/21 85/10 149/22 risk [1] 107/3 RMR [3] 1/23 195/6 195/13 road [10] 2/10 16/17 65/10 80/12 80/13 84/18 84/19 85/14 158/24 187/25 ROBERT [1] 1/10 ROBERTS [5] 1/17 1/17 57/11 61/4 73/5 ROFR [9] 57/19 58/21 59/2 74/13 77/7 77/12 81/23 136/13 136/14 role [2] 16/25 105/14 rolling [2] 51/22 180/1 room [2] 1/3 48/11 roughly [1] 124/22 RPR [3] 1/23 195/6 195/13 RPR-CP [2] 195/6 195/13 rule [1] 163/17 rules [12] 15/25 19/8 46/10 46/21 47/10 61/17 138/25 139/10 139/12 156/7 162/5 170/3 run [1] 16/20 running [1] 137/3 runways [1] 41/8 rushed [1] 143/10</p>	<p>S</p> <p>SAAPA [4] 13/15 13/18 14/5 16/21 safety [3] 16/16 17/6 27/2 said [22] 22/8 63/9 65/12 72/18 74/15 82/11 83/10 117/7 136/17 138/16 140/20 147/3 148/4 150/23 151/24 154/17 154/23 165/5 175/24 180/21 182/1 186/8 same [20] 8/6 58/23 65/1 83/20 88/8 91/2 93/4 136/7 139/21 141/19 142/7 142/7 146/13 153/21 153/23 154/3 155/21 158/23 159/18 160/25 sat [1] 19/22 satisfied [1] 95/18 satisfy [2] 90/8 93/10 Saturday [1] 13/22</p>	<p>Saturday's [1] 11/7 saw [3] 64/21 75/11 102/8 say [75] 6/16 11/2 11/23 17/6 34/14 37/11 40/1 43/24 46/8 47/10 50/5 50/12 53/23 55/15 55/16 55/19 56/12 58/22 58/23 59/12 62/7 62/23 63/15 74/24 76/23 79/7 80/5 86/7 90/14 90/21 91/18 96/24 98/19 98/22 99/13 100/16 102/5 103/8 107/7 108/11 109/11 109/16 110/5 110/7 111/15 112/9 118/19 118/25 139/8 141/7 141/15 142/6 143/21 144/3 146/7 149/7 151/25 153/1 153/7 153/19 159/25 160/1 164/19 165/7 166/3 166/9 170/7 174/14 176/22 177/1 177/25 178/5 178/7 179/8 183/6 saying [26] 35/17 35/18 45/25 47/2 49/17 51/18 52/3 52/18 54/2 59/8 61/19 74/10 94/4 96/5 103/25 105/19 117/23 123/17 143/17 144/8 153/12 155/2 164/11 165/4 175/25 178/19 says [19] 24/11 42/10 48/9 60/9 60/10 60/21 82/16 90/12 90/15 90/18 92/15 93/20 110/6 129/21 144/14 146/18 166/11 172/17 178/2 scarcity [1] 164/16 scary [1] 157/23 scenario [1] 188/17 scope [4] 9/25 83/7 127/3 127/13 score [1] 108/17 scoring [1] 87/17 scratch [1] 43/20 screaming [1] 35/19 screen [1] 131/1 search [15] 2/11 121/23 122/1 122/18 122/21 123/13 123/21 124/1 124/4 124/9 124/9 127/7 127/14 129/20 130/7 searches [1] 41/5 searching [1] 103/1 second [37] 5/8 5/12 5/13 40/1 48/17 69/7 73/20 77/5 77/9 78/25 116/8 116/9 118/13</p>	<p>118/17 118/25 119/1 119/9 119/12 120/4 120/5 121/8 131/11 131/20 132/6 132/7 171/14 174/1 174/5 174/9 175/20 179/3 181/17 183/7 183/12 183/14 183/16 183/25 seconded [9] 5/14 69/9 116/10 119/12 121/9 132/9 171/16 181/13 181/15 seconding [1] 69/2 Section [5] 48/17 87/21 90/2 90/23 108/16 Section 13 [3] 87/21 90/2 90/23 sections [1] 48/24 security [5] 2/13 130/19 130/21 130/23 131/3 see [62] 6/6 8/7 8/15 13/11 14/2 14/17 17/11 19/13 23/1 24/11 28/4 32/4 33/20 35/16 36/14 40/13 43/18 52/18 56/8 57/5 60/19 63/16 66/23 71/20 80/21 87/11 91/11 91/14 95/7 101/13 104/2 106/18 107/11 108/19 108/23 110/10 120/17 120/19 124/17 125/20 127/2 128/10 128/16 132/16 148/17 153/19 154/1 154/5 157/20 164/2 172/1 172/9 175/20 183/18 185/7 186/2 188/16 188/18 190/14 190/15 191/8 192/11 seeing [8] 31/22 36/11 81/21 102/3 122/10 123/15 163/15 191/22 seek [5] 38/6 38/17 39/5 66/18 164/17 seeking [5] 16/8 37/20 52/15 53/13 87/11 seem [4] 76/21 86/23 97/1 147/13 seems [6] 8/24 9/10 9/15 74/23 75/1 93/25 seen [4] 82/7 98/2 132/14 162/2 select [8] 41/9 52/5 108/3 109/17 109/19 110/8 118/22 119/2 selected [2] 103/2 114/1 selecting [2] 93/5 93/6 selection [11] 40/11 88/3 90/17 90/23 91/1 95/19 98/12 108/15 108/16 115/9 122/6 self [1] 12/7</p>	<p>self-renew [1] 12/7 send [6] 34/23 106/15 110/14 134/13 137/11 152/4 sending [2] 101/14 164/2 sense [9] 31/22 35/13 44/4 88/12 89/23 103/13 115/11 142/4 166/13 sent [7] 29/16 101/1 114/9 114/9 137/12 152/3 173/17 separate [7] 75/3 93/24 95/1 138/18 166/9 173/23 174/4 separately [1] 90/11 series [2] 182/8 182/8 serve [1] 133/18 served [1] 95/18 service [9] 6/13 6/25 7/5 9/7 9/24 23/24 43/1 146/5 158/4 services [24] 2/11 6/2 6/3 6/10 7/11 8/10 10/2 61/5 61/6 63/9 85/16 85/18 86/14 87/3 87/9 121/5 122/25 123/9 124/6 127/3 128/17 129/25 130/1 131/23 serving [1] 16/24 set [9] 25/7 25/9 62/6 139/18 141/12 141/13 162/5 178/15 179/16 setting [1] 18/6 settled [1] 59/9 seven [4] 20/13 29/11 29/11 30/2 seven-day [1] 30/2 seventh [1] 135/19 several [1] 131/19 shade [3] 32/10 32/15 32/18 shall [1] 48/19 shame [1] 142/9 shape [1] 148/11 share [2] 27/9 94/2 she [5] 105/13 181/21 184/10 184/11 184/14 sheet [1] 187/13 shifting [1] 46/25 shopping [1] 74/20 short [6] 40/18 40/19 46/2 55/6 108/18 125/5 shot [2] 22/10 66/6 should [64] 5/25 11/11 11/21 11/23 11/24 12/22 13/1 18/13 25/14 25/15 27/2 27/2 34/13 37/14 37/15 37/19 37/19 38/6 39/23 55/9 64/8 74/19 75/8 76/12 76/20 78/13 78/15 79/1 84/24 88/7 96/17 97/1 97/15 97/24 108/1</p>
---	---	--	--	--	---

