

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, January 9, 2023

from 4:01 p.m. to 6:34 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

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

\* \* \* \* \*

ALSO PRESENT:

DOUGLAS N. BURNETT, Esquire, St. Johns Law Group,  
104 Sea Grove Main Street, St. Augustine, FL, 32080,  
Attorney for Airport Authority.

EDWARD WUELLNER, A.A.E., 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 OATH OF OFFICE	3
5 OFFICER & COMMITTEE RECOGNITIONS	6
6 ORGANIZATIONAL ITEMS	6
7 OLD BUSINESS	
8       Strategic Plan Update	51
9 NEW BUSINESS	
10       Airport Legal Services Solicitation	66
11 FEBRUARY MEETING LOOK AHEAD	83
12 PUBLIC COMMENT - GENERAL	84
13 MEMBER COMMENTS AND REPORTS	91
14 ADJOURNMENT	125
15 REPORTER'S CERTIFICATE	126
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

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

2 MR. WUELLNER: Good evening, everyone. Please  
3 allow me to welcome you to our organizational and  
4 first meeting of the latest edition of the  
5 St. Johns County Airport Authority.

6 Allow me to add congratulations and welcome to  
7 our newest members and all their family and guests  
8 who might be in attendance today to witness their  
9 swearing in. And with that, I'll let Doug  
10 introduce and we'll get our members -- new members  
11 sworn in.

12 MR. BURNETT: Thank you.

13 MR. OLSON: Oh, do we need to do the Pledge?

14 MR. WUELLNER: We can do -- we can do the  
15 Pledge, first, yes.

16 MR. OLSON: Excuse me.

17 (Pledge of Allegiance.)

18 OATH OF OFFICE

19 MR. WUELLNER: Members and all, if I could get  
20 you to kind of just slide your chairs down a little  
21 bit while we do each of the swear-ins. You can go  
22 either direction; just got to get you out from --

23 MS. LUDLOW: It's going to be in the middle --

24 MR. WUELLNER: -- the --

25 MS. LUDLOW: -- of the flags.

1 MS. LIOTTA: Oh, I see that.

2 MS. LUDLOW: You guys are going to stand in  
3 the middle of the flags.

4 MR. BURNETT: While we're doing that, let me  
5 introduce Judge Chris Ferebee.

6 Judge Chris Ferebee was appointed to the bench  
7 in 19 -- excuse me, that's funny -- 2018. And  
8 Judge Ferebee before that was one of the top  
9 prosecutors, not just in our county but in the  
10 circuit, in Putnam County and in St. Johns County,  
11 over all kinds of felonies, big-time cases, and was  
12 appointed. The big thing to note for tonight, I  
13 guess, is he's a University of Georgia grad, so  
14 "Go Dawgs." And so --

15 JUDGE FEREBEE: I'm a little bit proud of  
16 it --

17 MS. LUDLOW: Go Gators.

18 JUDGE FEREBEE: There we go.

19 MR. BURNETT: And with that, I'll turn it over  
20 to Judge Ferebee. Typically you get an "All rise,"  
21 but, Judge, if you would take over.

22 JUDGE FEREBEE: First off, thank you, Doug,  
23 and thank you all for having me. I'm honored to be  
24 doing this today.

25 Do I have, let's see, Michelle Chapman?

1 MS. CASH-CHAPMAN: Yes.

2 JUDGE FEREBEE: That's you. Dennis Clarke?

3 MR. CLARKE: Here.

4 JUDGE FEREBEE: Right there. And Jennifer  
5 Liotta?

6 MS. LIOTTA: (Indicates.)

7 JUDGE FEREBEE: All right. Congratulations,  
8 first off. So I guess we're going to do this all  
9 at once. Is that how y'all want to do it? So if  
10 y'all could just kind of line up somewhere right  
11 here. And I'll try to go slowly and not read off  
12 too much at one time so you don't have to repeat  
13 too much of it at once. The one I had to do was  
14 about this long, so...

15 All right. If you would each raise your right  
16 hands.

17 (Oath administered collectively.)

18 JUDGE FEREBEE: All right. Congratulations.

19 MR. CLARKE: Thank you.

20 MS. LUDLOW: Judge Ferebee, would you stand so  
21 that they can get --

22 JUDGE FEREBEE: Sure. Where do you want me?

23 MS. LUDLOW: You guys first and then we'll  
24 join.

25 MR. HARVEY: All right. One, two, three.

1 MS. LUDLOW: Anybody else want these pictures?

2 MR. WUELLNER: We'll take a couple of minute  
3 break and let you guys get photos. And  
4 congratulations --

5 MR. BURNETT: Family and friends.

6 MR. WUELLNER: -- and reconvene here in just a  
7 few minutes.

8 (Pause in the proceedings.)

9 JUDGE FEREBEE: Y'all have a great night.

10 OFFICER & COMMITTEE SELECTIONS

11 MR. WUELLNER: All right. The first order of  
12 business for the Airport Authority is we have  
13 really -- is to elect the new chairman for the  
14 coming year.

15 Members, you each -- out of tradition, each of  
16 you have one vote for that position. We currently  
17 have two individuals who have indicated interest in  
18 that position. In the event after the first round  
19 vote if some reason someone is not a clear majority  
20 winner, we will drop the lowest number of  
21 vote-getter out of the mix and revote until we have  
22 a chairman somewhere along the line.

23 Two members who have indicated interest are  
24 Robert Olson and Reba Ludlow. Are there any other  
25 nominations or interest that might be interested in

1           that position?

2   (None.)

3           MR. WUELLNER:   Hearing none, I'll just go from  
4           left to right in the -- on the sheet we have up on  
5           the...

6           So, all of those in favor of Robert Olson as  
7           chairman, raise your hand or indicate -- and  
8           indicate by aye.

9           MS. LIOTTA:   Aye.

10          MS. CASH-CHAPMAN:   Aye.

11          MR. OLSON:   (Indicates.)

12          MR. WUELLNER:   Three.   We have three votes.  
13          That effectively we have two -- for Reba, we have  
14          how many?

15          MR. CLARKE:   (Indicates.)

16          MS. LUDLOW:   Two.

17          MR. WUELLNER:   Two?   Two, thank you.

18          So the majority voting for Robert Olson, I  
19          would declare him the new chairman.   And with that,  
20          we'll turn over the gavel and the meeting to  
21          Mr. Olson and he will pick up the agenda at this  
22          point.

23          CHAIRMAN OLSON:   Okay.   So proceeding under  
24          the agenda, we have another officer to select,  
25          secretary-treasurer.   And we have one board member,

1 Mr. Clarke, who has expressed interest in that  
2 position.

3 Are there any other board members that have --  
4 want to put their name in nomination or are there  
5 any other nominations?

6 (None.)

7 CHAIRMAN OLSON: Seeing none, we will vote on  
8 Mr. -- on secretary-treasurer. All in favor of  
9 Mr. Clarke, raise their hand.

10 MS. LUDLOW: (Indicates.)

11 MS. LIOTTA: (Indicates.)

12 MS. CASH-CHAPMAN: (Indicates.)

13 MR. CLARKE: (Indicates.)

14 CHAIRMAN OLSON: (Indicates.)

15 Looks like a landslide for Mr. Clarke. He is  
16 our new secretary-treasurer.

17 The next item are committee selections, and I  
18 guess I -- let me mention something. I'm  
19 wondering, and I'm just throwing out for discussion  
20 to our board, whether we want to act on these  
21 committees now or do we want to have a more  
22 detailed discussion about our committee structure  
23 and who -- how we should allocate leadership of  
24 those committees.

25 So, we could either go ahead and now and do



1           these -- actually, more -- most of them are  
2           assignments and contacts with other external groups  
3           such as Economic Development.

4           So I just throw that out. If there's  
5           anyone -- anyone that wants to speak to that, we  
6           could do that now or we could simply proceed as has  
7           been done in the past to look at interest and do  
8           matchups with this.

9           MS. LIOTTA: I think maybe there were -- on  
10          the agenda later on, there was adding new  
11          committees. Maybe we'd go through that process now  
12          and that might help figure out who's doing these  
13          existing committees.

14          CHAIRMAN OLSON: Okay. Let's see. I'm  
15          looking at that down at the --

16          MS. CASH-CHAPMAN: Do you think it would be --

17          CHAIRMAN OLSON: Where is that? I'm not --

18          MS. LUDLOW: It's down with the committees.  
19          It's on the next page.

20          CHAIRMAN OLSON: Oh, I'm sorry.

21          MS. LUDLOW: Yeah, it's right here.

22          CHAIRMAN OLSON: Okay. Next page.

23          MS. LUDLOW: Yeah, this page here. This is  
24          what she's talking about. This.

25          CHAIRMAN OLSON: Yeah, I have that chart.

1 MS. LUDLOW: But she's saying if you want to  
2 talk about the committees before --

3 MS. LIOTTA: Well, maybe I'm misremembering if  
4 it was on this --

5 MS. CASH-CHAPMAN: No --

6 MS. LIOTTA: -- specific agenda.

7 MS. CASH-CHAPMAN: -- it's on.

8 MS. LIOTTA: It is? Okay.

9 MR. WUELLNER: It is. It's under the  
10 organizational items.

11 CHAIRMAN OLSON: Oh, okay. Sorry.

12 MR. WUELLNER: It's actually under the  
13 "Other," so it's not very clear on the agenda  
14 itself.

15 CHAIRMAN OLSON: Oh, it's under other topic of  
16 interest --

17 MR. WUELLNER: Yes.

18 CHAIRMAN OLSON: -- topics of interest.

19 Okay. We could do that and then loop back to  
20 acting on board designations as shown on the chart.  
21 So, I don't see a list as to suggested committees.  
22 I know in the past there's been suggestions about a  
23 finance audit committee, but I don't see that in my  
24 materials.

25 MS. LUDLOW: This is (inaudible.)

1 (Court reporter interruption.)

2 MS. HOLLINGSWORTH: We can't hear you, Reba.

3 CHAIRMAN OLSON: This is what's on the chart,  
4 Reba. This is what's on this chart.

5 MS. LUDLOW: Yes.

6 MS. LIOTTA: Yeah. Well, I don't think the  
7 specific proposed committees show up in the agenda  
8 or on this chart, which just has the existing ones,  
9 so I think we just need to maybe make motions for  
10 potentially new ones and discuss it and see if the  
11 group wants to add those or not.

12 CHAIRMAN OLSON: Okay.

13 MS. LIOTTA: So I can -- I can get started, if  
14 you want me to. I would make a motion to establish  
15 a policy committee and -- if we want to discuss  
16 that.

17 In my mind, that's someone -- I'd be willing  
18 to chair that, unless someone else wants to, to go  
19 to -- to do regular reviews of our policies. In  
20 speaking with staff, you know, that was a positive  
21 thing when I talked to Ed. He was mentioning that  
22 some of the policies, they sit for a while. It  
23 would be good to get reviews, get input from, you  
24 know, the affected stakeholders and staff and see  
25 if it's still working and come back to the group

1 with proposals. I know in the last -- over the  
2 last year, you know, it took five meetings to go  
3 over the -- the meeting room policy --

4 CHAIRMAN OLSON: Yeah.

5 MS. LIOTTA: -- and it might be much more  
6 effective to delegate that --

7 CHAIRMAN OLSON: Yes.

8 MS. LIOTTA: -- down and then have something  
9 come back to the larger group.

10 CHAIRMAN OLSON: Okay. I -- let me just  
11 further to -- and the -- there are different ways  
12 committees of boards have been handled specifically  
13 at airports. And one is that it's a -- a committee  
14 that is structured -- these are Florida airports  
15 with more than one board member, and therefore  
16 those committee meetings are handled as public  
17 meetings under open meeting -- all the open meeting  
18 materials.

19 And is that the way you are suggesting the  
20 policy committee? Or are you suggesting that there  
21 be a point person on our board that works on the  
22 policy issues with whomever that does not -- does  
23 not meet the requirements of open meetings but  
24 comes back and reports back?

25 And I guess examples of that are ad hoc right

1           now, the board has designated a specific board  
2           member to look into something in more detail and  
3           then come back and report to the board on action.  
4           So those are the two.

5                     But I ask that now because I think if we're  
6           going to be setting up committees, we need to  
7           either decide is this -- are these committees going  
8           to have one designated board member to work the  
9           issue as outside in a -- or are we going to have  
10          formalized -- a formalized committee that would be  
11          handled in a more formal way with presumably  
12          certainly more staff support just for logistically  
13          managing it?

14                    MS. LIOTTA: I think at least initially, I  
15          wasn't -- I was thinking of it as the committee  
16          with one board member or maybe an alternative, and  
17          then when there are -- but also other members that  
18          are not board members that might be community  
19          stakeholders, other people that are giving input,  
20          and then that I think is a minimum of  
21          administrative burden. But you can also have an  
22          alternative.

23                    So if there's going to be an open meeting to  
24          talk to community members about a particular  
25          policy, for example, just one board member would be

1           there, but there might be someone who could serve  
2           as an alternate, you know, something like that.

3           CHAIRMAN OLSON:   Okay.  Yeah, I mean,  
4           certainly administratively that would be easier to  
5           handle --

6           MS. LIOTTA:   Yeah.  And the --

7           CHAIRMAN OLSON:   -- and logistically.

8           MS. LIOTTA:   -- work would be coming back to  
9           the full board for approval.  So I'm not sure of  
10          having all the other stuff on the --

11          CHAIRMAN OLSON:   Okay.

12          MS. LIOTTA:   -- you know, making it very  
13          formal as much.

14          CHAIRMAN OLSON:   Okay.  So we have a policy  
15          committee with expressed interest from Board Member  
16          Liotta.  Do we want to have -- work a full list of  
17          committees and then act on it as a board?  Would  
18          that be best?

19          MR. CLARKE:   Mr. Chairman, if I may, I've  
20          drafted charters for two committees, an audit and  
21          operational committee and a master planning  
22          committee.  And my intention was to introduce  
23          the -- or circulate those charters, those draft  
24          charters, for the next meeting so that they'll be  
25          available for -- for study and review and they'll

1 be a part of the -- be available to the public.

2 And the audit committee would consist of -- I  
3 believe I have three members of the board plus  
4 members of the public. They would have to have  
5 public meetings. It would exclude the treasurer  
6 position.

7 The master planning committee would be -- have  
8 one member of the board and members of the  
9 community, and they would, you know, review the  
10 master plan and any -- any technical plans that are  
11 pertinent to the airport.

12 CHAIRMAN OLSON: Okay.

13 MR. CLARKE: But I'll -- you know, I wanted to  
14 wait until next month, and I -- I spoke to Ed,  
15 Mr. Wuellner, about -- about the issue and we  
16 decided -- I decided to wait till next month to --  
17 so we wouldn't be dwelling on all that detail at  
18 this meeting.

19 CHAIRMAN OLSON: Okay. So again, just to be  
20 clear, an audit committee --

21 MR. CLARKE: Yeah, audit committee --

22 CHAIRMAN OLSON: -- that would have multiple  
23 board members --

24 MR. CLARKE: That's right. And again, it's in  
25 draft, so it's -- it's open for discussion.

1 CHAIRMAN OLSON: And a master plan committee.

2 MR. CLARKE: A master plan committee, right.

3 CHAIRMAN OLSON: Are there other ideas about  
4 committees, since we're listing?

5 MS. CASH-CHAPMAN: I was hoping that we could  
6 implement a community engagement committee.

7 CHAIRMAN OLSON: Oh, yeah.

8 MS. CASH-CHAPMAN: I know that that's  
9 something that a lot of us kind of ran with in our  
10 campaigns, that we wanted to engage our community  
11 on various levels. So I think a committee to help  
12 see that through would be --

13 MS. LUDLOW: What kind of --

14 MS. CASH-CHAPMAN: -- beneficial. A community  
15 engagement.

16 MS. LUDLOW: Oh.

17 CHAIRMAN OLSON: And the other thing air --  
18 several airport authorities have is a committee  
19 that handles or oversees or works with the board on  
20 procurement contracts.

21 But in -- in many ways, that's a broad issue,  
22 because the procurement of legal services contract  
23 can be very different from procurement of a -- of a  
24 contract for site management or whatever.

25 So, I mean, I'm not -- do we want to act on



1           these committees today or do we want to have point  
2           people -- I'm sorry. We're getting a signal from  
3           our counsel. Did you want to say something, Doug?

4           MR. BURNETT: Mr. Chairman, if I might.

5           You may not want to act on this today, and the  
6           reason for that is some of these proposed  
7           committees may implicate the Sunshine Law and be  
8           required to every meeting of the committee be  
9           governed by the Sunshine Law.

10          CHAIRMAN OLSON: Yes.

11          MR. BURNETT: And I'm not sure whether that's  
12          the board's intent or not, and so I'm bringing that  
13          to your attention.

14          I guess the item related to committee  
15          appointments, it says committees, but it's really a  
16          liaison to the different organizations. I  
17          understand you may want to form committees as well  
18          separate from appointing folks to these different  
19          organizations, but as far as the committees, you  
20          may actually want to have some time to scope what  
21          the committee would do, who would be on the  
22          committee, and then whether or not it's going to be  
23          governed by the Sunshine Law. Because that may or  
24          may not impact the board's decision on whether or  
25          not to have the committee or how the committee's

1 going to function.

2 CHAIRMAN OLSON: That's sort of what I was  
3 thinking, that we're laying out areas of interest,  
4 and -- and recognizing that we need -- we have a  
5 bunch of things that need attention going forward  
6 and that there's a -- there would be a point  
7 person, a board member working that, and that it  
8 might be ideal to do a -- a mission statement or  
9 a -- something to describe in more detail what that  
10 committee does and how it operates, and then come  
11 back for board ratification.

12 So I'm -- I'm thinking that we can memorialize  
13 it by again going back today and suggest -- suggest  
14 that we go back and again list -- relist the  
15 committees that have been mentioned and the point  
16 people that have expressed interest in them and  
17 then ask those point people, board point people, to  
18 come back at the next -- at a next meeting and --  
19 with a more detailed prospectus for each of these.

20 MS. LIOTTA: Can I suggest maybe a slightly  
21 different approach to that?

22 My concern is that if we just say we'll talk  
23 about it the next month, we'll get to the next  
24 month and it will take another month to get to the  
25 next step, and things take --

1           CHAIRMAN OLSON: That's happened.

2           MS. LIOTTA: -- quite a while.

3           So I think a suggestion I would have is maybe  
4 we can make it a plan to do the work you suggest,  
5 but give ourselves an internal deadline of maybe a  
6 week to get that done, the scoping, the  
7 descriptions, so that it can be reviewed by counsel  
8 to know if it implicates Sunshine so that when we  
9 convene at our next meeting, we can actually vote  
10 on it.

11          CHAIRMAN OLSON: That sounds -- that sounds  
12 good, a very efficient way to go forward. And then  
13 the other benefit is that it -- all can go to  
14 Doug/Ed and then they can be aggregated and sent  
15 out to the board from administration to -- prior to  
16 the meeting, so everyone can see what each  
17 committee is going to -- is being proposed.

18          So again, we have -- we have -- policy  
19 committee, we have Ms. Liotta. We have -- audit  
20 committee, we have Mr. Clarke. We have the  
21 master plan committee, Mr. Clarke; is that right?  
22 You want to --

23          MR. CLARKE: Yeah, I can draft charters.

24          CHAIRMAN OLSON: Okay. And then we have  
25 community engagement, Ms. Chapman -- Cash Chapman.

1           Okay.

2           MR. WUELLNER:  And if I could, we haven't made  
3           much progress on risk management.  Maybe we could  
4           do the same exercise, just to get that documented  
5           or memorialized.

6           CHAIRMAN OLSON:  That can't be folded into any  
7           of the others or does it -- would it be --

8           MR. WUELLNER:  Sure.  You've established that  
9           committee, but what you don't haven't is a written  
10          directive of what it is and how it's constituted.

11          CHAIRMAN OLSON:  Or do -- nor do we have an  
12          assigned board member.

13          MR. WUELLNER:  Right.  At this moment.

14          CHAIRMAN OLSON:  Okay.  So, this being I think  
15          memorialized enough for just general consensus, if  
16          that's how we're going to proceed, so with what we  
17          just discussed, so it's been suggested that within  
18          a week from today, that these individual  
19          descriptions are provided to Ed and Doug, and  
20          then -- for review, aggregation, and back to the  
21          board in advance of the next meeting.

22          Okay.  So we're going back to the chart.  And  
23          there are a number of things, and -- here, and  
24          Ms. Ludlow has volunteered for all of them.  Is  
25          that --

1 MS. LUDLOW: I -- I only said I would fill in  
2 as an alternate for -- if somebody needs a primary  
3 or somebody needs an alternate, that's -- that's  
4 fine. I was -- I felt like at least I was familiar  
5 with them.

6 CHAIRMAN OLSON: Well --

7 MS. LUDLOW: The ones I'm interested in really  
8 are TPO and of course I have my safety committee.

9 CHAIRMAN OLSON: Okay.

10 MS. LUDLOW: So --

11 CHAIRMAN OLSON: Those are the two that -- TPO  
12 primary and the safety committee, that -- is that  
13 listed? That's not listed.

14 MS. LUDLOW: Yes, it is. It's called risk  
15 management.

16 CHAIRMAN OLSON: Oh, risk management. Okay.  
17 Okay. Good. And have you scoped that? Have you  
18 provided a descrip- -- do we have a mission  
19 statement for risk management?

20 MS. LUDLOW: No, we haven't had a meeting.

21 CHAIRMAN OLSON: Oh, okay. But it would be  
22 good --

23 MS. LUDLOW: Yeah, I have a charter for it.

24 CHAIRMAN OLSON: Okay. It would be good to  
25 just put that in the mix with the other committees.

1 MS. LUDLOW: Oh, yes. Oh, yes, yes. I do, I  
2 already have the charter and everything. We just  
3 have -- it wasn't on the -- to be talked about  
4 today.

5 CHAIRMAN OLSON: Okay. So we have  
6 assignment -- we have Ms. Ludlow down for that. We  
7 now have -- we have Aerospace Academy. Who handled  
8 that on the old board? Was that --

9 MS. LUDLOW: Me.

10 CHAIRMAN OLSON: That was you. Okay.  
11 Interest in -- and you have expressed interest in  
12 the Aerospace Academy. Any other interest in  
13 Aerospace Academy?

14 MR. WUELLNER: If I can just clarify. These  
15 are liaison positions, not actual committees of the  
16 Authority.

17 CHAIRMAN OLSON: Yes, yes. So liaison to  
18 Aerospace Academy, is there an alternate or a  
19 volunteer for Aerospace Academy?

20 MS. CASH-CHAPMAN: I didn't mark it. I had  
21 originally put a primary, but I'm happy to be the  
22 alternate for that. It doesn't --

23 CHAIRMAN OLSON: Okay. Ms. Cash-Chapman --

24 MS. LUDLOW: Did you put down for it?

25 MS. CASH-CHAPMAN: I put down on primary, but

1 I don't mind --

2 MS. LUDLOW: Oh, she wants to be primary.

3 MS. CASH-CHAPMAN: But I don't mind bouncing  
4 down to alternate if there isn't an alternate.

5 MS. LUDLOW: Then I can be alternate.

6 MS. CASH-CHAPMAN: It doesn't matter to me.

7 MS. LUDLOW: I don't mind.

8 CHAIRMAN OLSON: So -- okay. Does that  
9 sound --

10 MS. CASH-CHAPMAN: Sure.

11 CHAIRMAN OLSON: So Ms. Cash-Chapman being  
12 primary and Ms. Ludlow being alternate.

13 MS. LUDLOW: Okay.

14 CHAIRMAN OLSON: Okay. Economic Development.  
15 Okay. We have two -- well, we have Ms. Liotta to  
16 be -- proposing to be an alternate and we have  
17 Ms. Ludlow primary. Am I reading this chart  
18 correctly? And Mr. Clarke.

19 MS. LUDLOW: These aren't -- this doesn't jive  
20 with my paper.

21 MS. LIOTTA: So, Reba, if I'm understanding  
22 you right, you're saying you would prefer to be  
23 primary on TPO and risk management and only  
24 alternates on the others if needed?

25 MS. LUDLOW: It -- I -- I did that because I

1           wasn't sure what everyone would want. So I will be  
2           a primary or an alternate in any. I know I want  
3           the risk management. And -- and -- well, mine only  
4           says for Economic Development is Robert Olson  
5           and -- and Reba Ludlow as primary.

6           MS. LIOTTA: And Dennis.

7           MS. CASH-CHAPMAN: It does.

8           MS. LUDLOW: It isn't?

9           MR. WUELLNER: There are actually three listed  
10          under --

11          MS. LUDLOW: Oh, I'm sorry. And Dennis. So  
12          that's three, yes. Is that the same thing? Okay.  
13          Okay.

14          CHAIRMAN OLSON: So, again,  
15          Economic Development, we need a -- a primary and an  
16          alternate for Economic Development. And that is --  
17          I guess the main thing is the Economic Development  
18          breakfasts, quarterly breakfasts, are covered by  
19          this individual who reports back.

20          It -- it may involve -- I don't know. Is  
21          there a board position on Economic Development?  
22          There's a subgroup in the Chamber Economic  
23          Development. I think they have an advisory board.  
24          I'm not sure whether in the past anyone served on  
25          that. I was a primary at one point for



1 Economic Development.

2 So, what is -- what is the -- who wishes to be  
3 primary and who wishes to be alternate for  
4 Economic Development?

5 MR. CLARKE: You afflicted yourself --

6 MS. LIOTTA: Yeah.

7 MR. CLARKE: -- Mr. Chairman, so why don't you  
8 take that.

9 CHAIRMAN OLSON: I will happily take that.

10 MR. CLARKE: Okay.

11 CHAIRMAN OLSON: Okay. Okay. And the  
12 alternate, who wants to be who is alternate? I  
13 mean, I think any board member that wants to attend  
14 those breakfasts, you just call Cindy and she'll  
15 register you for them. They're quarterly and many  
16 of them are really good.

17 MS. LIOTTA: I can be alternate on that.

18 CHAIRMAN OLSON: Okay. Ms. Liotta, alternate  
19 for Economic Development.

20 Okay. I think have we -- we finished all of  
21 this now? Okay.

22 MS. LUDLOW: Who is my alternate?

23 MR. WUELLNER: TPO.

24 MS. LUDLOW: TPO alternate is Dennis, Reba and  
25 Dennis. Reba primary, Dennis. It looks like

1           that's all.

2           MS. LIOTTA: But we need somebody to be TPO  
3 alternate. I don't see any --

4           MS. LUDLOW: I thought he put Dennis -- I  
5 thought Dennis did that.

6           MR. CLARKE: I'll do that.

7           MS. LIOTTA: Okay.

8           MS. LUDLOW: Yes.

9           MR. WUELLNER: Reba is primary?

10          CHAIRMAN OLSON: Okay. And Cindy says she has  
11 kept track of all our discussion just now.

12          MS. LUDLOW: Okay. I need an alternate for  
13 risk management.

14          MS. CASH-CHAPMAN: I'm happy to do that.

15          MS. LUDLOW: You're going to do -- Michelle's  
16 going to do that.

17          CHAIRMAN OLSON: Okay.

18          MS. CASH-CHAPMAN: Unless Jennifer's doing  
19 that.

20          CHAIRMAN OLSON: Okay.

21          MS. LIOTTA: What?

22          MS. CASH-CHAPMAN: The safety.

23          MS. LIOTTA: Yeah, no.

24          MR. WUELLNER: Okay.

25          CHAIRMAN OLSON: Okay. We've gotten through

1           that.

2           MR. BURNETT: Mr. Chairman, if I might, can --  
3           can we -- can someone read back who the primary and  
4           alternate is? Ms. Hollingsworth, do you have that  
5           ability?

6           MS. HOLLINGSWORTH: Chairman, Robert Olson.  
7           Secretary-Treasurer, Dennis Clarke.  
8           Aerospace Academy primary, Michelle Chapman;  
9           alternate, Reba Ludlow. Economic Development  
10          primary, Robert Olson; alternate, Jennifer Liotta.  
11          TPO primary, Reba Ludlow; alternate, Dennis Clarke.  
12          Risk management primary, Reba, and alternate,  
13          Ms. Chapman.

14          MR. BURNETT: Can we get a motion and a second  
15          to adopt that as stated by staff?

16          MS. LIOTTA: I so move --

17          MR. CLARKE: Move.

18          MS. LIOTTA: I second.

19          CHAIRMAN OLSON: Okay. It's been moved and  
20          seconded to adopt or -- yes, I guess adopt the  
21          assignments that have just been listed and worked  
22          through. All in favor?

23          MS. LUDLOW: Aye.

24          MS. LIOTTA: Aye.

25          MS. CASH-CHAPMAN: Aye.

1 MR. CLARKE: Aye.

2 CHAIRMAN OLSON: Aye. Opposed?

3 (None.)

4 CHAIRMAN OLSON: Okay. Good.

5 Okay. Next item is old business, update on  
6 the strategic plan. Oh.

7 MR. WUELLNER: I think you actually have quite  
8 a few other items.

9 CHAIRMAN OLSON: Wait. We're through  
10 organizational items, right?

11 MR. WUELLNER: No.

12 MS. LIOTTA: Huh-uh.

13 MS. CASH-CHAPMAN: Huh-uh. Just the first  
14 one.

15 MS. LUDLOW: You're working off the front  
16 page.

17 MR. WUELLNER: We're working off our meeting  
18 schedule.

19 CHAIRMAN OLSON: I'm not sure I have the right  
20 materials in front of me.

21 MS. HOLLINGSWORTH: Here's --

22 CHAIRMAN OLSON: Yes. And where are they?  
23 Oh, you have them on a separate page. These are  
24 the list. Okay. Okay. So we're at -- we're at  
25 workshops now?

1           Okay. Monthly meetings, workshops, regular  
2 meeting, business meetings dates and times. Okay.  
3 So we're -- I guess we have to have a discussion  
4 about how we're going to proceed with all of these  
5 items.

6           Workshops, in our board procedures manual,  
7 workshops are described as to how they re -- how  
8 they differ from special meetings, and I think that  
9 probably the most important thing right now is  
10 recognizing that this is only an organizational  
11 meeting today and we have a number of matters that  
12 this board wants to delve into immediately without  
13 delay, is the matter of scheduling a -- a board  
14 meeting or a workshop.

15           So I have -- we're open -- I'm open to -- or  
16 we need to open up for suggestions on how we  
17 proceed. I think the desire is to have a meet --  
18 another meeting of a substantive nature in this  
19 month, and I think -- I hope everyone's brought  
20 their calendars.

21           MS. LUDLOW: Can I have my other paper back?

22           CHAIRMAN OLSON: Your other paper?

23           MS. LUDLOW: Yeah, that one.

24           CHAIRMAN OLSON: Sorry.

25           MS. LUDLOW: Mine's in order. That's okay.

1 Gotcha.

2 CHAIRMAN OLSON: So, cutting to the chase, we  
3 want our next convening to be a board meeting where  
4 we can take action. So it would be under the  
5 definition of a special board meeting.

6 And just to start out, as far as availability  
7 and looking at dates, I don't have any availability  
8 next week, but I'm very available the rest of the  
9 month. So anything -- or I guess we technically  
10 could have another meeting -- no, we have a -- we  
11 have an announ- -- we have a notice period for  
12 meetings, and that is how many days for regular --  
13 for a special board meeting, what -- what's the  
14 notice period?

15 MR. WUELLNER: Special or regular?

16 CHAIRMAN OLSON: Well, this wouldn't meet the  
17 definition of regular. It'd --

18 MR. WUELLNER: You're talking about at least a  
19 week.

20 CHAIRMAN OLSON: -- be the definition of a  
21 special board meeting, as per the policy -- the  
22 manual.

23 MR. WUELLNER: Well, you -- to clarify, you  
24 can have as many regular meetings as you wish.  
25 Special meetings only deal with single --

1 CHAIRMAN OLSON: Oh, okay.

2 MR. WUELLNER: -- or proposed topics specific.

3 CHAIRMAN OLSON: Okay. Another regular  
4 meeting. Okay. What's the advance notice time for  
5 that?

6 MR. WUELLNER: It's still at least a week.

7 CHAIRMAN OLSON: A week. So we'd be looking  
8 at the 23rd. Anything starting Monday the 23rd  
9 onward if we want it in January, that would be any  
10 time between the 23rd -- including the 23rd through  
11 the 31st. Availability?

12 MS. LIOTTA: Unfortunately I'm out the week of  
13 the 23rd, so I think that between you and me, that  
14 narrows it down to the 30th and the 31st to still  
15 make it in January.

16 CHAIRMAN OLSON: Other availability on the  
17 30th and 31st? I think it's important that we have  
18 a full -- a full board at this meeting. Other  
19 availability?

20 MR. CLARKE: Mr. Chairman, I'd like to suggest  
21 we have these -- some of these meetings at in the  
22 morning, 9 a.m., if that's okay. I'm available --

23 CHAIRMAN OLSON: I'm a --

24 MR. CLARKE: -- on the 30th.

25 CHAIRMAN OLSON: -- morning person. I'd like

1 that, too.

2 MS. LUDLOW: And they don't have to be Monday.

3 CHAIRMAN OLSON: No, they don't have to be  
4 Monday. So -- but just starting out looking at the  
5 30th and 31st and say 9:00 in the morning, how are  
6 people fixed for that?

7 MS. LUDLOW: 10:00, maybe?

8 CHAIRMAN OLSON: I'll bring you some coffee,  
9 Reba.

10 MS. LUDLOW: That's not going to help.

11 MS. LIOTTA: I could do either of those  
12 dates --

13 CHAIRMAN OLSON: Okay.

14 MS. LIOTTA: -- and times.

15 MS. CASH-CHAPMAN: As could I.

16 CHAIRMAN OLSON: Can we -- can we set 9 a.m.  
17 on the 30th?

18 MS. LIOTTA: Yeah.

19 CHAIRMAN OLSON: Monday the 30th at 9 a.m.?  
20 And shall we block out three hours for that? I  
21 mean, not knowing how long it will take us, but --

22 MR. CLARKE: Sure.

23 CHAIRMAN OLSON: And we need a -- we would  
24 need -- for the notice, we need an agenda for that  
25 meeting to be distributed how far in advance?



1           MR. WUELLNER: We -- we can do the meeting  
2 notice without the agenda, but we need the agenda  
3 out there a full week ahead.

4           CHAIRMAN OLSON: So we need the agenda by the  
5 23rd. Is that what you're saying, a week a --

6           MR. WUELLNER: At the latest, yes. You --

7           CHAIRMAN OLSON: Well, we'll be -- actually, I  
8 think that's our next step here, to work up -- to  
9 work up the agenda that we want to address on  
10 the -- on the 30th.

11          MR. WUELLNER: And to clarify, you are doing a  
12 regular meeting, right?

13          CHAIRMAN OLSON: Regular because it's not a  
14 workshop and because we have more than one item on  
15 the agenda, presumably.

16          MR. WUELLNER: Maybe I wasn't as clear as I  
17 could be, but a special meeting, you can do  
18 multiple topics, you just can only do the topics  
19 you've advertised.

20          CHAIRMAN OLSON: Oh.

21          MR. WUELLNER: So you have to stay on that --  
22 that limited agenda.

23          CHAIRMAN OLSON: Okay. So regular, we can go  
24 off topic. Okay. Sounds more flexible.

25          MR. WUELLNER: I guess that's a way of

1 characterizing it.

2 CHAIRMAN OLSON: Okay. Just adding more  
3 detail to the path forward, then, what would be --  
4 can we have suggested items for the agenda for the  
5 30th?

6 MS. LIOTTA: Can I ask a question?

7 CHAIRMAN OLSON: Yeah.

8 MS. LIOTTA: We seem to have gotten right into  
9 the agenda for today, but in looking through the  
10 meetings and conduct, it talk -- it had a  
11 discussion about a board member comment period, and  
12 that's when people have an option to make a motion  
13 to add something to the existing agenda, and I  
14 don't think we did that here.

15 CHAIRMAN OLSON: No, we haven't gotten to that  
16 yet --

17 MS. LIOTTA: So is that coming later?

18 CHAIRMAN OLSON: -- because that's usually at  
19 the --

20 MS. LIOTTA: Because we're going through the  
21 agenda now, so I'm confused we --

22 CHAIRMAN OLSON: Board comments are usually at  
23 the end of the --

24 MS. LIOTTA: Okay. Well, if we're doing that  
25 later, okay.

1           CHAIRMAN OLSON: Member comments and reports  
2 right before adjournment.

3           MS. LIOTTA: Okay. So it's kind of tacking  
4 stuff on to the end of the meeting rather than --

5           MS. LUDLOW: (Inaudible) --

6           MS. LIOTTA: -- adding it at the end. Okay.

7           MS. LUDLOW: -- board discussion.

8 (Inaudible.)

9           MR. BURNETT: Excuse me. Ms. Ludlow?

10 Ms. Ludlow? It's got to be on the record.

11 Ms. Ludlow?

12 (Court reporter interruption.)

13           MR. WUELLNER: Reba?

14           MR. BURNETT: Ms. Ludlow?

15           MS. LUDLOW: Oh, sorry.

16           MR. BURNETT: It's got to be on the record.

17           CHAIRMAN OLSON: Yes. Whatever you're telling  
18 me, you have to put it in the mic.

19           MS. LUDLOW: Oh. Oh, I'm sorry.

20           What I was -- was showing Bob, that at the  
21 bottom of the pages on the agenda, it does say  
22 board discussion, public comment, and motion on the  
23 pages that need that. So that -- I was just  
24 bringing him up to snuff. I got him -- he had too  
25 many papers.

1           CHAIRMAN OLSON: I do, and I apologize.

2           MS. LIOTTA: Okay. So sorry I seem to maybe  
3 have drug us off topic, but going back to your  
4 earlier question, things to add to the agenda for  
5 the -- into the next meeting, I think we need to  
6 add the attorney RFP.

7           CHAIRMAN OLSON: Yes, I've got -- yeah, RFP.  
8 Yep.

9           We also have the matter of -- we have a  
10 construction contract that needs to be addressed  
11 that is a million dollars over budget, the bids.  
12 So we have that. And I think there's a time limit  
13 on that, so that is called -- that is the terminal  
14 entrance road.

15           And presumably we will have some analytic  
16 report from the engineers and staff on options for  
17 how we handle that, plus detail as to -- more as to  
18 discussion -- description of what the details of  
19 the issue are and then options for going forward.  
20 So we have that. Other --

21           MS. LIOTTA: The committee charters, I know we  
22 were planning that for the next meeting, so...

23           CHAIRMAN OLSON: Yes. Other items for that  
24 December -- that January 30th meeting at this  
25 point?

1           I guess we don't have another opportunity to  
2 talk as a -- as a board about what we want on that  
3 agenda beyond this meeting, so if there are any  
4 other suggestions at this point, it would be good  
5 to know what they are.

6           MS. LIOTTA: Well, I think there's items, but  
7 if they're -- that might be added to this meeting,  
8 but if they don't get discussed, they might be  
9 added to the next agenda. So it's a little bit  
10 tricky to suggest something for the end of the  
11 month that people might want to talk about now.

12          CHAIRMAN OLSON: Okay. So, we don't I think  
13 need to act -- formally act on this, I don't  
14 believe. We're simply listing things and then  
15 anything else that needs to be listed could be part  
16 of board comment period at the end. Does that make  
17 sense? I mean, I'm not sure how else we handle  
18 that if there are other things that will occur that  
19 should be on --

20          MS. LIOTTA: Well, I guess we can -- I'm sorry  
21 to interrupt -- put something on that -- on that  
22 list for January 30th, but if someone makes a  
23 motion to add it to this meeting and during the  
24 member comment we deal with it, we can just drop it  
25 from January 30th.

1           CHAIRMAN OLSON:  Okay.  Okay.

2           MS. LIOTTA:  But otherwise, it's there for the  
3 30th.

4           CHAIRMAN OLSON:  Okay.  So we're -- we're  
5 ready to go on to --

6           MR. WUELLNER:  Well, ordinarily you'd set a  
7 regular meeting schedule looking out months beyond  
8 that.  Do you have a feel for a particular day of  
9 the week and a week of the month that might be  
10 helpful to get -- we really need to publish a  
11 yearly schedule, even if we change it --

12          CHAIRMAN OLSON:  Yeah.

13          MR. WUELLNER:  -- but we need to put something  
14 out there.

15          CHAIRMAN OLSON:  We have the -- we have the  
16 typical -- it's usually the second month in the  
17 Monday at 4 p.m.

18          MR. WUELLNER:  Well, historically it's been  
19 the third Monday at 4 p.m., but that schedule has  
20 always been problematic at the first part of the  
21 year because it sits right over two holidays.

22          CHAIRMAN OLSON:  Yeah, President's Day --

23          MR. WUELLNER:  So really it can be any day of  
24 the week and any week of the month for a regular  
25 schedule, and then you can supplement or add

1 additional meetings as you wish and change those  
2 for -- as a matter of practicality.

3 CHAIRMAN OLSON: Would it be best for staff to  
4 propose a full year of schedule and have the board  
5 look at it --

6 MR. WUELLNER: We can do that.

7 CHAIRMAN OLSON: -- to see whether -- I mean,  
8 I guess the more fundamental thing and before that  
9 happens would be if there's something more basic  
10 that we want to adjust in the -- in the meetings.  
11 I mean, the board has been meeting at 4 p.m.  
12 Mr. Clarke likes morning meetings. I guess there's  
13 nothing in our charter or bylaws that says we can't  
14 change the pattern.

15 So -- but if -- barring any of that input now,  
16 I guess we -- I think the simplest way is to ask  
17 staff to propose a full schedule based on the  
18 pattern that we've been month -- for monthly  
19 meetings at the pattern we've been meeting at, and  
20 then presumably if there are needs for board  
21 meetings -- more board meetings, we would add them  
22 as they -- as the needs arise. Does that make  
23 sense?

24 MR. CLARKE: I'd like to suggest that we meet  
25 on the second Monday of the month with the

1           exception of February, which is President's Day  
2           weekend or other -- excuse me, February 13 is not.  
3           February 20th, which is the third Monday is  
4           President's Day.

5           After that, the way I'm looking at my calendar  
6           and they are all -- they're non-holidays. The only  
7           other one that's close is Columbus Day in October,  
8           but that's October 9th. Columbus Day would be the  
9           following Monday.

10          MS. LIOTTA: I also think we should consider  
11          regularly scheduled twice a month meetings.

12          MR. CLARKE: A workshop?

13          MS. LIOTTA: You know, if -- we can always  
14          change them. I don't see a huge benefit to  
15          scheduling something as a workshop as opposed to a  
16          regular meeting, because if you schedule it as a  
17          workshop, it still has to be on the record but then  
18          you can't actually vote on anything. So it seems  
19          like you're doing all the setup and then limiting  
20          what the board can get done.

21          MR. CLARKE: How about the second and the  
22          fourth Mondays?

23          MS. LIOTTA: And --

24          CHAIRMAN OLSON: More discussion on the two  
25          questions -- or the basic question of two board



1 meetings per month for I guess the balance of 2023?  
2 Any more discussion on that -- on that suggestion?

3 (None.)

4 CHAIRMAN OLSON: Does no discussion mean that  
5 sounds like a good idea?

6 MR. CLARKE: Yes.

7 MS. LIOTTA: Yes.

8 MS. CASH-CHAPMAN: Yes.

9 CHAIRMAN OLSON: Okay. So should we make that  
10 the second and fourth Mondays? Should that be a  
11 good pattern, second and fourth Mondays, to avoid a  
12 holiday?

13 MS. LIOTTA: And maybe we can ask staff to  
14 scope that out and if something happens to hit on a  
15 long weekend --

16 CHAIRMAN OLSON: Yeah.

17 MS. LIOTTA: -- or something --

18 CHAIRMAN OLSON: Yeah.

19 MS. LIOTTA: -- we can look at shifting  
20 particular dates.

21 CHAIRMAN OLSON: And any -- should they be  
22 discussion as to whether 4 p.m. is still a great  
23 time or -- or a morning meeting in lieu a late  
24 afternoon meeting?

25 MS. LUDLOW: I think 4 p.m. is wonderful.

1           MR. CLARKE: How about an alternating morning  
2 and afternoon, one at 4:00 and one at 9:00?

3           CHAIRMAN OLSON: Okay. That won't confuse  
4 anyone?

5           MR. BURNETT: The only --

6           CHAIRMAN OLSON: You won't have people showing  
7 up at 4 p.m. on a day that it's supposed to be at  
8 9:00 and vice versa?

9           MR. BURNETT: Mr. Chairman, if I might.

10          CHAIRMAN OLSON: Yes.

11          MR. BURNETT: Alternating time periods -- I  
12 get the second and the -- the first and the second  
13 Monday. Alternating time periods I'd strongly  
14 recommend against because it's very difficult for  
15 the public to follow and you may have a situation  
16 where they came in the afternoon instead of the  
17 morning out of confusion --

18          CHAIRMAN OLSON: Yeah.

19          MR. BURNETT: -- and missed things and then  
20 you wind up with complaints related to that. You  
21 could probably avoid unnecessary grief by not doing  
22 it, respectfully. I understand if you have a  
23 special meeting or you do --

24          CHAIRMAN OLSON: Right.

25          MR. BURNETT: -- a meeting on one occasion

1 here or there for a different time period because  
2 that's what you need to do.

3 CHAIRMAN OLSON: Okay.

4 MR. BURNETT: Maybe even one of the members  
5 has a schedule that doesn't fit so you need to  
6 change to the morning --

7 CHAIRMAN OLSON: Okay.

8 MR. BURNETT: -- but I would advise --

9 CHAIRMAN OLSON: Okay.

10 MR. BURNETT: -- against doing that -- or I'd  
11 caution you against doing that.

12 CHAIRMAN OLSON: Well, it appears there's a  
13 consensus on the pattern and frequency, so do we  
14 need to have further discussion on the exact -- on  
15 the time or should we keep the 4 p.m.?

16 MR. CLARKE: 4 p.m.

17 CHAIRMAN OLSON: Okay. So, if -- based on  
18 that, if staff would produce a schedule for review  
19 and concurrence at the next meeting, board meeting,  
20 that would be good.

21 MR. CLARKE: So for December, that's  
22 Christmas Day, is the fourth Monday.

23 CHAIRMAN OLSON: So we'll hold -- perfect.

24 MR. CLARKE: So let's not even schedule it.

25 CHAIRMAN OLSON: Okay.

1 MS. LIOTTA: And with the exception -- but  
2 understanding that the June -- the 30th of January,  
3 this next meeting, will be at 9 a.m.

4 CHAIRMAN OLSON: Yes.

5 MS. LIOTTA: Okay.

6 MS. LUDLOW: I thought we weren't changing it.

7 MR. WUELLNER: Future ones are all at 4:00,  
8 you said?

9 MS. LUDLOW: I thought they were all at 4:00.

10 MS. CASH-CHAPMAN: Just this last one.

11 MS. LUDLOW: Okay.

12 MS. CASH-CHAPMAN: Just the -- but moving  
13 forward --

14 MS. LUDLOW: Okay.

15 MS. LIOTTA: We probably don't want a  
16 three-hour meeting starting at 4 p.m.

17 MS. CASH-CHAPMAN: Right.

18 CHAIRMAN OLSON: We've had those. Okay. So  
19 moving along --

20 MS. LIOTTA: Did we finish up the agenda for  
21 June -- for the January 30th?

22 CHAIRMAN OLSON: I --

23 MS. CASH-CHAPMAN: I think we said we were  
24 going to wait and see what we got to --

25 MS. LIOTTA: Well --

1 MS. CASH-CHAPMAN: -- because we moved --

2 CHAIRMAN OLSON: We have -- we have three  
3 items --

4 MS. LIOTTA: Okay.

5 CHAIRMAN OLSON: -- that have been listed. We  
6 observed that if at the end of the meeting,  
7 still -- still convene, it would be possible --

8 MS. LIOTTA: Okay. We'll keep the list open.

9 CHAIRMAN OLSON: -- to add an initial item.

10 MS. LIOTTA: All right. We'll keep the list  
11 open as we go. Okay. Got it.

12 CHAIRMAN OLSON: So, agenda format changes,  
13 what do we -- what is that?

14 MR. WUELLNER: Really just to make sure that  
15 like the order of things, what's on the -- how it's  
16 made up, is still what you want to do. It's an  
17 opportunity to make adjustments should you want  
18 something different.

19 CHAIRMAN OLSON: Okay. I guess, having served  
20 on this board for just briefly two years, I mean --  
21 I mean, we're all sort -- we're all new, actually,  
22 relatively new.

23 I guess I'd throw out just for discussion  
24 whether we have our general public comment at the  
25 beginning of board meetings rather than the end.

1           And the reason I say that is a lot of public bodies  
2           do that. With a published agenda in advance, it  
3           gives someone the opportunity to come in and speak  
4           to something that they see on the agenda and share  
5           their thoughts about it in their three minutes  
6           before the board delves into the agenda. Just  
7           throw that out.

8                     Currently, we have general public comments at  
9           the end of the meeting. The downside there is the  
10          board has already acted on everything. So that's  
11          the way we -- that's the current format the way I  
12          understand we've been operating the last two years.

13                    MR. CLARKE: Mr. Chairman, the board I  
14          recently served on, we had two comment periods, one  
15          at the beginning and one after. And that worked  
16          very well because people were able to, as you said,  
17          comment on what was published, the published  
18          agenda.

19                    CHAIRMAN OLSON: Was -- in that -- was there  
20          also comments after --

21                    MR. CLARKE: At the end.

22                    CHAIRMAN OLSON: -- each action or related to  
23          each action?

24                    MR. CLARKE: No, no. One at -- one at the  
25          beginning of the meeting and one at --

1           CHAIRMAN OLSON:  You know, that would be  
2           better than -- I guess a better way to organize  
3           than what we've been doing.

4           We've been, I believe, as I recall in the  
5           last -- in the meetings, we've had public comment  
6           for each item prior to the board taking final  
7           action on it.  So, that would be a bit of the  
8           change, but it actually sounds -- sounds good.  
9           Other comments on the suggestion that Mr. Clarke  
10          just made?

11          MS. LIOTTA:  Well, I don't -- I would never,  
12          you know, say that we should take away people's  
13          opportunity to comment and give the board feedback.

14          So having it at the beginning certainly sounds  
15          good and the public knows we're about to consider  
16          something and gives some general thoughts on it.  
17          But I don't like the idea of taking away the  
18          comment before the vote, because there could be  
19          inter- -- very very relevant feedback on specific  
20          things that have been talked about before the board  
21          acts.  And if we take that away, we're depriving  
22          both the public and the board of the opportunity  
23          to -- to share that information.

24          CHAIRMAN OLSON:  So, seems if we have three  
25          public comment -- I mean, if we have a pattern

1 where we have what -- what you suggested, we have  
2 to think about how long our boards meetings are  
3 going to last.

4 Because, as you say, very useful things come  
5 forward from public comment. But there's a lot of  
6 repetition, also, and it can really extend board  
7 meetings and actually be burdensome for both  
8 someone who is attending the meeting and is  
9 interested in a specific item as well as board  
10 members. Doug?

11 MR. BURNETT: Mr. Chairman, if I might. Just  
12 to explain I guess from a practical standpoint, you  
13 can certainly do what you want as far as the  
14 beginning or the end.

15 What I think you will find, if you allow  
16 public comment at the beginning of the meeting,  
17 what you oftentimes will hear -- have is someone  
18 will get up during public comment at the beginning  
19 of the meeting and they are interested in agenda  
20 item number 2, T-hangar leases. They will get up  
21 during the general public comment at the beginning  
22 and say, Here's my opinion about the T-hangar  
23 leases. And you tell them, Well, that's on agenda  
24 item number 2, but they go ahead and tell you what  
25 they want to say.



1           So your problem is, is when you do that, you  
2 don't get it contemporaneous with the item. And  
3 so, by having the public comment on each item right  
4 before the vote, in some items, it's absolutely  
5 required by Florida law -- that's a whole other  
6 issue. But generally you allow general public  
7 comment for each item that goes forward. And then  
8 you have the public comment at the end as sort of  
9 the catchall.

10           CHAIRMAN OLSON: Yeah, yeah.

11           MR. BURNETT: Because you have the agenda  
12 items where a person can get up and speak about  
13 each individual item, and then at the end if  
14 there's something else that's lingering that wasn't  
15 on the agenda, then they can raise it and you can  
16 either take it under advisement or address it if  
17 you so choose.

18           CHAIRMAN OLSON: Good points, Mr. Burnett.

19           So it looks like, I mean, based on the logic  
20 that was shared with us, it looks like it probably  
21 is best to keep our current pattern. Any other  
22 thoughts?

23                           (None.)

24           CHAIRMAN OLSON: Okay. So we're at other  
25 topics of interest. Something -- what is that?

1           MR. WUELLNER: Anything that's on  
2 Authority Members' minds relatives to  
3 organizational. That was the intent.

4           CHAIRMAN OLSON: Any other topics of interest?

5           MS. LIOTTA: I don't know that we need to add  
6 it to a format, make it very formal, but one thing  
7 that I've sort of seen over time just, you know,  
8 coming to board meetings and watching, is I think  
9 part of it was the tempo of meetings, things taking  
10 a month, people kind of -- you sort of overhear  
11 comments now and then, What happened to that? You  
12 know, it's like the time goes by, people kind of  
13 forget what the status was.

14           So, potentially for certain items, we may  
15 consider just delegating among ourselves someone to  
16 be the point person following up with staff to be  
17 able to keep track of it in between meetings, if we  
18 feel that's necessary. That might be something  
19 helpful for us to consider doing.

20           CHAIRMAN OLSON: Yeah, and I think that's -- I  
21 mean, we have been doing that in the last two  
22 years.

23           I mean, an example I can cite is the -- the  
24 work -- I mean, I've been the person with the  
25 strategic business plan and done a little bit of

1 point person work from the board with the effort to  
2 recruit a deputy executive director.

3 So, I mean, yes, I think that's good practice,  
4 to -- for us to proceed -- continue, yes, and maybe  
5 use it with other matters of the Authority. Other  
6 thoughts about other topics?

7 (None.)

8 STRATEGIC PLAN UPDATE

9 CHAIRMAN OLSON: Seeing -- hearing none, are  
10 we -- are we ready for old business? I just -- I  
11 didn't create this agenda; I'm just following it,  
12 so...

13 Are we ready for old business? That's the  
14 next thing. Okay. Remy, our consultant with  
15 Ricondo, is going to update us on the strategic  
16 business plan.

17 MR. LUCETTE: Thank you, Mr. Board. So I'm  
18 going to step away from the screen. I realize  
19 there would be just in front of the board members a  
20 screen here.

21 Mr. Board and -- Mr. Board members, airport  
22 staff members, the public, thank you for -- for  
23 taking the time to get a brief update on the  
24 strategic business plan that we are working on.

25 So for this first meeting, really what we

1 wanted to do is provide a brief update on what  
2 we've been doing, the work we've done with the  
3 board members, with the stakeholders for the past  
4 three or four month, and also connect with the  
5 board to see if you would like to discuss anything  
6 in particular in the upcoming meetings or to see  
7 included in future updates of the strategic  
8 business plan.

9 Mr. Olson reached out to us back I think  
10 early -- early in 2022 and we started this work in  
11 about September. So I'm going to go over some of  
12 the milestones, some of the work that was  
13 completed, and some of the work that is still yet  
14 to -- to be completed.

15 So, first when Mr. Olson approached us to ask  
16 if we could help with the strategic business plan,  
17 the purpose of the strategic business plan that was  
18 identified for the Authority was really to -- to  
19 help create some guiding policies and to identify  
20 some -- some common focused initiative that the  
21 Authority could -- could use when -- to help guide  
22 the decision-making.

23 The idea is really to engage both with the  
24 board, the board members, in meeting environments  
25 but also in workshop environments, but also to

1 collect input from the public, from the external  
2 organizations in the region, and to bring back that  
3 feedback to the board members.

4 In terms of building an effective plan, really  
5 what we want is we want to -- to engage with you,  
6 the board members. This plan is really for the  
7 board and is being crafted mostly by the board and  
8 we're here to provide as much information as we  
9 can, background information, to help understand and  
10 decide what finds its way into the plan.

11 We want the -- the plan to be -- to be  
12 implementable. At the end of the day, this is  
13 something Mr. Olson and the airport director had  
14 told us we want to make sure that we get a document  
15 at the end of the day that we can refer to both  
16 when we prepare our annual -- annual budget plans,  
17 but also over the next few years, how we decide  
18 to -- to drive and guide the development of the  
19 airport.

20 So some of the milestones what we've done to  
21 date, we had two board workshops. Thank you --  
22 thank you all for attending those board workshops.  
23 And we had in November a series of stakeholder  
24 meetings. The stakeholder meetings were really  
25 three meetings that we had. One was with external

1 organizations, so we had a member of the county, of  
2 economic development agencies, and we had a board  
3 member also present at that meeting.

4 We had one meeting with the local aero  
5 businesses at the airport. So we met with several  
6 businesses that were able to -- to come to this  
7 meeting and provide feedback and input that we  
8 relayed to the board members.

9 And finally, we met with the flying community.  
10 We had a great participation from all the pilots  
11 and the -- the tenants here at this airport.

12 We have summarized a lot of that information.  
13 It's a lot. So I know there are a few board  
14 members who were not there at the time. What we  
15 wanted to offer is if you would like a meeting, we  
16 could have like a one-on-one phone conversation or  
17 a -- a video call, or we can brief you on what was  
18 reported to us, the input that we received, and  
19 help you -- really bring you up to speed on the  
20 feedback that we received.

21 In terms of schedule, we're about at the half  
22 point of the study. We -- we've collected a lot of  
23 the information that we need. In terms of  
24 outstanding information, we are currently  
25 conducting a benchmark. We've selected four

1 airports with the strategic planning team that  
2 Mr. Olson is part of -- a member of. We are  
3 expecting the benchmark to be completed next two  
4 weeks. All of the airports but one have responded  
5 positively to provide the information we requested.

6 And with that, that will really complete the  
7 information that we're seeking from outside  
8 members. So after that, we would like to work with  
9 you, the board members, to help define the  
10 initiatives and the -- the actions that go in the  
11 plan.

12 There is -- there is one important date that I  
13 would like to -- to discuss with you. We're going  
14 to have a workshop, a third workshop toward the end  
15 of February, and as of now, we're looking at the  
16 week of February 27th, if that's an option for --  
17 for the board members.

18 We'd like to pick a date that works for all  
19 the board members to -- to ensure everybody has a  
20 chance to attend. If it's not the week of the  
21 27th, we can -- we can push it a week. And this  
22 would most likely be a three-hour workshop as well,  
23 morning or afternoon.

24 CHAIRMAN OLSON: Just could everyone look at  
25 their calendar for the 27th of February? It's

1           slotted for 4 p.m. to 7 p.m., but we could -- we  
2           could -- I guess we could schedule it an hour  
3           earlier, so if it runs for three hours, which it  
4           likely will because it's a substantive workshop, we  
5           would not be going into the evening.

6           So just -- just testing with everyone here.  
7           Monday the 27th of February, 3 p.m. to 6 p.m., a  
8           three-hour slot.

9           MR. WUELLNER: Well, based on the direction  
10          you had just given us, that would be your regular  
11          meeting.

12          CHAIRMAN OLSON: Oh, that would be a board  
13          meeting. Oh. Well, how about that? Could we do  
14          it on the 20th?

15          MR. LUCETTE: Would you --

16          MR. WUELLNER: The 20th is the holiday.

17          CHAIRMAN OLSON: Oh, that's the holiday.

18          MR. LUCETTE: It doesn't have to be a Monday  
19          for us, really.

20          MR. CLARKE: Why don't we just substitute  
21          this -- this maybe for the board meeting? I mean,  
22          that would be the second one of the month.

23          CHAIRMAN OLSON: Because we will have met on  
24          the 13th.

25          MR. CLARKE: Right.



1           CHAIRMAN OLSON: Okay. Then we would call  
2 this a workshop, right? Would be the -- would be  
3 structured as a workshop under the procedures.

4           MR. WUELLNER: So -- okay. So in lieu of a  
5 regular meeting on the 27th, it would be a workshop  
6 at the same time slot or starting earlier?

7           CHAIRMAN OLSON: Okay. Could we start that  
8 workshop on the 27th at 3 p.m. and run till 6:00 --  
9 running into the evening? 3:00 to 6:00. So  
10 we're -- we're -- are we all etching that in our  
11 calendars if it works? Okay.

12          MR. LUCETTE: February 27th.

13          CHAIRMAN OLSON: So 3:00 to 6:00 on Monday the  
14 27th of February.

15          MR. LUCETTE: Okay. Thank you.

16                 And then I'm just going to walk you over a  
17 handful of slides that summarize some of the  
18 information we've worked on. We're not gonna --  
19 I'm not going to read all of it. I wanted to  
20 present it to you so that you have it, and we can  
21 discuss it either at the next board meeting or the  
22 workshop.

23                 The first -- the first board meeting that we  
24 did -- the first board workshop, I'm sorry, we  
25 worked a lot on the mission, the vision, and the

1 values.

2 So the mission statements really is -- is a  
3 representation of -- of those three items. What --  
4 you know, what do you do? For whom do you do it?  
5 And why did you do it?

6 Working with the board at the time, there was  
7 a lot of discussion, and those two statements on  
8 the screen were the result of those discussion.  
9 We're not asking to -- to vote on it or anything,  
10 we really wanted to -- to put it in front of you.

11 At the next workshop, we would like to get  
12 these approved so that we can start working through  
13 the list and -- and make our way through the  
14 initiatives. So we had two mission statements,  
15 which again can be -- can be tweaked, can be  
16 edited. This is not intended to be final.

17 We also have four vision statements. So the  
18 vision statement is really a representation of what  
19 you, the Authority, would like to be, you know, at  
20 this airport in an ideal world. So we called it  
21 the blue sky approach. You know, if nothing  
22 existed, what would you like -- what would you like  
23 this Authority vision to be for this airport?

24 We -- we ended up with four vision statements,  
25 which were really a combination of the feedback

1 that we received from the board members. And for  
2 the next workshop, we'd love for you-all to take a  
3 look and let us know if you have any feedback or  
4 any suggestions from those vision statements.

5 Last, the value statements. And the value  
6 statements really are a representation of how the  
7 Authority wants to be perceived by the external --  
8 by external organizations, how you want the -- to  
9 value the employees. So it's really a series of  
10 values that -- that would represent well this --  
11 this body.

12 So we had three major categories for the value  
13 statements: Safety, accountability, and something  
14 for the people of the organization. The -- the --  
15 when we work on the values, we can either select  
16 some of these, all of these, we can add a few of  
17 those, typically can go up to three, four, or  
18 sometimes five different values as part of the  
19 strategic plan.

20 We -- we also wanted to put here in front of  
21 everybody some of the feedback and the input that  
22 we received at the second board workshop. So that  
23 was a board workshop we held in December. And a  
24 lot of that discussion revolved around a SWOT  
25 analysis. So a strength, weaknesses,

1 opportunities, and threats analysis.

2 We received a lot of great feedback from --  
3 from the board members who were present. And  
4 really in terms of strength, what we heard was the  
5 location of this airport, the attractivity of the  
6 region, and the infrastructure were key elements of  
7 the success of the airport and that they considered  
8 to be strength.

9 And on the weaknesses side, some of what we  
10 heard is also just like the location is a -- is a  
11 positive, it's also subject to some potential  
12 storms and other events that can some  
13 vulnerabilities.

14 We -- we heard that it was sometimes difficult  
15 to keep up with the demand because the demand has  
16 been so strong at the airport in recent years. So  
17 being able to keep up and finding ways to keep up  
18 with the demand and delivering the infrastructure  
19 could be a challenge.

20 On the opportunities and threats side, on the  
21 opportunities really what was discussed is that  
22 the -- the general aviation industry nationwide is  
23 doing very well and St. Augustine is well  
24 positioned to capture a lot of that, a lot of  
25 those -- a lot of that growth. There are a lot of

1 opportunities. As we mentioned, a lot of demand  
2 from outside to come to this airport. So there was  
3 a lot of positivity in terms of opportunities that  
4 exist.

5 And related to the threats, we had -- we had  
6 just, again, a few -- a few items here, but a  
7 couple of things came up. One is, you know, the --  
8 the airport still relies on grants to do a lot of  
9 infrastructure, whether it's the airfield  
10 infrastructure or sometimes building T-hangars.

11 There is no -- no way to know whether those  
12 grants are always going to be -- stay at the level  
13 they're at today. So the idea of how do we make  
14 sure that we can be financially self-sustainable in  
15 an environment where the grant funding may evolve  
16 and change, that was a major concern. And then  
17 obviously how the airport is perceived locally,  
18 regionally, federally, could also impact what  
19 happens here.

20 And using that SWOT analysis, we put together  
21 some preliminary -- preliminary strategic issue  
22 themes and initiatives. And again, we -- we don't  
23 want those to be final, but we want to discuss  
24 those.

25 Some of the themes that we heard in terms of

1 issues that were of concern, anything that touches  
2 with the planning side of the facility for the --  
3 for the platform. Like I mentioned, there's a lot  
4 of demand and the board members were concerned  
5 that, you know, the planning should be smart for  
6 this facility. Anything that revolves around  
7 highest and best usable land. Making sure that  
8 we're being consistent in how the facility is  
9 expanded.

10 On the financial side, the -- you know, having  
11 a strong financial foundation is really the base  
12 to -- to implement any type of action plan.

13 And then finally on the administration side,  
14 there was some concerns about the staffing of the  
15 facility at the airport and having, you know, the  
16 necessity to discuss what the staffing levels  
17 should be of the airport.

18 From those themes, we derived a few possible  
19 initiatives. Those are not initiatives that may  
20 necessarily make the cut, but we wanted to -- to  
21 bring those to you. And those initiatives  
22 essentially are a response to the issues that we've  
23 discussed. So those initiatives are -- are  
24 formulated on the right-hand side in response to  
25 the different issues.

1           What we would like to do is, before we have  
2 the next board workshop, to ask the board members  
3 if they could review these and maybe schedule --  
4 schedule a discussion with you individually to get  
5 your feedback, see if we have missed certain items.

6           I know we have not heard from all of you yet.  
7 So we would have at least scheduled time and set --  
8 set time aside either in person or over the phone  
9 to -- to review these and really get a discussion  
10 going before we move into the third workshop in  
11 February.

12           CHAIRMAN OLSON: Yes. I -- I'd just like to  
13 underscore, speak to the importance of this  
14 strategic plan for our work here.

15           It could be observed that we're -- we have not  
16 been or the Airport Authority has not been  
17 operating with a full flight plan, to use a pilot's  
18 jargon, and now we need one. We need a flight  
19 plan. We need to have agreement on what our  
20 priorities are. We need to be able to have actions  
21 prioritized with timetables and expectations that  
22 we want to work all -- work toward as a team for  
23 achieving our goals.

24           This process is very important. It's  
25 supported by the state, by FAA -- FDOT or FAA,

1 FDOT -- is it FDOT, Ed, that's -- where are we  
2 getting our -- our support for this in addition to  
3 what the Authority is doing?

4 MR. WUELLNER: FDOT, yes.

5 CHAIRMAN OLSON: FDOT is supporting it also.

6 There's a statistic that 75, 80 percent of GA  
7 airports are -- have master plans and those are  
8 supported by FAA, and 25 percent of them have  
9 strategic business plans, and those appear to be  
10 the ones that are -- are really performing well.

11 Part of this effort, and we're going to get  
12 that information as Remy said very soon and have it  
13 for our third workshop, is benchmarks. We were --  
14 we are comparing a huge number of factors as to how  
15 this airport and this airport authority is  
16 performing and acting against four or five other  
17 airports that have similar characteristics.

18 One thing that you can see in -- when we --  
19 that I've seen when I've looked at some of these  
20 with just visiting other airports, is that our --  
21 our capital reserve is not huge. In fact, we have  
22 relatively small capital reserve for doing things  
23 compared to other airports. A lot of it relates to  
24 how -- how and where we're getting our revenue.

25 But if we want to pursue priorities such as



1           accelerate and increase the development of, for  
2           example, hangar space at this airport where there's  
3           a huge demand, we need to look at ways that we can  
4           do that without having to wait for the next  
5           grant -- the next year we're going to get grant  
6           funds to do that. We need to be able to look at  
7           how we can do it without total dependence on the  
8           timetable and the limitation of grant funds. So it  
9           is extremely important and I hope that we will have  
10          a good engagement.

11                 There's nothing that's been finalized in this  
12          strategic plan, so our new board that -- new board  
13          members that have joined -- joined us that bring  
14          with them a very impressive array of expertise will  
15          be very important for inputting into the strategic  
16          plan.

17                 So -- and we have probably the -- we have the  
18          firm that everyone mentions when you ask who does  
19          this kind of work with airports, Ricondo. We have  
20          that firm helping us. They are -- they recently  
21          did a strategic plan for the Boca airport. It's on  
22          their website, you can look at it, but they have  
23          greatly benefited from it. They have a board much  
24          like this, a five-person board, and they -- it's --  
25          it's -- it's been a very important document for

1           them.

2                    So this is I think an important way that we  
3           all come together and establish  
4           priorities/timetables to get things done here.  So,  
5           thank you, Remy, for coming to --

6                    MR. LUCETTE:  You're welcome, Mr. Chair.  Any  
7           other questions?  And you-all should have our  
8           contact information.  And if not, Mr. Olson or  
9           Mr. Wuellner should have that.  Thank you.