<p>S should... [29] 108/23 110/16 113/2 113/23 114/15 114/18 116/19 118/8 128/18 133/25 134/1 134/3 134/5 136/2 136/5 136/20 136/24 138/1 138/3 139/20 140/18 141/22 143/3 145/1 152/22 158/7 169/14 170/13 189/21 shouldn't [5] 39/22 85/9 96/17 143/11 144/23 shovel [1] 176/18 show [4] 13/23 49/13 64/14 155/22 Showalter [1] 43/6 showcase [1] 52/1 showed [1] 186/3 shown [1] 45/4 shows [1] 188/2 shy [3] 76/21 76/24 76/24 sic [1] 67/15 side [3] 7/7 10/14 188/19 sidelines [1] 20/3 sides [1] 38/8 sign [2] 163/7 174/19 Signature [2] 43/5 43/24 signed [1] 65/17 silent [1] 110/11 similar [4] 94/25 95/1 151/23 182/23 simple [6] 35/12 46/24 68/16 152/9 152/11 172/24 simplified [1] 108/7 simply [8] 18/4 24/21 27/6 38/10 67/18 117/6 130/16 167/1 since [10] 13/2 30/14 64/6 67/8 74/19 78/6 123/2 132/14 149/10 174/6 single [5] 44/3 128/18 128/19 130/11 148/3 single-item [1] 130/11 Singletary [2] 10/16 28/9 sir [19] 29/25 30/3 30/3 33/1 47/1 47/1 68/13 80/18 115/25 119/8 119/16 130/18 159/8 159/11 186/23 187/11 189/15 190/6 190/8 sit [14] 49/22 50/1 54/24 55/17 57/8 61/14 99/9 139/25 140/14 163/23 164/5 170/8 176/15 193/13 site [3] 52/22 53/18</p>	<p>97/13 sits [1] 107/7 sitting [1] 139/3 situation [6] 9/4 24/3 36/22 41/6 84/3 180/4 situations [2] 149/4 149/5 six [5] 9/24 89/11 105/19 161/20 165/10 sixth [1] 135/19 size [1] 147/4 slant [1] 171/23 slightly [2] 103/24 145/22 slot [1] 127/10 slotted [1] 122/18 small [5] 6/18 138/14 138/14 162/14 162/16 smaller [3] 6/14 6/18 58/14 so [447] so-called [1] 33/18 social [2] 7/8 7/14 Solano [11] 139/3 141/1 142/2 143/21 148/16 152/18 158/25 161/7 162/13 167/21 182/23 Solano's [7] 140/11 155/2 159/15 162/2 169/3 169/18 169/22 Solato [1] 182/22 solicit [2] 113/24 113/25 solidify [1] 171/13 solution [1] 155/5 solved [2] 34/4 62/4 some [125] 8/22 13/1 15/18 15/20 15/23 16/8 18/6 18/11 19/17 22/3 22/13 22/13 22/22 23/11 23/13 24/20 24/21 26/20 28/16 31/21 33/24 34/16 35/9 36/16 39/3 42/6 43/17 43/18 43/24 45/5 45/6 49/4 49/25 51/19 52/24 57/22 59/3 60/2 62/21 67/8 69/25 70/13 70/17 70/20 71/12 74/3 74/16 77/1 77/22 79/10 80/15 87/23 93/20 96/16 99/21 101/15 105/9 105/10 105/11 107/22 108/9 115/1 115/1 118/24 118/24 122/23 123/15 128/17 130/5 133/11 133/11 133/11 133/21 134/25 138/4 138/24 139/1 140/15 140/15 140/24 141/21 144/6 144/6 146/5 146/9 146/20 146/20 148/10 148/19 148/24 149/8 149/16 149/16</p>	<p>149/18 149/19 150/2 150/16 151/9 153/20 156/14 156/17 156/18 156/24 158/10 159/4 166/5 167/21 170/13 171/3 172/16 176/24 177/14 177/15 178/6 179/25 184/22 184/24 188/9 188/14 188/18 188/23 188/25 189/4 189/7 193/5 somebody [10] 31/23 74/14 74/14 74/20 74/25 75/8 102/1 165/17 172/17 177/21 somebody's [2] 109/1 179/21 someone [21] 7/13 25/14 45/13 54/4 60/9 60/20 63/10 63/25 89/19 92/1 93/15 95/7 97/14 120/25 140/13 142/15 143/17 152/4 158/25 163/2 170/10 someone's [1] 96/21 something [45] 8/23 9/8 12/2 18/7 50/6 50/11 50/14 52/1 56/18 60/2 60/20 60/22 63/15 66/20 70/24 76/23 85/19 87/6 88/15 88/16 88/21 95/21 105/6 118/19 123/21 124/13 126/6 128/12 129/12 130/4 134/7 140/14 143/10 146/16 146/25 151/23 159/22 164/3 165/12 166/19 168/12 168/15 168/17 172/15 178/19 sometimes [1] 114/3 somewhat [1] 183/24 somewhere [4] 20/16 37/10 58/5 184/1 soon [6] 11/5 25/4 29/10 29/14 29/19 169/25 sooner [3] 104/20 107/4 140/16 sorry [23] 3/16 11/17 13/8 22/5 22/10 32/13 47/22 54/21 56/16 58/7 58/10 85/20 89/8 89/10 116/19 120/6 124/12 157/23 164/8 175/23 183/1 187/5 189/25 sort [5] 52/3 90/1 92/2 146/5 167/22 sought [1] 149/7 sound [4] 49/19 75/5 110/13 146/13 sounds [9] 17/4 49/12 49/14 50/22 52/10 62/22 113/15 139/17 166/22</p>	<p>Southpark [1] 1/15 space [8] 60/13 103/20 159/19 160/6 160/9 160/23 162/6 163/25 spaces [1] 132/17 speak [2] 86/5 131/8 speaking [4] 83/2 87/16 133/9 182/12 specialize [1] 129/24 specialized [1] 122/21 specific [8] 15/16 16/6 17/5 74/21 100/13 104/6 128/20 156/7 specifically [6] 90/15 90/18 99/13 120/20 156/1 190/3 specifics [1] 26/21 specify [1] 176/1 specter [1] 84/22 speculation [2] 9/11 82/15 speed [2] 172/2 172/3 spend [5] 9/18 44/5 44/25 125/15 129/10 spent [2] 38/8 77/20 spill [1] 44/6 split [1] 160/25 spoken [2] 78/7 169/18 spot [2] 81/19 101/16 spotted [1] 113/3 ST [6] 1/1 1/5 1/15 1/23 1/24 195/4 St. [11] 74/1 90/3 90/19 90/22 91/5 91/13 91/18 100/5 135/7 174/18 193/5 St. Augustine Boulevard [1] 74/1 St. Johns County [10] 90/3 90/19 90/22 91/5 91/13 91/18 100/5 135/7 174/18 193/5 staff [50] 2/6 5/21 5/22 5/23 6/12 6/15 7/9 7/16 11/14 11/16 23/12 31/18 59/13 64/6 69/13 88/18 88/23 89/20 89/22 97/5 97/8 102/4 103/21 106/4 106/8 108/11 108/17 108/21 110/24 111/3 111/13 119/3 121/1 124/6 127/25 131/25 137/11 149/14 151/9 152/25 167/19 168/20 171/11 174/5 179/9 179/14 185/19 185/19 193/4 193/7 staffing [3] 128/24 129/2 129/3 staging [1] 81/14 stand [3] 3/3 56/7 70/15 standards [2] 41/23 79/15</p>	<p>standing [2] 41/17 111/10 stands [1] 137/6 start [15] 25/2 42/13 45/10 48/12 54/15 60/3 60/17 67/22 77/14 107/6 110/19 122/11 136/8 152/11 193/4 started [3] 77/19 77/21 106/13 starting [3] 42/4 70/17 117/10 starts [1] 191/8 state [10] 51/13 64/16 99/4 99/23 99/25 100/5 116/22 117/17 118/11 195/3 stated [3] 71/14 142/21 184/7 statement [6] 84/9 108/2 112/18 137/6 146/10 157/15 statements [2] 34/6 136/21 states [2] 77/17 180/6 statewide [1] 149/12 station [3] 79/13 79/18 158/2 stay [4] 18/24 27/3 39/11 39/12 staying [1] 171/18 stenographic [1] 195/9 stenographically [1] 195/7 step [6] 33/5 33/5 39/11 48/13 55/19 151/15 stepped [1] 53/25 stepping [2] 38/14 144/19 steps [9] 18/12 49/7 55/9 57/22 57/24 127/7 144/14 152/10 154/4 Sterling [1] 131/21 Sterling Enterprises [1] 131/21 stick [2] 98/12 99/16 still [32] 7/3 17/23 25/21 26/1 26/2 26/2 26/3 26/4 26/4 27/23 34/25 37/2 37/4 54/16 55/24 60/19 62/13 81/7 82/11 96/9 131/24 136/2 136/3 143/5 145/1 151/9 151/11 154/11 181/2 184/1 184/20 189/20 stock [1] 30/15 stone [1] 62/6 stood [1] 76/22 stop [2] 111/21 173/2 storage [1] 145/16 strange [4] 52/8 117/21 117/22 167/1 street [2] 1/24 58/25</p>