10                   CHAIRMAN OLSON:  Thank you, Remy.  So, going  
11           on, new business, airport legal solicitation --  
12           legal services solicitation.  Who wants to speak to  
13           that?

14                    AIRPORT LEGAL SERVICES SOLICITATION

15                    MS. LIOTTA:  I can get started, if you like.

16                    CHAIRMAN OLSON:  Yes.

17                    MS. LIOTTA:  I actually think that we should  
18           not act on this because I -- i think we should  
19           issue a new RFP.  I think the one that went before  
20           is a little -- little bit -- could use some  
21           improvements and that we may very well get  
22           additional responses that we didn't get this time.

23                    Another reason why I wanted to make sure we  
24           had more frequent meetings because I do appreciate  
25           that Mr. Burnett, you know, is looking to disengage

1 and I don't want to hold that up. But I -- I think  
2 we're doing ourselves a disservice to only look at  
3 this list.

4 And these -- these firms are good firms and  
5 they can certainly, you know, resubmit, but I think  
6 there's more out there and some that may be a  
7 better fit.

8 CHAIRMAN OLSON: How would we proceed staffing  
9 what you're talking about? Which I assume involves  
10 creating a revised RFP and managing -- is this an  
11 administrative function, is this an assignment, or  
12 is this something that a board member, perhaps you  
13 want to -- Ms. Liotta, want to take on and work  
14 with staff to do, or how do you propose we proceed  
15 to reissue a RFP?

16 MS. LIOTTA: Well, I -- I'm happy to work with  
17 staff, but I wouldn't presume to speak for the  
18 whole board, so I think it's worth us having a  
19 discussion to -- to determine what particular  
20 things need to change in the existing RFP.

21 I actually really liked your suggestion on the  
22 last -- at the last meeting, which when you were  
23 talking about how another airport had separated  
24 it's --

25 CHAIRMAN OLSON: Yeah.

1           MS. LIOTTA: -- aviation counsel from its  
2 general everyday counsel.

3           CHAIRMAN OLSON: Yeah.

4           MS. LIOTTA: I think that was one of the --  
5 we'll -- and if we need to do two RFPs or just hire  
6 separate aviation counsel, I'm not exactly sure  
7 what's the best path forward for that aspect of it.

8           But as for general, I think we'll see a lot  
9 more local firms who might be able to offer good  
10 services if we break apart the aviation aspect,  
11 which I do wholeheartedly believe we need that  
12 expertise but doesn't need necessarily to be  
13 bundled all up in one RFP.

14          CHAIRMAN OLSON: All right. Are you then  
15 suggesting that this be an item for the -- work for  
16 this board for the third meeting -- attention on  
17 the meeting of the 30th? Monday, the -- is that  
18 what you're suggesting?

19          MS. LIOTTA: Well, I mean, if the board agrees  
20 with, you know, some of those thoughts, I don't  
21 know how the timing would work, but I could  
22 certainly work with -- with staff on that, and if  
23 it's done in time to be voted on on the 30th to get  
24 it out there, I'm not exactly sure about the  
25 process, but yeah, I think we should move and not

1 delay to work with it.

2 CHAIRMAN OLSON: Mr. Burnett?

3 MR. BURNETT: Mr. Chairman, if I may comment.

4 For the board's information, the RFP or the  
5 RFQ that was sent out was one I believe that was  
6 largely based -- I'm not sure if it was Orlando  
7 Regional or Orlando International, but it seems  
8 like they did an RFP in 2022. That was the base  
9 document that was used, other than the engagement  
10 letter that was attached to it was I think largely  
11 identical to the engagement letter that I had with  
12 my engagement.

13 What I recall from last meeting -- and of  
14 course we had a different board, but in a way the  
15 public had the benefit of two boards to be able to  
16 review this, which is you had the existing board  
17 then and then you had the new board members that  
18 spoke in public comment.

19 What I -- what I guess I perceive is that the  
20 problem with the RFQ is not one of the substance of  
21 it, but maybe that there may be other experts  
22 related to aviation law that you may want to avail  
23 yourself of.

24 I guess what I would say related to that --  
25 oh, by the way, the RFQ is -- to my knowledge, went

1 to -- you can actually do a search on the Bar's  
2 website for board certified aviation lawyers in  
3 Northeast Florida and surrounding counties of here,  
4 and so it went to all of the surrounding counties,  
5 St. Johns County plus Volusia, because there's  
6 obviously good-size law firms in Volusia and this  
7 isn't that far away.

8 So it went to board certified aviation  
9 lawyers, board certified city, county, and local  
10 government law attorneys in the same those areas,  
11 and it went to the Bar associations for them to  
12 distribute in each one of those counties. So  
13 Duval, Clay, Putnam, St. Johns, Flagler, and  
14 Volusia Counties.

15 Aside from that, the responses that you  
16 received, I think your challenge is that if you  
17 delay -- and obviously you've got lawyers here that  
18 are here for it tonight and you already essentially  
19 have a short list from the last Airport Authority  
20 meeting -- you've now got the lawyers back again to  
21 respond in answer to an RFP.

22 I guess my suggestion to you would be, rather  
23 than discouraging the applicants that you have here  
24 that would serve very well the general counsel  
25 role, would be to pick one of the representatives

1           that you have here so that you could now have the  
2           general counsel role. Knowing that and informing  
3           them straight up right away, that as for aviation  
4           and FAA-related issues, that you will continue to  
5           seek separate counsel for that.

6           As you'll recall, the RFQ does provide the  
7           same as my agreements always provided, that it's  
8           basically month to month. It's subject to a 30-day  
9           termination provision.

10          So you obviously could select other legal  
11          counsel in the future if you chose, but you also up  
12          front could explain to these candidates that your  
13          scope of work is purely one of the local government  
14          role, and then things related to FAA, which would  
15          be beyond the scope of the base retainer that they  
16          would be paid -- I think the -- the dollar amount  
17          that you have in the proposal is a base retainer  
18          amount.

19          The additional work and the FAA scope of work  
20          where they would bring in different consultants  
21          that are in other offices from what we heard at the  
22          last meeting, rather than them bring in their board  
23          certified aviation lawyer that may be in the same  
24          law firm but a different location, you would  
25          actually do the RFQ for a board certified aviation

1 lawyer to handle the FAA matters.

2 That would then give you -- I guess cover it  
3 completely and you'd know what you've got for the  
4 local government law attorneys that have been --  
5 that have already been here, obviously interviewed  
6 last meeting that everyone here was able to listen  
7 to and see and comment upon.

8 And I just want to tell you that the scope for  
9 board certification for aviation law would not  
10 cover the base work of what the scope of  
11 certification is for a city, county, and local  
12 government law attorney. They are two different  
13 things. So aviation certification really is for  
14 the aviation industry.

15 When you look at what the Airport Authority  
16 does, though, the majority of your day-to-day  
17 operation in legal services is local government.  
18 It falls squarely within the local government  
19 certification.

20 In large part, the day-to-day functions of  
21 this airport is identical to the day-to-day  
22 functions of a county. Rather than dealing with  
23 roads, you have an airport. Your traffic signals  
24 are lighting on the airport. But other than that,  
25 the legal issues largely are local government legal



1 issues.

2 So I share that with you and tell you that I  
3 think you potentially harm yourself by dragging out  
4 the process when you've got folks that are here now  
5 for a second meeting that could be selected for  
6 your primary Airport Authority general counsel  
7 position.

8 CHAIRMAN OLSON: I just -- in listening to --  
9 that's helpful. I'm just thinking that I'm not  
10 sure if we can always cleanly say that we're a  
11 local government real estate transaction and then  
12 FAA -- don't we bump into FAA a lot with almost  
13 anything we do? I mean, there's some aspect of  
14 FAA --

15 MR. BURNETT: I have interacted -- and I've  
16 been doing this related to the airport now for 20  
17 years. I have rarely had any need to interact with  
18 FAA on legal issues.

19 CHAIRMAN OLSON: No, I mean --

20 MR. BURNETT: A couple of times.

21 CHAIRMAN OLSON: -- not necessarily interact,  
22 but as I would say deal -- assist the airport in --  
23 on an ongoing basis in compliance with FAA.

24 MR. BURNETT: Well, let me give you an  
25 example.

1           For the airport -- for the aviation  
2           certification, to be a board certified aviation  
3           lawyer, the exam topics are litigation, aeronautics  
4           and space, National Transportation Safety Board --  
5           that's plane crashes; we don't deal with those for  
6           the most part -- registration and recording and  
7           security interests, airport operations and land  
8           use, enforcement, international treaties and  
9           conventions -- we don't deal with that. Air taxi  
10          operations, rarely. Aviation labor law, never.

11          Whereas when you look at board certification  
12          in city, county, and local government law, public  
13          sector liability. That's pretty common. Sovereign  
14          immunity, common. Civil rights, maybe not so much  
15          other than just understanding the requirements that  
16          we need to have in our leases and other documents.  
17          Public finance, absolutely. Procurement in  
18          contracts -- procurement in contracts, such as  
19          Chapter 287 and 255, those kinds of things. Land  
20          use and zoning, Chapter 163. Eminent domain and  
21          your powers of eminent domain to take property from  
22          others. Practice and procedures before local  
23          government legislative and quasi-judicial bodies.  
24          For example, someone who comes in who's an  
25          applicant that you need to have ex parte disclosure

1 and those kinds of things. Sunshine Law and Public  
2 Records Act, big part of the normal routine of  
3 practice here not in aviation law.

4 And then home rule and exercise of police  
5 powers, which home rule and exercise of police  
6 powers is a great example of how we were able, if  
7 you recall the Boomerang litigation where we wanted  
8 to enforce an operating agreement and the airport's  
9 operating agreements here, that's a state issue,  
10 and it's exercise of your police powers. We filed  
11 the lawsuit here in state court and they attempted  
12 to have it removed in federal court and we fought  
13 that successfully to have it kicked back to state  
14 court.

15 So, it is different in many many respects.  
16 Your primary person sitting in this chair, I would  
17 re -- very respectfully and humbly submit to you  
18 would be best suited to be a local government law  
19 attorney who can answer your questions and give you  
20 cautionary advice on all sorts of things that come  
21 up during meetings.

22 Be -- because I think what you see is  
23 typically local government law attorneys that are  
24 coming here to the Airport Authority board are used  
25 to your meetings, used to being able to answer the

1 questions because they come from, for example,  
2 experience at a local city, a local county. You  
3 know, for me personally --

4 CHAIRMAN OLSON: Yeah, okay.

5 MR. BURNETT: -- I was an employee of the  
6 county and then also --

7 CHAIRMAN OLSON: Okay.

8 MR. BURNETT: -- the City of St. Augustine  
9 Beach, I was their attorney.

10 CHAIRMAN OLSON: Okay. Well, thank you.

11 I think I guess what we've had as -- we've had  
12 some more detail from our current counsel, we've  
13 had a board member suggest that we re -- a board  
14 member who is credentialed as an attorney, of that  
15 profession, suggest that we recast the RFP and we  
16 consider how we structure our -- the expertise in  
17 that -- in that RFP and that we not make a decision  
18 tonight about counsel. I believe that's the  
19 suggestion. So, more board suggest -- board  
20 additional board discussion on this matter?

21 MS. LIOTTA: I'd just add one more thing. And  
22 I think the next time this is brought up, one of  
23 the items that should also be brought --  
24 information for the board would be a -- a look at  
25 the financial impact of the various choices.

1           You know, I -- that was a comment I made at  
2           the last meeting, and between now and then, you  
3           know, I think we're still in the same place. We  
4           don't have an idea of what the -- the financial  
5           impact might be from one firm to another based on  
6           total billables we can expect based on prior usage,  
7           and I think that's always important when picking  
8           counsel, is, you know, the budget.

9           CHAIRMAN OLSON: Yeah, we saw hourly rates and  
10          retainers, but we didn't -- I mean, I -- you know,  
11          I guess one team could accomplish something in half  
12          the time as another team.

13          MS. LIOTTA: Or if we're using ten hours of  
14          legal services a month on average, that's going to  
15          be a different discussion than if, you know, we're  
16          using 150.

17          CHAIRMAN OLSON: Yes.

18          MS. LIOTTA: You know, the billing rates are  
19          really going to matter a lot, you know, depending  
20          on how much we're using.

21          CHAIRMAN OLSON: Okay. Other discussion?

22          MR. BURNETT: Mr --

23          CHAIRMAN OLSON: Well, from the board first  
24          and then back to Mr. Burnett.

25          Mr. Clarke, did you have a --

1           MR. CLARKE: Yeah, I reviewed all of the  
2 proposals in the first -- the first go-round and,  
3 you know, we had three -- three that are listed  
4 here I'm comfortable with. I had one that I am  
5 particularly favorable toward.

6           However, I -- I see the merit in perhaps  
7 separating the aviation needs or legal needs from  
8 the municipal need or aspect of our -- this is a  
9 government and I agree with the concept that most  
10 of our legal work is, you know, government-related  
11 rather than FAA-related. It's -- that's peripheral  
12 to the -- it's core to our mission.

13           But we are a large real estate holder and, you  
14 know, we -- a lot of our needs are related to  
15 general government. So, you know, that's -- that's  
16 kind of a long answer, but I -- I think that if we  
17 do that, I'd like to see an RFQ that is dedicated  
18 to the aviation aspect. That's the only question I  
19 had.

20           CHAIRMAN OLSON: Okay. Mr. Burnett, did you  
21 have something else you wanted to add?

22           MR. BURNETT: The only thing that I would say  
23 and to share this with the board, when you -- maybe  
24 if we just flip to the next slide because the rates  
25 are up there I think for the monthly rate

1 comparisons. This is in your agenda.

2 To me, it's not much of a surprise to see the  
3 monthly rates go there. I'll share with you for  
4 frame of reference, when I was the city attorney  
5 for the City of St. Augustine Beach and resigned  
6 from that position many years ago, my rate was  
7 around \$2,900 a month, and through that process for  
8 an RFQ, the city I think went to 6,000 or 6,500 a  
9 month, and my rate for the monthly retainer here  
10 hasn't been increased since 2009. So it's really  
11 out of sync with I think what the market is. And  
12 obviously now you see where these have come in. I  
13 think that's a pretty good indicator of where the  
14 market's at. So as far as financial, that's what  
15 it appears it takes to have a monthly retainer for  
16 an attorney.

17 And again, I think those are the local  
18 government position largely. You're welcome to ask  
19 the applicants themselves because they're here, but  
20 as I recall from the last meeting in their -- in  
21 the evaluation of their proposals, the  
22 aviation-related matters would be extra, so...

23 CHAIRMAN OLSON: Okay. Well, we've had two  
24 expressions of how we might proceed from two board  
25 members. Any other -- any other input?

1           I guess the general -- or the prevailing  
2           comment is we probably are not ready to make a  
3           decision tonight about retaining, but we definitely  
4           don't want to cancel out the possibility of the  
5           firms represented in this room tonight.

6           And I greatly appreciate your continued  
7           interest in being here, but it sounds as though the  
8           general idea is for us to continue this to the next  
9           meeting with the idea of a tweaking of the RFP or  
10          separating the expertise area. I'm not sure if I'm  
11          summarizing that correctly.

12          Mr. Burnett, you have another comment?

13          MR. BURNETT: I guess it -- it begs the  
14          question. Do you want to hear from the applicants  
15          since they're here?

16          MS. CASH-CHAPMAN: We've already heard from  
17          them.

18          CHAIRMAN OLSON: Yeah.

19          MR. BURNETT: And the second piece of that is,  
20          if you're going to change the RFQ, how are you  
21          going to change the RFQ? How do you want to  
22          advertise it if -- differently than however it was  
23          advertised previously? What change do you want to  
24          make? So that then your staff has the guidance to  
25          accomplish what you want accomplished.



1           CHAIRMAN OLSON:  I --

2           MR. BURNETT:  You know, this is --

3           CHAIRMAN OLSON:  Yeah.

4           MR. BURNETT:  -- the two-month mark, and so I  
5           want to try and help you frame this to where you  
6           can make a decision on it.

7           CHAIRMAN OLSON:  Does someone want to respond  
8           to --

9           MS. LIOTTA:  Well --

10          CHAIRMAN OLSON:  -- further comments?

11          MS. LIOTTA:  -- I think what we talked about  
12          before was everybody on the board being comfortable  
13          high level with the direction to go, and then  
14          myself or someone else wants to do it work with  
15          staff to get that work done.  So we don't have to  
16          wait for another meeting to approve the exact  
17          language in RFP if -- if the board's comfortable  
18          delegating that.

19          MS. CASH-CHAPMAN:  I would agree.  I think  
20          that -- I -- I hate that -- to say that we wasted  
21          the time of the people that came out here for a  
22          second time because I try to be very efficient with  
23          these matters, but because there was a changeover,  
24          it seems that we -- we are really looking to make  
25          sure that we're making the best possible choice for

1 us and for the airport.

2 And so, in efforts to do that, I think it  
3 would benefit all of us to see -- to make sure that  
4 we're getting all of the responses that we think we  
5 should be getting, because I -- I truly feel if we  
6 put out another one, that we'll get some different  
7 responses. And perhaps we still end up selecting  
8 one of these three that are here, if they're still  
9 interested in resubmitting in that.

10 But I think it would be worth it for us as a  
11 board to -- to make sure that we're making the best  
12 choice. So maybe holding off on this, having  
13 someone work to -- to revamp what needs to be put  
14 out there, and revisit it as -- as timely as  
15 possible. Because again, I don't -- I don't want  
16 to waste anyone else's time, you know, moving  
17 forward with this.

18 CHAIRMAN OLSON: Okay. So, as we agreed  
19 during -- concurred upon during our committee  
20 assignments, Ms. Liotta is going to take the lead  
21 on this and move that -- move the process and  
22 effort forward and -- so that it's -- there's  
23 something that we can make decisions about at the  
24 next board meeting.

25 And again, I don't think we should burden

1           our -- the firms that are represented here to  
2           perform tonight, given where we are. Please  
3           understand that we're a newly reconstituted board.  
4           We have new members and new expertise and new  
5           thoughts, which is generally a great idea. And so,  
6           thank you. And I guess that's a conclusion. We  
7           have a consensus as to how we should proceed to  
8           this.

9                           FEBRUARY MEETING LOOK AHEAD

10           CHAIRMAN OLSON: So, we now are looking at --  
11           we've had the February meeting look-ahead. Oh,  
12           that's the director's thing. Mr. Wuellner, do you  
13           have this item? Are you're taking on this item?  
14           February meeting look ahead, are you taking on that  
15           item?

16           MR. WUELLNER: I was. Give me a second to  
17           catch that page.

18           Just a few items to make your aware of that  
19           are likely show up, and it looks like -- looks like  
20           you probably have three -- at least three items,  
21           four items likely for your meeting in a couple of  
22           weeks, maybe more.

23           I do -- looking ahead, you're going to have  
24           that public transportation grant should show up by  
25           the end of this week in terms of the paperwork, so

1 we'll get that -- that resolution prepared for  
2 consideration at the next meeting also.

3 And I'm going to guess. Since we have not  
4 seen the State of Florida release their actuarial  
5 as it relates to the Florida Retirement System,  
6 which is the annual holdup now with getting the  
7 audit finished, that should be out some time this  
8 month, so you're probably going to be into March  
9 before that -- that now shows up as the audit  
10 report for you.

11 CHAIRMAN OLSON: Okay. Thank you. So, we're  
12 now at public comment, general public comment. And  
13 do we have the cards? Oh, here.

14 PUBLIC COMMENT - GENERAL

15 MR. HAY: Mr. Chairman, I missed a card. Do  
16 you have one, Cindy?

17 MR. HARVEY: Are they outside?

18 CHAIRMAN OLSON: Okay. Just in the order in  
19 which I have them in my stack here, Mr. Liotta,  
20 public comment?

21 MR. LIOTTA: First of all -- oh, excuse me,  
22 Matt Liotta, 93 Lake Mist Court, St. Johns.

23 Welcome the new board members. I'd like to  
24 recognize that we now have the majority of our  
25 board is female, which I think that's pretty

1 interesting for a -- a government board. So...

2 MS. LUDLOW: Right on.

3 MR. LIOTTA: We -- we didn't have an  
4 opportunity for public comment on -- on the legal  
5 selection, but I want to reiterate that I think  
6 that as you divide up the work between the local  
7 government and aviation, that there's an  
8 opportunity to get a broader interest from people  
9 who can do one but not the other and you may get  
10 actually better choices.

11 I'd like to reiterate that I think if there's  
12 any way possible that you could prioritize local  
13 government attorneys that have an office in  
14 St. Johns County, I think that's an important thing  
15 that government has the opportunity to do, is to  
16 prioritize keeping money in the county. So I'd  
17 like you to seriously consider that.

18 And in general, I'm excited by the board's  
19 willingness to meet more often and get more work  
20 done, and I'd certainly like to see things change  
21 here for the better and see some growth, especially  
22 in hangars and new businesses on the field.

23 Thanks.

24 CHAIRMAN OLSON: Okay. Thank you. Mr. John  
25 Gorman -- Jack Gorman.

1           MR. GORMAN: Well, I was going to pass, but  
2 what I'd like to do is, I was very taken by the  
3 fact that we were talking about public comment.  
4 And I certainly think that as much public comment,  
5 especially before a board votes, is important,  
6 before and after, even if it doesn't fit or  
7 something is not exactly fitting what someone's  
8 preconceived notion of what's on the agenda.  
9 The -- the reason to have an elected board is for  
10 public input. So, however you could possibly  
11 accomplish that, would be certainly the best thing.

12           CHAIRMAN OLSON: Okay. Thank you. Who is  
13 that?

14           MS. LUDLOW: Jose Riera. He's our SAAPA --

15           CHAIRMAN OLSON: Yeah. Oh, I'm sorry. I  
16 don't -- I can't -- Jose, I can't read too well  
17 here your printing. Mr. --

18           MR. RIERA: Riera.

19           CHAIRMAN OLSON: -- Riera.

20           MS. LUDLOW: Riera.

21           MR. RIERA: Jose Riera, 133 Paranza Trace.  
22 I'm also a member of SAAPA.

23           First of all, congratulations to all of the  
24 new board members. It's the very thing that I like  
25 to see and welcome.

1           The other thing is, the policy committee, I  
2           would like for the policy committee to review the  
3           T-hangar waiting list. On the list that I have, it  
4           shows that as of November of 2022, there were 244  
5           waiting members, and then by the end of this month,  
6           there would be eight people that have been on hold  
7           for six month.

8           I don't understand how that issue comes into  
9           plays. Why do we have eight people on hold? And  
10          how does that affect a lot of us who have an  
11          airplane ready to be put into a hangar? Are these  
12          eight hangars already hold and reserved for  
13          somebody, are they available? Why are these people  
14          on hold? Do they have an airplane? Are they not  
15          in? I don't understand what the policy is.

16          I would like to have that reviewed. I would  
17          like for the board to review that and see if we can  
18          make an improvement. And perhaps the list can be  
19          shortened from the current 240 to some in order to  
20          have some of us who do have airplanes ready to go  
21          into a hangar or waiting to be here, and then work  
22          on helping to develop more hangars, more space for  
23          the rest of the people. That's my public comment.  
24          Thank you.

25                 CHAIRMAN OLSON: Thank you. Mark Wiley

1 [phonetic]?

2 MR. RIERA: He left.

3 CHAIRMAN OLSON: Oh, he left. Chad Roberts.

4 MR. ROBERTS: Thank you, very much.

5 Mr. Chairman and the board and everyone, I'm Chad  
6 reports. I'm an attorney in Jacksonville, Florida.

7 I'm the kind -- I know the board has already  
8 made a decision to defer the RFQ issue today and I  
9 respect that. I'm the kind of lawyer who would not  
10 respond to this RFQ, and -- and that's what I  
11 wanted to give you your input about.

12 I've historically represented your users and  
13 your tenants. And how you perceive yourself -- I'm  
14 not telling you anything, y'all campaigned, I  
15 didn't -- but how you perceive yourself is how you  
16 feel with your own users and your own tenants and  
17 the people who make business decisions about  
18 whether they're going to come here or not.

19 And if you think of yourself as a landlord,  
20 you're going to be perceived as a landlord. If you  
21 think of yourself as an airport operator where a  
22 hundred percent of your users deal with the FAA, a  
23 hundred percent of your tenants deal with the FAA,  
24 it's a really important function to find a way to  
25 craft that into the culture of the advice that you



1 get.

2 And so, I just wanted to echo I think some of  
3 the sentiments that Commissioner Liotta voiced,  
4 which is it's an important component and -- and I  
5 think it would go a lot to improve the flavor, the  
6 ex -- the user experiences, as they say here, and  
7 it would be a good thing.

8 There -- there are other models on the  
9 spectrum of things. I -- one is I call the  
10 consigliere model where, you know, very large  
11 corporations don't necessarily have large legal  
12 departments. Just different models of how your  
13 legal services can be provided.

14 There's a role for everybody. What  
15 Mr. Burnett does is -- is invaluable and his  
16 experience on that part of it is just invaluable to  
17 you. So it's -- it's an essential -- there are  
18 many components of it, and I think it's a great  
19 challenge to find a way to craft a solution that  
20 balances all of those needs.

21 And so, if -- if you want any unsolicited  
22 advice from the local aviation bar, feel free to  
23 impose on us; we're happy to share that with you,  
24 but we applaud the initiative. Thanks.

25 CHAIRMAN OLSON: Thank you.

1 MS. LUDLOW: Thank you, Chad.

2 CHAIRMAN OLSON: Bill Hay.

3 MR. HAY: Good afternoon. Welcome to the new  
4 board members. I was expecting that it would take  
5 a little while for you guys to ramp up and I can  
6 see that that's the case.

7 After 40 years of in and out of watching  
8 politics develop, I have been to hundreds of board  
9 meetings and small boards that think that this is a  
10 steppingstone to greater political adventures. The  
11 water conservation board in North Florida is one of  
12 them. Many mayors have come out of that little  
13 tiny board. But I beg you and I plead with you to  
14 do a couple of things.

15 First, don't treat this as a small thing that  
16 you have to do so that one day maybe you can be a  
17 St. Augustine city councilman or a state  
18 representative. But to get a copy of the Robert's  
19 Rules of Order, parliamentary procedure, learn it,  
20 know it.

21 And also take it upon yourselves when there's  
22 public comment to actually pay attention and make  
23 contact to the person that's speaking. Ladies have  
24 a wonderful opportunity because they sit with their  
25 legs crossed and it gives them an opportunity to

1 put their cellphone there and do e-mail and send  
2 messages and texts. It's very disrespectful to the  
3 people of the general public that donate their time  
4 and come out here to participate in this meetings.

5 You have an excellent opportunity going  
6 forward to change this airport. But this airport  
7 doesn't need to be modeled after four or five or  
8 six other airports. This airport needs to have a  
9 model developed that's best for this airport and  
10 these private pilots and these general aviation  
11 activists.

12 So I ask you, please take this board serious.  
13 Don't make the day the board meets the first day  
14 you look at the agenda. We all want to end these  
15 two, two and a half hour meetings. And if you take  
16 an opportunity to formulate your opinions,  
17 formulate your questions, jot them down of the  
18 agenda ahead of time, we can always go home early.  
19 Thank you.

20 CHAIRMAN OLSON: Thank you. So that's all for  
21 the public comment.

22 MEMBER COMMENTS AND REPORTS

23 CHAIRMAN OLSON: So we'll go through member  
24 comments, and I'm going to read these  
25 alphabetically. I'll try to do -- keep that as the

1 order we go.

2 Ms. Cash Chapman, member comments?

3 MS. CASH-CHAPMAN: As of right now, I -- I  
4 don't have a whole lot to say, but I am -- I'm very  
5 happy to be here and I'm looking forward to what we  
6 can do as a board to better this airport and our  
7 community as a whole.

8 CHAIRMAN OLSON: Okay. Mr. Clarke?

9 MR. CLARKE: I'd like to thank Mr. Liotta,  
10 Mr. Gorman, Mr. Riera, Mr. Roberts, and Mr. Hay for  
11 your comments. I really appreciate it. And that  
12 very good advice coming from you, we -- we need to  
13 take all the public's comments into consideration  
14 for every -- everything we do.

15 And I have a question related to Mr. Riera's  
16 concern about the T-hangar. I -- it's something  
17 I've been curious about. I'd like to ask the  
18 administration. Do we have a policy or a formula  
19 or -- and has it been board approved for the  
20 waiting list administration?

21 MR. WUELLNER: You do.

22 MR. CLARKE: We do? Is that -- okay.

23 MR. WUELLNER: It's a part of your lease  
24 policy.

25 MR. CLARKE: It's buried in the lease policy.

1           Okay. All right. Because, I mean, I've -- I've  
2           had concerns about the waiting list myself and --  
3           and I've suggested, and I'll make suggestions in  
4           the future planning committees, that we need -- I  
5           think the board would like to see an inventory of  
6           our fleet, our hangars, and the -- all the aircraft  
7           that are represented on the waiting list and have  
8           that available at every meeting. Because if we  
9           don't measure what is demanded of us, we're here to  
10          provide a service, we really can't plan  
11          effectively.

12                 And I've met with the executive director and  
13          the operations manager and the engineering staff,  
14          and we have plans that are long range in nature.  
15          They're very comprehensive, probably ten years'  
16          worth of planning. And -- and that is something  
17          that we're -- the new board members and the  
18          existing board members, we're committed to make  
19          that happen.

20                 We're -- we've fallen behind in -- in the  
21          demand. We haven't been able to satisfy the demand  
22          for our services. We're up to a seven-year waiting  
23          list. I personally consider that unacceptable and  
24          I'm going to do everything I can to help make that  
25          happen.

1           We're -- we're here -- the board is here to  
2 provide the resources to the management to make  
3 that happen expeditiously. Whether we have to meet  
4 with our state representatives, our county  
5 commissioners, the Governor, we're going to do what  
6 we can to try to reduce that backlog, because it's  
7 in all of our -- all of our interest.

8           So, thank you for your comments. Keep them  
9 coming, and I -- I'd like to -- I'll be studying  
10 that hangar policy, but I would encourage the  
11 administration to, you know, come up with that  
12 inventory because we're going to be asking for it  
13 anyway in the -- in the strategic planning process.  
14 So, thank you. That's all I have to say,  
15 Mr. Chairman.

16           CHAIRMAN OLSON: Okay. Ms. Liotta?

17           MS. LIOTTA: Okay. I've got two things.  
18 One's a short statement. Thank you for everyone  
19 being here, and the other is more of a business  
20 item. Let's see.

21           So, when I campaigned, one of the things that  
22 I talked about was the fact that I had businesses  
23 on the field. Of course that can give rise to  
24 conflicts potentially, and so I just wanted to make  
25 a brief statement about that in case there were any

1 concerns in the community. So, for -- for full  
2 transparency, I would like to state that I own an  
3 indirect interest in two companies that have  
4 business at the airport: Modern Aero and Volato.

5 In the case of Modern Aero, I only hold an  
6 indirect ownership interest. I am not an employee  
7 and I -- and I do not run that busi- -- excuse me,  
8 do not have management control over that company.  
9 For Volato, I hold an indirect ownership interest  
10 and am an employee of that company.

11 Should there ever be a matter before this  
12 board that would create a conflict, I would  
13 disclose my conflict before any vote was taken and  
14 recuse myself from that vote in accordance with  
15 Florida ethics statutes. So that was -- that was  
16 it for that.

17 And the other item was about the agenda. I  
18 think this is the appropriate time to do it, but I  
19 wanted to make a motion to add a new business item  
20 to the agenda, seeing as how we've gone through all  
21 the business items that I could see on -- that were  
22 on here already.

23 CHAIRMAN OLSON: Are you saying for today's  
24 agenda?

25 MS. LIOTTA: Yes. Yes.

1           CHAIRMAN OLSON:  Okay.

2           MS. LIOTTA:  I don't think it will take long.

3           And so, I would move to add an agenda item to  
4 discuss the executive director employment contract.  
5 So, specifically starting a search for a new  
6 executive director as the existing contract expires  
7 June 30th with no extensions.

8           CHAIRMAN OLSON:  Okay.  Let's see.  Before we  
9 have discussion -- is there a second to that  
10 motion?

11          MS. LUDLOW:  I second that motion.

12          CHAIRMAN OLSON:  Motion made and seconded.  
13 We're now in discussion.  I guess I have a  
14 question.

15                 Is this within our procedures, that we add an  
16 unnoticed item for -- can we add that by board  
17 action to our meeting and deal with it as a board  
18 action, or is it something that we can't -- can't  
19 add without -- or is it just a best practice that  
20 we should have a published agenda item before we  
21 act on it?

22          MS. LIOTTA:  Well, I read the policy for our  
23 meetings and it states that during the member  
24 comment, the member can make a motion to add an  
25 agenda item.  So that seemed pretty clear that we



1           could do that.

2           I've also -- recall the director saying that,  
3           you know, these rules are a guidance, but, you  
4           know, if the board decides it wants to do  
5           something, it can -- it can wing it a little bit  
6           from -- and depart if that's what the board decides  
7           to do.

8           CHAIRMAN OLSON: Okay. Okay. So a motion's  
9           been made and seconded. Discussion? Other  
10          discussion? Any discussion?

11          MS. CASH-CHAPMAN: I mean, I think that -- I  
12          think this is a tricky topic for all of us.

13          You know, obviously it does not go unnoticed  
14          how long that Mr. Wuellner has been here and the  
15          efforts that he's put in for the past 27 years here  
16          with us. But I also think that a lot of people ran  
17          with the efforts of change as the forefront, and I  
18          think that there is a lot of people that want to  
19          see that change and they want to see it quickly.

20          And I -- I have not made a very clear decision  
21          yet, I will be very honest, because I want to make  
22          sure that any decision that we make as a whole, as  
23          a collective, is made based on merit, not out of  
24          emotion and things of that nature. And so, I am  
25          being very careful with how quickly I want to make

1 a recommendation or a decision.

2 But what I will say is that we want to be  
3 sensitive to the amount of time because if the  
4 contract is up in June, that's not a lot of time.  
5 That's not a lot of time for us to -- if we decide  
6 to move forward with a search, that's not a lot of  
7 time to -- to search and then find qualified  
8 candidates that we think can -- can perform this  
9 job.

10 I also think that should the board decide that  
11 we will not be offering a -- another contract to  
12 Mr. Wuellner, then I think -- and I don't know if  
13 this is in the guidelines or not, that we should  
14 offer him to also be able to reapply for that  
15 position as well and be entered into a candidate  
16 pool so if at the end of that search it comes out  
17 that he is still the best qualified candidate,  
18 that's something that everyone is interested in, I  
19 think that that would give everyone the opportunity  
20 to -- to feel confident in their decisions, whether  
21 they're -- whether it's offering a new contract to  
22 Mr. Wuellner or offering a contract to a new  
23 executive director.

24 CHAIRMAN OLSON: Okay. Thank you. Just as a  
25 point to follow up on what you're saying, we

1           currently have ADK, the search firm that  
2           specializes in airport executive searches, in the  
3           middle of a search for a deputy executive director,  
4           so -- that would fill out our succession plan.

5           So, that's just what we have going now.  
6           Following up on what you're saying, if this motion  
7           were to go forward, we would presumably need to  
8           amend that assignment and see what it would take  
9           for the firm to meet our timetable and needs for  
10          the shift to executive director.

11          MS. CASH-CHAPMAN: Right.

12          CHAIRMAN OLSON: Other discussion?

13          MR. CLARKE: Well, I'll chime in.

14          I -- I took it for granted that we would be  
15          searching for a new executive director by the end  
16          of June, and one of the other items that will be on  
17          my agenda for this next special meeting would be  
18          the -- the creation of a chief financial officer  
19          role, which is sorely needed in my view.

20          And I think we have an opportunity -- I mean,  
21          we're -- to -- to find the right executives to move  
22          the airport forward. We're -- you know, we're  
23          behind. As I mentioned, what I've learned in the  
24          past two or three weeks with my meetings, we have  
25          at least ten years' worth of long-term

1 capital-intensive projects that are already on the  
2 drawing board. They're airside, they're landside,  
3 they're off airport. And we're going to be  
4 launching into a very intense period of activity,  
5 and I think it's a good opportunity for us to get  
6 a -- an executive, you know, team in place that  
7 will, you know, move -- move the airport forward.

8 But, you know, I agree with Michelle. If  
9 Mr. Wuellner would like to apply for that job and  
10 be considered among a pool of candidates, you know,  
11 that's certainly fine.

12 But I think we -- you know, six months is not  
13 a lot of time, so we need to make that decision  
14 and -- and modify that contract we have with the  
15 search firm. And I would add that, revealing my  
16 next month's or next meeting's agenda, but include  
17 a chief financial officer among the --

18 CHAIRMAN OLSON: You think that we would need  
19 to use that firm for a CFO?

20 MR. CLARKE: Well, I would -- as long as  
21 they -- if they specialize in that, if they  
22 specialize in airport executive-type --

23 CHAIRMAN OLSON: Yeah.

24 MR. CLARKE: -- personnel, then absolutely,  
25 because they're -- you know, what we do is very

1 complicated. It's -- it's -- it's overwhelming, I  
2 think, for the current staff for what we're going  
3 to be getting into, the financing that is going to  
4 have to occur. And, you know, we're -- that all  
5 has to come together.

6 CHAIRMAN OLSON: Okay. Since we're talking  
7 about it and we can't talk about outside of a  
8 meeting and since I've been communicating, I just  
9 want to further understand.

10 Based on what you just said, I believe you are  
11 thinking that we cannot likely find that a C -- a  
12 CFO -- it might be important to have a CFO with  
13 specialized expertise in working with an airport  
14 organization rather than -- you know, this  
15 community's full of likely talent that would  
16 generally fit a chief financial officer.

17 MR. CLARKE: I believe it would be preferable  
18 to have a CFO that had aviation experience because  
19 the -- the level of --

20 CHAIRMAN OLSON: Okay.

21 MR. CLARKE: -- the level of funding or the  
22 different proj- -- or types of funding that we have  
23 are FAA --

24 CHAIRMAN OLSON: Yeah.

25 MR. CLARKE: -- and Florida

1 Department of Transportation, they -- they are very  
2 different -- not very different, but they are --  
3 they do have different rules. They would have to  
4 be familiar with debt financing.

5 Our previous administra- -- our authority  
6 boards have been -- have shied away from using debt  
7 as a tool. It's -- it's a -- it's a tool that  
8 we're overlooking that we need to avail ourself of,  
9 and in order to do that, have to be able to create  
10 a vision and a pro forma look-ahead for 20 years.

11 We have a 20-year planning horizon. So we  
12 need -- we need to have that kind of a person with  
13 that kind of expertise in place that, you know, it  
14 would be preferable to have -- to have one with  
15 aviation experience as well as, you know, corporate  
16 finance-type experience or governmental  
17 finance-type experience.

18 CHAIRMAN OLSON: Okay. Okay. Okay. Let's  
19 see. Since it's board -- oh, I'm sorry. You have  
20 something. Please proceed.

21 MS. LUDLOW: I don't want this to be my last  
22 comment, but I'm commenting on the motion. Did you  
23 make a motion? I'm commenting on the motion.

24 The reason I'm here is to represent the  
25 tenants of the airport, the -- the airport proper

1 and people that elected me. And I -- I've heard  
2 from a lot of tenants and -- and people out here  
3 that they think we -- it's the dawning of a new day  
4 for the airport, we have a new board, and we feel  
5 that the hierarchy should change, also.

6 So, six months is only 180 days, I think, or  
7 something like that -- or six and a half months.  
8 So, however -- however Ed spends the last of his  
9 180 days or if -- or if his contract is renewed,  
10 you know, then that is -- that's up to everybody --  
11 everybody here, the board, whoever represents their  
12 people or whoever's going to represent the board.

13 So, I -- I feel that the deputy director  
14 application should be dropped and that another RFP  
15 or contract -- executive director's contract should  
16 be redone and that should be advertised.

17 CHAIRMAN OLSON: Okay. Okay. Makes sense.

18 Okay. Following procedures, and I apologize  
19 for not being totally smooth on procedures, this is  
20 the first meeting for me as chair, public comment?  
21 Any public comment before this board acts on? Yes.

22 MR. WASHINGTON: Can I do that without a piece  
23 of paper?

24 CHAIRMAN OLSON: If you go to the mic and  
25 introduce yourself again.

1           MR. WASHINGTON: Hugh Washington at  
2 116 Barbarosa Street, St. Augustine, Florida. A  
3 4:00 meeting time, in my opinion, is vastly easier  
4 for working public.

5           CHAIRMAN OLSON: Are you speaking to a general  
6 item?

7           MR. WASHINGTON: I'm not sure. I'm just  
8 speaking about something that was raised.

9           CHAIRMAN OLSON: It sounds like you're not --  
10 I mean, what we were doing now is acting on a  
11 motion --

12          MR. WASHINGTON: Oh, I'm sorry.

13          CHAIRMAN OLSON: -- so we're -- we're actually  
14 just -- we're needing -- we're asking if there is  
15 any public comment on that specific motion.

16          MR. WASHINGTON: Disregard that.

17          CHAIRMAN OLSON: Okay. Thank you.

18          MR. WASHINGTON: Sorry.

19          CHAIRMAN OLSON: So, I see no other -- no  
20 public comment. We'll take a --

21          MS. CASH-CHAPMAN: You've got someone.

22          CHAIRMAN OLSON: Oh, public comment. Public  
23 comment.

24          MR. LIOTTA: It would be impossible for me not  
25 to comment, right?



1           CHAIRMAN OLSON: Please -- please introduce  
2 yourself. We don't know -- might not know who you  
3 are.

4           MR. LIOTTA: Matt Liotta, 93 Lake Mist Court,  
5 St. Johns.

6           Yeah, we -- we did go through an election  
7 cycle. I obviously participated in a number of  
8 ways in that election cycle, and change was what  
9 was on everybody's mind. There's been extensive  
10 discussions in SAAPA, here with the tenants and  
11 everything also, and that is what people want to  
12 see, is -- is immediate change.

13           And immediate change doesn't require immediate  
14 change of people, but it does require immediate  
15 change of -- of behavior. So, I think that's what  
16 we want, is change.

17           And if -- you know, if there's a contract  
18 ending, so be it. You know, if someone's  
19 resigning, so be it. You know, whatever the  
20 situation is that causes the people to change is  
21 independent of the change that the people want  
22 here. We want more hangars. We want more  
23 businesses. We want to be pro growth, pro  
24 economic development. Thank you.

25           CHAIRMAN OLSON: Okay. Oh, one more comment.

1           MR. HERNANDEZ: Galin Hernandez, 3501-B,  
2 Ponce de Leon, St. Augustine.

3           On the issue of the -- of searching for an  
4 executive director, be very careful on going too  
5 quick and shooting yourself in the foot. Now, that  
6 being said, just because it terminates in one spot,  
7 you could still use a temporary executive director  
8 if the contract isn't extended to give you a little  
9 bit more time. Just because it's ending at one  
10 spot doesn't mean you have to make an immediate  
11 decision.

12           So, also take into account the possibility,  
13 not that it's required, of someone coming in  
14 temporary, maybe from within staff or from outside,  
15 just to cover until the correct decision is made.  
16 Experience is very important, especially experience  
17 in the local level. Thank you.

18           CHAIRMAN OLSON: Yes. Thank you.

19           Okay. No other comments, we'll ask for a  
20 vote. And, let's see, do we do a -- do we do an  
21 individual call name vote or how would we do this?  
22 What would be the procedure? Again --

23           MS. LIOTTA: I -- I would suggest, based on  
24 what I read in -- that we go one at a time.

25           CHAIRMAN OLSON: Call vote.

1 MS. LIOTTA: Yeah.

2 CHAIRMAN OLSON: Okay. I'll go  
3 alphabetically. Ms. Cash-Chapman --

4 MS. CASH-CHAPMAN: Oh, stop doing that.

5 MR. BURNETT: And very quickly,  
6 Mr. Chairman --

7 MS. LUDLOW: State the --

8 CHAIRMAN OLSON: Oh.

9 MR. BURNETT: I just want to make sure the  
10 record's clear as to what the motion is --

11 CHAIRMAN OLSON: Oh, yes.

12 MR. BURNETT: -- and the second is so that  
13 then staff has the direction to know what they're  
14 supposed to accomplish.

15 CHAIRMAN OLSON: Ms. Liotta, would you restate  
16 your motion?

17 MS. LIOTTA: I think the motion was to start a  
18 search for an executive director starting I guess  
19 at the expiration of the current contract --

20 CHAIRMAN OLSON: Okay.

21 MS. LIOTTA: -- specific -- and specifically  
22 working with our existing search firm to drop the  
23 deputy director search in favor of an executive  
24 director search.

25 CHAIRMAN OLSON: Okay. Is that clear enough,

1 do you think?

2 MR. BURNETT: Yes, sir. And I guess implicit  
3 in that is staff would then contact the existing  
4 firm, get the existing firm to modify the proposal  
5 to fit the search for the chief executive.

6 CHAIRMAN OLSON: I think I'd probably need to  
7 do that, since it's a -- it's a -- it's a process  
8 that's going to extend. It needs board oversight,  
9 probably, so I --

10 MR. BURNETT: And -- and I guess does that  
11 proposal then, as soon as you can accomplish it,  
12 come back to the --

13 CHAIRMAN OLSON: Yes.

14 MR. BURNETT: -- Authority for review and  
15 consideration?

16 CHAIRMAN OLSON: Yes. It -- every -- it will  
17 be -- the process, the progress, the arrangements  
18 will all be back with the board.

19 Unless someone else on the board wants to take  
20 that responsibility. We've been working with this  
21 firm. A lot of the work they've done is  
22 translatable to a shift, because we were at the  
23 point where we had -- I'm probably saying more than  
24 I need to right now.

25 We had three very promising finalists, one in

1 particular, but they -- they suddenly backed out  
2 towards the end and we were not able to close a  
3 deal with any of them. And so we are really at the  
4 point, aside from this motion, to have them  
5 readvertise. But again, a lot of the work has been  
6 done, so it's not starting at square one.

7 So we have a motion that's been clarified,  
8 further restated, and we have a second.

9 MS. CASH-CHAPMAN: Can I just clarify one  
10 thing before --

11 CHAIRMAN OLSON: Okay.

12 MS. CASH-CHAPMAN: -- before I vote? That the  
13 current contract is up in June and that there -- we  
14 have exceeded all of the extensions for that  
15 contract. So regardless, we would need a new  
16 contract come June regardless of who that contract  
17 goes to; is that correct?

18 MS. LIOTTA: Correct. We have to do  
19 something.

20 MS. CASH-CHAPMAN: Okay. Then --

21 MS. LUDLOW: But I have one question. Did --  
22 then do we get -- does somebody approve the RFP  
23 that goes out? Because we may want that to sound  
24 differently since this is the dawning of the new  
25 airport.

1           CHAIRMAN OLSON:  You -- it's a prospectus that  
2 goes out.  It goes online, and the answer is yes,  
3 if you want it formally approved before we act on  
4 it, then we would be waiting till the 30th.

5           The prospectus is actually -- for the deputy  
6 has been posted and they would tweak it for  
7 executive director.  We can do that.  It would --  
8 it would -- it would delay the release of it a bit,  
9 but that's certainly something that can be done.

10          MS. LIOTTA:  Can those be amended after  
11 they're issued out if there's an update?

12          CHAIRMAN OLSON:  I don't know.  I'm not sure.

13          MS. LIOTTA:  Well, regardless, I'm personally  
14 comfortable delegating that to you to work with  
15 that search firm to get that work done since you've  
16 been doing it for the deputy director position.  
17 And that -- so that would be my point of view.

18          MS. CASH-CHAPMAN:  I agree.  I think it goes  
19 back to what we talked about, delegating some  
20 things so that we can move on and not wait month to  
21 month for these things.

22          CHAIRMAN OLSON:  Okay.  And if it's re -- let  
23 me just say, if it is reposted before the 30th for  
24 an executive director search, we can have staff  
25 inform the entire board that it's up online and you

1 can go to the ADK website and look at it.

2 This is where all the important airport jobs  
3 in the country are posted. There's about --  
4 there's, I would say 25, 30 positions across the  
5 country that appear at any given time on that.

6 MS. LUDLOW: ADP?

7 CHAIRMAN OLSON: ADK. ADK. Okay. So we're  
8 back -- oh, Mr. Clarke.

9 MR. CLARKE: I would just like to comment. I  
10 would like to talk to that firm about the chief  
11 financial officer position that we have not yet  
12 approved, if it's okay with you.

13 CHAIRMAN OLSON: Yes. I will mention that to  
14 you and -- to them and we'll provide -- I guess can  
15 I provide that directly to you? I'm not sure what  
16 the -- I can provide -- we could give you the  
17 contact. Why don't I do this. Why don't I have  
18 the principal working with us contact you.

19 MR. CLARKE: That would be fine, yeah. Then  
20 I'll have more of the information for the -- you  
21 know, when I do propose that we create that  
22 position. It would be -- it would be very helpful,  
23 actually.

24 CHAIRMAN OLSON: Okay. So we're going to vote  
25 on the motion. Ms. Cash-Chapman?

1 MS. CASH-CHAPMAN: Yes, I vote to move forward  
2 with starting a new search or starting a -- opening  
3 a search for a --

4 CHAIRMAN OLSON: You're -- you're actually  
5 voting for the motion as stated.

6 MS. CASH-CHAPMAN: Yes.

7 CHAIRMAN OLSON: The motion that's been  
8 stated.

9 MS. CASH-CHAPMAN: Yes.

10 CHAIRMAN OLSON: Okay. Mr. Clarke?

11 MR. CLARKE: Aye.

12 CHAIRMAN OLSON: Ms. Liotta?

13 MS. LIOTTA: Yes.

14 CHAIRMAN OLSON: Ms. Ludlow?

15 MS. LUDLOW: Yes.

16 CHAIRMAN OLSON: Okay. That motion is  
17 carried.

18 MS. LIOTTA: Do you need to vote?

19 CHAIRMAN OLSON: Oh, yes. I vote yes. Thank  
20 you.

21 MR. BURNETT: Mr. Chairman, just one quick  
22 legal issue.

23 The -- when you contact the firm, I don't know  
24 the financial implications of the dollar amounts  
25 we're talking about, but it may be that the actual



1 dollar amount that they have for their proposal for  
2 doing this scope of work --

3 CHAIRMAN OLSON: Yeah.

4 MR. BURNETT: -- may exceed -- exceed the  
5 dollar amount --

6 CHAIRMAN OLSON: What is the amount?

7 MR. BURNETT: -- allowed under the purchasing  
8 policy, so it may need to come back to the board.

9 CHAIRMAN OLSON: Okay. What --

10 MR. BURNETT: So that aspect of it may need to  
11 be on the agenda for the 30th.

12 CHAIRMAN OLSON: Yes. Good point. Good  
13 point. What is that amount, so I would know that?

14 MR. BURNETT: I don't know.

15 MR. WUELLNER: Anything above 35.

16 MR. BURNETT: 35,000.

17 CHAIRMAN OLSON: So anything above the 35, it  
18 likely will need to come back because it's a  
19 modification of an assignment that is about that  
20 amount. So, it likely will then. So it would not  
21 proceed until the 30th and -- I mean, the actual  
22 work.

23 Maybe -- maybe some of -- maybe they're  
24 willing to do some of the groundwork since we're  
25 existing clients, but the actual...

1           Okay. Good -- good point.

2           Okay. So, let's see. We have -- the next  
3 thing here is -- oh, we've gone through member --  
4 have we gone through -- have we -- let's see.  
5 Ms. Ludlow, we have not gotten your member -- your  
6 member comment or -- and report.

7           MS. LUDLOW: Right. And I think I want to  
8 follow Jennifer's lead and add something to the  
9 agenda.

10           Since this part has gone this far, then I  
11 think another facet should be added to the agenda.  
12 We've all agreed that we are going to look for a --  
13 another executive director, and I would make a  
14 motion that his responsibili- -- his monetary  
15 responsibilities and commitments should be  
16 shortened for this amount of time for his remainder  
17 of time.

18           CHAIRMAN OLSON: Wait. I -- I'm not sure I'm  
19 exactly understanding.

20           MS. LUDLOW: Okay. I make a -- okay. If I  
21 add a -- if I want to add something to the  
22 agenda -- apparently I can, just like Jennifer did,  
23 right? And due to our discussion now, and tell me  
24 if I'm wrong, we all at this table have agreed to  
25 do a -- a search for an executive director.

1           Okay.  If we have all agreed to do a search  
2           for an executive director, I think we should take  
3           an action to limit the monetary commitments that  
4           the executor now has.

5           Right now, he can -- he can sign anything up  
6           to a hundred thousand dollars and he can make any  
7           commitment for this airport that he wants to.  
8           We've all said we're going to look for another  
9           director.  I think there should be some limits on  
10          what he can do since he knows we are looking at --  
11          for another director.

12          CHAIRMAN OLSON:  Isn't board authorization  
13          required for virtually anything that exceeds --

14          MS. LUDLOW:  No, it is not.

15          CHAIRMAN OLSON:  I don't know --

16          MS. LUDLOW:  Nothing.  Nothing.  It is -- all  
17          right.  Ed -- Ed has carte blanche to spend a  
18          hundred thousand dollars --

19          MR. WUELLNER:  No, I do not.

20          MS. LUDLOW:  What is the amount?

21          MR. WUELLNER:  35.

22          MS. LUDLOW:  35.  That 35 -- you can spend  
23          35,000 without board approval.

24          MR. WUELLNER:  As long as it's in the budget,  
25          yes.

1 MS. LUDLOW: If it's in the budget, right.

2 MR. BURNETT: And he --

3 MS. LUDLOW: He can also sign -- damn phone.  
4 He can also sign a commitment for an airline or a  
5 for a motel, or he can sign any other commitments  
6 without board approval.

7 CHAIRMAN OLSON: I --

8 MS. LUDLOW: Yes, he can.

9 CHAIRMAN OLSON: Mr. Burnett, do you want to  
10 add more clarity to what --

11 MS. LUDLOW: Reba's trying to say?

12 MR. BURNETT: I think that the challenge you  
13 have with the proposed motion is that you have  
14 policies in place right now, and to do the proposed  
15 motion, it would seem like it changes policies that  
16 are effective right now without any certain -- for  
17 example, most of the time when you change a policy,  
18 you have a redline here and you're looking at what  
19 the changes are.

20 It sounded like Ms. Ludlow's initial comments  
21 were related to shortening Mr. Wuellner's actually  
22 con -- actual contract --

23 MS. LUDLOW: No.

24 MR. BURNETT: -- or in -- in that way. But  
25 the longer she spoke, then I realized it was

1 related to powers.

2 As long as it's not related to his employment  
3 agreement, obviously that's a binding agreement,  
4 terminating that causes damages, subjects the  
5 airport to liability.

6 MS. LUDLOW: Right.

7 MR. BURNETT: On the issue of the policy,  
8 changing policy, I'm not sure the specific areas of  
9 a policy -- you could always have an employee sign  
10 something without the authorization of the local  
11 government governing body and that may or may not  
12 be an effective agreement because of your sovereign  
13 immunity and those kinds of things. There's a  
14 whole body of case law.

15 Not to get too far afield, but as an example,  
16 sometimes local governments issue a building permit  
17 for someone that's in front of the Coastal  
18 Construction Control Line where they shouldn't  
19 have. They void the permit after the fact and stop  
20 work from constructing.

21 I guess the question is whether or not you  
22 were confronted with that type of situation where  
23 he did something outside of the policy. But  
24 otherwise, you have a policy that limits the  
25 executive director's power -- policy -- power under

1 the policy. So I'm not sure of the specific  
2 language you are wanting to change or not. I was  
3 trying to look and see what's in there.

4 The earlier issue of the purchasing power or  
5 spending limit of \$35,000 in the RFQ for his  
6 replacement would also relate to his power under  
7 the purchasing policy without bringing it back to  
8 the Authority.

9 MS. LUDLOW: Okay. Can he sign an agreement  
10 with an airline right now?

11 MR. BURNETT: Those items always in --  
12 historically have always come to the  
13 Airport Authority board for review and  
14 consideration.

15 MS. LUDLOW: Has he already not made some -- a  
16 deal with another airline right now?

17 MR. WUELLNER: Nothing that's in writing and  
18 to you yet.

19 MS. LUDLOW: Pardon me? I can't hear you, Ed.

20 MR. WUELLNER: Have no agreements with anyone  
21 at this point that have not come to you.

22 MS. LUDLOW: Then why does Atlantic know that  
23 they have to order more fuel for May 5th because  
24 we're going to have an airline coming in?

25 MR. WUELLNER: I can't speak to what

1 Atlantic's arrangements are with anyone.

2 MS. LUDLOW: Does somebody understand what I'm  
3 trying to say? Does this board understand what I'm  
4 trying to say?

5 MS. CASH-CHAPMAN: It sounds to me, and  
6 correct me if I'm wrong --

7 MS. LUDLOW: They can't hear you.

8 MS. CASH-CHAPMAN: I'm sorry. Can you hear  
9 me? I don't know if it's working. I don't know.

10 It sounds to me like what you're trying to say  
11 is that for the remainder of Mr. Wuellner's  
12 contract, you would like to ensure that he is not  
13 signing any contracts that bind us to anything  
14 moving forward and that you do not want him to have  
15 the ability to sign checks or spend up to a  
16 cert- -- I don't know what amount you had in your  
17 mind, but up to a certain amount without our  
18 approval. Is that what I'm understanding?

19 MS. LUDLOW: Yes. I didn't know it was  
20 \$35,000. I thought -- I understood it was a  
21 hundred thousand. And that was a whole different  
22 ballgame, so I don't know if it's listed somewhere  
23 else that he has authority up to a hundred  
24 thousand. We never know what the treasurer did,  
25 actually, so we don't really know. But yes, go

1 ahead, Jennifer.

2 MS. LIOTTA: Well, it sounds like there may be  
3 two issues here.

4 One is a long-term contract -- of, you know,  
5 outside of an ordinary lease or like those things  
6 going to come before the board for approvals, but  
7 there may be issues of negot- -- even negotiating  
8 new long-term arrangements with third parties  
9 without the board's, you know, knowledge/permission  
10 to enter into those negotiations. Because if --

11 MS. LUDLOW: Exactly. So he -- he should not  
12 be able to do that from this point on. If -- if  
13 you -- if the board is unanimously agreed to put  
14 out a search for a new executive director, why are  
15 we giving him the authority to negotiate deals?

16 MS. CASH-CHAPMAN: I think it comes down to  
17 the fact that we're not terminating him. We're  
18 allowing --

19 MS. LUDLOW: I understand that.

20 MS. CASH-CHAPMAN: -- him to finish out his  
21 contract. So --

22 MS. LUDLOW: Do you understand what he can do  
23 to the airport?

24 MS. CASH-CHAPMAN: I -- I do, but I'm just  
25 trying to make it clear so that everyone is on the



1 same page that I think that is why we're having a  
2 hard time kind of understanding what you would be  
3 comfortable with. So I'm not against it, I'm just  
4 trying to clarify that that's what we're saying  
5 here, that --

6 CHAIRMAN OLSON: I just want to add the  
7 observation. We have an operating airport. We  
8 have to maintain continuity of operations. We --  
9 we have an executive director that is on the job  
10 and is continuing that job to -- to complete the  
11 contract period.

12 We've had a long-term, very long-term  
13 relationship, the community, this board, past  
14 boards, with -- with this executive director. We  
15 have the controls in place that have just been  
16 mentioned that require board action for anything  
17 significant.

18 So I would just say I think this is a --  
19 our -- our focus now is to have as smooth a time  
20 going forward as possible while we achieve what the  
21 new board -- newly constituted board has decided to  
22 do.

23 MS. LIOTTA: Well, I -- I agree that the  
24 director and all the staff, they need to be able to  
25 do their jobs, and part of those jobs is going to

1 be entering into what might be preliminary  
2 discussions with a third party about any number of  
3 things. That's part of the job and, you know, then  
4 that's how you figure out new opportunities, and of  
5 course the executive director is an important part  
6 of that.

7 I do think regardless if there's a -- you  
8 know, I think we should be having this conversation  
9 even if there wasn't a new search, because at what  
10 point does the board want to be informed and give  
11 the green light to something that's starting to  
12 look serious?

13 Because that, you know, is like opportunity  
14 cause at least of do we talk -- do we pursue this  
15 potential deal or that potential deal if the board  
16 doesn't know and have --

17 CHAIRMAN OLSON: Yeah.

18 MS. LIOTTA: -- a chance for input on it  
19 earlier in the process before a contract is, you  
20 know, like, here, this is ready for approval and it  
21 just kind of pops up. That's -- I don't think  
22 that's the greatest process.

23 CHAIRMAN OLSON: Well, of course as just  
24 following up on what was just said, we have doubled  
25 the frequency of our board meetings, which will

1 make reporting and hearing from staff on any  
2 arrangements and movement of anything on the  
3 horizon more frequent, those reports.

4 MS. LIOTTA: Right. But we -- we don't know  
5 if we don't know, so maybe --

6 CHAIRMAN OLSON: Yeah.

7 MS. LIOTTA: -- we should, you know, make a --  
8 a request of the, you know, staff to, you know,  
9 have -- make the board aware of something that's  
10 like maybe ready to start drafting on.

11 You know, if it's serious, if it's getting to  
12 the point of an LOI or actually getting to drafting  
13 an agreement, you know, at what point does the  
14 board want to become aware of these things and have  
15 input before, you know, a final contract ready to  
16 be signed?

17 CHAIRMAN OLSON: Okay. Any other discussion?  
18 We've gone through member comments and reports.  
19 The next thing on the agenda is adjournment.

20 MS. LUDLOW: No, I get to finish my --

21 CHAIRMAN OLSON: Oh, I'm sorry --

22 MS. LUDLOW: No.

23 CHAIRMAN OLSON: -- you're not done.

24 MS. LUDLOW: Yes. No, remember I said I was  
25 speaking to the motion and to something else. I

1 wanted to say something as -- as a -- just say  
2 something at the end of the meeting.

3 So, as far as I'm concerned, again, the board  
4 has spoken. So I guess we all had a little  
5 surprise tonight, but I just want everyone to know  
6 that I am on this board to represent the airport,  
7 the tenants, the airport proper, the general  
8 aviation, and the people that elected me.

9 So whether I agree with what this board does  
10 or not, my heart and soul will still be fighting  
11 for the people out there. So, I just -- I just  
12 want everybody to be assured of that, that I have  
13 their back, no matter what. And that's all I  
14 wanted to say.

15 And what else I was going to say is I've been  
16 flying for 38 years, so I've been going to these  
17 board members for over 30 years, but -- and I've  
18 been lame duck before, but it's okay, I can take  
19 care of it. I'm definitely the oldest and the more  
20 seasoned one.

21 CHAIRMAN OLSON: Thank you.

22 MS. LUDLOW: But I'm the most fun.

23 CHAIRMAN OLSON: Anything else to report?

24 MS. LUDLOW: No.

25 CHAIRMAN OLSON: Okay. So, no -- there being

1 no further business, we'll stand adjourned.

2 (Meeting adjourned at 6:34 p.m.)

3

4

5

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 23rd day of January, 2023.

  
\_\_\_\_\_  
JANET M. BEASON, RPR-CP, RMR, CRR

<p><b>CHAIRMAN OLSON:</b> [255] <b>JUDGE FEREBEE:</b> [9] 4/15 4/18 4/22 5/2 5/4 5/7 5/18 5/22 6/9 <b>MR. BURNETT:</b> [50] 3/12 4/4 4/19 6/5 17/4 17/11 27/2 27/14 35/9 35/14 35/16 42/5 42/9 42/11 42/19 42/25 43/4 43/8 43/10 48/11 49/11 69/3 73/15 73/20 73/24 76/5 76/8 77/22 78/22 80/13 80/19 81/2 81/4 107/5 107/9 107/12 108/2 108/10 108/14 112/21 113/4 113/7 113/10 113/14 113/16 116/2 116/12 116/24 117/7 118/11 <b>MR. CLARKE:</b> [45] 5/3 5/19 7/15 8/13 14/19 15/13 15/21 15/24 16/2 19/23 25/5 25/7 25/10 26/6 27/17 28/1 31/20 31/24 32/22 39/24 40/12 40/21 41/6 42/1 43/16 43/21 43/24 46/13 46/21 46/24 56/20 56/25 78/1 92/9 92/22 92/25 99/13 100/20 100/24 101/17 101/21 101/25 111/9 111/19 112/11 <b>MR. GORMAN:</b> [1] 86/1 <b>MR. HARVEY:</b> [2] 5/25 84/17 <b>MR. HAY:</b> [2] 84/15 90/3 <b>MR. HERNANDEZ:</b> [1] 106/1 <b>MR. LIOTTA:</b> [4] 84/21 85/3 104/24 105/4 <b>MR. LUCETTE:</b> [6] 51/17 56/15 56/18 57/12 57/15 66/6 <b>MR. OLSON:</b> [3] 3/13 3/16 7/11 <b>MR. RIERA:</b> [3] 86/18 86/21 88/2 <b>MR. ROBERTS:</b> [1] 88/4 <b>MR. WASHINGTON:</b> [6] 103/22 104/1 104/7 104/12 104/16 104/18 <b>MR. WUELLNER:</b> [58] 3/2 3/14 3/19 3/24 6/2 6/6 6/11 7/3 7/12 7/17 10/9 10/12 10/17 20/2 20/8 20/13 22/14 24/9 25/23 26/9 26/24 28/7 28/11 28/17 30/15 30/18 30/23 31/2 31/6</p>	<p>33/1 33/6 33/11 33/16 33/21 33/25 35/13 38/6 38/13 38/18 38/23 39/6 44/7 45/14 50/1 56/9 56/16 57/4 64/4 83/16 92/21 92/23 113/15 115/19 115/21 115/24 118/17 118/20 118/25 <b>MS. CASH-CHAPMAN:</b> [46] 5/1 7/10 8/12 9/16 10/5 10/7 16/5 16/8 16/14 22/20 22/25 23/3 23/6 23/10 24/7 26/14 26/18 26/22 27/25 28/13 32/15 41/8 44/10 44/12 44/17 44/23 45/1 80/16 81/19 92/3 97/11 99/11 104/21 107/4 109/9 109/12 109/20 110/18 112/1 112/6 112/9 119/5 119/8 120/16 120/20 120/24 <b>MS. HOLLINGSWORTH:</b> [3] 11/2 27/6 28/21 <b>MS. LIOTTA:</b> [92] 4/1 5/6 7/9 8/11 9/9 10/3 10/6 10/8 11/6 11/13 12/5 12/8 13/14 14/6 14/8 14/12 18/20 19/2 23/21 24/6 25/6 25/17 26/2 26/7 26/21 26/23 27/16 27/18 27/24 28/12 31/12 32/11 32/14 32/18 34/6 34/8 34/17 34/20 34/24 35/3 35/6 36/2 36/21 37/6 37/20 38/2 40/10 40/13 40/23 41/7 41/13 41/17 41/19 44/1 44/5 44/15 44/20 44/25 45/4 45/8 45/10 47/11 50/5 66/15 66/17 67/16 68/1 68/4 68/19 76/21 77/13 77/18 81/9 81/11 94/17 95/25 96/2 96/22 106/23 107/1 107/17 107/21 109/18 110/10 110/13 112/13 112/18 120/2 121/23 122/18 123/4 123/7 <b>MS. LUDLOW:</b> [94] 3/23 3/25 4/2 4/17 5/20 5/23 6/1 7/16 8/10 9/18 9/21 9/23 10/1 10/25 11/5 16/13 16/16 21/1 21/7 21/10 21/14 21/20 21/23 22/1 22/9 22/24 23/2 23/5 23/7 23/13 23/19 23/25 24/8 24/11 25/22 25/24 26/4 26/8 26/12 26/15 27/23 28/15 29/21 29/23 29/25 32/2 32/7 32/10 35/5 35/7 35/15 35/19</p>	<p>41/25 44/6 44/9 44/11 44/14 85/2 86/14 86/20 90/1 96/11 102/21 107/7 109/21 111/6 112/15 114/7 114/20 115/14 115/16 115/20 115/22 116/1 116/3 116/8 116/11 116/23 117/6 118/9 118/15 118/19 118/22 119/2 119/7 119/19 120/11 120/19 120/22 123/20 123/22 123/24 124/22 124/24 <b>\$</b> <b>\$2,900 [1]</b> 79/7 <b>\$35,000 [2]</b> 118/5 119/20 <b>0</b> <b>0570 [1]</b> 1/24 <b>1</b> <b>104 [1]</b> 1/15 <b>10:00 [1]</b> 32/7 <b>116 [1]</b> 104/2 <b>125 [1]</b> 2/14 <b>126 [1]</b> 2/15 <b>13 [1]</b> 40/2 <b>133 [1]</b> 86/21 <b>13th [1]</b> 56/24 <b>150 [1]</b> 77/16 <b>163 [1]</b> 74/20 <b>17 [1]</b> 1/23 <b>180 [2]</b> 103/6 103/9 <b>19 [1]</b> 4/7 <b>2</b> <b>20 [2]</b> 73/16 102/10 <b>20-year [1]</b> 102/11 <b>2009 [1]</b> 79/10 <b>2018 [1]</b> 4/7 <b>2022 [3]</b> 52/10 69/8 87/4 <b>2023 [3]</b> 1/6 41/1 126/10 <b>20th [3]</b> 40/3 56/14 56/16 <b>23rd [7]</b> 31/8 31/8 31/10 31/10 31/13 33/5 126/10 <b>240 [1]</b> 87/19 <b>244 [1]</b> 87/4 <b>25 [1]</b> 111/4 <b>25 percent [1]</b> 64/8 <b>255 [1]</b> 74/19 <b>27 [1]</b> 97/15 <b>27th [8]</b> 55/16 55/21 55/25 56/7 57/5 57/8 57/12 57/14 <b>287 [1]</b> 74/19 <b>3</b> <b>3 p.m [2]</b> 56/7 57/8</p>	<p><b>30 [2]</b> 111/4 124/17 <b>30-day [1]</b> 71/8 <b>30th [21]</b> 31/14 31/17 31/24 32/5 32/17 32/19 33/10 34/5 36/24 37/22 37/25 38/3 44/2 44/21 68/17 68/23 96/7 110/4 110/23 113/11 113/21 <b>31st [4]</b> 31/11 31/14 31/17 32/5 <b>32080 [1]</b> 1/15 <b>32084 [1]</b> 1/23 <b>35 [5]</b> 113/15 113/17 115/21 115/22 115/22 <b>35,000 [2]</b> 113/16 115/23 <b>3501-B [1]</b> 106/1 <b>38 [1]</b> 124/16 <b>3:00 [2]</b> 57/9 57/13 <b>4</b> <b>4 p.m [10]</b> 38/17 38/19 39/11 41/22 41/25 42/7 43/15 43/16 44/16 56/1 <b>40 [1]</b> 90/7 <b>4730 [1]</b> 1/4 <b>4:00 [4]</b> 42/2 44/7 44/9 104/3 <b>4:01 [1]</b> 1/7 <b>5</b> <b>51 [1]</b> 2/8 <b>5th [1]</b> 118/23 <b>6</b> <b>6 p.m [1]</b> 56/7 <b>6,000 [1]</b> 79/8 <b>6,500 [1]</b> 79/8 <b>66 [1]</b> 2/10 <b>6:00 [3]</b> 57/8 57/9 57/13 <b>6:34 [2]</b> 1/7 125/2 <b>7</b> <b>75 [1]</b> 64/6 <b>8</b> <b>80 percent [1]</b> 64/6 <b>825-0570 [1]</b> 1/24 <b>83 [1]</b> 2/11 <b>84 [1]</b> 2/12 <b>9</b> <b>904 [1]</b> 1/24 <b>91 [1]</b> 2/13 <b>93 [2]</b> 84/22 105/4 <b>9:00 [3]</b> 32/5 42/2 42/8 <b>9th [1]</b> 40/8 <b>A</b> <b>A.A.E [1]</b> 1/17 <b>a.m [4]</b> 31/22 32/16 32/19 44/3 <b>ability [2]</b> 27/5 119/15 <b>able [17]</b> 46/16 50/17 54/6 60/17 63/20 65/6</p>	<p>68/9 69/15 72/6 75/6 75/25 93/21 98/14 102/9 109/2 120/12 121/24 <b>about [54]</b> 5/14 8/22 9/24 10/2 10/22 13/24 15/15 15/15 16/3 18/23 22/3 29/4 30/18 34/11 37/2 37/11 40/21 42/1 46/5 47/15 47/20 48/2 48/22 49/12 51/6 52/11 54/21 56/13 62/14 67/9 67/23 68/24 76/18 80/3 81/11 82/23 86/3 88/11 88/17 92/16 92/17 93/2 94/22 94/25 95/17 101/7 101/7 104/8 110/19 111/3 111/10 112/25 113/19 122/2 <b>above [2]</b> 113/15 113/17 <b>absolutely [3]</b> 49/4 74/17 100/24 <b>Academy [6]</b> 22/7 22/12 22/13 22/18 22/19 27/8 <b>accelerate [1]</b> 65/1 <b>accomplish [5]</b> 77/11 80/25 86/11 107/14 108/11 <b>accomplished [1]</b> 80/25 <b>accordance [1]</b> 95/14 <b>account [1]</b> 106/12 <b>accountability [1]</b> 59/13 <b>achieve [1]</b> 121/20 <b>achieving [1]</b> 63/23 <b>across [1]</b> 111/4 <b>act [10]</b> 8/20 14/17 16/25 17/5 37/13 37/13 66/18 75/2 96/21 110/3 <b>acted [1]</b> 46/10 <b>acting [3]</b> 10/20 64/16 104/10 <b>action [10]</b> 13/3 30/4 46/22 46/23 47/7 62/12 96/17 96/18 115/3 121/16 <b>actions [2]</b> 55/10 63/20 <b>activists [1]</b> 91/11 <b>activity [1]</b> 100/4 <b>acts [2]</b> 47/21 103/21 <b>actual [5]</b> 22/15 112/25 113/21 113/25 116/22 <b>actually [24]</b> 9/1 10/12 17/20 19/9 24/9 28/7 33/7 40/18 45/21 47/8 48/7 66/17 67/21 70/1 71/25 85/10 90/22 104/13 110/5 111/23 112/4 116/21 119/25 123/12 <b>actuarial [1]</b> 84/4 <b>ad [1]</b> 12/25</p>
---	---	---	--	---