---	---	--	---	--

<p>S</p> <p>stricken [1] 91/18 strictly [1] 64/23 strike [2] 94/15 94/16 strong [4] 52/24 71/15 155/7 156/2 strongly [2] 124/8 124/8 structured [2] 155/6 155/9 Stuart [1] 43/2 stuck [1] 7/12 studies [2] 42/17 188/20 study [1] 25/25 studying [1] 24/22 stuff [4] 34/17 51/10 70/21 76/19 subject [2] 22/15 80/24 subjective [1] 95/3 submission [2] 37/13 101/21 submit [1] 115/16 submits [1] 143/17 submittals [1] 108/17 submitted [4] 10/25 112/20 114/14 139/9 substantially [1] 42/2 substantive [1] 67/22 substantively [1] 118/13 successful [2] 11/10 61/20 successfully [1] 78/11 such [4] 16/10 35/16 62/13 110/22 sudden [1] 136/8 sufficient [1] 77/5 suggest [5] 42/4 51/1 151/22 169/2 182/17 suggesting [4] 45/12 45/14 88/7 176/6 suggestion [1] 124/11 Suite [2] 1/15 1/24 summary [1] 20/24 summer [1] 34/2 summertime [1] 70/14 sunset [5] 15/17 15/23 16/18 17/8 17/17 Sunshine [8] 20/9 22/2 24/2 24/20 24/24 25/6 26/2 126/16 Sunshine Law [6] 20/9 22/2 24/2 24/20 25/6 126/16 super [1] 193/14 support [2] 7/4 42/25 supports [1] 43/2 supposed [3] 113/24 168/15 169/13 sure [79] 5/7 9/18 14/13 15/10 15/12 16/23 18/8 18/11 18/17 18/25 19/8 19/15 19/17 20/15 23/20 23/21 24/8</p>	<p>24/10 25/12 27/21 31/5 31/21 45/25 47/6 47/18 49/10 50/24 53/2 59/24 61/9 67/10 67/11 68/20 70/24 73/15 74/6 76/25 100/22 101/19 103/7 103/11 105/25 106/1 106/7 106/9 110/25 113/8 113/17 113/18 114/6 115/4 116/4 118/22 119/2 126/21 127/4 138/17 140/7 140/8 141/8 144/9 144/19 150/3 150/15 154/16 158/17 158/23 160/9 165/20 168/14 169/11 169/20 174/23 175/16 176/11 181/1 182/4 184/13 190/10 surprise [2] 36/6 117/11 surprised [2] 31/12 123/22 surrounding [2] 99/5 99/6 survey [1] 10/21 surveyors [1] 10/19 surveys [1] 188/24 survive [1] 55/8 survives [1] 55/8 suspect [1] 45/8 suspend [1] 45/8 swap [1] 81/23 swept [1] 125/11 switch [1] 163/8 system [1] 86/22</p>	<p>165/3 175/21 182/19 talk [9] 23/20 90/17 128/24 129/2 141/14 155/4 159/3 192/2 192/23 talked [4] 32/11 32/16 73/7 110/3 talking [15] 25/22 48/12 52/3 53/10 53/13 53/14 89/4 98/7 129/3 129/6 156/25 163/6 166/21 173/6 177/4 tape [1] 101/10 task [1] 33/4 tasked [2] 64/17 154/20 Taxiway [1] 174/3 Taxiway Alpha [1] 174/3 tay [1] 29/11 team [1] 128/3 telephonically [1] 97/11 tell [11] 24/25 36/1 44/23 65/4 66/15 79/1 120/13 168/18 174/13 174/24 175/14 telling [1] 82/1 ten [6] 20/14 29/11 29/21 29/21 58/2 144/13 ten-day [1] 29/11 tenants [1] 56/2 tend [3] 97/4 125/19 128/10 tended [1] 82/8 tender [1] 55/24 tens [1] 87/2 term [3] 59/4 122/12 153/11 terminal [12] 2/10 11/9 14/2 45/2 80/11 80/13 81/10 81/16 83/25 84/4 85/14 187/25 terms [8] 10/9 42/7 55/20 58/22 58/23 58/24 144/10 177/1 terrible [1] 178/1 terribly [1] 89/15 test [1] 173/6 Teterboro [1] 42/24 text [1] 87/23 than [33] 14/7 17/12 40/4 45/13 60/14 63/23 86/4 93/9 95/10 96/20 98/3 108/3 109/14 109/17 109/19 110/4 117/22 118/5 129/22 135/25 138/2 138/23 142/2 145/6 147/12 148/12 148/12 154/17 164/3 174/6 175/15 176/14 193/6 thank [43] 4/22 8/3 8/14 11/15 13/6 14/8</p>	<p>14/13 14/22 21/25 23/17 26/24 26/24 27/12 30/3 30/4 30/5 30/20 68/25 70/19 73/16 73/18 75/13 75/14 80/7 80/8 83/18 116/1 116/6 116/18 117/25 118/21 119/17 132/18 143/6 148/20 171/18 175/4 175/18 181/10 185/15 190/10 193/24 194/2 Thanks [2] 14/12 85/11 that [984] that'd [2] 71/3 76/17 that's [192] 7/1 7/5 7/16 8/23 10/3 11/2 11/14 15/4 15/5 18/7 18/21 19/9 19/10 19/12 20/11 22/11 23/7 23/8 24/4 24/5 26/23 27/5 27/12 30/10 30/16 31/7 34/4 34/17 34/18 35/16 35/17 40/6 40/12 41/20 42/11 43/15 44/2 44/11 44/16 47/1 47/3 47/3 47/17 50/6 51/9 51/20 53/19 53/23 54/5 54/7 54/9 56/4 56/6 56/14 56/24 57/21 57/23 60/4 60/22 61/1 61/9 62/10 62/11 63/10 65/1 74/8 74/19 74/22 74/23 74/25 75/10 75/11 75/13 75/19 75/22 79/21 80/1 83/17 85/23 87/19 87/19 88/4 88/4 88/20 88/21 89/25 90/1 91/1 92/20 94/5 94/10 94/20 95/2 98/18 98/20 101/3 101/3 102/5 102/5 103/7 104/12 106/9 106/24 107/3 107/12 108/4 110/6 111/6 112/18 113/12 113/12 113/12 115/10 116/2 116/14 116/22 119/4 119/16 120/18 120/21 123/13 124/10 126/8 126/8 130/8 130/9 134/18 134/18 136/12 139/12 141/12 142/17 142/17 143/1 144/20 145/19 145/23 146/6 147/5 149/3 149/3 149/5 149/9 150/12 152/9 153/4 153/24 155/24 157/8 160/4 160/9 160/24 163/15 163/22 164/10 164/19 166/16 166/16 166/19 167/11 167/22 170/16 170/16 172/10 172/13 172/14 172/19 172/21 175/16 176/17</p>	<p>176/17 176/18 176/22 177/21 177/25 180/24 181/1 182/16 183/11 185/9 185/10 186/18 187/4 188/5 188/19 188/21 189/4 189/4 190/1 190/7 190/13 192/22 their [39] 7/22 8/10 9/13 11/22 15/9 19/4 23/23 33/22 38/1 43/14 43/14 49/23 55/23 57/13 59/4 59/5 59/6 63/2 66/24 79/6 81/13 81/14 81/15 92/5 100/20 106/14 107/1 107/13 107/16 128/3 131/7 131/8 144/1 145/3 163/8 163/11 165/21 165/21 193/7 them [69] 3/14 3/16 3/21 6/6 6/11 6/17 7/19 8/9 10/17 14/5 15/20 18/19 19/7 24/1 26/23 28/5 28/16 31/22 33/20 43/16 44/4 49/25 55/24 56/5 57/16 58/21 60/8 64/21 68/15 76/15 82/9 88/9 89/12 93/6 96/20 106/16 107/9 108/2 109/1 109/15 123/8 124/17 129/23 130/6 134/14 138/7 140/8 142/6 143/22 153/2 153/4 153/5 153/25 159/15 160/1 160/3 160/6 161/6 161/6 161/25 162/4 162/9 163/10 167/15 167/15 167/16 175/11 181/3 192/6 themselves [1] 43/12 then [90] 12/17 12/19 17/12 17/22 18/24 20/21 21/23 23/8 24/23 25/5 25/15 25/25 34/22 38/15 48/4 48/12 50/3 50/6 54/16 56/11 63/17 63/20 65/15 66/22 70/21 71/21 77/10 77/13 79/9 82/20 87/25 88/4 100/6 100/13 101/12 101/19 103/6 103/8 103/11 104/11 104/13 105/15 108/12 108/23 111/2 112/9 113/5 117/8 126/4 126/6 129/9 129/15 131/17 131/22 135/22 139/21 141/6 141/16 141/20 141/23 143/3 144/1 144/16 146/20 148/13 150/10 151/17 152/2 152/15 152/25 153/6 153/25 154/6</p>