<p><b>A</b>  <b>ad hoc [1]</b> 12/25  <b>add [25]</b> 3/6 11/11  34/13 36/4 36/6 37/23  38/25 39/21 45/9 50/5  59/16 76/21 78/21  95/19 96/3 96/15 96/16  96/19 96/24 100/15  114/8 114/21 114/21  116/10 121/6  <b>added [3]</b> 37/7 37/9  114/11  <b>adding [3]</b> 9/10 34/2  35/6  <b>addition [1]</b> 64/2  <b>additional [4]</b> 39/1  66/22 71/19 76/20  <b>address [2]</b> 33/9 49/16  <b>addressed [1]</b> 36/10  <b>adjourned [2]</b> 125/1  125/2  <b>adjournment [3]</b> 2/14  35/2 123/19  <b>adjust [1]</b> 39/10  <b>adjustments [1]</b> 45/17  <b>ADK [4]</b> 99/1 111/1  111/7 111/7  <b>administered [1]</b> 5/17  <b>administra [1]</b> 102/5  <b>administration [5]</b>  19/15 62/13 92/18  92/20 94/11  <b>administrative [2]</b>  13/21 67/11  <b>administratively [1]</b>  14/4  <b>adopt [3]</b> 27/15 27/20  27/20  <b>ADP [1]</b> 111/6  <b>advance [4]</b> 20/21 31/4  32/25 46/2  <b>adventures [1]</b> 90/10  <b>advertise [1]</b> 80/22  <b>advertised [3]</b> 33/19  80/23 103/16  <b>advice [4]</b> 75/20 88/25  89/22 92/12  <b>advise [1]</b> 43/8  <b>advisement [1]</b> 49/16  <b>advisory [1]</b> 24/23  <b>aero [3]</b> 54/4 95/4 95/5  <b>aeronautics [1]</b> 74/3  <b>Aerospace [6]</b> 22/7  22/12 22/13 22/18  22/19 27/8  <b>Aerospace Academy  [6]</b> 22/7 22/12 22/13  22/18 22/19 27/8  <b>affect [1]</b> 87/10  <b>affected [1]</b> 11/24  <b>afflicted [1]</b> 25/5  <b>afield [1]</b> 117/15  <b>after [10]</b> 6/18 40/5  46/15 46/20 55/8 86/6  90/7 91/7 110/10</p>	<p>117/19  <b>afternoon [5]</b> 41/24  42/2 42/16 55/23 90/3  <b>again [17]</b> 15/19 15/24  18/13 18/14 19/18  24/14 58/15 61/6 61/22  70/20 79/17 82/15  82/25 103/25 106/22  109/5 124/3  <b>against [5]</b> 42/14 43/10  43/11 64/16 121/3  <b>agencies [1]</b> 54/2  <b>agenda [49]</b> 7/21 7/24  9/10 10/6 10/13 11/7  32/24 33/2 33/2 33/4  33/9 33/15 33/22 34/4  34/9 34/13 34/21 35/21  36/4 37/3 37/9 44/20  45/12 46/2 46/4 46/6  46/18 48/19 48/23  49/11 49/15 51/11 79/1  86/8 91/14 91/18 95/17  95/20 95/24 96/3 96/20  96/25 99/17 100/16  113/11 114/9 114/11  114/22 123/19  <b>aggregated [1]</b> 19/14  <b>aggregation [1]</b> 20/20  <b>ago [1]</b> 79/6  <b>agree [6]</b> 78/9 81/19  100/8 110/18 121/23  124/9  <b>agreed [5]</b> 82/18  114/12 114/24 115/1  120/13  <b>agreement [7]</b> 63/19  75/8 117/3 117/3  117/12 118/9 123/13  <b>agreements [3]</b> 71/7  75/9 118/20  <b>agrees [1]</b> 68/19  <b>ahead [11]</b> 2/11 8/25  33/3 48/24 83/9 83/11  83/14 83/23 91/18  102/10 120/1  <b>air [2]</b> 16/17 74/9  <b>aircraft [1]</b> 93/6  <b>airfield [1]</b> 61/9  <b>airline [4]</b> 116/4 118/10  118/16 118/24  <b>airplane [2]</b> 87/11  87/14  <b>airplanes [1]</b> 87/20  <b>airport [67]</b> 1/1 1/16  2/10 3/5 6/12 15/11  16/18 51/21 53/13  53/19 54/5 54/11 58/20  58/23 60/5 60/7 60/16  61/2 61/8 61/17 62/15  62/17 63/16 64/15  64/15 65/2 65/21 66/11  66/14 67/23 70/19  72/15 72/21 72/23  72/24 73/6 73/16 73/22  74/1 74/7 75/24 82/1</p>	<p>88/21 91/6 91/6 91/8  91/9 92/6 95/4 99/2  99/22 100/3 100/7  100/22 101/13 102/25  102/25 103/4 109/25  111/2 115/7 117/5  118/13 120/23 121/7  124/6 124/7  <b>airport authorities [1]</b>  16/18  <b>Airport Authority [8]</b>  3/5 6/12 63/16 70/19  72/15 73/6 75/24  118/13  <b>airport's [1]</b> 75/8  <b>airports [10]</b> 12/13  12/14 55/1 55/4 64/7  64/17 64/20 64/23  65/19 91/8  <b>airside [1]</b> 100/2  <b>all [75]</b> 3/7 3/19 4/11  4/20 4/23 5/7 5/8 5/15  5/18 5/25 6/11 7/6 8/8  12/17 14/10 15/17  19/13 20/24 25/20 26/1  26/11 27/22 29/4 40/6  40/19 44/7 44/9 45/10  45/21 45/21 53/22  54/10 55/4 55/18 57/10  57/19 59/2 59/16 63/6  63/22 66/3 66/7 68/13  68/14 70/4 75/20 78/1  82/3 82/4 84/21 86/23  86/23 89/20 91/14  91/20 92/13 93/1 93/6  94/7 94/7 94/14 95/20  97/12 101/4 108/18  109/14 111/2 114/12  114/24 115/1 115/8  115/16 121/24 124/4  124/13  <b>All right [4]</b> 5/7 5/18  6/11 93/1  <b>ALLEGIANCE [2]</b> 2/3  3/17  <b>allocate [1]</b> 8/23  <b>allow [4]</b> 3/3 3/6 48/15  49/6  <b>allowed [1]</b> 113/7  <b>allowing [1]</b> 120/18  <b>almost [1]</b> 73/12  <b>along [2]</b> 6/22 44/19  <b>alphabetically [2]</b>  91/25 107/3  <b>already [10]</b> 22/2 46/10  70/18 72/5 80/16 87/12  88/7 95/22 100/1  118/15  <b>also [34]</b> 1/14 13/17  13/21 36/9 40/10 46/20  48/6 52/4 52/25 52/25  53/17 54/3 58/17 59/20  60/10 60/11 61/18 64/5  71/11 76/6 76/23 84/2  86/22 90/21 97/2 97/16</p>	<p>98/10 98/14 103/5  105/11 106/12 116/3  116/4 118/6  <b>alternate [26]</b> 14/2  21/2 21/3 22/18 22/22  23/4 23/4 23/5 23/12  23/16 24/2 24/16 25/3  25/12 25/12 25/17  25/18 25/22 25/24 26/3  26/12 27/4 27/9 27/10  27/11 27/12  <b>alternates [1]</b> 23/24  <b>alternating [3]</b> 42/1  42/11 42/13  <b>alternative [2]</b> 13/16  13/22  <b>always [10]</b> 38/20  40/13 61/12 71/7 73/10  77/7 91/18 117/9  118/11 118/12  <b>am [7]</b> 23/17 78/4 92/4  95/6 95/10 97/24 124/6  <b>amend [1]</b> 99/8  <b>amended [1]</b> 110/10  <b>among [3]</b> 50/15  100/10 100/17  <b>amount [12]</b> 71/16  71/18 98/3 113/1 113/5  113/6 113/13 113/20  114/16 115/20 119/16  119/17  <b>amounts [1]</b> 112/24  <b>analysis [3]</b> 59/25 60/1  61/20  <b>analytic [1]</b> 36/15  <b>announ [1]</b> 30/11  <b>annual [3]</b> 53/16 53/16  84/6  <b>another [20]</b> 7/24  18/24 29/18 30/10 31/3  37/1 66/23 67/23 77/5  77/12 80/12 81/16 82/6  98/11 103/14 114/11  114/13 115/8 115/11  118/16  <b>answer [5]</b> 70/21 75/19  75/25 78/16 110/2  <b>any [44]</b> 6/24 8/3 8/5  15/10 15/10 20/6 22/12  24/2 25/13 26/3 30/7  31/9 37/3 38/23 38/24  39/15 41/2 41/21 49/21  50/4 59/3 59/4 62/12  66/6 73/17 79/25 79/25  85/12 89/21 94/25  95/13 97/10 97/22  103/21 104/15 109/3  111/5 115/6 116/5  116/16 119/13 122/2  123/1 123/17  <b>Anybody [1]</b> 6/1  <b>anyone [7]</b> 9/5 9/5  24/24 42/4 82/16  118/20 119/1  <b>anything [19]</b> 30/9</p>	<p>31/8 37/15 40/18 50/1  52/5 58/9 62/1 62/6  73/13 88/14 113/15  113/17 115/5 115/13  119/13 121/16 123/2  124/23  <b>anyway [1]</b> 94/13  <b>apart [1]</b> 68/10  <b>apologize [2]</b> 36/1  103/18  <b>apparently [1]</b> 114/22  <b>appear [2]</b> 64/9 111/5  <b>appears [2]</b> 43/12  79/15  <b>applaud [1]</b> 89/24  <b>applicant [1]</b> 74/25  <b>applicants [3]</b> 70/23  79/19 80/14  <b>application [1]</b> 103/14  <b>apply [1]</b> 100/9  <b>appointed [2]</b> 4/6 4/12  <b>appointing [1]</b> 17/18  <b>appointments [1]</b>  17/15  <b>appreciate [3]</b> 66/24  80/6 92/11  <b>approach [2]</b> 18/21  58/21  <b>approached [1]</b> 52/15  <b>appropriate [1]</b> 95/18  <b>approval [5]</b> 14/9  115/23 116/6 119/18  122/20  <b>approvals [1]</b> 120/6  <b>approve [2]</b> 81/16  109/22  <b>approved [4]</b> 58/12  92/19 110/3 111/12  <b>are [121]</b> 4/2 6/23 6/24  8/3 8/4 8/17 9/1 12/11  12/14 12/16 12/19  12/20 12/25 13/4 13/7  13/9 13/17 13/18 13/19  15/10 16/3 20/19 20/23  21/8 21/11 22/15 24/9  24/18 25/16 28/22  28/23 29/7 32/5 33/11  34/22 36/19 37/3 37/5  37/18 39/20 40/6 44/7  48/2 48/19 51/9 51/10  51/13 51/24 54/13  54/24 55/2 57/10 59/6  60/25 61/12 62/19  62/22 62/23 62/23  63/20 64/1 64/7 64/7  64/10 64/10 64/14  65/20 67/4 68/14 70/18  71/21 72/12 72/24  72/25 73/4 74/3 75/23  75/24 77/18 78/3 78/13  78/14 78/25 79/17 80/2  80/20 81/24 82/8 83/1  83/2 83/10 83/13 83/14  83/19 84/17 87/11  87/13 87/13 87/14 89/8</p>
---	---	--	---	--



<p><b>A</b></p> <p><b>are...</b> [21] 89/17 93/7 93/14 95/23 97/3 100/1 101/10 101/23 102/1 102/2 104/5 105/3 109/3 111/3 114/12 115/10 116/16 116/19 118/2 119/1 120/14</p> <p><b>area</b> [1] 80/10</p> <p><b>areas</b> [3] 18/3 70/10 117/8</p> <p><b>aren't</b> [1] 23/19</p> <p><b>arise</b> [1] 39/22</p> <p><b>around</b> [3] 59/24 62/6 79/7</p> <p><b>arrangements</b> [4] 108/17 119/1 120/8 123/2</p> <p><b>array</b> [1] 65/14</p> <p><b>as</b> [122] 7/6 9/3 9/6 10/20 10/21 12/16 13/9 13/15 14/2 14/13 14/17 17/17 17/19 17/19 21/2 24/5 27/15 29/7 30/6 30/6 30/21 30/24 30/24 32/15 33/16 33/16 36/17 36/17 37/2 37/2 39/1 39/2 39/22 39/22 40/15 40/15 40/16 41/22 45/11 46/16 47/4 48/4 48/9 48/9 48/13 48/13 49/8 53/8 53/8 55/15 55/22 57/3 59/18 61/1 63/22 64/12 64/14 64/25 68/8 71/3 71/6 71/7 73/22 74/18 76/11 76/14 77/12 79/14 79/14 79/20 80/7 82/10 82/14 82/14 82/14 82/18 83/7 84/5 84/9 85/6 86/4 87/4 88/19 88/20 88/21 89/6 90/15 91/25 92/3 92/6 92/7 95/20 96/6 96/17 97/17 97/22 97/22 98/15 98/24 99/23 100/20 100/20 102/7 102/15 102/15 103/20 107/10 108/11 108/11 112/5 115/24 115/24 117/2 117/2 117/15 121/19 121/20 122/23 124/1 124/1 124/3 124/3</p> <p><b>aside</b> [3] 63/8 70/15 109/4</p> <p><b>ask</b> [12] 13/5 18/17 34/6 39/16 41/13 52/15 63/2 65/18 79/18 91/12 92/17 106/19</p> <p><b>asking</b> [3] 58/9 94/12 104/14</p> <p><b>aspect</b> [6] 68/7 68/10 73/13 78/8 78/18 113/10</p> <p><b>assigned</b> [1] 20/12</p>	<p><b>assignment</b> [4] 22/6 67/11 99/8 113/19</p> <p><b>assignments</b> [3] 9/2 27/21 82/20</p> <p><b>assist</b> [1] 73/22</p> <p><b>associations</b> [1] 70/11</p> <p><b>assume</b> [1] 67/9</p> <p><b>assured</b> [1] 124/12</p> <p><b>Atlantic</b> [1] 118/22</p> <p><b>Atlantic's</b> [1] 119/1</p> <p><b>attached</b> [1] 69/10</p> <p><b>attempted</b> [1] 75/11</p> <p><b>attend</b> [2] 25/13 55/20</p> <p><b>attendance</b> [1] 3/8</p> <p><b>attending</b> [2] 48/8 53/22</p> <p><b>attention</b> [4] 17/13 18/5 68/16 90/22</p> <p><b>attorney</b> [9] 1/16 36/6 72/12 75/19 76/9 76/14 79/4 79/16 88/6</p> <p><b>attorneys</b> [4] 70/10 72/4 75/23 85/13</p> <p><b>attractivity</b> [1] 60/5</p> <p><b>audit</b> [8] 10/23 14/20 15/2 15/20 15/21 19/19 84/7 84/9</p> <p><b>Augustine</b> [10] 1/5 1/15 1/22 1/23 60/23 76/8 79/5 90/17 104/2 106/2</p> <p><b>authorities</b> [1] 16/18</p> <p><b>authority</b> [25] 1/1 1/16 3/5 6/12 22/16 50/2 51/5 52/18 52/21 58/19 58/23 59/7 63/16 64/3 64/15 70/19 72/15 73/6 75/24 102/5 108/14 118/8 118/13 119/23 120/15</p> <p><b>authorization</b> [2] 115/12 117/10</p> <p><b>authorized</b> [1] 126/7</p> <p><b>avail</b> [2] 69/22 102/8</p> <p><b>availability</b> [5] 30/6 30/7 31/11 31/16 31/19</p> <p><b>available</b> [6] 14/25 15/1 30/8 31/22 87/13 93/8</p> <p><b>average</b> [1] 77/14</p> <p><b>aviation</b> [26] 60/22 68/1 68/6 68/10 69/22 70/2 70/8 71/3 71/23 71/25 72/9 72/13 72/14 74/1 74/2 74/10 75/3 78/7 78/18 79/22 85/7 89/22 91/10 101/18 102/15 124/8</p> <p><b>aviation-related</b> [1] 79/22</p> <p><b>avoid</b> [2] 41/11 42/21</p> <p><b>aware</b> [3] 83/18 123/9 123/14</p> <p><b>away</b> [7] 47/12 47/17 47/21 51/18 70/7 71/3</p>	<p>102/6</p> <p><b>aye</b> [9] 7/8 7/9 7/10 27/23 27/24 27/25 28/1 28/2 112/11</p> <p><b>B</b></p> <p><b>back</b> [30] 10/19 11/25 12/9 12/24 12/24 13/3 14/8 18/11 18/13 18/14 18/18 20/20 20/22 24/19 27/3 29/21 36/3 52/9 53/2 70/20 75/13 77/24 108/12 108/18 110/19 111/8 113/8 113/18 118/7 124/13</p> <p><b>backed</b> [1] 109/1</p> <p><b>background</b> [1] 53/9</p> <p><b>backlog</b> [1] 94/6</p> <p><b>balance</b> [1] 41/1</p> <p><b>balances</b> [1] 89/20</p> <p><b>ballgame</b> [1] 119/22</p> <p><b>bar</b> [2] 70/11 89/22</p> <p><b>Bar's</b> [1] 70/1</p> <p><b>Barbarosa</b> [1] 104/2</p> <p><b>barring</b> [1] 39/15</p> <p><b>base</b> [5] 62/11 69/8 71/15 71/17 72/10</p> <p><b>based</b> [10] 39/17 43/17 49/19 56/9 69/6 77/5 77/6 97/23 101/10 106/23</p> <p><b>basic</b> [2] 39/9 40/25</p> <p><b>basically</b> [1] 71/8</p> <p><b>basis</b> [1] 73/23</p> <p><b>be</b> [218]</p> <p><b>Beach</b> [2] 76/9 79/5</p> <p><b>BEASON</b> [3] 1/22 126/6 126/13</p> <p><b>because</b> [50] 13/5 16/22 17/23 23/25 33/13 33/14 34/18 34/20 38/21 40/16 42/14 43/1 45/1 46/16 47/18 48/4 49/11 56/4 56/23 60/15 66/18 66/24 70/5 75/22 76/1 78/24 79/19 81/22 81/23 82/5 82/15 90/24 93/1 93/8 94/6 94/12 97/21 98/3 100/25 101/18 106/6 106/9 108/22 109/23 113/18 117/12 118/23 120/10 122/9 122/13</p> <p><b>become</b> [1] 123/14</p> <p><b>been</b> [49] 9/7 10/22 12/12 18/15 20/17 27/19 27/21 38/18 38/20 39/11 39/18 39/19 45/5 46/12 47/3 47/4 47/20 50/21 50/24 52/2 60/16 63/16 63/16 65/11 65/25 72/4 72/5 73/16 79/10 87/6 90/8 92/17 92/19 93/21 97/9</p>	<p>97/14 101/8 102/6 105/9 108/20 109/5 109/7 110/6 110/16 112/7 121/15 124/15 124/16 124/18</p> <p><b>before</b> [29] 4/8 10/2 35/2 39/8 46/6 47/18 47/20 49/4 63/1 63/10 66/19 74/22 81/12 84/9 86/5 86/6 95/11 95/13 96/8 96/20 103/21 109/10 109/12 110/3 110/23 120/6 122/19 123/15 124/18</p> <p><b>beg</b> [1] 90/13</p> <p><b>beginning</b> [8] 45/25 46/15 46/25 47/14 48/14 48/16 48/18 48/21</p> <p><b>begs</b> [1] 80/13</p> <p><b>behavior</b> [1] 105/15</p> <p><b>behind</b> [2] 93/20 99/23</p> <p><b>being</b> [15] 19/17 20/14 23/11 23/12 53/7 60/17 62/8 75/25 80/7 81/12 94/19 97/25 103/19 106/6 124/25</p> <p><b>believe</b> [8] 15/3 37/14 47/4 68/11 69/5 76/18 101/10 101/17</p> <p><b>bench</b> [1] 4/6</p> <p><b>benchmark</b> [2] 54/25 55/3</p> <p><b>benchmarks</b> [1] 64/13</p> <p><b>beneficial</b> [1] 16/14</p> <p><b>benefit</b> [4] 19/13 40/14 69/15 82/3</p> <p><b>benefited</b> [1] 65/23</p> <p><b>best</b> [12] 14/18 39/3 49/21 62/7 68/7 75/18 81/25 82/11 86/11 91/9 96/19 98/17</p> <p><b>better</b> [6] 47/2 47/2 67/7 85/10 85/21 92/6</p> <p><b>between</b> [5] 31/10 31/13 50/17 77/2 85/6</p> <p><b>beyond</b> [3] 37/3 38/7 71/15</p> <p><b>bids</b> [1] 36/11</p> <p><b>big</b> [3] 4/11 4/12 75/2</p> <p><b>big-time</b> [1] 4/11</p> <p><b>Bill</b> [1] 90/2</p> <p><b>billables</b> [1] 77/6</p> <p><b>billing</b> [1] 77/18</p> <p><b>bind</b> [1] 119/13</p> <p><b>binding</b> [1] 117/3</p> <p><b>bit</b> [9] 3/21 4/15 37/9 47/7 50/25 66/20 97/5 106/9 110/8</p> <p><b>blanche</b> [1] 115/17</p> <p><b>block</b> [1] 32/20</p> <p><b>blue</b> [1] 58/21</p> <p><b>board</b> [190]</p> <p><b>board's</b> [6] 17/12 17/24 69/4 81/17 85/18</p>	<p>120/9</p> <p><b>boards</b> [6] 12/12 48/2 69/15 90/9 102/6 121/14</p> <p><b>Bob</b> [1] 35/20</p> <p><b>Boca</b> [1] 65/21</p> <p><b>bodies</b> [2] 46/1 74/23</p> <p><b>body</b> [3] 59/11 117/11 117/14</p> <p><b>Boomerang</b> [1] 75/7</p> <p><b>both</b> [4] 47/22 48/7 52/23 53/15</p> <p><b>bottom</b> [1] 35/21</p> <p><b>bouncing</b> [1] 23/3</p> <p><b>break</b> [2] 6/3 68/10</p> <p><b>breakfasts</b> [3] 24/18 24/18 25/14</p> <p><b>brief</b> [4] 51/23 52/1 54/17 94/25</p> <p><b>briefly</b> [1] 45/20</p> <p><b>bring</b> [7] 32/8 53/2 54/19 62/21 65/13 71/20 71/22</p> <p><b>bringing</b> [3] 17/12 35/24 118/7</p> <p><b>broad</b> [1] 16/21</p> <p><b>broader</b> [1] 85/8</p> <p><b>brought</b> [3] 29/19 76/22 76/23</p> <p><b>budget</b> [5] 36/11 53/16 77/8 115/24 116/1</p> <p><b>building</b> [3] 53/4 61/10 117/16</p> <p><b>bump</b> [1] 73/12</p> <p><b>bunch</b> [1] 18/5</p> <p><b>bundled</b> [1] 68/13</p> <p><b>burden</b> [2] 13/21 82/25</p> <p><b>burdensome</b> [1] 48/7</p> <p><b>buried</b> [1] 92/25</p> <p><b>BURNETT</b> [9] 1/15 49/18 66/25 69/2 77/24 78/20 80/12 89/15 116/9</p> <p><b>busi</b> [1] 95/7</p> <p><b>business</b> [21] 2/7 2/9 6/12 28/5 29/2 50/25 51/10 51/13 51/16 51/24 52/8 52/16 52/17 64/9 66/11 88/17 94/19 95/4 95/19 95/21 125/1</p> <p><b>businesses</b> [5] 54/5 54/6 85/22 94/22 105/23</p> <p><b>bylaws</b> [1] 39/13</p> <p><b>C</b></p> <p><b>calendar</b> [2] 40/5 55/25</p> <p><b>calendars</b> [2] 29/20 57/11</p> <p><b>call</b> [6] 25/14 54/17 57/1 89/9 106/21 106/25</p> <p><b>called</b> [3] 21/14 36/13 58/20</p> <p><b>came</b> [3] 42/16 61/7</p>
---	---	---	---	---

<p><b>C</b>  <b>came...</b> [1] 81/21  <b>campaigned</b> [2] 88/14 94/21  <b>campaigns</b> [1] 16/10  <b>can</b> [119] 3/14 3/14 3/21 5/21 11/13 11/13 13/21 16/23 18/12 18/20 19/4 19/7 19/9 19/13 19/14 19/16 19/23 22/14 23/5 25/17 27/2 27/3 27/3 27/14 29/21 30/4 30/24 32/16 32/16 33/1 33/17 33/18 33/23 34/4 34/6 37/20 37/24 38/23 38/25 39/6 40/13 40/20 41/13 41/19 48/6 48/13 49/12 49/15 49/15 50/23 53/9 53/15 54/17 55/21 55/21 57/20 58/12 58/15 58/15 58/15 59/15 59/16 59/17 60/12 61/14 64/18 65/3 65/7 65/22 66/15 67/5 70/1 73/10 75/19 77/6 81/6 82/23 85/9 87/17 87/18 89/13 90/5 90/16 91/18 92/6 93/24 94/6 94/23 96/16 96/24 97/5 97/5 98/8 98/8 103/22 108/11 109/9 110/7 110/9 110/10 110/20 110/24 111/1 111/14 111/16 114/22 115/5 115/5 115/6 115/10 115/22 116/3 116/4 116/5 116/8 118/9 119/8 120/22 124/18  <b>can't</b> [13] 11/2 20/6 39/13 40/18 86/16 86/16 93/10 96/18 96/18 101/7 118/19 118/25 119/7  <b>cancel</b> [1] 80/4  <b>candidate</b> [2] 98/15 98/17  <b>candidates</b> [3] 71/12 98/8 100/10  <b>cannot</b> [1] 101/11  <b>capital</b> [3] 64/21 64/22 100/1  <b>capital-intensive</b> [1] 100/1  <b>capture</b> [1] 60/24  <b>card</b> [1] 84/15  <b>cards</b> [1] 84/13  <b>care</b> [1] 124/19  <b>careful</b> [2] 97/25 106/4  <b>carried</b> [1] 112/17  <b>carte</b> [1] 115/17  <b>carte blanche</b> [1] 115/17  <b>Casa</b> [1] 1/4  <b>case</b> [4] 90/6 94/25</p>	<p>95/5 117/14  <b>cases</b> [1] 4/11  <b>CASH</b> [7] 1/11 19/25 22/23 23/11 92/2 107/3 111/25  <b>Cash Chapman</b> [1] 19/25  <b>CASH-CHAPMAN</b> [2] 1/11 22/23  <b>catch</b> [1] 83/17  <b>catchall</b> [1] 49/9  <b>categories</b> [1] 59/12  <b>cause</b> [1] 122/14  <b>causes</b> [2] 105/20 117/4  <b>caution</b> [1] 43/11  <b>cautionary</b> [1] 75/20  <b>cellphone</b> [1] 91/1  <b>Center</b> [1] 1/3  <b>cert</b> [1] 119/16  <b>certain</b> [4] 50/14 63/5 116/16 119/17  <b>certainly</b> [11] 13/12 14/4 47/14 48/13 67/5 68/22 85/20 86/4 86/11 100/11 110/9  <b>CERTIFICATE</b> [2] 2/15 126/1  <b>certification</b> [6] 72/9 72/11 72/13 72/19 74/2 74/11  <b>certified</b> [6] 70/2 70/8 70/9 71/23 71/25 74/2  <b>certify</b> [1] 126/6  <b>CFO</b> [4] 100/19 101/12 101/12 101/18  <b>Chad</b> [3] 88/3 88/5 90/1  <b>chair</b> [4] 11/18 66/6 75/16 103/20  <b>chairman</b> [19] 6/13 6/22 7/7 7/19 14/19 17/4 25/7 27/2 27/6 31/20 42/9 46/13 48/11 69/3 84/15 88/5 94/15 107/6 112/21  <b>chairs</b> [1] 3/20  <b>challenge</b> [4] 60/19 70/16 89/19 116/12  <b>Chamber</b> [1] 24/22  <b>chance</b> [2] 55/20 122/18  <b>change</b> [26] 38/11 39/1 39/14 40/14 43/6 47/8 61/16 67/20 80/20 80/21 80/23 85/20 91/6 97/17 97/19 103/5 105/8 105/12 105/13 105/14 105/15 105/16 105/20 105/21 116/17 118/2  <b>changeover</b> [1] 81/23  <b>changes</b> [3] 45/12 116/15 116/19  <b>changing</b> [2] 44/6</p>	<p>117/8  <b>CHAPMAN</b> [11] 1/11 4/25 19/25 19/25 22/23 23/11 27/8 27/13 92/2 107/3 111/25  <b>Chapter</b> [2] 74/19 74/20  <b>Chapter 163</b> [1] 74/20  <b>characteristics</b> [1] 64/17  <b>characterizing</b> [1] 34/1  <b>chart</b> [7] 9/25 10/20 11/3 11/4 11/8 20/22 23/17  <b>charter</b> [3] 21/23 22/2 39/13  <b>charters</b> [5] 14/20 14/23 14/24 19/23 36/21  <b>chase</b> [1] 30/2  <b>checks</b> [1] 119/15  <b>chief</b> [5] 99/18 100/17 101/16 108/5 111/10  <b>chime</b> [1] 99/13  <b>choice</b> [2] 81/25 82/12  <b>choices</b> [2] 76/25 85/10  <b>choose</b> [1] 49/17  <b>chose</b> [1] 71/11  <b>Chris</b> [2] 4/5 4/6  <b>Christmas</b> [1] 43/22  <b>Christmas Day</b> [1] 43/22  <b>Cindy</b> [3] 25/14 26/10 84/16  <b>circuit</b> [1] 4/10  <b>circulate</b> [1] 14/23  <b>cite</b> [1] 50/23  <b>city</b> [9] 70/9 72/11 74/12 76/2 76/8 79/4 79/5 79/8 90/17  <b>Civil</b> [1] 74/14  <b>clarified</b> [1] 109/7  <b>clarify</b> [5] 22/14 30/23 33/11 109/9 121/4  <b>clarity</b> [1] 116/10  <b>CLARKE</b> [16] 1/11 5/2 8/1 8/9 8/15 19/20 19/21 23/18 27/7 27/11 39/12 47/9 77/25 92/8 111/8 112/10  <b>Clay</b> [1] 70/13  <b>cleanly</b> [1] 73/10  <b>clear</b> [9] 6/19 10/13 15/20 33/16 96/25 97/20 107/10 107/25 120/25  <b>clients</b> [1] 113/25  <b>close</b> [2] 40/7 109/2  <b>Coastal</b> [1] 117/17  <b>coffee</b> [1] 32/8  <b>Cola</b> [1] 1/4  <b>collect</b> [1] 53/1  <b>collected</b> [1] 54/22  <b>collective</b> [1] 97/23</p>	<p><b>collectively</b> [1] 5/17  <b>Columbus</b> [2] 40/7 40/8  <b>combination</b> [1] 58/25  <b>come</b> [25] 11/25 12/9 13/3 18/10 18/18 46/3 48/4 54/6 61/2 66/3 75/20 76/1 79/12 88/18 90/12 91/4 94/11 101/5 108/12 109/16 113/8 113/18 118/12 118/21 120/6  <b>comes</b> [5] 12/24 74/24 87/8 98/16 120/16  <b>comfortable</b> [5] 78/4 81/12 81/17 110/14 121/3  <b>coming</b> [10] 6/14 14/8 34/17 50/8 66/5 75/24 92/12 94/9 106/13 118/24  <b>comment</b> [47] 2/12 34/11 35/22 37/16 37/24 45/24 46/14 46/17 47/5 47/13 47/18 47/25 48/5 48/16 48/18 48/21 49/3 49/7 49/8 69/3 69/18 72/7 77/1 80/2 80/12 84/12 84/12 84/14 84/20 85/4 86/3 86/4 87/23 90/22 91/21 96/24 102/22 103/20 103/21 104/15 104/20 104/22 104/23 104/25 105/25 111/9 114/6  <b>commenting</b> [2] 102/22 102/23  <b>comments</b> [17] 2/13 34/22 35/1 46/8 46/20 47/9 50/11 81/10 91/22 91/24 92/2 92/11 92/13 94/8 106/19 116/20 123/18  <b>Commissioner</b> [1] 89/3  <b>commissioners</b> [1] 94/5  <b>commitment</b> [2] 115/7 116/4  <b>commitments</b> [3] 114/15 115/3 116/5  <b>committed</b> [1] 93/18  <b>committee</b> [40] 2/5 6/10 8/17 8/22 10/23 11/15 12/13 12/16 12/20 13/10 13/15 14/15 14/21 14/22 15/2 15/7 15/20 15/21 16/1 16/2 16/6 16/11 16/18 17/8 17/14 17/21 17/22 17/25 18/10 19/17 19/19 19/20 19/21 20/9 21/8 21/12 36/21 82/19 87/1 87/2  <b>committee's</b> [1] 17/25</p>	<p><b>committees</b> [23] 8/21 8/24 9/11 9/13 9/18 10/2 10/21 11/7 12/12 13/6 13/7 14/17 14/20 16/4 17/1 17/7 17/15 17/17 17/19 18/15 21/25 22/15 93/4  <b>common</b> [3] 52/20 74/13 74/14  <b>communicating</b> [1] 101/8  <b>community</b> [11] 13/18 13/24 15/9 16/6 16/10 16/14 19/25 54/9 92/7 95/1 121/13  <b>community's</b> [1] 101/15  <b>companies</b> [1] 95/3  <b>company</b> [2] 95/8 95/10  <b>compared</b> [1] 64/23  <b>comparing</b> [1] 64/14  <b>comparisons</b> [1] 79/1  <b>complaints</b> [1] 42/20  <b>complete</b> [2] 55/6 121/10  <b>completed</b> [3] 52/13 52/14 55/3  <b>completely</b> [1] 72/3  <b>compliance</b> [1] 73/23  <b>complicated</b> [1] 101/1  <b>component</b> [1] 89/4  <b>components</b> [1] 89/18  <b>comprehensive</b> [1] 93/15  <b>con</b> [1] 116/22  <b>concept</b> [1] 78/9  <b>concern</b> [4] 18/22 61/16 62/1 92/16  <b>concerned</b> [2] 62/4 124/3  <b>concerns</b> [3] 62/14 93/2 95/1  <b>conclusion</b> [1] 83/6  <b>concluded</b> [1] 82/19  <b>concurrence</b> [1] 43/19  <b>conduct</b> [1] 34/10  <b>conducting</b> [1] 54/25  <b>Conference</b> [1] 1/3  <b>confident</b> [1] 98/20  <b>conflict</b> [2] 95/12 95/13  <b>conflicts</b> [1] 94/24  <b>confronted</b> [1] 117/22  <b>confuse</b> [1] 42/3  <b>confused</b> [1] 34/21  <b>confusion</b> [1] 42/17  <b>congratulations</b> [5] 3/6 5/7 5/18 6/4 86/23  <b>connect</b> [1] 52/4  <b>consensus</b> [3] 20/15 43/13 83/7  <b>conservation</b> [1] 90/11  <b>consider</b> [7] 40/10 47/15 50/15 50/19 76/16 85/17 93/23</p>
---	---	---	---	--

<p><b>C</b></p> <p><b>consideration [4]</b> 84/2 92/13 108/15 118/14</p> <p><b>considered [2]</b> 60/7 100/10</p> <p><b>consigliere [1]</b> 89/10</p> <p><b>consist [1]</b> 15/2</p> <p><b>consistent [1]</b> 62/8</p> <p><b>constituted [2]</b> 20/10 121/21</p> <p><b>constructing [1]</b> 117/20</p> <p><b>construction [2]</b> 36/10 117/18</p> <p><b>consultant [1]</b> 51/14</p> <p><b>consultants [1]</b> 71/20</p> <p><b>contact [6]</b> 66/8 90/23 108/3 111/17 111/18 112/23</p> <p><b>contacts [1]</b> 9/2</p> <p><b>contemporaneous [1]</b> 49/2</p> <p><b>continue [3]</b> 51/4 71/4 80/8</p> <p><b>continued [1]</b> 80/6</p> <p><b>continuing [1]</b> 121/10</p> <p><b>continuity [1]</b> 121/8</p> <p><b>contract [27]</b> 16/22 16/24 36/10 96/4 96/6 98/4 98/11 98/21 98/22 100/14 103/9 103/15 103/15 105/17 106/8 107/19 109/13 109/15 109/16 109/16 116/22 119/12 120/4 120/21 121/11 122/19 123/15</p> <p><b>contracts [4]</b> 16/20 74/18 74/18 119/13</p> <p><b>control [2]</b> 95/8 117/18</p> <p><b>controls [1]</b> 121/15</p> <p><b>convene [2]</b> 19/9 45/7</p> <p><b>convening [1]</b> 30/3</p> <p><b>conventions [1]</b> 74/9</p> <p><b>conversation [2]</b> 54/16 122/8</p> <p><b>copy [1]</b> 90/18</p> <p><b>core [1]</b> 78/12</p> <p><b>corporate [1]</b> 102/15</p> <p><b>corporations [1]</b> 89/11</p> <p><b>correct [4]</b> 106/15 109/17 109/18 119/6</p> <p><b>correctly [2]</b> 23/18 80/11</p> <p><b>could [45]</b> 3/19 5/10 8/25 9/6 9/6 10/19 14/1 16/5 20/2 20/3 30/10 32/11 32/15 33/17 37/15 42/21 47/18 52/16 52/21 52/21 54/16 55/24 56/1 56/2 56/2 56/13 57/7 60/19 61/18 63/3 63/15 66/20 68/21 71/1 71/10 71/12 73/5 77/11 85/12 86/10 95/21 97/1 106/7</p>	<p>111/16 117/9</p> <p><b>councilman [1]</b> 90/17</p> <p><b>counsel [13]</b> 17/3 19/7 68/1 68/2 68/6 70/24 71/2 71/5 71/11 73/6 76/12 76/18 77/8</p> <p><b>counties [4]</b> 70/3 70/4 70/12 70/14</p> <p><b>country [2]</b> 111/3 111/5</p> <p><b>county [16]</b> 3/5 4/9 4/10 4/10 54/1 70/5 70/9 72/11 72/22 74/12 76/2 76/6 85/14 85/16 94/4 126/4</p> <p><b>couple [5]</b> 6/2 61/7 73/20 83/21 90/14</p> <p><b>course [5]</b> 21/8 69/14 94/23 122/5 122/23</p> <p><b>court [8]</b> 1/22 11/1 35/12 75/11 75/12 75/14 84/22 105/4</p> <p><b>cover [3]</b> 72/2 72/10 106/15</p> <p><b>covered [1]</b> 24/18</p> <p><b>CP [2]</b> 126/6 126/13</p> <p><b>craft [2]</b> 88/25 89/19</p> <p><b>crafted [1]</b> 53/7</p> <p><b>crashes [1]</b> 74/5</p> <p><b>create [5]</b> 51/11 52/19 95/12 102/9 111/21</p> <p><b>creating [1]</b> 67/10</p> <p><b>creation [1]</b> 99/18</p> <p><b>credentialed [1]</b> 76/14</p> <p><b>crossed [1]</b> 90/25</p> <p><b>CRR [3]</b> 1/22 126/6 126/13</p> <p><b>culture [1]</b> 88/25</p> <p><b>curious [1]</b> 92/17</p> <p><b>current [7]</b> 46/11 49/21 76/12 87/19 101/2 107/19 109/13</p> <p><b>currently [4]</b> 6/16 46/8 54/24 99/1</p> <p><b>cut [1]</b> 62/20</p> <p><b>cutting [1]</b> 30/2</p> <p><b>cycle [2]</b> 105/7 105/8</p> <hr/> <p><b>D</b></p> <p><b>damages [1]</b> 117/4</p> <p><b>damn [1]</b> 116/3</p> <p><b>date [3]</b> 53/21 55/12 55/18</p> <p><b>Dated [1]</b> 126/10</p> <p><b>dates [4]</b> 29/2 30/7 32/12 41/20</p> <p><b>Dawgs [1]</b> 4/14</p> <p><b>dawning [2]</b> 103/3 109/24</p> <p><b>day [23]</b> 38/8 38/22 38/23 40/1 40/4 40/7 40/8 42/7 43/22 53/12 53/15 71/8 72/16 72/16 72/20 72/20 72/21 72/21 90/16 91/13</p>	<p>91/13 103/3 126/10</p> <p><b>days [3]</b> 30/12 103/6 103/9</p> <p><b>de [1]</b> 106/2</p> <p><b>deadline [1]</b> 19/5</p> <p><b>deal [12]</b> 30/25 37/24 73/22 74/5 74/9 88/22 88/23 96/17 109/3 118/16 122/15 122/15</p> <p><b>dealing [1]</b> 72/22</p> <p><b>deals [1]</b> 120/15</p> <p><b>debt [2]</b> 102/4 102/6</p> <p><b>December [3]</b> 36/24 43/21 59/23</p> <p><b>decide [5]</b> 13/7 53/10 53/17 98/5 98/10</p> <p><b>decided [3]</b> 15/16 15/16 121/21</p> <p><b>decides [2]</b> 97/4 97/6</p> <p><b>decision [12]</b> 17/24 52/22 76/17 80/3 81/6 88/8 97/20 97/22 98/1 100/13 106/11 106/15</p> <p><b>decision-making [1]</b> 52/22</p> <p><b>decisions [3]</b> 82/23 88/17 98/20</p> <p><b>declare [1]</b> 7/19</p> <p><b>dedicated [1]</b> 78/17</p> <p><b>defer [1]</b> 88/8</p> <p><b>define [1]</b> 55/9</p> <p><b>definitely [2]</b> 80/3 124/19</p> <p><b>definition [3]</b> 30/5 30/17 30/20</p> <p><b>delay [4]</b> 29/13 69/1 70/17 110/8</p> <p><b>delegate [1]</b> 12/6</p> <p><b>delegating [4]</b> 50/15 81/18 110/14 110/19</p> <p><b>delivering [1]</b> 60/18</p> <p><b>delve [1]</b> 29/12</p> <p><b>delves [1]</b> 46/6</p> <p><b>demand [8]</b> 60/15 60/15 60/18 61/1 62/4 65/3 93/21 93/21</p> <p><b>demanded [1]</b> 93/9</p> <p><b>DENNIS [11]</b> 1/11 5/2 24/6 24/11 25/24 25/25 25/25 26/4 26/5 27/7 27/11</p> <p><b>depart [1]</b> 97/6</p> <p><b>Department [1]</b> 102/1</p> <p><b>departments [1]</b> 89/12</p> <p><b>dependence [1]</b> 65/7</p> <p><b>depending [1]</b> 77/19</p> <p><b>depriving [1]</b> 47/21</p> <p><b>deputy [6]</b> 51/2 99/3 103/13 107/23 110/5 110/16</p> <p><b>derived [1]</b> 62/18</p> <p><b>describe [1]</b> 18/9</p> <p><b>described [1]</b> 29/7</p> <p><b>descrip [1]</b> 21/18</p> <p><b>description [1]</b> 36/18</p>	<p><b>descriptions [2]</b> 19/7 20/19</p> <p><b>designated [2]</b> 13/1 13/8</p> <p><b>designations [1]</b> 10/20</p> <p><b>desire [1]</b> 29/17</p> <p><b>detail [6]</b> 13/2 15/17 18/9 34/3 36/17 76/12</p> <p><b>detailed [2]</b> 8/22 18/19</p> <p><b>details [1]</b> 36/18</p> <p><b>determine [1]</b> 67/19</p> <p><b>develop [2]</b> 87/22 90/8</p> <p><b>developed [1]</b> 91/9</p> <p><b>development [16]</b> 9/3 23/14 24/4 24/15 24/16 24/17 24/21 24/23 25/1 25/4 25/19 27/9 53/18 54/2 65/1 105/24</p> <p><b>did [19]</b> 17/3 22/24 23/25 26/5 34/14 44/20 57/24 58/5 65/21 69/8 77/25 78/20 102/22 105/6 109/21 114/22 117/23 119/24 126/7</p> <p><b>didn't [7]</b> 22/20 51/11 66/22 77/10 85/3 88/15 119/19</p> <p><b>differ [1]</b> 29/8</p> <p><b>different [22]</b> 12/11 16/23 17/16 17/18 18/21 43/1 45/18 59/18 62/25 69/14 71/20 71/24 72/12 75/15 77/15 82/6 89/12 101/22 102/2 102/2 102/3 119/21</p> <p><b>differently [2]</b> 80/22 109/24</p> <p><b>difficult [2]</b> 42/14 60/14</p> <p><b>direction [4]</b> 3/22 56/9 81/13 107/13</p> <p><b>directive [1]</b> 20/10</p> <p><b>directly [1]</b> 111/15</p> <p><b>director [30]</b> 1/17 51/2 53/13 93/12 96/4 96/6 97/2 98/23 99/3 99/10 99/15 103/13 106/4 106/7 107/18 107/23 107/24 110/7 110/16 110/24 114/13 114/25 115/2 115/9 115/11 120/14 121/9 121/14 121/24 122/5</p> <p><b>director's [3]</b> 83/12 103/15 117/25</p> <p><b>disclose [1]</b> 95/13</p> <p><b>disclosure [1]</b> 74/25</p> <p><b>discouraging [1]</b> 70/23</p> <p><b>discuss [8]</b> 11/10 11/15 52/5 55/13 57/21 61/23 62/16 96/4</p> <p><b>discussed [4]</b> 20/17 37/8 60/21 62/23</p> <p><b>discussion [32]</b> 8/19</p>	<p>8/22 15/25 26/11 29/3 34/11 35/7 35/22 36/18 40/24 41/2 41/4 41/22 43/14 45/23 58/7 58/8 59/24 63/4 63/9 67/19 76/20 77/15 77/21 96/9 96/13 97/9 97/10 97/10 99/12 114/23 123/17</p> <p><b>discussions [2]</b> 105/10 122/2</p> <p><b>disengage [1]</b> 66/25</p> <p><b>Disregard [1]</b> 104/16</p> <p><b>disrespectful [1]</b> 91/2</p> <p><b>disservice [1]</b> 67/2</p> <p><b>distribute [1]</b> 70/12</p> <p><b>distributed [1]</b> 32/25</p> <p><b>divide [1]</b> 85/6</p> <p><b>do [136]</b></p> <p><b>document [3]</b> 53/14 65/25 69/9</p> <p><b>documented [1]</b> 20/4</p> <p><b>documents [1]</b> 74/16</p> <p><b>does [26]</b> 12/22 12/22 18/10 20/7 23/8 24/7 35/21 37/16 39/22 41/4 65/18 71/6 72/16 81/7 87/10 89/15 97/13 105/14 108/10 109/22 118/22 119/2 119/3 122/10 123/13 124/9</p> <p><b>doesn't [11]</b> 22/22 23/6 23/19 43/5 56/18 68/12 86/6 91/7 105/13 106/10 122/16</p> <p><b>doing [23]</b> 4/4 4/24 9/12 26/18 33/11 34/24 40/19 42/21 43/10 43/11 47/3 50/19 50/21 52/2 60/23 64/3 64/22 67/2 73/16 104/10 107/4 110/16 113/2</p> <p><b>dollar [4]</b> 71/16 112/24 113/1 113/5</p> <p><b>dollars [3]</b> 36/11 115/6 115/18</p> <p><b>domain [2]</b> 74/20 74/21</p> <p><b>don't [64]</b> 5/12 10/21 10/23 11/6 20/9 23/1 23/3 23/7 24/20 25/7 26/3 30/7 32/2 32/3 34/14 37/1 37/8 37/12 37/13 40/14 44/15 47/11 47/17 49/2 50/5 56/20 61/22 67/1 68/20 73/12 74/5 74/9 77/4 80/4 81/15 82/15 82/15 82/25 86/16 87/8 87/15 89/11 90/15 91/13 92/4 93/9 96/2 98/12 102/21 105/2 110/12 111/17 111/17 112/23 113/14 115/15 119/9 119/9 119/16 119/22 119/25 122/21 123/4 123/5</p> <p><b>donate [1]</b> 91/3</p>
---	--	---	--	---

<p><b>D</b></p> <p>done [15] 9/7 19/6 40/20 50/25 52/2 53/20 66/4 68/23 81/15 85/20 108/21 109/6 110/9 110/15 123/23</p> <p>doubled [1] 122/24</p> <p>Doug [6] 3/9 4/22 17/3 19/14 20/19 48/10</p> <p>Doug/Ed [1] 19/14</p> <p>DOUGLAS [1] 1/15</p> <p>down [11] 3/20 9/15 9/18 12/8 22/6 22/24 22/25 23/4 31/14 91/17 120/16</p> <p>downside [1] 46/9</p> <p>draft [3] 14/23 15/25 19/23</p> <p>drafted [1] 14/20</p> <p>drafting [2] 123/10 123/12</p> <p>dragging [1] 73/3</p> <p>drawing [1] 100/2</p> <p>drive [1] 53/18</p> <p>drop [3] 6/20 37/24 107/22</p> <p>dropped [1] 103/14</p> <p>drug [1] 36/3</p> <p>duck [1] 124/18</p> <p>due [1] 114/23</p> <p>during [7] 37/23 48/18 48/21 75/21 82/19 82/19 96/23</p> <p>Duval [1] 70/13</p> <p>dwelling [1] 15/17</p>	<p>116/16 117/12</p> <p>effectively [2] 7/13 93/11</p> <p>efficient [2] 19/12 81/22</p> <p>effort [3] 51/1 64/11 82/22</p> <p>efforts [3] 82/2 97/15 97/17</p> <p>eight [3] 87/6 87/9 87/12</p> <p>either [8] 3/22 8/25 13/7 32/11 49/16 57/21 59/15 63/8</p> <p>elect [1] 6/13</p> <p>elected [3] 86/9 103/1 124/8</p> <p>election [2] 105/6 105/8</p> <p>elements [1] 60/6</p> <p>else [12] 6/1 11/18 37/15 37/17 49/14 78/21 81/14 108/19 119/23 123/25 124/15 124/23</p> <p>else's [1] 82/16</p> <p>eminent [2] 74/20 74/21</p> <p>emotion [1] 97/24</p> <p>employee [4] 76/5 95/6 95/10 117/9</p> <p>employees [1] 59/9</p> <p>employment [2] 96/4 117/2</p> <p>encourage [1] 94/10</p> <p>end [23] 34/23 35/4 35/6 37/10 37/16 45/6 45/25 46/9 46/21 48/14 49/8 49/13 53/12 53/15 55/14 82/7 83/25 87/5 91/14 98/16 99/15 109/2 124/2</p> <p>ended [1] 58/24</p> <p>ending [2] 105/18 106/9</p> <p>enforce [1] 75/8</p> <p>enforcement [1] 74/8</p> <p>engage [3] 16/10 52/23 53/5</p> <p>engagement [7] 16/6 16/15 19/25 65/10 69/9 69/11 69/12</p> <p>engineering [1] 93/13</p> <p>engineers [1] 36/16</p> <p>enough [2] 20/15 107/25</p> <p>ensure [2] 55/19 119/12</p> <p>enter [1] 120/10</p> <p>entered [1] 98/15</p> <p>entering [1] 122/1</p> <p>entire [1] 110/25</p> <p>entrance [1] 36/14</p> <p>environment [1] 61/15</p> <p>environments [2]</p>	<p>52/24 52/25</p> <p>especially [3] 85/21 86/5 106/16</p> <p>Esquire [1] 1/15</p> <p>essential [1] 89/17</p> <p>essentially [2] 62/22 70/18</p> <p>establish [2] 11/14 66/3</p> <p>established [1] 20/8</p> <p>estate [2] 73/11 78/13</p> <p>etching [1] 57/10</p> <p>ethics [1] 95/15</p> <p>evaluation [1] 79/21</p> <p>even [6] 38/11 43/4 43/24 86/6 120/7 122/9</p> <p>evening [3] 3/2 56/5 57/9</p> <p>event [1] 6/18</p> <p>events [1] 60/12</p> <p>ever [1] 95/11</p> <p>every [4] 17/8 92/14 93/8 108/16</p> <p>everybody [7] 55/19 59/21 81/12 89/14 103/10 103/11 124/12</p> <p>everybody's [1] 105/9</p> <p>everyday [1] 68/2</p> <p>everyone [13] 3/2 19/16 24/1 55/24 56/6 65/18 72/6 88/5 94/18 98/18 98/19 120/25 124/5</p> <p>everyone's [1] 29/19</p> <p>everything [5] 22/2 46/10 92/14 93/24 105/11</p> <p>evolve [1] 61/15</p> <p>ex [2] 74/25 89/6</p> <p>ex parte [1] 74/25</p> <p>exact [2] 43/14 81/16</p> <p>exactly [5] 68/6 68/24 86/7 114/19 120/11</p> <p>exam [1] 74/3</p> <p>example [9] 13/25 50/23 65/2 73/25 74/24 75/6 76/1 116/17 117/15</p> <p>examples [1] 12/25</p> <p>exceed [1] 113/4</p> <p>exceeded [1] 109/14</p> <p>exceeds [1] 115/13</p> <p>excellent [1] 91/5</p> <p>exception [2] 40/1 44/1</p> <p>excited [1] 85/18</p> <p>exclude [1] 15/5</p> <p>excuse [6] 3/16 4/7 35/9 40/2 84/21 95/7</p> <p>executive [28] 1/17 51/2 93/12 96/4 96/6 98/23 99/2 99/3 99/10 99/15 100/6 100/22 103/15 106/4 106/7 107/18 107/23 108/5 110/7 110/24 114/13</p>	<p>114/25 115/2 117/25 120/14 121/9 121/14 122/5</p> <p>executive-type [1] 100/22</p> <p>executives [1] 99/21</p> <p>executor [1] 115/4</p> <p>exercise [4] 20/4 75/4 75/5 75/10</p> <p>exist [1] 61/4</p> <p>existed [1] 58/22</p> <p>existing [11] 9/13 11/8 34/13 67/20 69/16 93/18 96/6 107/22 108/3 108/4 113/25</p> <p>expanded [1] 62/9</p> <p>expect [1] 77/6</p> <p>expectations [1] 63/21</p> <p>expecting [2] 55/3 90/4</p> <p>expeditiously [1] 94/3</p> <p>experience [8] 76/2 89/16 101/18 102/15 102/16 102/17 106/16 106/16</p> <p>experiences [1] 89/6</p> <p>expertise [7] 65/14 68/12 76/16 80/10 83/4 101/13 102/13</p> <p>experts [1] 69/21</p> <p>expiration [1] 107/19</p> <p>expires [1] 96/6</p> <p>explain [2] 48/12 71/12</p> <p>expressed [4] 8/1 14/15 18/16 22/11</p> <p>expressions [1] 79/24</p> <p>exteed [1] 113/4</p> <p>extend [2] 48/6 108/8</p> <p>extended [1] 106/8</p> <p>extensions [2] 96/7 109/14</p> <p>extensive [1] 105/9</p> <p>external [5] 9/2 53/1 53/25 59/7 59/8</p> <p>extra [1] 79/22</p> <p>extremely [1] 65/9</p>	<p>48/13 70/7 79/14 114/10 117/15 124/3</p> <p>favor [4] 7/6 8/8 27/22 107/23</p> <p>favorable [1] 78/5</p> <p>FDOT [5] 63/25 64/1 64/1 64/4 64/5</p> <p>FEBRUARY [14] 2/11 40/1 40/2 40/3 55/15 55/16 55/25 56/7 57/12 57/14 63/11 83/9 83/11 83/14</p> <p>February 20th [1] 40/3</p> <p>February 27th [2] 55/16 57/12</p> <p>federal [1] 75/12</p> <p>federally [1] 61/18</p> <p>feedback [10] 47/13 47/19 53/3 54/7 54/20 58/25 59/3 59/21 60/2 63/5</p> <p>feel [8] 38/8 50/18 82/5 88/16 89/22 98/20 103/4 103/13</p> <p>felonies [1] 4/11</p> <p>felt [1] 21/4</p> <p>female [1] 84/25</p> <p>Ferebee [5] 4/5 4/6 4/8 4/20 5/20</p> <p>few [9] 6/7 28/8 53/17 54/13 59/16 61/6 61/6 62/18 83/18</p> <p>field [2] 85/22 94/23</p> <p>fighting [1] 124/10</p> <p>figure [2] 9/12 122/4</p> <p>filed [1] 75/10</p> <p>fill [2] 21/1 99/4</p> <p>final [4] 47/6 58/16 61/23 123/15</p> <p>finalists [1] 108/25</p> <p>finalized [1] 65/11</p> <p>finally [2] 54/9 62/13</p> <p>finance [4] 10/23 74/17 102/16 102/17</p> <p>finance-type [2] 102/16 102/17</p> <p>financial [10] 62/10 62/11 76/25 77/4 79/14 99/18 100/17 101/16 111/11 112/24</p> <p>financially [1] 61/14</p> <p>financing [2] 101/3 102/4</p> <p>find [6] 48/15 88/24 89/19 98/7 99/21 101/11</p> <p>finding [1] 60/17</p> <p>finds [1] 53/10</p> <p>fine [3] 21/4 100/11 111/19</p> <p>finish [3] 44/20 120/20 123/20</p> <p>finished [2] 25/20 84/7</p> <p>firm [15] 65/18 65/20 71/24 77/5 99/1 99/9</p>
<p><b>E</b></p> <p>e-mail [1] 91/1</p> <p>each [13] 3/21 5/15 6/15 6/15 18/19 19/16 46/22 46/23 47/6 49/3 49/7 49/13 70/12</p> <p>earlier [5] 36/4 56/3 57/6 118/4 122/19</p> <p>early [3] 52/10 52/10 91/18</p> <p>easier [2] 14/4 104/3</p> <p>echo [1] 89/2</p> <p>economic [14] 9/3 23/14 24/4 24/15 24/16 24/17 24/21 24/22 25/1 25/4 25/19 27/9 54/2 105/24</p> <p>economic development [10] 9/3 23/14 24/4 24/15 24/21 25/1 25/4 25/19 27/9 105/24</p> <p>Ed [9] 11/21 15/14 19/14 20/19 64/1 103/8 115/17 115/17 118/19</p> <p>edited [1] 58/16</p> <p>edition [1] 3/4</p> <p>EDWARD [1] 1/17</p> <p>effective [4] 12/6 53/4</p>			<p><b>F</b></p> <p>FAA [16] 63/25 63/25 64/8 71/4 71/14 71/19 72/1 73/12 73/12 73/14 73/18 73/23 78/11 88/22 88/23 101/23</p> <p>FAA-related [2] 71/4 78/11</p> <p>facet [1] 114/11</p> <p>facility [4] 62/2 62/6 62/8 62/15</p> <p>fact [5] 64/21 86/3 94/22 117/19 120/17</p> <p>factors [1] 64/14</p> <p>fallen [1] 93/20</p> <p>falls [1] 72/18</p> <p>familiar [2] 21/4 102/4</p> <p>family [2] 3/7 6/5</p> <p>far [9] 17/19 30/6 32/25</p>	