---	--	---	--	---

<p>T then... [17] 155/21 156/8 159/1 159/1 160/13 162/4 162/5 162/15 164/23 165/4 170/2 174/12 178/10 180/2 180/2 182/23 188/23 theoretical [1] 178/6 theoretically [2] 155/21 177/7 there [172] 7/5 7/6 7/24 7/25 8/7 8/21 9/3 9/7 9/24 10/11 11/19 14/3 15/15 15/19 16/14 17/16 17/16 18/5 18/11 18/23 19/23 19/24 20/20 20/25 21/11 22/13 22/13 22/21 23/11 23/12 23/19 24/4 25/14 28/11 29/4 30/17 33/8 35/21 36/15 38/4 38/9 38/15 39/18 39/20 40/2 40/2 41/21 42/17 42/17 45/3 46/11 46/14 48/7 50/24 53/12 53/24 56/24 59/1 60/18 60/19 60/20 62/6 63/7 65/16 66/4 76/23 77/10 81/8 81/10 81/18 82/8 82/12 83/23 84/12 84/15 93/9 93/11 93/16 96/17 97/9 100/6 100/13 101/12 101/15 104/18 105/7 106/13 106/20 107/2 107/13 107/19 107/22 107/23 108/18 111/16 112/13 113/21 113/22 114/14 114/15 114/18 115/22 117/17 118/16 118/17 119/1 120/24 122/7 122/23 123/20 123/25 125/9 125/9 125/12 128/16 129/24 131/5 131/6 131/7 131/19 132/6 137/15 138/5 138/11 138/11 138/12 139/12 139/14 143/21 144/13 146/9 146/11 146/20 147/10 147/10 147/24 148/11 148/19 149/5 151/1 154/5 157/24 158/10 158/10 158/19 159/5 159/21 164/13 164/15 166/4 166/5 171/5 173/15 173/18 174/1 174/21 175/8 177/2 178/6 178/7 182/3 182/7 182/8 183/12 184/1 184/14 188/9 188/14 188/16 188/19 189/4 189/8 there's [89] 7/24 8/22 12/3 12/6 12/9 15/13</p>	<p>15/16 16/10 17/6 17/12 18/17 21/2 21/12 21/14 21/15 22/16 22/20 23/4 23/8 24/20 24/22 25/4 26/6 38/7 39/1 40/1 44/3 44/16 48/14 55/25 57/20 58/5 58/13 58/13 60/6 60/13 62/6 63/25 64/21 64/21 66/20 67/12 70/20 82/1 87/23 88/1 91/24 92/19 96/16 96/19 98/10 108/5 108/15 115/3 117/12 118/23 120/4 122/19 123/11 123/16 123/25 124/3 128/6 129/19 129/22 138/16 141/8 141/10 146/9 147/7 148/18 155/25 155/25 162/19 164/3 166/8 166/12 166/22 171/5 172/9 172/16 177/6 179/23 184/11 184/20 188/18 188/23 189/7 191/1 therefore [1] 67/21 these [71] 6/21 7/6 7/11 10/12 15/18 15/23 18/2 18/22 22/15 22/20 24/7 25/13 26/21 35/21 41/10 49/24 50/15 58/22 58/24 59/13 60/5 63/1 67/22 74/3 79/10 79/19 79/22 79/23 87/2 87/3 87/4 90/24 95/17 96/13 97/4 97/11 97/22 98/5 98/12 102/1 102/13 104/11 104/20 105/19 106/6 108/6 113/3 113/5 113/8 113/22 114/3 123/1 132/3 132/10 133/16 134/23 135/7 137/12 138/6 148/24 150/1 155/20 159/24 162/5 163/7 164/18 165/22 165/24 171/21 172/1 182/13 they [107] 6/15 7/2 7/2 7/2 8/20 10/17 10/17 15/8 15/23 15/24 15/24 18/4 20/22 22/19 28/9 29/5 34/22 34/22 35/25 36/11 38/3 38/9 40/12 41/6 41/7 41/8 43/11 43/13 44/10 44/14 44/14 50/2 51/11 52/23 52/23 52/23 52/24 52/25 55/25 58/16 58/21 58/23 59/3 63/1 64/7 66/12 76/16 78/24 80/18 80/18 91/1 91/3 91/3 91/4 92/5 94/17 95/7 97/5 97/6 107/8 107/8 107/16 112/9</p>	<p>112/10 112/10 115/14 115/16 115/17 115/24 123/7 130/1 130/5 130/5 131/7 131/18 137/12 143/3 147/2 147/3 148/17 150/2 155/14 155/22 156/24 159/6 159/18 159/20 160/17 160/19 161/21 161/21 161/23 163/7 163/8 165/1 165/6 165/6 165/15 165/17 165/18 165/20 165/25 175/10 175/14 182/18 185/21 193/19 they'll [1] 107/2 they're [27] 6/19 6/19 9/2 15/9 16/25 17/1 43/5 57/18 79/11 96/23 96/25 97/6 104/14 104/19 106/14 106/17 113/24 114/6 129/13 138/17 142/7 142/7 143/17 162/10 165/25 175/9 188/11 they've [6] 15/25 36/7 44/24 86/12 94/24 159/21 thing [40] 8/6 12/1 24/6 35/17 38/17 52/9 58/18 59/12 67/4 67/4 75/2 77/20 78/14 95/10 95/16 97/1 102/21 102/21 131/17 134/19 136/7 141/19 142/7 148/22 149/20 155/21 157/6 158/20 161/1 165/13 166/17 174/13 176/12 178/1 181/23 182/16 185/19 185/20 188/3 193/8 things [31] 20/8 21/23 25/22 26/13 31/21 36/17 51/2 52/24 71/14 81/15 85/9 87/2 97/12 109/13 131/6 131/9 146/20 148/7 149/21 153/21 153/23 155/20 167/1 168/9 172/1 173/14 175/15 179/25 180/1 182/9 191/1 think [220] thinking [1] 64/11 thinks [1] 136/5 third [1] 20/21 this [379] those [47] 3/13 6/1 6/5 6/8 11/11 15/13 19/14 21/22 24/10 24/13 25/15 26/12 33/14 42/23 42/25 44/13 49/4 56/25 68/4 68/11 68/11 73/10 77/22 87/10 87/14 88/8 88/12 90/10 95/22 103/11 105/2</p>	<p>105/16 113/14 115/3 126/3 127/7 132/1 133/14 158/6 172/7 174/4 177/2 177/11 181/7 190/16 190/23 190/24 though [9] 39/18 52/10 53/10 53/24 62/14 82/6 144/8 176/24 191/5 thought [10] 28/7 59/8 104/25 107/25 109/21 120/10 125/6 152/15 157/6 167/25 thoughts [1] 27/10 thousand [4] 82/22 83/10 83/13 83/14 thousands [1] 87/2 three [15] 10/24 20/8 21/23 26/12 37/15 89/10 135/18 138/9 143/24 146/25 147/4 159/25 171/22 172/14 185/3 three-year [1] 172/14 threshold [1] 155/20 through [54] 7/20 10/6 12/13 12/14 15/9 26/15 26/18 29/8 30/12 31/17 33/18 35/1 35/8 35/14 38/12 41/8 45/13 45/14 46/13 49/24 50/16 52/19 53/3 59/14 64/7 68/12 70/21 70/23 77/3 77/11 78/11 87/10 87/24 88/12 89/1 89/14 99/20 106/9 108/7 115/9 124/18 125/18 126/18 127/7 140/2 148/23 148/23 153/6 154/3 163/13 171/19 178/12 178/16 