<p><b>F</b>  <b>firm...</b> [9] 100/15  100/19 107/22 108/4  108/4 108/21 110/15  111/10 112/23  <b>firms</b> [6] 67/4 67/4 68/9  70/6 80/5 83/1  <b>first</b> [23] 3/4 3/15 4/22  5/8 5/23 6/11 6/18  28/13 38/20 42/12  51/25 52/15 57/23  57/23 57/24 77/23 78/2  78/2 84/21 86/23 90/15  91/13 103/20  <b>fit</b> [5] 43/5 67/7 86/6  101/16 108/5  <b>fitting</b> [1] 86/7  <b>five</b> [5] 12/2 59/18  64/16 65/24 91/7  <b>five-person</b> [1] 65/24  <b>fixed</b> [1] 32/6  <b>FL</b> [2] 1/15 1/23  <b>Flagler</b> [1] 70/13  <b>flags</b> [2] 3/25 4/3  <b>flavor</b> [1] 89/5  <b>fleet</b> [1] 93/6  <b>flexible</b> [1] 33/24  <b>flight</b> [2] 63/17 63/18  <b>flip</b> [1] 78/24  <b>Florida</b> [12] 1/5 12/14  49/5 70/3 84/4 84/5  88/6 90/11 95/15  101/25 104/2 126/3  <b>Florida Retirement</b> [1]  84/5  <b>flying</b> [2] 54/9 124/16  <b>focus</b> [1] 121/19  <b>focused</b> [1] 52/20  <b>folded</b> [1] 20/6  <b>folks</b> [2] 17/18 73/4  <b>follow</b> [3] 42/15 98/25  114/8  <b>following</b> [6] 40/9  50/16 51/11 99/6  103/18 122/24  <b>foot</b> [1] 106/5  <b>forefront</b> [1] 97/17  <b>foregoing</b> [1] 126/8  <b>forget</b> [1] 50/13  <b>form</b> [1] 17/17  <b>forma</b> [1] 102/10  <b>formal</b> [3] 13/11 14/13  50/6  <b>formalized</b> [2] 13/10  13/10  <b>formally</b> [2] 37/13  110/3  <b>format</b> [3] 45/12 46/11  50/6  <b>formula</b> [1] 92/18  <b>formulate</b> [2] 91/16  91/17  <b>formulated</b> [1] 62/24  <b>forward</b> [19] 18/5  19/12 34/3 36/19 44/13</p>	<p>48/5 49/7 68/7 82/17  82/22 91/6 92/5 98/6  99/7 99/22 100/7 112/1  119/14 121/20  <b>fought</b> [1] 75/12  <b>foundation</b> [1] 62/11  <b>four</b> [8] 52/4 54/25  58/17 58/24 59/17  64/16 83/21 91/7  <b>fourth</b> [4] 40/22 41/10  41/11 43/22  <b>frame</b> [2] 79/4 81/5  <b>free</b> [1] 89/22  <b>frequency</b> [2] 43/13  122/25  <b>frequent</b> [2] 66/24  123/3  <b>friends</b> [1] 6/5  <b>front</b> [7] 28/15 28/20  51/19 58/10 59/20  71/12 117/17  <b>fuel</b> [1] 118/23  <b>full</b> [10] 14/9 14/16  31/18 31/18 33/3 39/4  39/17 63/17 95/1  101/15  <b>fun</b> [1] 124/22  <b>function</b> [3] 18/1 67/11  88/24  <b>functions</b> [2] 72/20  72/22  <b>fundamental</b> [1] 39/8  <b>funding</b> [3] 61/15  101/21 101/22  <b>funds</b> [2] 65/6 65/8  <b>funny</b> [1] 4/7  <b>further</b> [6] 12/11 43/14  81/10 101/9 109/8  125/1  <b>future</b> [4] 44/7 52/7  71/11 93/4</p>	<p>66/15 66/21 66/22  68/23 81/15 82/6 84/1  85/8 85/9 85/19 89/1  90/18 100/5 108/4  109/22 110/15 117/15  123/20  <b>getter</b> [1] 6/21  <b>getting</b> [9] 17/2 64/2  64/24 82/4 82/5 84/6  101/3 123/11 123/12  <b>give</b> [12] 19/5 47/13  72/2 73/24 75/19 83/16  88/11 94/23 98/19  106/8 111/16 122/10  <b>given</b> [3] 56/10 83/2  111/5  <b>gives</b> [3] 46/3 47/16  90/25  <b>giving</b> [2] 13/19 120/15  <b>go</b> [36] 3/21 4/14 4/17  4/18 5/11 7/3 8/25 9/11  11/18 12/2 18/14 19/12  19/13 33/23 38/5 45/11  48/24 52/11 55/10  59/17 78/2 79/3 81/13  87/20 89/5 91/18 91/23  92/1 97/13 99/7 103/24  105/6 106/24 107/2  111/1 119/25  <b>go-round</b> [1] 78/2  <b>goals</b> [1] 63/23  <b>goes</b> [7] 49/7 50/12  109/17 109/23 110/2  110/2 110/18  <b>going</b> [67] 3/23 4/2 5/8  13/6 13/7 13/9 13/23  17/22 18/1 18/5 18/13  19/17 20/16 20/22  26/15 26/16 29/4 32/10  34/20 36/3 36/19 44/24  48/3 51/15 51/18 52/11  55/13 56/5 57/16 57/19  61/12 63/10 64/11 65/5  66/10 77/14 77/19  80/20 80/21 82/20  83/23 84/3 84/8 86/1  88/18 88/20 91/5 91/24  93/24 94/5 94/12 99/5  100/3 101/2 101/3  103/12 106/4 108/8  111/24 114/12 115/8  118/24 120/6 121/20  121/25 124/15 124/16  <b>gone</b> [5] 95/20 114/3  114/4 114/10 123/18  <b>gonna</b> [1] 57/18  <b>good</b> [29] 3/2 11/23  19/12 21/17 21/22  21/24 25/16 28/4 37/4  41/5 41/11 43/20 47/8  47/15 49/18 51/3 65/10  67/4 68/9 70/6 79/13  89/7 90/3 92/12 100/5  113/12 113/12 114/1  114/1</p>	<p><b>good-size</b> [1] 70/6  <b>Gorman</b> [3] 85/25  85/25 92/10  <b>got</b> [13] 3/22 35/10  35/16 35/24 36/7 44/24  45/11 70/17 70/20 72/3  73/4 94/17 104/21  <b>Gotcha</b> [1] 30/1  <b>gotten</b> [4] 26/25 34/8  34/15 114/5  <b>governed</b> [2] 17/9  17/23  <b>governing</b> [1] 117/11  <b>government</b> [21] 70/10  71/13 72/4 72/12 72/17  72/18 72/25 73/11  74/12 74/23 75/18  75/23 78/9 78/10 78/15  79/18 85/1 85/7 85/13  85/15 117/11  <b>government-related</b> [1]  78/10  <b>governmental</b> [1]  102/16  <b>governments</b> [1]  117/16  <b>Governor</b> [1] 94/5  <b>grad</b> [1] 4/13  <b>grant</b> [5] 61/15 65/5  65/5 65/8 83/24  <b>granted</b> [1] 99/14  <b>grants</b> [2] 61/8 61/12  <b>great</b> [7] 6/9 41/22  54/10 60/2 75/6 83/5  89/18  <b>greater</b> [1] 90/10  <b>greatest</b> [1] 122/22  <b>greatly</b> [2] 65/23 80/6  <b>green</b> [1] 122/11  <b>grief</b> [1] 42/21  <b>groundwork</b> [1]  113/24  <b>group</b> [4] 1/15 11/11  11/25 12/9  <b>groups</b> [1] 9/2  <b>Grove</b> [1] 1/15  <b>growth</b> [3] 60/25 85/21  105/23  <b>guess</b> [38] 4/13 5/8  8/18 12/25 17/14 24/17  27/20 29/3 30/9 33/25  37/1 37/20 39/8 39/12  39/16 41/1 45/19 45/23  47/2 48/12 56/2 69/19  69/24 70/22 72/2 76/11  77/11 80/1 80/13 83/6  84/3 96/13 107/18  108/2 108/10 111/14  117/21 124/4  <b>guests</b> [1] 3/7  <b>guidance</b> [2] 80/24  97/3  <b>guide</b> [2] 52/21 53/18  <b>guidelines</b> [1] 98/13  <b>guiding</b> [1] 52/19</p>	<p><b>guys</b> [4] 4/2 5/23 6/3  90/5  <b>H</b>  <b>had</b> [45] 5/13 21/20  22/20 34/10 35/24  44/18 46/14 47/5 53/13  53/21 53/23 53/25 54/1  54/2 54/4 54/10 56/10  58/14 59/12 61/5 61/5  66/24 67/23 69/11  69/14 69/15 69/16  69/17 73/17 76/11  76/11 76/13 78/3 78/4  78/19 79/23 83/11 93/2  94/22 101/18 108/23  108/25 119/16 121/12  124/4  <b>half</b> [4] 54/21 77/11  91/15 103/7  <b>hand</b> [3] 7/7 8/9 62/24  <b>handful</b> [1] 57/17  <b>handle</b> [4] 14/5 36/17  37/17 72/1  <b>handled</b> [4] 12/12  12/16 13/11 22/7  <b>handles</b> [1] 16/19  <b>hands</b> [1] 5/16  <b>hangar</b> [8] 48/20 48/22  65/2 87/3 87/11 87/21  92/16 94/10  <b>hangars</b> [6] 61/10  85/22 87/12 87/22 93/6  105/22  <b>happen</b> [3] 93/19 93/25  94/3  <b>happened</b> [2] 19/1  50/11  <b>happens</b> [3] 39/9 41/14  61/19  <b>happily</b> [1] 25/9  <b>happy</b> [5] 22/21 26/14  67/16 89/23 92/5  <b>hard</b> [1] 121/2  <b>harm</b> [1] 73/3  <b>has</b> [30] 8/1 9/6 11/8  13/1 20/24 26/10 38/19  39/11 40/17 43/5 46/10  55/19 60/15 63/16  80/24 85/15 88/7 92/19  97/14 101/5 107/13  109/5 110/6 114/10  115/4 115/17 118/15  119/23 121/21 124/4  <b>hasn't</b> [1] 79/10  <b>hate</b> [1] 81/20  <b>have</b> [272]  <b>haven't</b> [5] 20/2 20/9  21/20 34/15 93/21  <b>having</b> [12] 4/23 14/10  45/19 47/14 49/3 62/10  62/15 65/4 67/18 82/12  121/1 122/8  <b>Hay</b> [2] 90/2 92/10  <b>he</b> [27] 7/21 8/15 11/21</p>
<p><b>G</b>  <b>GA</b> [1] 64/6  <b>Galín</b> [1] 106/1  <b>Gators</b> [1] 4/17  <b>gavel</b> [1] 7/20  <b>general</b> [23] 2/12 20/15  45/24 46/8 47/16 48/21  49/6 60/22 68/2 68/8  70/24 71/2 73/6 78/15  80/1 80/8 84/12 84/14  85/18 91/3 91/10 104/5  124/7  <b>generally</b> [3] 49/6 83/5  101/16  <b>Georgia</b> [1] 4/13  <b>get</b> [48] 3/10 3/19 3/22  4/20 5/21 6/3 11/13  11/23 11/23 18/23  18/24 19/6 20/4 27/14  37/8 38/10 40/20 42/12  48/18 48/20 49/2 49/12  51/23 53/14 58/11 63/4  63/9 64/11 65/5 66/4</p>				

<p><b>H</b>  <b>he...</b> [24] 26/4 35/24  88/2 88/3 98/17 115/5  115/5 115/6 115/7  115/10 115/10 116/2  116/3 116/4 116/5  116/8 117/23 118/9  118/15 119/12 119/23  120/11 120/11 120/22  <b>he's</b> [3] 4/13 86/14  97/15  <b>hear</b> [6] 11/2 48/17  80/14 118/19 119/7  119/8  <b>heard</b> [8] 60/4 60/10  60/14 61/25 63/6 71/21  80/16 103/1  <b>hearing</b> [3] 7/3 51/9  123/1  <b>heart</b> [1] 124/10  <b>held</b> [2] 1/3 59/23  <b>help</b> [11] 9/12 16/11  32/10 52/16 52/19  52/21 53/9 54/19 55/9  81/5 93/24  <b>helpful</b> [4] 38/10 50/19  73/9 111/22  <b>helping</b> [2] 65/20  87/22  <b>here</b> [64] 5/3 5/11 6/6  9/21 9/23 20/23 33/8  34/14 43/1 51/20 53/8  54/11 56/6 59/20 61/6  61/19 63/14 66/4 70/3  70/17 70/18 70/23 71/1  72/5 72/6 73/4 75/3  75/9 75/11 75/24 78/4  79/9 79/19 80/7 80/15  81/21 82/8 83/1 84/13  84/19 85/21 86/17  87/21 88/18 89/6 91/4  92/5 93/9 94/1 94/1  94/19 95/22 97/14  97/15 102/24 103/2  103/11 105/10 105/22  114/3 116/18 120/3  121/5 122/20  <b>Here's</b> [2] 28/21 48/22  <b>Hernandez</b> [1] 106/1  <b>hierarchy</b> [1] 103/5  <b>high</b> [1] 81/13  <b>highest</b> [1] 62/7  <b>him</b> [8] 7/19 35/24  35/24 98/14 119/14  120/15 120/17 120/20  <b>hire</b> [1] 68/5  <b>his</b> [10] 89/15 103/8  103/9 114/14 114/14  114/16 117/2 118/5  118/6 120/20  <b>historically</b> [3] 38/18  88/12 118/12  <b>hit</b> [1] 41/14  <b>hoc</b> [1] 12/25  <b>hold</b> [8] 43/23 67/1</p>	<p>87/6 87/9 87/12 87/14  95/5 95/9  <b>holder</b> [1] 78/13  <b>holding</b> [1] 82/12  <b>holdup</b> [1] 84/6  <b>holiday</b> [3] 41/12 56/16  56/17  <b>holidays</b> [2] 38/21 40/6  <b>Hollingsworth</b> [1] 27/4  <b>home</b> [3] 75/4 75/5  91/18  <b>honest</b> [1] 97/21  <b>honored</b> [1] 4/23  <b>hope</b> [2] 29/19 65/9  <b>hoping</b> [1] 16/5  <b>horizon</b> [2] 102/11  123/3  <b>hour</b> [5] 44/16 55/22  56/2 56/8 91/15  <b>hourly</b> [1] 77/9  <b>hours</b> [3] 32/20 56/3  77/13  <b>how</b> [54] 5/9 7/14 8/23  17/25 18/10 20/10  20/16 29/4 29/7 29/7  29/16 30/12 32/5 32/21  32/25 36/17 37/17  40/21 42/1 45/15 48/2  53/17 56/13 59/6 59/8  61/13 61/17 62/8 64/14  64/24 64/24 65/7 67/8  67/14 67/23 68/21 75/6  76/16 77/20 79/24  80/20 80/21 83/7 87/8  87/10 88/13 88/15  88/15 89/12 95/20  97/14 97/25 106/21  122/4  <b>however</b> [5] 78/6 80/22  86/10 103/8 103/8  <b>huge</b> [4] 40/14 64/14  64/21 65/3  <b>Hugh</b> [1] 104/1  <b>Huh</b> [2] 28/12 28/13  <b>Huh-uh</b> [2] 28/12 28/13  <b>humbly</b> [1] 75/17  <b>hundred</b> [6] 88/22  88/23 115/6 115/18  119/21 119/23  <b>hundreds</b> [1] 90/8</p>	<p>17/11 17/12 18/12  18/12 21/7 22/21 23/21  24/11 24/24 26/14  28/19 29/15 30/8 31/12  31/22 31/23 34/21  35/19 37/17 37/20 40/5  51/11 51/17 52/11  57/16 57/19 57/24  67/16 68/6 68/24 69/6  73/9 73/9 78/4 80/10  80/10 84/3 85/18 86/15  86/22 88/5 88/6 88/7  88/9 88/13 91/24 92/4  92/5 93/24 102/19  102/22 102/23 102/24  104/7 104/7 104/12  108/23 110/12 110/13  111/15 114/18 114/18  114/24 117/8 118/1  119/2 119/3 119/6  119/8 119/18 120/24  121/3 121/3 123/21  124/3 124/19 124/22  <b>I've</b> [21] 14/19 36/7  50/7 50/24 64/19 64/19  73/15 88/12 92/17 93/1  93/1 93/3 93/12 94/17  97/2 99/23 101/8 103/1  124/15 124/16 124/17  <b>idea</b> [8] 41/5 47/17  52/23 61/13 77/4 80/8  80/9 83/5  <b>ideal</b> [2] 18/8 58/20  <b>ideas</b> [1] 16/3  <b>identical</b> [2] 69/11  72/21  <b>identified</b> [1] 52/18  <b>identify</b> [1] 52/19  <b>immediate</b> [5] 105/12  105/13 105/13 105/14  106/10  <b>immediately</b> [1] 29/12  <b>immunity</b> [2] 74/14  117/13  <b>impact</b> [4] 17/24 61/18  76/25 77/5  <b>implement</b> [2] 16/6  62/12  <b>implementable</b> [1]  53/12  <b>implicate</b> [1] 17/7  <b>implicates</b> [1] 19/8  <b>implications</b> [1]  112/24  <b>implicit</b> [1] 108/2  <b>importance</b> [1] 63/13  <b>important</b> [17] 29/9  31/17 55/12 63/24 65/9  65/15 65/25 66/2 77/7  85/14 86/5 88/24 89/4  101/12 106/16 111/2  122/5  <b>impose</b> [1] 89/23  <b>impossible</b> [1] 104/24  <b>impressive</b> [1] 65/14</p>	<p><b>improve</b> [1] 89/5  <b>improvement</b> [1] 87/18  <b>improvements</b> [1]  66/21  <b>inaudible</b> [3] 10/25  35/5 35/8  <b>include</b> [1] 100/16  <b>included</b> [1] 52/7  <b>including</b> [1] 31/10  <b>increase</b> [1] 65/1  <b>increased</b> [1] 79/10  <b>independent</b> [1]  105/21  <b>indicate</b> [2] 7/7 7/8  <b>indicated</b> [2] 6/17 6/23  <b>Indicates</b> [8] 5/6 7/11  7/15 8/10 8/11 8/12  8/13 8/14  <b>indicator</b> [1] 79/13  <b>indirect</b> [3] 95/3 95/6  95/9  <b>individual</b> [4] 20/18  24/19 49/13 106/21  <b>individually</b> [1] 63/4  <b>individuals</b> [1] 6/17  <b>industry</b> [2] 60/22  72/14  <b>inform</b> [1] 110/25  <b>information</b> [14] 47/23  53/8 53/9 54/12 54/23  54/24 55/5 55/7 57/18  64/12 66/8 69/4 76/24  111/20  <b>informed</b> [1] 122/10  <b>informing</b> [1] 71/2  <b>infrastructure</b> [4] 60/6  60/18 61/9 61/10  <b>initial</b> [2] 45/9 116/20  <b>initially</b> [1] 13/14  <b>initiative</b> [2] 52/20  89/24  <b>initiatives</b> [7] 55/10  58/14 61/22 62/19  62/19 62/21 62/23  <b>input</b> [12] 11/23 13/19  39/15 53/1 54/7 54/18  59/21 79/25 86/10  88/11 122/18 123/15  <b>inputting</b> [1] 65/15  <b>ins</b> [1] 3/21  <b>instead</b> [1] 42/16  <b>intended</b> [1] 58/16  <b>intense</b> [1] 100/4  <b>intensive</b> [1] 100/1  <b>intent</b> [2] 17/12 50/3  <b>intention</b> [1] 14/22  <b>inter</b> [1] 47/19  <b>interact</b> [2] 73/17  73/21  <b>interacted</b> [1] 73/15  <b>interest</b> [21] 6/17 6/23  6/25 8/1 9/7 10/16  10/18 14/15 18/3 18/16  22/11 22/11 22/12  49/25 50/4 80/7 85/8</p>	<p>94/7 95/3 95/6 95/9  <b>interested</b> [6] 6/25  21/7 48/9 48/19 82/9  98/18  <b>interesting</b> [1] 85/1  <b>interests</b> [1] 74/7  <b>internal</b> [1] 19/5  <b>international</b> [2] 69/7  74/8  <b>interrupt</b> [1] 37/21  <b>interruption</b> [2] 11/1  35/12  <b>interviewed</b> [1] 72/5  <b>introduce</b> [5] 3/10 4/5  14/22 103/25 105/1  <b>invaluable</b> [2] 89/15  89/16  <b>inventory</b> [2] 93/5  94/12  <b>involve</b> [1] 24/20  <b>involves</b> [1] 67/9  <b>is</b> [247]  <b>isn't</b> [5] 23/4 24/8 70/7  106/8 115/12  <b>issue</b> [15] 13/9 15/15  16/21 36/19 49/6 61/21  66/19 75/9 87/8 88/8  106/3 112/22 117/7  117/16 118/4  <b>issued</b> [1] 110/11  <b>issues</b> [10] 12/22 62/1  62/22 62/25 71/4 72/25  73/1 73/18 120/3 120/7  <b>it</b> [237]  <b>It'd</b> [1] 30/17  <b>it's</b> [99] 3/23 9/18 9/19  9/21 10/7 10/9 10/12  10/13 10/15 11/25  12/13 15/24 15/25  15/25 17/15 17/22  20/10 20/17 21/14  27/19 31/6 31/17 33/13  35/3 35/10 35/16 37/9  38/2 38/16 38/18 42/7  42/14 45/15 45/16 49/4  50/12 54/13 55/20  55/25 56/4 59/9 60/11  61/9 63/24 65/21 65/24  65/25 65/25 67/18  67/24 68/23 71/7 71/8  75/10 78/11 78/12 79/2  79/10 82/22 86/24  88/24 89/4 89/17 89/17  89/18 91/2 92/16 92/23  92/25 94/6 98/21 100/5  101/1 101/1 101/1  102/7 102/7 102/7  102/19 103/3 106/9  106/13 108/7 108/7  108/7 109/6 110/1  110/22 110/25 111/12  113/18 115/24 116/1  117/2 119/9 119/22  123/11 123/11 124/18  <b>item</b> [25] 8/17 17/14</p>
---	--	---	--	---

<p><b>I</b></p> <p>item... [23] 28/5 33/14 45/9 47/6 48/9 48/20 48/24 49/2 49/3 49/7 49/13 68/15 83/13 83/13 83/15 94/20 95/17 95/19 96/3 96/16 96/20 96/25 104/6</p> <p>items [22] 2/6 10/10 28/8 28/10 29/5 34/4 36/23 37/6 45/3 49/4 49/12 50/14 58/3 61/6 63/5 76/23 83/18 83/20 83/21 95/21 99/16 118/11</p> <p>its [2] 53/10 68/1</p> <p>itself [1] 10/14</p>	<p>27/21 28/13 30/6 32/4 33/18 34/2 35/23 37/24 44/10 44/12 45/14 45/20 45/23 46/6 47/10 48/11 50/7 50/15 51/10 51/11 51/19 55/24 56/6 56/6 56/10 56/20 57/16 60/10 61/6 63/12 64/20 68/5 72/8 73/8 73/9 74/15 76/21 78/24 83/18 84/18 89/2 89/12 89/16 94/24 96/19 98/24 99/5 101/8 101/10 104/7 104/14 106/6 106/9 106/15 107/9 109/9 110/23 111/9 112/21 114/22 120/24 121/3 121/6 121/15 121/18 122/21 122/23 122/24 124/1 124/5 124/11 124/11</p>	<p>122/3 122/8 122/13 122/16 122/20 123/4 123/5 123/7 123/8 123/8 123/11 123/13 123/15 124/5</p> <p>knowing [2] 32/21 71/2</p> <p>knowledge [2] 69/25 120/9</p> <p>knowledge/permission [1] 120/9</p> <p>knows [2] 47/15 115/10</p>	<p>left [3] 7/4 88/2 88/3 legal [17] 2/10 16/22 66/11 66/12 66/14 71/10 72/17 72/25 72/25 73/18 77/14 78/7 78/10 85/4 89/11 89/13 112/22</p> <p>legislative [1] 74/23</p> <p>legs [1] 90/25</p> <p>Leon [1] 106/2</p> <p>let [8] 3/9 4/4 6/3 8/18 12/10 59/3 73/24 110/22</p> <p>let's [9] 4/25 9/14 43/24 94/20 96/8 102/18 106/20 114/2 114/4</p> <p>letter [2] 69/10 69/11</p> <p>level [5] 61/12 81/13 101/19 101/21 106/17</p> <p>levels [2] 16/11 62/16</p> <p>liability [2] 74/13 117/5</p> <p>liaison [3] 17/16 22/15 22/17</p> <p>lieu [2] 41/23 57/4</p> <p>light [1] 122/11</p> <p>lighting [1] 72/24</p> <p>like [63] 8/15 14/2 21/4 25/25 31/20 31/25 39/24 40/19 41/5 45/15 47/17 49/19 49/20 50/12 52/5 54/15 54/16 55/8 55/13 55/18 58/11 58/19 58/22 58/22 60/10 62/3 63/1 63/12 65/24 66/15 69/8 78/17 83/19 83/19 84/23 85/11 85/17 85/20 86/2 86/24 87/2 87/16 87/17 92/9 92/17 93/5 94/9 95/2 100/9 103/7 104/9 111/9 111/10 114/22 116/15 116/20 119/10 119/12 120/2 120/5 122/13 122/20 123/10</p> <p>liked [1] 67/21</p> <p>likely [8] 55/22 56/4 83/19 83/21 101/11 101/15 113/18 113/20</p> <p>likes [1] 39/12</p> <p>limit [3] 36/12 115/3 118/5</p> <p>limitation [1] 65/8</p> <p>limited [1] 33/22</p> <p>limiting [1] 40/19</p> <p>limits [2] 115/9 117/24</p> <p>line [3] 5/10 6/22 117/18</p> <p>lingering [1] 49/14</p> <p>LIOTTA [17] 1/12 5/5 14/16 19/19 23/15 25/18 27/10 67/13 82/20 84/19 84/22 89/3 92/9 94/16 105/4 107/15 112/12</p>	<p>list [17] 10/21 14/16 18/14 28/24 37/22 45/8 45/10 58/13 67/3 70/19 87/3 87/3 87/18 92/20 93/2 93/7 93/23</p> <p>listed [8] 21/13 21/13 24/9 27/21 37/15 45/5 78/3 119/22</p> <p>listen [1] 72/6</p> <p>listening [1] 73/8</p> <p>listing [2] 16/4 37/14</p> <p>litigation [2] 74/3 75/7</p> <p>little [11] 3/20 4/15 37/9 50/25 66/20 66/20 90/5 90/12 97/5 106/8 124/4</p> <p>local [23] 54/4 68/9 70/9 71/13 72/4 72/11 72/17 72/18 72/25 73/11 74/12 74/22 75/18 75/23 76/2 76/2 79/17 85/6 85/12 89/22 106/17 117/10 117/16</p> <p>locally [1] 61/17</p> <p>location [3] 60/5 60/10 71/24</p> <p>logic [1] 49/19</p> <p>logistically [2] 13/12 14/7</p> <p>LOI [1] 123/12</p> <p>long [16] 5/14 32/21 41/15 48/2 78/16 93/14 96/2 97/14 99/25 100/20 115/24 117/2 120/4 120/8 121/12 121/12</p> <p>long-term [5] 99/25 120/4 120/8 121/12 121/12</p> <p>longer [1] 116/25</p> <p>look [24] 2/11 9/7 13/2 39/5 41/19 55/24 59/3 65/3 65/6 65/22 67/2 72/15 74/11 76/24 83/9 83/11 83/14 91/14 102/10 111/1 114/12 115/8 118/3 122/12</p> <p>look-ahead [2] 83/11 102/10</p> <p>looked [1] 64/19</p> <p>looking [15] 9/15 30/7 31/7 32/4 34/9 38/7 40/5 55/15 66/25 81/24 83/10 83/23 92/5 115/10 116/18</p> <p>looks [6] 8/15 25/25 49/19 49/20 83/19 83/19</p> <p>loop [1] 10/19</p> <p>lot [35] 16/9 46/1 48/5 54/12 54/13 54/22 57/25 58/7 59/24 60/2 60/24 60/24 60/25 60/25 61/1 61/3 61/8 62/3 64/23 68/8 73/12</p>
<p><b>J</b></p> <p>Jack [1] 85/25</p> <p>Jacksonville [1] 88/6</p> <p>JANET [3] 1/22 126/6 126/13</p> <p>January [9] 1/6 31/9 31/15 36/24 37/22 37/25 44/2 44/21 126/10</p> <p>January 30th [4] 36/24 37/22 37/25 44/21</p> <p>jargon [1] 63/18</p> <p>JENNIFER [5] 1/12 5/4 27/10 114/22 120/1</p> <p>Jennifer's [2] 26/18 114/8</p> <p>jive [1] 23/19</p> <p>job [5] 98/9 100/9 121/9 121/10 122/3</p> <p>jobs [3] 111/2 121/25 121/25</p> <p>John [1] 85/24</p> <p>JOHNS [10] 1/1 1/15 3/5 4/10 70/5 70/13 84/22 85/14 105/5 126/4</p> <p>join [1] 5/24</p> <p>joined [2] 65/13 65/13</p> <p>Jose [3] 86/14 86/16 86/21</p> <p>jot [1] 91/17</p> <p>Judge [6] 4/5 4/6 4/8 4/20 4/21 5/20</p> <p>Judge Ferebee [2] 4/8 4/20</p> <p>judicial [1] 74/23</p> <p>June [7] 44/2 44/21 96/7 98/4 99/16 109/13 109/16</p> <p>June -- the [1] 44/2</p> <p>June 30th [1] 96/7</p> <p>just [95] 3/20 3/22 4/9 5/10 6/6 7/3 8/19 9/4 11/8 11/9 12/10 13/12 13/25 15/19 18/22 20/4 20/15 20/17 21/25 22/2 22/14 25/14 26/11</p>	<p><b>K</b></p> <p>keep [10] 43/15 45/8 45/10 49/21 50/17 60/15 60/17 60/17 91/25 94/8</p> <p>keeping [1] 85/16</p> <p>kept [1] 26/11</p> <p>key [1] 60/6</p> <p>kicked [1] 75/13</p> <p>kind [15] 3/20 5/10 16/9 16/13 35/3 50/10 50/12 65/19 78/16 88/7 88/9 102/12 102/13 121/2 122/21</p> <p>kinds [4] 4/11 74/19 75/1 117/13</p> <p>know [107] 10/22 11/20 11/24 12/1 12/2 14/2 14/12 15/9 15/13 16/8 19/8 24/2 24/20 36/21 37/5 40/13 47/1 47/12 50/5 50/7 50/12 54/13 58/4 58/19 58/21 59/3 61/7 61/11 62/5 62/10 62/15 63/6 66/25 67/5 68/20 68/21 72/3 76/3 77/1 77/3 77/8 77/10 77/15 77/18 77/19 78/3 78/10 78/14 78/15 81/2 82/16 88/7 89/10 90/20 94/11 97/3 97/4 97/13 98/12 99/22 100/6 100/7 100/8 100/10 100/12 100/25 101/4 101/14 102/13 102/15 103/10 105/2 105/2 105/17 105/18 105/19 107/13 110/12 111/21 112/23 113/13 113/14 115/15 118/22 119/9 119/9 119/16 119/19 119/22 119/24 119/25 120/4 120/9</p>	<p><b>L</b></p> <p>labor [1] 74/10</p> <p>Ladies [1] 90/23</p> <p>Lake [2] 84/22 105/4</p> <p>lame [1] 124/18</p> <p>land [3] 62/7 74/7 74/19</p> <p>landlord [2] 88/19 88/20</p> <p>landside [1] 100/2</p> <p>landslide [1] 8/15</p> <p>language [2] 81/17 118/2</p> <p>large [4] 72/20 78/13 89/10 89/11</p> <p>largely [4] 69/6 69/10 72/25 79/18</p> <p>larger [1] 12/9</p> <p>last [18] 12/1 12/2 44/10 46/12 47/5 48/3 50/21 59/5 67/22 67/22 69/13 70/19 71/22 72/6 77/2 79/20 102/21 103/8</p> <p>late [1] 41/23</p> <p>later [3] 9/10 34/17 34/25</p> <p>latest [2] 3/4 33/6</p> <p>launching [1] 100/4</p> <p>law [19] 1/15 17/7 17/9 17/23 49/5 69/22 70/6 70/10 71/24 72/4 72/9 72/12 74/10 74/12 75/1 75/3 75/18 75/23 117/14</p> <p>lawsuit [1] 75/11</p> <p>lawyer [4] 71/23 72/1 74/3 88/9</p> <p>lawyers [4] 70/2 70/9 70/17 70/20</p> <p>laying [1] 18/3</p> <p>lead [2] 82/20 114/8</p> <p>leadership [1] 8/23</p> <p>learn [1] 90/19</p> <p>learned [1] 99/23</p> <p>lease [3] 92/23 92/25 120/5</p> <p>leases [3] 48/20 48/23 74/16</p> <p>least [8] 13/14 21/4 30/18 31/6 63/7 83/20 99/25 122/14</p>		

<p><b>L</b></p> <p>lot... [14] 77/19 78/14 87/10 89/5 92/4 97/16 97/18 98/4 98/5 98/6 100/13 103/2 108/21 109/5</p> <p>love [1] 59/2</p> <p>lowest [1] 6/20</p> <p>LUDLOW [15] 1/10 6/24 20/24 22/6 23/12 23/17 24/5 27/9 27/11 35/9 35/10 35/11 35/14 112/14 114/5</p> <p>Ludlow's [1] 116/20</p>	<p>master plan [4] 15/10 16/1 16/2 19/21</p> <p>master planning [2] 14/21 15/7</p> <p>master plans [1] 64/7</p> <p>matchups [1] 9/8</p> <p>materials [3] 10/24 12/18 28/20</p> <p>Matt [2] 84/22 105/4</p> <p>matter [8] 23/6 29/13 36/9 39/2 76/20 77/19 95/11 124/13</p> <p>matters [5] 29/11 51/5 72/1 79/22 81/23</p> <p>may [29] 14/19 17/5 17/7 17/17 17/20 17/23 17/24 24/20 42/15 50/14 61/15 62/19 66/21 67/6 69/3 69/21 69/22 71/23 85/9 109/23 112/25 113/4 113/8 113/10 117/11 117/11 118/23 120/2 120/7</p> <p>May 5th [1] 118/23</p> <p>maybe [29] 9/9 9/11 10/3 11/9 13/16 18/20 19/3 19/5 20/3 32/7 33/16 36/2 41/13 43/4 51/4 56/21 63/3 69/21 74/14 78/23 82/12 83/22 90/16 106/14 113/23 113/23 113/23 123/5 123/10</p> <p>mayors [1] 90/12</p> <p>me [34] 3/3 3/6 3/16 4/4 4/7 4/23 5/22 8/18 11/14 12/10 22/9 23/6 28/20 31/13 35/9 35/18 40/2 73/24 76/3 79/2 83/16 84/21 95/7 103/1 103/20 104/24 110/23 114/23 118/19 119/5 119/6 119/9 119/10 124/8</p> <p>mean [27] 14/3 16/25 25/13 32/21 37/17 39/7 39/11 41/4 45/20 45/21 47/25 49/19 50/21 50/23 50/24 51/3 56/21 68/19 73/13 73/19 77/10 93/1 97/11 99/20 104/10 106/10 113/21</p> <p>measure [1] 93/9</p> <p>meet [7] 12/23 29/17 30/16 39/24 85/19 94/3 99/9</p> <p>meeting [96] 1/2 1/3 2/11 3/4 7/20 12/3 12/17 12/17 13/23 14/24 15/18 17/8 18/18 19/9 19/16 20/21 21/20 28/17 29/2 29/11 29/14 29/18 30/3 30/5 30/10 30/13 30/21 31/4 31/18</p>	<p>32/25 33/1 33/12 33/17 35/4 36/5 36/22 36/24 37/3 37/7 37/23 38/7 39/11 39/19 40/16 41/23 41/24 42/23 42/25 43/19 43/19 44/3 44/16 45/6 46/9 46/25 48/8 48/16 48/19 51/25 52/24 54/3 54/4 54/7 54/15 56/11 56/13 56/21 57/5 57/21 57/23 67/22 68/16 68/17 69/13 70/20 71/22 72/6 73/5 77/2 79/20 80/9 81/16 82/24 83/9 83/11 83/14 83/21 84/2 93/8 96/17 99/17 101/8 103/20 104/3 124/2 125/2</p> <p>meetings [1] 100/16</p> <p>meetings [41] 12/2 12/16 12/17 12/23 15/5 29/1 29/2 29/8 30/12 30/24 30/25 31/21 34/10 39/1 39/10 39/12 39/19 39/21 39/21 40/11 41/1 45/25 47/5 48/2 48/7 50/8 50/9 50/17 52/6 53/24 53/24 53/25 66/24 75/21 75/25 90/9 91/4 91/15 96/23 99/24 122/25</p> <p>meets [1] 91/13</p> <p>member [31] 2/13 7/25 12/15 13/2 13/8 13/16 13/25 14/15 15/8 18/7 20/12 25/13 34/11 35/1 37/24 54/1 54/3 55/2 67/12 76/13 76/14 86/22 91/22 91/23 92/2 96/23 96/24 114/3 114/5 114/6 123/18</p> <p>members [45] 1/9 3/7 3/10 3/10 3/19 6/15 6/23 8/3 13/17 13/18 13/24 15/3 15/4 15/8 15/23 43/4 48/10 51/19 51/21 51/22 52/3 52/24 53/3 53/6 54/8 54/14 55/8 55/9 55/17 55/19 59/1 60/3 62/4 63/2 65/13 69/17 79/25 83/4 84/23 86/24 87/5 90/4 93/17 93/18 124/17</p> <p>Members' [1] 50/2</p> <p>memorialize [1] 18/12</p> <p>memorialized [2] 20/5 20/15</p> <p>mention [2] 8/18 111/13</p> <p>mentioned [5] 18/15 61/1 62/3 99/23 121/16</p> <p>mentioning [1] 11/21</p> <p>mentions [1] 65/18</p> <p>merit [2] 78/6 97/23</p>	<p>messages [1] 91/2</p> <p>met [4] 54/5 54/9 56/23 93/12</p> <p>mic [2] 35/18 103/24</p> <p>MICHELLE [4] 1/11 4/25 27/8 100/8</p> <p>Michelle's [1] 26/15</p> <p>middle [3] 3/23 4/3 99/3</p> <p>might [22] 3/8 6/25 9/12 12/5 13/18 14/1 17/4 18/8 27/2 37/7 37/8 37/11 38/9 42/9 48/11 50/18 68/9 77/5 79/24 101/12 105/2 122/1</p> <p>milestones [2] 52/12 53/20</p> <p>million [1] 36/11</p> <p>mind [6] 11/17 23/1 23/3 23/7 105/9 119/17</p> <p>minds [1] 50/2</p> <p>mine [1] 24/3</p> <p>Mine's [1] 29/25</p> <p>minimum [1] 13/20</p> <p>minute [1] 6/2</p> <p>minutes [2] 6/7 46/5</p> <p>misremembering [1] 10/3</p> <p>missed [3] 42/19 63/5 84/15</p> <p>mission [6] 18/8 21/18 57/25 58/2 58/14 78/12</p> <p>Mist [2] 84/22 105/4</p> <p>mix [2] 6/21 21/25</p> <p>model [2] 89/10 91/9</p> <p>modeled [1] 91/7</p> <p>models [2] 89/8 89/12</p> <p>Modern [2] 95/4 95/5</p> <p>Modern Aero [1] 95/4</p> <p>modification [1] 113/19</p> <p>modify [2] 100/14 108/4</p> <p>moment [1] 20/13</p> <p>Monday [16] 1/6 31/8 32/2 32/4 32/19 38/17 38/19 39/25 40/3 40/9 42/13 43/22 56/7 56/18 57/13 68/17</p> <p>Mondays [3] 40/22 41/10 41/11</p> <p>monetary [2] 114/14 115/3</p> <p>money [1] 85/16</p> <p>month [29] 15/14 15/16 18/23 18/24 18/24 29/19 30/9 37/11 38/9 38/16 38/24 39/18 39/25 40/11 41/1 50/10 52/4 56/22 71/8 71/8 77/14 79/7 79/9 81/4 84/8 87/5 87/7 110/20 110/21</p> <p>month's [1] 100/16</p>	<p>monthly [6] 29/1 39/18 78/25 79/3 79/9 79/15</p> <p>months [4] 38/7 100/12 103/6 103/7</p> <p>more [40] 8/21 9/1 12/5 12/15 13/2 13/11 13/12 18/9 18/19 33/14 33/24 34/2 36/17 39/8 39/9 39/21 40/24 41/2 66/24 67/6 68/9 76/12 76/19 76/21 83/22 85/19 85/19 87/22 87/22 94/19 105/22 105/22 105/25 106/9 108/23 111/20 116/10 118/23 123/3 124/19</p> <p>morning [9] 31/22 31/25 32/5 39/12 41/23 42/1 42/17 43/6 55/23</p> <p>most [7] 9/1 29/9 55/22 74/6 78/9 116/17 124/22</p> <p>mostly [1] 53/7</p> <p>motel [1] 116/5</p> <p>motion [29] 11/14 27/14 34/12 35/22 37/23 95/19 96/10 96/11 96/12 96/24 99/6 102/22 102/23 102/23 104/11 104/15 107/10 107/16 107/17 109/4 109/7 111/25 112/5 112/7 112/16 114/14 116/13 116/15 123/25</p> <p>motion's [1] 97/8</p> <p>motions [1] 11/9</p> <p>move [13] 27/16 27/17 63/10 68/25 82/21 82/21 96/3 98/6 99/21 100/7 100/7 110/20 112/1</p> <p>moved [2] 27/19 45/1</p> <p>movement [1] 123/2</p> <p>moving [4] 44/12 44/19 82/16 119/14</p> <p>Mr [6] 8/8 77/22 86/17 107/6 111/8 116/21</p> <p>Mr. [58] 7/21 8/1 8/9 8/15 14/19 15/15 17/4 19/20 19/21 23/18 25/7 27/2 31/20 39/12 42/9 46/13 47/9 48/11 49/18 51/17 51/21 51/21 52/9 52/15 53/13 55/2 66/6 66/8 66/9 66/25 69/2 69/3 77/24 77/25 78/20 80/12 83/12 84/15 84/19 85/24 88/5 89/15 92/8 92/9 92/10 92/10 92/10 92/10 92/15 94/15 97/14 98/12 98/22 100/9 112/10 112/21 116/9 119/11</p> <p>Mr. Board [3] 51/17 51/21 51/21</p>
--	--	---	---	---