179/17 throw [2] 42/15 61/16 throwing [3] 35/16 36/15 60/23 thumbs [8] 155/12 155/12 155/14 155/14 155/23 155/23 158/7 158/8 Thursday [2] 28/4 28/21 tick [1] 98/7 ticking [1] 139/6 tie [1] 75/2 tier [1] 42/21 tight [1] 84/3 tighter [1] 108/8 time [67] 7/10 8/1 9/13 9/14 9/18 11/18 11/24 12/10 19/5 20/12 23/23 28/3 37/13 38/8 44/21 45/10 49/15 49/20 50/23 54/15 64/16 65/3 65/4 67/6 68/12 69/19 70/12 71/14 73/6 74/18 78/5 79/7 80/2 81/20</p>	<p>84/14 85/6 86/8 89/16 92/4 92/4 103/20 105/7 112/24 118/13 122/8 122/9 122/11 122/15 125/24 127/11 127/25 128/9 129/12 129/16 135/15 140/13 145/4 150/21 153/6 155/22 164/6 164/7 170/10 172/11 179/11 186/14 194/1 time-out [1] 45/10 timeline [2] 78/16 129/5 timelines [2] 69/22 179/25 timely [1] 15/11 times [5] 15/21 24/25 115/20 174/15 183/4 Times-Union [1] 115/20 timing [2] 111/3 125/13 tip [1] 140/4 tipping [3] 43/11 43/16 44/25 tips [1] 97/1 tissue [1] 39/13 today [15] 6/7 12/15 13/12 30/18 36/7 48/3 54/24 56/21 67/16 67/18 87/11 118/14 123/5 150/19 157/7 Today's [1] 48/3 today's [8] 25/24 31/21 75/4 91/3 102/23 103/11 108/21 112/10 told [10] 48/2 55/10 55/21 56/5 56/16 56/16 79/12 82/8 84/13 173/18 Tom [8] 135/16 135/17 145/12 145/13 145/23 167/20 169/2 169/5 tomorrow [1] 29/24 tonight [3] 129/15 192/3 192/8 too [13] 51/23 58/24 62/10 62/16 75/1 99/7 99/7 118/24 125/4 125/4 125/6 143/4 152/9 took [5] 20/24 122/15 137/16 148/3 189/16 tooth [1] 62/3 top [2] 92/21 142/15 topics [1] 74/3 total [6] 82/19 83/14 89/9 96/18 131/25 180/6 totally [1] 124/20 totals [2] 95/22 97/20 touch [1] 18/25 tough [1] 78/10 towards [2] 100/4 103/15</p>
---	--	---	--	---

<p>T</p> <p>tower [2] 10/23 14/14</p> <p>tracking [1] 101/16</p> <p>traffic [1] 10/23</p> <p>transcript [1] 195/8</p> <p>transition [1] 23/12</p> <p>transparency [1] 135/2</p> <p>transparent [2] 52/20 112/16</p> <p>transpiring [1] 26/5</p> <p>Treasurer [1] 1/11</p> <p>treat [4] 141/25 142/2 142/4 142/6</p> <p>treated [1] 165/18</p> <p>tried [2] 143/9 143/9</p> <p>trigger [2] 56/22 57/9</p> <p>triggered [1] 57/11</p> <p>trouble [1] 144/22</p> <p>true [3] 8/11 63/8 195/8</p> <p>truly [2] 140/4 164/4</p> <p>try [10] 28/6 36/20 38/1 69/9 99/21 139/21 149/15 170/3 190/23 191/9</p> <p>trying [19] 3/10 3/11 62/12 62/17 62/20 87/8 87/8 92/25 93/11 94/11 98/8 99/1 99/16 100/15 109/14 146/16 154/11 160/15 169/23</p> <p>tune [3] 149/13 158/17 174/22</p> <p>turn [1] 35/24</p> <p>turned [2] 24/10 25/15</p> <p>tweak [2] 96/1 103/22</p> <p>two [43] 3/8 3/8 5/25 12/12 15/15 15/16 25/22 34/2 35/22 38/16 42/12 42/25 43/2 51/23 57/16 57/25 60/9 60/11 61/1 61/18 82/7 89/9 89/17 89/25 96/24 109/9 135/18 141/18 143/24 147/2 147/3 159/14 161/5 172/4 172/13 173/7 173/23 174/4 177/9 182/3 183/4 186/16 189/6</p> <p>two-hour [1] 96/24</p> <p>two-minute [1] 61/18</p> <p>type [6] 24/21 24/23 25/4 46/16 93/4 128/19</p> <p>types [1] 7/11</p> <p>Typically [1] 40/23</p>	<p>unanimously [1] 77/14</p> <p>uncertainty [2] 142/14 144/7</p> <p>undefined [1] 156/19</p> <p>under [20] 4/4 4/20 5/11 5/23 9/25 10/9 11/1 22/2 24/19 24/24 25/6 37/17 38/2 45/19 64/15 74/12 137/16 139/9 178/18 188/13</p> <p>undergoing [1] 152/5</p> <p>underground [1] 81/3</p> <p>undergrounding [3] 80/17 82/20 83/6</p> <p>understand [19] 36/17 46/16 51/16 59/7 59/19 59/23 66/1 93/20 93/22 105/18 109/9 113/19 115/2 127/5 156/15 166/15 166/16 173/15 177/4</p> <p>understandable [1] 172/24</p> <p>understanding [7] 18/20 83/12 83/25 86/16 87/4 135/14 180/9</p> <p>understands [4] 9/2 47/19 114/2 169/19</p> <p>understood [3] 82/17 182/3 184/15</p> <p>undertake [2] 122/18 149/23</p> <p>undeveloped [1] 40/23</p> <p>unfair [1] 37/23</p> <p>unfortunate [2] 111/2 136/23</p> <p>uniform [3] 166/17 166/18 166/19</p> <p>unilateral [1] 39/2</p> <p>Union [1] 115/20</p> <p>unknown [1] 188/23</p> <p>unless [5] 84/25 106/17 156/11 183/1 183/2</p> <p>until [5] 107/21 160/12 170/8 171/12 180/9</p> <p>up [83] 4/1 4/5 4/6 4/12 13/2 13/21 18/6 18/14 19/24 23/10 23/13 23/19 25/7 25/9 32/6 33/13 34/1 35/16 36/15 40/24 41/1 42/12 43/22 44/12 45/4 50/10 53/4 60/23 63/5 63/19 64/25 65/17 74/3 76/16 76/21 76/22 81/6 81/12 81/15 81/18 86/7 88/2 92/1 94/7 99/11 100/10 100/12 105/19 110/14 113/4 114/16 117/3 124/2 129/12 133/15 136/11 137/3 139/23 140/14 146/16 150/17 151/14 155/12 155/14</p>	<p>155/22 155/23 158/7 163/7 165/9 165/15 169/10 172/11 172/15 172/22 172/23 179/9 179/16 180/22 182/14 182/19 185/19 188/22 190/16</p> <p>upcoming [2] 9/17 80/21</p> <p>update [2] 28/9 105/11</p> <p>updated [3] 32/23 79/24 87/13</p> <p>updates [3] 2/7 13/9 13/11</p> <p>updating [2] 78/22 178/4</p> <p>us [69] 5/24 6/14 14/24 17/3 22/19 28/9 29/20 30/2 35/1 35/12 36/20 45/16 50/3 50/6 50/13 52/9 52/15 55/11 55/12 56/6 57/2 58/4 61/16 62/13 62/15 62/18 66/21 70/24 75/8 78/18 82/1 84/21 100/20 102/3 103/20 105/3 106/14 110/21 117/11 117/20 123/9 126/15 127/7 133/13 140/6 140/8 141/23 142/1 142/9 150/2 152/3 152/14 153/6 153/20 156/22 164/1 164/4 165/2 165/7 169/3 169/15 169/23 170/11 171/9 173/4 176/15 180/20 187/18 192/11</p> <p>usable [1] 53/21</p> <p>use [29] 6/17 41/7 45/17 49/20 50/10 50/13 53/10 53/14 54/3 59/25 74/6 78/13 81/10 81/11 124/9 125/24 127/10 127/11 129/7 129/16 142/10 146/2 147/17 147/21 148/8 153/11 177/12 177/16 189/9</p> <p>used [5] 22/24 61/5 81/13 114/4 150/18</p> <p>user [3] 145/23 145/24 178/7</p> <p>users [4] 77/16 77/19 81/18 157/25</p> <p>uses [6] 37/20 44/8 134/23 146/19 146/20 150/6</p> <p>using [2] 44/18 181/21</p> <p>usual [2] 39/15 39/19</p> <p>Usually [1] 63/22</p> <p>utilities [3] 80/17 81/3 83/7</p> <p>utility [4] 82/19 82/23 150/10 188/4</p> <p>utilize [1] 6/16</p>	<p>utilized [1] 84/1</p> <p>utilizing [1] 59/24</p> <p>V</p> <p>vacation [3] 69/20 104/15 111/3</p> <p>valid [1] 144/3</p> <p>valuable [2] 52/5 74/4</p> <p>value [8] 63/4 74/14 74/17 96/17 96/19 123/25 124/3 125/21</p> <p>valued [1] 57/18</p> <p>valuing [1] 145/5</p> <p>variety [3] 86/10 93/12 150/6</p> <p>Vedra [1] 171/17</p> <p>vehicles [1] 81/14</p> <p>venture [1] 34/14</p> <p>verbal [1] 116/20</p> <p>verify [2] 82/6 82/10</p> <p>versions [1] 86/18</p> <p>versus [7] 134/11 147/17 157/3 159/6 166/4 176/2 191/6</p> <p>very [31] 6/25 16/6 26/6 28/11 52/5 52/23 57/10 59/23 68/18 74/4 109/21 117/2 117/12 117/20 123/19 125/22 129/21 136/20 136/24 136/24 137/20 151/23 155/7 156/2 156/4 166/19 168/11 168/11 176/5 178/8 193/2</p> <p>vet [1] 130/2</p> <p>viable [1] 43/12</p> <p>view [5] 62/23 94/20 127/24 168/9 175/16</p> <p>viewing [1] 156/6</p> <p>violate [2] 126/16 174/21</p> <p>violation [1] 38/9</p> <p>VIPs [1] 81/15</p> <p>virtually [1] 137/15</p> <p>virtue [1] 144/2</p> <p>vision [1] 150/3</p> <p>vitality [1] 54/25</p> <p>Voilaire [5] 5/25 7/7 7/12 7/13 11/18</p> <p>Volato [51] 4/1 4/6 30/8 30/15 32/24 35/20 37/17 37/25 43/15 45/13 45/19 45/19 48/1 48/10 49/21 50/12 55/18 56/22 57/2 58/13 58/14 60/6 60/10 60/18 61/15 66/9 66/12 68/6 70/17 76/14 78/16 136/11 139/16 154/4 154/7 161/14 161/15 162/3 168/7 168/13 173/20 173/20 173/23 173/23 174/10 181/23 182/4 182/9 182/18 182/22 183/25</p>	<p>Volato's [14] 2/10 30/6 31/13 36/3 36/10 38/14 42/3 43/10 45/9 52/22 55/15 142/3 167/23 173/5</p> <p>Volatos [1] 44/10</p> <p>volume [1] 3/11</p> <p>volunteer [6] 13/25 14/1 19/4 23/22 27/23 105/13</p> <p>volunteers [2] 13/24 27/24</p> <p>vote [25] 4/19 30/17 75/18 76/2 76/9 118/2 118/3 119/18 119/20 120/1 121/12 121/21 133/6 168/5 168/12 168/14 170/22 173/2 175/21 179/4 183/17 184/3 184/6 184/6 184/8</p> <p>voted [7] 77/14 80/10 103/9 124/25 167/23 185/5 185/14</p> <p>votes [1] 140/1</p> <p>voting [4] 76/6 132/22 184/19 185/10</p> <p>W</p> <p>W-2 [1] 128/21</p> <p>wait [7] 32/4 32/4 102/6 116/13 154/13 166/15 180/9</p> <p>waiting [21] 37/12 133/19 133/25 134/6 134/8 134/15 136/3 136/6 138/4 147/6 150/22 157/8 159/21 160/14 160/16 165/22 165/24 165/25 166/3 166/19 173/16</p> <p>waive [1] 32/19</p> <p>waiving [1] 55/21</p> <p>walk [3] 87/10 88/12 89/14</p> <p>want [123] 6/6 8/15 12/20 15/10 18/16 18/24 19/3 19/4 19/5 19/5 19/6 19/7 20/13 21/11 23/21 23/22 23/25 24/1 24/9 24/11 32/19 35/3 36/20 40/12 47/6 47/18 50/10 51/13 51/16 53/3 53/15 53/25 54/2 54/3 56/12 59/12 60/5 60/9 62/24 63/7 63/10 65/18 67/4 68/20 74/5 74/16 79/22 82/14 87/5 87/5 87/6 88/13 88/25 89/19 92/17 92/21 96/4 96/14 98/2 98/6 99/12 99/18 100/9 101/8 101/9 101/16 102/9 104/1 105/1 106/6 106/6 107/8</p>
---	--	--	---	---

<p>W want... [51] 107/8 110/6 111/15 111/20 112/2 112/14 114/5 115/3 118/22 119/1 123/6 125/17 127/6 127/13 128/15 129/10 136/8 138/6 140/2 140/6 140/6 140/12 144/12 144/15 148/17 153/7 153/10 154/16 155/4 157/3 161/9 162/6 162/24 163/2 168/2 168/14 171/18 171/25 172/1 174/15 174/25 175/16 176/3 176/5 176/11 180/9 185/18 186/2 189/8 192/2 192/8 wanted [20] 6/5 6/8 10/10 36/9 36/12 40/2 58/1 58/16 81/4 81/6 82/6 82/10 83/22 83/22 84/8 85/25 88/22 124/23 152/20 190/9 wanting [4] 88/6 110/3 117/1 177/21 wants [15] 41/13 45/5 46/8 74/10 74/10 76/15 80/1 99/10 124/16 140/13 149/21 150/23 156/13 158/17 163/11 warning [1] 61/18 was [151] 3/25 6/7 8/24 8/25 9/13 10/25 12/15 18/5 18/11 18/12 20/25 21/2 21/8 22/5 23/11 23/13 25/20 28/7 28/8 28/11 29/3 31/7 31/11 31/22 32/7 32/8 33/4 33/8 33/13 34/9 34/12 36/2 36/2 37/14 38/9 39/11 39/15 39/20 42/19 44/11 47/23 64/17 64/23 65/6 69/1 72/5 72/9 72/10 72/14 72/15 73/4 74/8 74/11 77/10 77/12 78/21 78/23 81/9 81/10 81/12 81/13 81/19 81/22 81/22 81/23 82/8 82/9 82/12 83/7 83/16 83/23 83/25 85/18 85/19 85/20 85/22 86/7 86/9 86/9 86/16 86/20 92/10 101/6 103/2 103/14 103/15 108/2 109/14 109/21 109/25 110/10 110/12 111/8 111/16 112/25 115/19 115/19 116/7 117/21 118/16 120/10 120/12 120/14 122/7 122/23 122/24 123/12 124/24 124/25 125/6 131/4 131/10</p>	<p>131/13 131/15 131/20 135/14 136/10 137/2 137/15 142/24 147/19 152/14 152/15 154/7 161/7 161/13 161/15 162/17 167/23 168/5 168/25 169/8 171/9 173/18 173/20 173/25 174/1 174/9 174/11 177/24 181/12 181/13 181/14 181/16 181/16 182/7 183/2 183/3 184/14 189/17 195/7 wasn't [12] 64/15 72/4 72/21 72/24 74/9 76/18 111/8 112/10 125/1 143/9 169/7 184/13 waste [1] 49/14 watch [1] 36/25 wavelength [1] 158/23 way [44] 1/4 7/1 9/1 12/18 14/3 17/8 21/18 26/8 32/22 33/5 34/15 34/16 37/24 39/23 41/17 46/13 56/8 60/23 67/14 70/6 71/15 75/18 84/24 90/1 90/20 107/7 108/14 110/15 115/8 124/21 140/9 141/24 144/10 148/6 148/12 155/6 156/3 156/6 158/6 158/24 168/4 170/14 178/17 185/1 ways [4] 16/14 93/20 107/23 179/23 we [773] we'd [2] 82/12 132/15 we'll [25] 3/20 13/10 27/25 28/6 35/14 65/15 65/19 65/23 68/6 69/5 80/10 98/12 100/20 103/11 104/21 107/5 130/14 152/7 165/8 178/25 187/17 190/15 191/8 191/17 191/22 we're [131] 4/9 5/21 9/7 12/1 15/11 15/12 19/1 19/8 21/22 21/23 25/7 25/18 25/20 25/22 29/21 30/7 34/5 36/15 38/22 38/23 38/23 38/25 39/19 40/6 42/12 43/25 45/17 48/8 50/7 50/16 50/17 50/22 50/23 52/10 52/11 53/13 54/22 57/4 58/7 60/12 61/19 62/13 62/15 63/12 67/8 68/1 70/10 73/21 75/17 76/2 78/25 85/20 87/8 94/11 96/3 97/12 98/8 98/8 99/1 106/1 109/3 110/6 110/7 110/14 117/7 118/2 120/2 124/1 124/1 124/8 127/24</p>	<p>128/7 129/3 129/6 129/7 130/9 130/10 131/24 132/22 133/14 135/4 137/3 140/7 140/9 141/11 142/19 144/19 145/5 146/18 147/8 148/11 148/24 149/1 150/20 150/20 152/23 154/14 154/16 155/3 155/6 156/25 161/18 162/1 162/4 163/15 164/15 164/25 165/2 165/7 166/21 166/25 167/3 167/3 167/6 167/7 168/7 169/19 169/23 170/9 170/22 170/25 171/24 173/6 175/21 175/25 176/6 176/11 178/2 178/3 180/3 180/3 we've [42] 10/19 16/8 18/14 18/14 26/15 31/4 37/12 41/21 41/22 56/4 57/16 59/22 60/2 64/14 75/21 75/23 78/6 78/7 80/9 80/10 83/24 98/7 100/23 101/2 121/22 127/15 133/12 134/10 139/17 141/12 141/13 149/8 150/10 151/18 151/18 166/23 171/25 180/12 182/20 184/22 188/20 191/16 website [8] 41/19 41/22 41/23 106/18 115/14 170/14 178/2 178/19 week [2] 36/8 78/25 week's [1] 192/23 weeks [1] 57/16 weigh [1] 137/9 weight [4] 100/3 100/5 105/1 157/12 weighted [1] 134/10 weighting [9] 87/17 88/1 89/8 91/2 93/6 102/12 103/22 107/25 118/15 welcome [2] 43/17 172/23 well [85] 3/25 4/5 4/9 9/6 9/10 12/3 17/18 18/11 21/12 25/21 27/22 32/5 33/17 36/12 39/5 41/3 43/7 46/6 46/24 53/16 57/10 59/13 62/14 62/22 64/3 64/15 66/4 70/9 71/9 73/11 75/7 84/20 85/5 88/20 90/14 91/14 92/23 93/3 94/22 94/25 95/2 95/3 95/6 95/14 96/19 98/10 99/23 102/8 103/14 107/22 110/22 112/12 113/15</p>	<p>123/19 123/25 124/6 124/15 126/14 128/4 128/6 136/2 137/2 139/8 139/14 141/8 141/11 144/3 151/8 151/18 155/2 162/21 162/22 162/25 165/23 167/23 168/2 169/6 171/2 177/25 179/20 182/2 182/6 185/25 187/24 193/5 went [13] 7/12 17/2 31/7 31/20 44/21 52/12 59/13 61/20 77/2 77/11 83/2 85/22 131/11 were [49] 6/4 6/4 10/5 10/17 10/18 10/24 19/23 19/24 20/2 28/11 29/4 34/21 35/9 35/11 39/18 41/1 43/22 56/9 58/15 69/2 72/8 72/17 73/1 73/8 73/9 74/20 77/25 78/5 78/19 78/20 79/12 80/20 84/9 86/8 103/1 107/24 109/13 115/24 123/23 130/2 131/6 131/6 131/6 131/16 131/18 131/19 137/15 142/8 182/3 what [189] 6/5 6/6 6/23 7/22 9/2 9/3 9/11 11/1 19/12 20/24 21/2 21/5 22/5 22/15 25/1 27/9 31/21 33/20 35/15 35/21 37/11 37/12 40/5 40/12 43/15 44/15 44/23 46/17 47/2 48/6 48/12 50/4 50/5 50/24 51/1 51/8 51/9 51/13 51/17 52/2 52/2 53/2 53/15 54/8 55/8 55/10 55/11 55/11 55/21 58/6 58/16 59/7 60/5 61/23 62/11 62/12 62/17 63/2 63/5 65/10 74/8 74/19 74/22 79/6 80/1 82/15 82/18 82/21 83/7 84/9 84/13 84/25 86/3 87/10 87/11 88/4 93/21 94/11 94/17 95/12 96/3 98/7 99/1 99/15 100/8 100/20 100/23 102/22 103/25 105/18 106/3 106/13 107/16 107/17 107/17 109/9 110/6 110/11 112/10 112/14 113/18 117/1 117/2 120/6 127/12 127/13 127/14 127/23 129/20 131/16 134/6 137/18 140/2 140/19 140/21 140/22 141/21 141/21 141/22 142/22 143/3 143/14 143/16 143/25 144/7 144/9 145/2</p>	<p>145/12 145/12 146/6 146/17 150/19 151/15 151/23 152/14 152/21 153/3 153/10 153/19 153/20 153/22 154/1 154/2 154/25 156/21 156/23 157/1 159/13 160/4 162/23 162/24 164/3 164/13 165/4 165/20 165/25 166/17 166/21 167/4 167/4 168/3 168/24 169/13 169/19 169/23 170/9 172/5 172/17 172/25 173/6 174/15 176/6 176/14 177/4 178/23 178/25 179/22 179/22 181/8 181/23 181/25 182/7 186/3 186/4 186/6 187/2 187/3 188/10 190/15 what's [16] 20/4 26/5 35/22 47/3 48/22 82/19 82/19 82/20 96/2 106/20 109/8 154/25 164/22 177/15 177/16 193/10 whatever [20] 16/2 16/4 24/12 27/11 41/12 41/13 44/7 46/7 65/9 83/21 84/15 107/15 111/15 111/22 119/3 125/7 134/7 134/24 150/4 157/4 Whatever's [1] 75/22 whatnot [1] 111/1 Wheels [2] 11/7 13/21 when [60] 3/25 4/1 17/2 18/12 23/10 25/13 25/24 34/20 42/20 48/1 53/10 56/24 56/25 57/12 57/20 57/20 57/22 57/23 58/20 60/5 60/12 75/12 77/24 78/18 78/19 78/20 80/3 80/21 82/24 86/23 86/24 93/22 94/5 97/12 97/12 99/13 103/1 107/11 109/12 110/3 113/8 113/22 114/7 124/5 124/22 129/4 141/23 142/14 143/16 144/24 147/19 150/15 150/21 150/21 152/8 153/4 165/8 166/21 172/17 182/1 where [39] 9/4 15/19 16/6 36/12 42/3 42/21 44/3 47/24 47/25 48/8 49/8 49/8 53/12 54/6 56/6 57/10 64/14 70/15 87/6 90/21 94/11 97/22 109/9 114/15 135/16 136/9 142/23 145/13 147/22 149/5 150/12</p>
--	--	--	---	--

<p>W</p> <p>where... [8] 153/9 157/7 171/25 172/8 172/9 172/14 177/10 187/20</p> <p>Whereas [1] 52/14</p> <p>wherewithal [1] 7/4</p> <p>whether [22] 7/12 19/25 20/2 28/17 39/20 45/5 55/7 55/23 59/5 66/23 101/6 101/24 101/25 110/15 110/16 122/23 125/2 127/5 127/6 149/23 150/13 174/9</p> <p>which [42] 24/2 32/22 36/2 43/9 44/22 48/6 48/12 51/3 53/21 59/4 59/22 61/7 67/21 74/3 75/3 75/4 77/7 79/2 79/17 80/11 83/7 83/14 86/2 86/3 90/13 92/16 104/17 108/18 115/21 123/12 127/13 134/8 145/24 146/5 156/15 167/23 173/25 177/3 177/7 184/1 184/13 188/6</p> <p>while [2] 174/20 174/24</p> <p>white [2] 64/23 140/15</p> <p>who [26] 13/25 14/24 23/22 28/3 41/9 44/7 74/10 74/10 89/19 90/7 92/1 92/19 93/10 96/4 97/14 102/4 107/5 115/17 115/24 116/15 123/7 129/7 138/6 142/15 148/4 163/11</p> <p>who's [2] 52/18 133/9</p> <p>whoa [5] 32/12 32/12 32/12 32/12 121/21</p> <p>whoever [2] 65/7 66/12</p> <p>whoever's [1] 44/18</p> <p>whole [4] 28/9 35/17 42/5 144/20</p> <p>whoopee [1] 51/8</p> <p>why [28] 7/5 19/9 39/5 49/21 50/1 50/7 53/2 53/2 56/18 60/12 64/13 65/5 65/5 78/15 91/1 93/22 131/15 131/16 134/3 142/24 143/1 163/1 163/15 163/23 164/25 165/2 165/18 180/24</p> <p>wide [2] 150/6 172/4</p> <p>wildly [1] 36/15</p> <p>will [63] 4/11 4/11 4/25 7/14 10/21 10/21 11/4 13/3 15/3 16/16 22/3 24/25 25/1 28/3 28/17 30/17 30/18 39/2 39/24 41/18 43/4 44/23 45/8 46/3 61/10 65/7 74/11</p>	<p>80/21 84/16 84/17 99/19 99/22 104/13 105/3 106/8 108/11 108/12 108/17 108/18 108/25 117/17 118/11 118/12 127/14 132/1 132/19 134/24 146/19 149/4 149/6 149/7 150/2 151/20 153/4 153/6 164/17 166/10 174/23 179/9 187/4 187/22 188/14 193/19</p> <p>willing [8] 45/6 96/21 96/23 107/3 158/21 160/22 161/1 175/9</p> <p>wind [1] 150/17</p> <p>window [2] 29/12 30/2</p> <p>Wings [2] 11/7 13/21</p> <p>wise [1] 180/20</p> <p>wish [5] 41/9 71/7 120/8 120/18 137/24</p> <p>wishes [8] 71/1 71/21 71/25 103/8 103/12 105/11 106/10 111/22</p> <p>withdraw [1] 184/12</p> <p>withdrew [1] 143/11</p> <p>within [14] 11/23 20/12 20/13 29/20 45/7 46/2 67/6 67/11 70/15 71/1 100/16 122/16 178/15 179/16</p> <p>without [13] 6/14 10/5 39/3 42/12 55/21 55/22 127/6 128/21 130/6 140/1 167/2 168/18 168/19</p> <p>witnessing [1] 61/25</p> <p>won't [3] 108/19 125/25 193/23</p> <p>wonderful [1] 76/17</p> <p>wondering [5] 54/1 60/12 63/24 110/15 164/25</p> <p>word [3] 3/18 52/2 176/17</p> <p>words [4] 52/3 68/7 114/15 186/12</p> <p>work [63] 9/25 15/20 15/22 19/7 23/6 23/11 23/13 25/25 26/20 34/21 35/7 35/14 44/22 49/24 56/11 62/20 64/6 70/21 70/23 84/15 86/12 88/23 89/19 94/2 94/25 98/23 99/3 100/20 102/23 103/2 103/6 103/11 103/21 105/3 105/6 105/14 105/21 106/3 106/8 110/22 110/24 111/25 118/23 119/2 120/9 120/13 121/1 125/17 126/3 128/20 129/7 138/23 140/2 141/5 141/9 142/19 147/18</p>	<p>148/8 149/14 157/7 170/19 178/16 179/16</p> <p>worked [3] 9/8 30/23 38/11</p> <p>working [7] 23/6 133/19 138/1 138/3 141/11 165/8 179/14</p> <p>works [6] 27/11 43/21 49/10 50/21 99/4 102/4</p> <p>workshop [9] 25/18 25/24 139/25 142/11 163/23 164/5 164/17 178/15 179/16</p> <p>workshops [3] 25/19 25/21 149/17</p> <p>world [1] 138/3</p> <p>worms [1] 165/10</p> <p>worried [1] 50/15</p> <p>worry [1] 39/24</p> <p>worst [1] 188/17</p> <p>worst-case [1] 188/17</p> <p>worth [6] 51/21 61/22 76/25 77/23 122/10 152/16</p> <p>would [217]</p> <p>wouldn't [14] 32/19 58/17 76/22 117/20 117/21 124/15 124/16 124/17 125/14 126/12 126/19 163/1 173/6 189/19</p> <p>wrinkle [1] 146/15</p> <p>write [3] 143/19 144/4 144/15</p> <p>written [3] 8/24 26/8 165/15</p> <p>wrong [3] 123/17 152/4 172/21</p> <p>wrote [1] 29/17</p> <p>Wuellner [2] 77/11 80/4</p> <hr/> <p>Y</p> <p>y'all [9] 16/4 23/21 25/24 36/2 47/7 148/23 148/24 149/13 149/15</p> <p>yeah [70] 8/8 12/11 19/21 29/1 29/18 29/23 30/4 31/1 39/10 62/8 70/6 72/6 82/14 85/19 87/21 87/22 90/25 91/6 91/14 91/14 91/20 91/20 91/22 92/11 94/9 95/11 97/18 97/23 98/1 98/4 98/10 99/8 101/24 102/15 103/14 104/9 104/16 105/17 107/10 107/23 116/19 118/7 123/18 125/6 130/25 131/13 137/9 139/5 140/22 142/19 144/18 151/4 154/24 160/8 161/11 161/23 162/12 162/25 163/9 164/24 170/21 178/9 180/5</p>	<p>186/14 187/8 189/12 192/9 192/18 193/1 193/8</p> <p>year [21] 9/17 9/24 10/2 10/3 10/7 18/13 41/1 80/3 84/14 122/5 172/14 174/6 180/4 186/10 186/11 186/18 186/18 187/1 187/18 191/4 191/7</p> <p>years [17] 12/12 34/2 41/19 41/22 41/24 42/12 44/13 51/23 61/1 78/3 84/18 105/9 138/6 149/10 163/12 171/22 173/7</p> <p>Yep [1] 190/25</p> <p>yes [84] 3/25 4/18 5/2 7/18 7/24 8/2 11/15 11/20 12/24 27/13 29/25 30/3 31/3 34/8 40/19 42/9 42/11 42/13 66/14 68/10 68/13 68/24 71/11 71/19 72/15 72/18 74/4 81/25 82/17 83/9 83/11 85/2 87/18 88/17 92/18 93/8 96/8 104/2 104/5 104/5 104/12 104/22 105/23 107/10 110/18 113/1 119/8 119/10 120/1 121/18 121/20 121/21 122/2 130/13 131/19 133/6 133/10 134/9 134/16 136/4 140/23 143/1 143/8 144/1 145/25 152/19 161/17 161/20 162/7 166/7 170/20 174/16 174/17 179/13 184/18 185/24 186/21 186/23 187/11 188/1 188/8 189/15 190/6 190/8</p> <p>yet [10] 45/4 53/19 55/2 55/2 124/21 151/8 153/15 161/24 165/7 169/10</p> <p>York [1] 42/24</p> <p>you [514]</p> <p>you'll [2] 28/24 77/17</p> <p>you're [53] 7/3 11/12 16/6 17/6 22/23 22/23 26/1 43/17 49/17 52/3 53/10 53/15 54/2 54/6 54/8 59/7 61/20 61/23 61/25 64/25 65/2 74/13 74/24 87/16 96/5 100/1 100/11 100/12 105/18 106/19 113/9 117/3 126/1 126/1 127/23 135/11 137/22 137/23 141/15 143/5 144/4 152/17 160/13 160/21 168/3 168/10 168/11 172/22 178/23 183/1</p>	<p>186/17 189/9 191/10</p> <p>you've [17] 51/17 64/10 64/12 84/22 94/5 134/9 136/12 136/13 136/14 148/8 161/20 172/18 185/22 189/2 190/14 190/17 190/21</p> <p>you-all [5] 113/19 113/25 117/1 173/9 192/3</p> <p>your [76] 3/18 6/22 7/1 7/8 10/23 11/4 16/7 17/4 23/2 26/20 27/5 27/10 27/10 31/17 32/25 36/18 54/2 58/19 60/4 61/22 64/6 67/24 68/17 68/23 71/5 71/7 73/14 74/17 77/17 78/2 78/12 84/9 88/20 89/13 93/3 99/25 100/23 116/22 116/23 124/24 148/25 153/11 155/4 155/4 155/5 155/24 156/23 157/1 157/20 159/13 159/25 160/14 160/22 161/1 161/13 167/8 167/11 172/25 174/14 174/14 174/17 174/23 174/25 175/13 182/21 183/6 185/13 186/3 186/4 186/6 186/24 187/5 187/14 188/9 188/9 188/12</p> <p>yourself [2] 58/20 137/24</p> <hr/> <p>Z</p> <p>zero [1] 117/10</p>
--	--	--	--	--