<p><b>M</b>  <b>Mr. Burnett [8]</b> 49/18  66/25 69/2 77/24 78/20  80/12 89/15 116/9  <b>Mr. Chair [1]</b> 66/6  <b>Mr. Chairman [13]</b>  14/19 17/4 25/7 27/2  31/20 42/9 46/13 48/11  69/3 84/15 88/5 94/15  112/21  <b>Mr. Clarke [11]</b> 8/1 8/9  8/15 19/20 19/21 23/18  39/12 47/9 77/25 92/8  112/10  <b>Mr. Gorman [1]</b> 92/10  <b>Mr. Hay [1]</b> 92/10  <b>Mr. John [1]</b> 85/24  <b>Mr. Liotta [2]</b> 84/19  92/9  <b>Mr. Olson [6]</b> 7/21 52/9  52/15 53/13 55/2 66/8  <b>Mr. Riera [1]</b> 92/10  <b>Mr. Riera's [1]</b> 92/15  <b>Mr. Roberts [1]</b> 92/10  <b>Mr. Wuellner [7]</b> 15/15  66/9 83/12 97/14 98/12  98/22 100/9  <b>Mr. Wuellner's [1]</b>  119/11  <b>Ms [5]</b> 19/19 22/23  35/10 35/11 35/14  <b>Ms. [22]</b> 19/25 20/24  22/6 23/11 23/12 23/15  23/17 25/18 27/4 27/13  35/9 67/13 82/20 92/2  94/16 107/3 107/15  111/25 112/12 112/14  114/5 116/20  <b>Ms. Cash Chapman [1]</b>  92/2  <b>Ms. Cash-Chapman [3]</b>  23/11 107/3 111/25  <b>Ms. Chapman [2]</b>  19/25 27/13  <b>Ms. Hollingsworth [1]</b>  27/4  <b>Ms. Liotta [7]</b> 23/15  25/18 67/13 82/20  94/16 107/15 112/12  <b>Ms. Ludlow [7]</b> 20/24  22/6 23/12 23/17 35/9  112/14 114/5  <b>Ms. Ludlow's [1]</b>  116/20  <b>much [12]</b> 5/12 5/13  12/5 14/13 20/3 53/8  65/23 74/14 77/20 79/2  86/4 88/4  <b>multiple [2]</b> 15/22  33/18  <b>municipal [1]</b> 78/8  <b>my [29]</b> 10/23 11/17  14/22 18/22 21/8 23/20  25/22 29/21 40/5 48/22  69/12 69/25 70/22 71/7</p>	<p>79/6 79/9 84/19 87/23  95/13 99/17 99/19  99/24 100/15 102/21  104/3 110/17 123/20  124/10 126/9  <b>myself [3]</b> 81/14 93/2  95/14  <b>N</b>  <b>name [2]</b> 8/4 106/21  <b>narrows [1]</b> 31/14  <b>National [1]</b> 74/4  <b>nationwide [1]</b> 60/22  <b>nature [3]</b> 29/18 93/14  97/24  <b>necessarily [4]</b> 62/20  68/12 73/21 89/11  <b>necessary [1]</b> 50/18  <b>necessity [1]</b> 62/16  <b>need [55]</b> 3/13 11/9  13/6 18/4 18/5 24/15  26/2 26/12 29/16 32/23  32/24 32/24 33/2 33/4  35/23 36/5 37/13 38/10  38/13 43/2 43/5 43/14  50/5 54/23 63/18 63/18  63/19 63/20 65/3 65/6  67/20 68/5 68/11 68/12  73/17 74/16 74/25 78/8  91/7 92/12 93/4 99/7  100/13 100/18 102/8  102/12 102/12 108/6  108/24 109/15 112/18  113/8 113/10 113/18  121/24  <b>needed [2]</b> 23/24 99/19  <b>needing [1]</b> 104/14  <b>needs [14]</b> 21/2 21/3  36/10 37/15 39/20  39/22 78/7 78/7 78/14  82/13 89/20 91/8 99/9  108/8  <b>negot [1]</b> 120/7  <b>negotiate [1]</b> 120/15  <b>negotiating [1]</b> 120/7  <b>negotiations [1]</b>  120/10  <b>never [3]</b> 47/11 74/10  119/24  <b>new [37]</b> 2/9 3/10 6/13  7/19 8/16 9/10 11/10  45/21 45/22 65/12  65/12 66/11 66/19  69/17 83/4 83/4 83/4  84/23 85/22 86/24 90/3  93/17 95/19 96/5 98/21  98/22 99/15 103/3  103/4 109/15 109/24  112/2 120/8 120/14  121/21 122/4 122/9  <b>newest [1]</b> 3/7  <b>newly [2]</b> 83/3 121/21  <b>next [41]</b> 8/17 9/19  9/22 14/24 15/14 15/16  18/18 18/18 18/23</p>	<p>18/23 18/25 19/9 20/21  28/5 30/3 30/8 33/8  36/5 36/22 37/9 43/19  44/3 51/14 53/17 55/3  57/21 58/11 59/2 63/2  65/4 65/5 76/22 78/24  80/8 82/24 84/2 99/17  100/16 100/16 114/2  123/19  <b>night [1]</b> 6/9  <b>no [28]</b> 10/5 21/20  26/23 28/11 30/10 32/3  34/15 41/4 46/24 46/24  61/11 61/11 73/19 96/7  104/19 104/19 106/19  115/14 115/19 116/23  118/20 123/20 123/22  123/24 124/13 124/24  124/25 125/1  <b>nomination [1]</b> 8/4  <b>nominations [2]</b> 6/25  8/5  <b>non [1]</b> 40/6  <b>non-holidays [1]</b> 40/6  <b>none [9]</b> 7/2 7/3 8/6 8/7  28/3 41/3 49/23 51/7  51/9  <b>normal [1]</b> 75/2  <b>North [1]</b> 90/11  <b>North Florida [1]</b> 90/11  <b>Northeast [1]</b> 70/3  <b>Northeast Florida [1]</b>  70/3  <b>not [109]</b> 4/9 5/11 6/19  9/17 10/13 11/11 12/22  12/23 13/18 14/9 16/25  17/5 17/11 17/12 17/22  17/24 17/25 21/13  22/15 24/24 28/19  32/10 32/21 33/13  37/17 40/2 42/21 43/24  54/14 55/20 56/5 57/18  57/19 58/9 58/16 62/19  63/6 63/15 63/16 64/21  66/8 66/18 68/6 68/24  68/25 69/6 69/20 72/9  73/9 73/21 74/14 75/3  76/17 79/2 80/2 80/10  84/3 85/9 86/7 87/14  88/9 88/14 88/18 95/6  95/7 95/8 97/13 97/20  97/23 98/4 98/5 98/6  98/11 98/13 100/12  102/2 103/19 104/7  104/9 104/24 105/2  106/13 109/2 109/6  110/12 110/20 111/11  111/15 113/20 114/5  114/18 115/14 115/19  117/2 117/8 117/11  117/15 117/21 118/1  118/2 118/15 118/21  119/12 119/14 120/11  120/17 121/3 123/23  124/10</p>	<p><b>note [1]</b> 4/12  <b>notes [1]</b> 126/9  <b>nothing [6]</b> 39/13  58/21 65/11 115/16  115/16 118/17  <b>notice [5]</b> 30/11 30/14  31/4 32/24 33/2  <b>notion [1]</b> 86/8  <b>November [2]</b> 53/23  87/4  <b>now [42]</b> 8/21 8/25 9/6  9/11 13/1 13/5 22/7  25/21 26/11 28/25 29/9  34/21 37/11 39/15  50/11 55/15 63/18  70/20 71/1 73/4 73/16  77/2 79/12 83/10 84/6  84/9 84/12 84/24 92/3  96/13 99/5 104/10  106/5 108/24 114/23  115/4 115/5 116/14  116/16 118/10 118/16  121/19  <b>number [8]</b> 6/20 20/23  29/11 48/20 48/24  64/14 105/7 122/2  <b>number 2 [2]</b> 48/20  48/24  <b>O</b>  <b>OATH [3]</b> 2/4 3/18 5/17  <b>observation [1]</b> 121/7  <b>observed [2]</b> 45/6  63/15  <b>obviously [9]</b> 61/17  70/6 70/17 71/10 72/5  79/12 97/13 105/7  117/3  <b>occasion [1]</b> 42/25  <b>occur [2]</b> 37/18 101/4  <b>October [2]</b> 40/7 40/8  <b>October 9th [1]</b> 40/8  <b>off [9]</b> 4/22 5/8 5/11  28/15 28/17 33/24 36/3  82/12 100/3  <b>offer [3]</b> 54/15 68/9  98/14  <b>offering [3]</b> 98/11  98/21 98/22  <b>office [3]</b> 2/4 3/18  85/13  <b>officer [7]</b> 2/5 6/10  7/24 99/18 100/17  101/16 111/11  <b>offices [1]</b> 71/21  <b>often [1]</b> 85/19  <b>oftentimes [1]</b> 48/17  <b>oh [40]</b> 3/13 4/1 9/20  10/11 10/15 16/7 16/16  21/16 21/21 22/1 22/1  23/2 24/11 28/6 28/23  31/1 33/20 35/15 35/19  35/19 56/12 56/13  56/17 69/25 83/11  84/13 84/21 86/15 88/3</p>	<p>102/19 104/12 104/22  105/25 107/4 107/8  107/11 111/8 112/19  114/3 123/21  <b>okay [144]</b>  <b>old [5]</b> 2/7 22/8 28/5  51/10 51/13  <b>oldest [1]</b> 124/19  <b>OLSON [13]</b> 1/10 6/24  7/6 7/18 7/21 24/4 27/6  27/10 52/9 52/15 53/13  55/2 66/8  <b>once [2]</b> 5/9 5/13  <b>one [72]</b> 4/8 5/12 5/13  5/25 6/16 7/25 12/13  12/15 13/8 13/16 13/25  15/8 24/25 28/14 29/23  33/14 40/7 42/2 42/2  42/25 43/4 44/10 46/14  46/15 46/24 46/24  46/25 50/6 53/25 54/4  54/16 54/16 55/4 55/12  56/22 61/7 63/18 64/18  66/19 68/4 68/13 69/5  69/20 70/12 70/25  71/13 76/21 76/22 77/5  77/11 78/4 82/6 82/8  84/16 85/9 89/9 90/11  90/16 94/21 99/16  102/14 105/25 106/6  106/9 106/24 108/25  109/6 109/9 109/21  112/21 120/4 124/20  <b>One's [1]</b> 94/18  <b>ones [5]</b> 11/8 11/10  21/7 44/7 64/10  <b>ongoing [1]</b> 73/23  <b>online [2]</b> 110/2 110/25  <b>only [13]</b> 21/1 23/23  24/3 29/10 30/25 33/18  40/6 42/5 67/2 78/18  78/22 95/5 103/6  <b>onward [1]</b> 31/9  <b>open [10]</b> 12/17 12/17  12/23 13/23 15/25  29/15 29/15 29/16 45/8  45/11  <b>opening [1]</b> 112/2  <b>operates [1]</b> 18/10  <b>operating [5]</b> 46/12  63/17 75/8 75/9 121/7  <b>operation [1]</b> 72/17  <b>operational [1]</b> 14/21  <b>operations [4]</b> 74/7  74/10 93/13 121/8  <b>operator [1]</b> 88/21  <b>opinion [2]</b> 48/22  104/3  <b>opinions [1]</b> 91/16  <b>opportunities [6]</b> 60/1  60/20 60/21 61/1 61/3  122/4  <b>opportunity [16]</b> 37/1  45/17 46/3 47/13 47/22  85/4 85/8 85/15 90/24</p>
---	--	--	---	---

<p><b>O</b></p> <p><b>opportunity... [7]</b> 90/25 91/5 91/16 98/19 99/20 100/5 122/13</p> <p><b>opposed [2]</b> 28/2 40/15</p> <p><b>option [2]</b> 34/12 55/16</p> <p><b>options [2]</b> 36/16 36/19</p> <p><b>order [9]</b> 6/11 29/25 45/15 84/18 87/19 90/19 92/1 102/9 118/23</p> <p><b>ordinarily [1]</b> 38/6</p> <p><b>ordinary [1]</b> 120/5</p> <p><b>organization [2]</b> 59/14 101/14</p> <p><b>organizational [6]</b> 2/6 3/3 10/10 28/10 29/10 50/3</p> <p><b>organizations [5]</b> 17/16 17/19 53/2 54/1 59/8</p> <p><b>organize [1]</b> 47/2</p> <p><b>originally [1]</b> 22/21</p> <p><b>Orlando [2]</b> 69/6 69/7</p> <p><b>other [61]</b> 6/24 8/3 8/5 9/2 10/13 10/15 13/17 13/19 14/10 16/3 16/17 19/13 21/25 22/12 28/8 29/21 29/22 31/16 31/18 36/20 36/23 37/4 37/18 40/2 40/7 47/9 49/5 49/21 49/24 50/4 51/5 51/5 51/6 60/12 64/16 64/20 64/23 66/7 69/9 69/21 71/10 71/21 72/24 74/15 74/16 77/21 79/25 79/25 85/9 87/1 89/8 91/8 94/19 95/17 97/9 99/12 99/16 104/19 106/19 116/5 123/17</p> <p><b>others [3]</b> 20/7 23/24 74/22</p> <p><b>otherwise [2]</b> 38/2 117/24</p> <p><b>our [69]</b> 3/3 3/7 3/10 4/9 8/16 8/20 8/22 11/19 12/21 16/9 16/10 17/3 19/9 26/11 28/17 29/6 30/3 33/8 39/13 45/24 48/2 49/21 51/14 53/16 57/10 58/13 63/14 63/19 63/23 64/2 64/2 64/13 64/20 64/21 64/24 65/12 66/7 74/16 76/12 76/16 78/8 78/10 78/12 78/14 82/19 83/1 84/24 86/14 92/6 93/6 93/6 93/22 94/4 94/4 94/7 94/7 96/15 96/17 96/22 99/4 99/9 102/5 102/5 107/22 114/23 119/17 121/19 121/19</p>	<p>122/25</p> <p><b>ourselves [1]</b> 102/8</p> <p><b>ourselves [3]</b> 19/5 50/15 67/2</p> <p><b>out [45]</b> 3/22 6/15 6/21 8/19 9/4 9/12 18/3 19/15 30/6 31/12 32/4 32/20 33/3 38/7 38/14 41/14 42/17 45/23 46/7 52/9 67/6 68/24 69/5 73/3 79/11 80/4 81/21 82/6 82/14 84/7 90/7 90/12 91/4 97/23 98/16 99/4 103/2 109/1 109/23 110/2 110/11 120/14 120/20 122/4 124/11</p> <p><b>outside [8]</b> 13/9 55/7 61/2 84/17 101/7 106/14 117/23 120/5</p> <p><b>outstanding [1]</b> 54/24</p> <p><b>over [15]</b> 4/11 4/19 4/21 7/20 12/1 12/3 36/11 38/21 50/7 52/11 53/17 57/16 63/8 95/8 124/17</p> <p><b>overhear [1]</b> 50/10</p> <p><b>overlooking [1]</b> 102/8</p> <p><b>oversees [1]</b> 16/19</p> <p><b>oversight [1]</b> 108/8</p> <p><b>overwhelming [1]</b> 101/1</p> <p><b>own [3]</b> 88/16 88/16 95/2</p> <p><b>ownership [2]</b> 95/6 95/9</p> <hr/> <p><b>P</b></p> <p><b>p.m [17]</b> 1/7 1/7 38/17 38/19 39/11 41/22 41/25 42/7 43/15 43/16 44/16 56/1 56/1 56/7 56/7 57/8 125/2</p> <p><b>Pacific [1]</b> 1/23</p> <p><b>page [8]</b> 2/2 9/19 9/22 9/23 28/16 28/23 83/17 121/1</p> <p><b>pages [2]</b> 35/21 35/23</p> <p><b>paid [1]</b> 71/16</p> <p><b>paper [4]</b> 23/20 29/21 29/22 103/23</p> <p><b>papers [1]</b> 35/25</p> <p><b>paperwork [1]</b> 83/25</p> <p><b>Paranza [1]</b> 86/21</p> <p><b>Pardon [1]</b> 118/19</p> <p><b>parliamentary [1]</b> 90/19</p> <p><b>part [16]</b> 15/1 37/15 38/20 50/9 55/2 59/18 64/11 72/20 74/6 75/2 89/16 92/23 114/10 121/25 122/3 122/5</p> <p><b>parte [1]</b> 74/25</p> <p><b>participate [1]</b> 91/4</p> <p><b>participated [1]</b> 105/7</p>	<p><b>participation [1]</b> 54/10</p> <p><b>particular [6]</b> 13/24 38/8 41/20 52/6 67/19 109/1</p> <p><b>particularly [1]</b> 78/5</p> <p><b>parties [1]</b> 120/8</p> <p><b>party [1]</b> 122/2</p> <p><b>pass [1]</b> 86/1</p> <p><b>past [7]</b> 9/7 10/22 24/24 52/3 97/15 99/24 121/13</p> <p><b>path [2]</b> 34/3 68/7</p> <p><b>pattern [7]</b> 39/14 39/18 39/19 41/11 43/13 47/25 49/21</p> <p><b>Pause [1]</b> 6/8</p> <p><b>pay [1]</b> 90/22</p> <p><b>people [32]</b> 13/19 17/2 18/16 18/17 18/17 32/6 34/12 37/11 42/6 46/16 50/10 50/12 59/14 81/21 85/8 87/6 87/9 87/13 87/23 88/17 91/3 97/16 97/18 103/1 103/2 103/12 105/11 105/14 105/20 105/21 124/8 124/11</p> <p><b>people's [1]</b> 47/12</p> <p><b>per [2]</b> 30/21 41/1</p> <p><b>perceive [3]</b> 69/19 88/13 88/15</p> <p><b>perceived [3]</b> 59/7 61/17 88/20</p> <p><b>percent [4]</b> 64/6 64/8 88/22 88/23</p> <p><b>perfect [1]</b> 43/23</p> <p><b>perform [2]</b> 83/2 98/8</p> <p><b>performing [2]</b> 64/10 64/16</p> <p><b>perhaps [4]</b> 67/12 78/6 82/7 87/18</p> <p><b>period [7]</b> 30/11 30/14 34/11 37/16 43/1 100/4 121/11</p> <p><b>periods [3]</b> 42/11 42/13 46/14</p> <p><b>peripheral [1]</b> 78/11</p> <p><b>permission [1]</b> 120/9</p> <p><b>permit [2]</b> 117/16 117/19</p> <p><b>person [12]</b> 12/21 18/7 31/25 49/12 50/16 50/24 51/1 63/8 65/24 75/16 90/23 102/12</p> <p><b>personally [3]</b> 76/3 93/23 110/13</p> <p><b>personnel [1]</b> 100/24</p> <p><b>pertinent [1]</b> 15/11</p> <p><b>phone [3]</b> 54/16 63/8 116/3</p> <p><b>phonetic [1]</b> 88/1</p> <p><b>photos [1]</b> 6/3</p> <p><b>pick [3]</b> 7/21 55/18 70/25</p> <p><b>picking [1]</b> 77/7</p>	<p><b>pictures [1]</b> 6/1</p> <p><b>piece [2]</b> 80/19 103/22</p> <p><b>pilot's [1]</b> 63/17</p> <p><b>pilots [2]</b> 54/10 91/10</p> <p><b>place [5]</b> 77/3 100/6 102/13 116/14 121/15</p> <p><b>plan [29]</b> 2/8 15/10 16/1 16/2 19/4 19/21 28/6 50/25 51/8 51/16 51/24 52/8 52/16 52/17 53/4 53/6 53/10 53/11 55/11 59/19 62/12 63/14 63/17 63/19 65/12 65/16 65/21 93/10 99/4</p> <p><b>plane [1]</b> 74/5</p> <p><b>planning [10]</b> 14/21 15/7 36/22 55/1 62/2 62/5 93/4 93/16 94/13 102/11</p> <p><b>plans [5]</b> 15/10 53/16 64/7 64/9 93/14</p> <p><b>platform [1]</b> 62/3</p> <p><b>plays [1]</b> 87/9</p> <p><b>plead [1]</b> 90/13</p> <p><b>please [6]</b> 3/2 83/2 91/12 102/20 105/1 105/1</p> <p><b>PLEDGE [4]</b> 2/3 3/13 3/15 3/17</p> <p><b>plus [3]</b> 15/3 36/17 70/5</p> <p><b>point [25]</b> 7/22 12/21 17/1 18/6 18/15 18/17 18/17 24/25 36/25 37/4 50/16 51/1 54/22 98/25 108/23 109/4 110/17 113/12 113/13 114/1 118/21 120/12 122/10 123/12 123/13</p> <p><b>points [1]</b> 49/18</p> <p><b>police [3]</b> 75/4 75/5 75/10</p> <p><b>policies [5]</b> 11/19 11/22 52/19 116/14 116/15</p> <p><b>policy [26]</b> 11/15 12/3 12/20 12/22 13/25 14/14 19/18 30/21 87/1 87/2 87/15 92/18 92/24 92/25 94/10 96/22 113/8 116/17 117/7 117/8 117/9 117/23 117/24 117/25 118/1 118/7</p> <p><b>political [1]</b> 90/10</p> <p><b>politics [1]</b> 90/8</p> <p><b>Ponce [1]</b> 106/2</p> <p><b>pool [2]</b> 98/16 100/10</p> <p><b>pops [1]</b> 122/21</p> <p><b>position [13]</b> 6/16 6/18 7/1 8/2 15/6 24/21 73/7 79/6 79/18 98/15 110/16 111/11 111/22</p> <p><b>positioned [1]</b> 60/24</p>	<p><b>positions [2]</b> 22/15 111/4</p> <p><b>positive [2]</b> 11/20 60/11</p> <p><b>positively [1]</b> 55/5</p> <p><b>positivity [1]</b> 61/3</p> <p><b>possibility [2]</b> 80/4 106/12</p> <p><b>possible [6]</b> 45/7 62/18 81/25 82/15 85/12 121/20</p> <p><b>possibly [1]</b> 86/10</p> <p><b>posted [2]</b> 110/6 111/3</p> <p><b>potential [3]</b> 60/11 122/15 122/15</p> <p><b>potentially [4]</b> 11/10 50/14 73/3 94/24</p> <p><b>power [4]</b> 117/25 117/25 118/4 118/6</p> <p><b>powers [5]</b> 74/21 75/5 75/6 75/10 117/1</p> <p><b>practical [1]</b> 48/12</p> <p><b>practicality [1]</b> 39/2</p> <p><b>practice [4]</b> 51/3 74/22 75/3 96/19</p> <p><b>preconceived [1]</b> 86/8</p> <p><b>prefer [1]</b> 23/22</p> <p><b>preferable [2]</b> 101/17 102/14</p> <p><b>preliminary [3]</b> 61/21 61/21 122/1</p> <p><b>prepare [1]</b> 53/16</p> <p><b>prepared [1]</b> 84/1</p> <p><b>present [5]</b> 1/9 1/14 54/3 57/20 60/3</p> <p><b>President's [3]</b> 38/22 40/1 40/4</p> <p><b>presumably [5]</b> 13/11 33/15 36/15 39/20 99/7</p> <p><b>presume [1]</b> 67/17</p> <p><b>pretty [4]</b> 74/13 79/13 84/25 96/25</p> <p><b>prevailing [1]</b> 80/1</p> <p><b>previous [1]</b> 102/5</p> <p><b>previously [1]</b> 80/23</p> <p><b>primary [22]</b> 21/2 21/12 22/21 22/25 23/2 23/12 23/17 23/23 24/2 24/5 24/15 24/25 25/3 25/25 26/9 27/3 27/8 27/10 27/11 27/12 73/6 75/16</p> <p><b>principal [1]</b> 111/18</p> <p><b>printing [1]</b> 86/17</p> <p><b>prior [3]</b> 19/15 47/6 77/6</p> <p><b>priorities [3]</b> 63/20 64/25 66/4</p> <p><b>priorities/timetables [1]</b> 66/4</p> <p><b>prioritize [2]</b> 85/12 85/16</p> <p><b>prioritized [1]</b> 63/21</p> <p><b>private [1]</b> 91/10</p> <p><b>pro [3]</b> 102/10 105/23</p>
--	---	---	---	--

<p><b>P</b></p> <p>pro... [1] 105/23  <b>pro forma</b> [1] 102/10  <b>probably</b> [12] 29/9  42/21 44/15 49/20  65/17 80/2 83/20 84/8  93/15 108/6 108/9  108/23  <b>problem</b> [2] 49/1 69/20  <b>problematic</b> [1] 38/20  <b>procedure</b> [2] 90/19  106/22  <b>procedures</b> [6] 29/6  57/3 74/22 96/15  103/18 103/19  <b>proceed</b> [11] 9/6 20/16  29/4 29/17 51/4 67/8  67/14 79/24 83/7  102/20 113/21  <b>proceeding</b> [1] 7/23  <b>proceedings</b> [2] 6/8  126/8  <b>process</b> [11] 9/11  63/24 68/25 73/4 79/7  82/21 94/13 108/7  108/17 122/19 122/22  <b>procurement</b> [5] 16/20  16/22 16/23 74/17  74/18  <b>produce</b> [1] 43/18  <b>profession</b> [1] 76/15  <b>progress</b> [2] 20/3  108/17  <b>proj</b> [1] 101/22  <b>projects</b> [1] 100/1  <b>promising</b> [1] 108/25  <b>proper</b> [2] 102/25  124/7  <b>property</b> [1] 74/21  <b>proposal</b> [4] 71/17  108/4 108/11 113/1  <b>proposals</b> [3] 12/1  78/2 79/21  <b>propose</b> [4] 39/4 39/17  67/14 111/21  <b>proposed</b> [6] 11/7 17/6  19/17 31/2 116/13  116/14  <b>proposing</b> [1] 23/16  <b>prosecutors</b> [1] 4/9  <b>prospectus</b> [3] 18/19  110/1 110/5  <b>proud</b> [1] 4/15  <b>provide</b> [10] 52/1 53/8  54/7 55/5 71/6 93/10  94/2 111/14 111/15  111/16  <b>provided</b> [4] 20/19  21/18 71/7 89/13  <b>provision</b> [1] 71/9  <b>public</b> [48] 2/12 12/16  15/1 15/4 15/5 35/22  42/15 45/24 46/1 46/8  47/5 47/15 47/22 47/25  48/5 48/16 48/18 48/21</p>	<p>49/3 49/6 49/8 51/22  53/1 69/15 69/18 74/12  74/17 75/1 83/24 84/12  84/12 84/14 84/20 85/4  86/3 86/4 86/10 87/23  90/22 91/3 91/21  103/20 103/21 104/4  104/15 104/20 104/22  104/22  <b>public's</b> [1] 92/13  <b>publish</b> [1] 38/10  <b>published</b> [4] 46/2  46/17 46/17 96/20  <b>purchasing</b> [3] 113/7  118/4 118/7  <b>purely</b> [1] 71/13  <b>purpose</b> [1] 52/17  <b>pursue</b> [2] 64/25  122/14  <b>push</b> [1] 55/21  <b>put</b> [18] 8/4 21/25  22/21 22/24 22/25 26/4  35/18 37/21 38/13  58/10 59/20 61/20 82/6  82/13 87/11 91/1 97/15  120/13  <b>Putnam</b> [2] 4/10 70/13  <b>Putnam County</b> [1]  4/10</p> <hr/> <p><b>Q</b></p> <p><b>qualified</b> [2] 98/7  98/17  <b>quarterly</b> [2] 24/18  25/15  <b>quasi</b> [1] 74/23  <b>quasi-judicial</b> [1]  74/23  <b>question</b> [9] 34/6 36/4  40/25 78/18 80/14  92/15 96/14 109/21  117/21  <b>questions</b> [5] 40/25  66/7 75/19 76/1 91/17  <b>quick</b> [2] 106/5 112/21  <b>quickly</b> [3] 97/19 97/25  107/5  <b>quite</b> [2] 19/2 28/7</p> <hr/> <p><b>R</b></p> <p><b>raise</b> [4] 5/15 7/7 8/9  49/15  <b>raised</b> [1] 104/8  <b>ramp</b> [1] 90/5  <b>ran</b> [2] 16/9 97/16  <b>range</b> [1] 93/14  <b>rarely</b> [2] 73/17 74/10  <b>rate</b> [3] 78/25 79/6 79/9  <b>rates</b> [4] 77/9 77/18  78/24 79/3  <b>rather</b> [7] 35/4 45/25  70/22 71/22 72/22  78/11 101/14  <b>ratification</b> [1] 18/11  <b>re</b> [4] 29/7 75/17 76/13</p>	<p>110/22  <b>reached</b> [1] 52/9  <b>read</b> [7] 5/11 27/3  57/19 86/16 91/24  96/22 106/24  <b>reading</b> [1] 23/17  <b>readvertise</b> [1] 109/5  <b>ready</b> [9] 38/5 51/10  51/13 80/2 87/11 87/20  122/20 123/10 123/15  <b>real</b> [2] 73/11 78/13  <b>realize</b> [1] 51/18  <b>realized</b> [1] 116/25  <b>really</b> [38] 6/13 17/15  21/7 25/16 38/10 38/23  45/14 48/6 51/25 52/18  52/23 53/4 53/6 53/24  54/19 55/6 56/19 58/2  58/10 58/18 58/25 59/6  59/9 60/4 60/21 62/11  63/9 64/10 67/21 72/13  77/19 79/10 81/24  88/24 92/11 93/10  109/3 119/25  <b>reapply</b> [1] 98/14  <b>reason</b> [6] 6/19 17/6  46/1 66/23 86/9 102/24  <b>REBA</b> [15] 1/10 6/24  7/13 11/2 11/4 23/21  24/5 25/24 25/25 26/9  27/9 27/11 27/12 32/9  35/13  <b>Reba's</b> [1] 116/11  <b>recall</b> [6] 47/4 69/13  71/6 75/7 79/20 97/2  <b>recast</b> [1] 76/15  <b>received</b> [6] 54/18  54/20 59/1 59/22 60/2  70/16  <b>recent</b> [1] 60/16  <b>recently</b> [2] 46/14  65/20  <b>RECOGNITIONS</b> [1]  2/5  <b>recognize</b> [1] 84/24  <b>recognizing</b> [2] 18/4  29/10  <b>recommend</b> [1] 42/14  <b>recommendation</b> [1]  98/1  <b>reconstituted</b> [1] 83/3  <b>reconvene</b> [1] 6/6  <b>record</b> [4] 35/10 35/16  40/17 126/9  <b>record's</b> [1] 107/10  <b>recording</b> [1] 74/6  <b>Records</b> [1] 75/2  <b>recruit</b> [1] 51/2  <b>recuse</b> [1] 95/14  <b>redline</b> [1] 116/18  <b>redone</b> [1] 103/16  <b>reduce</b> [1] 94/6  <b>refer</b> [1] 53/15  <b>reference</b> [1] 79/4  <b>regardless</b> [4] 109/15</p>	<p>109/16 110/13 122/7  <b>region</b> [2] 53/2 60/6  <b>Regional</b> [1] 69/7  <b>regionally</b> [1] 61/18  <b>register</b> [1] 25/15  <b>registration</b> [1] 74/6  <b>regular</b> [16] 1/2 11/19  29/1 30/12 30/15 30/17  30/24 31/3 33/12 33/13  33/23 38/7 38/24 40/16  56/10 57/5  <b>regularly</b> [1] 40/11  <b>reissue</b> [1] 67/15  <b>reiterate</b> [2] 85/5 85/11  <b>relate</b> [1] 118/6  <b>related</b> [17] 17/14  42/20 46/22 61/5 69/22  69/24 71/4 71/14 73/16  78/10 78/11 78/14  79/22 92/15 116/21  117/1 117/2  <b>relates</b> [2] 64/23 84/5  <b>relationship</b> [1] 121/13  <b>relatively</b> [2] 45/22  64/22  <b>relatives</b> [1] 50/2  <b>relayed</b> [1] 54/8  <b>release</b> [2] 84/4 110/8  <b>relevant</b> [1] 47/19  <b>relies</b> [1] 61/8  <b>relist</b> [1] 18/14  <b>remainder</b> [2] 114/16  119/11  <b>remember</b> [1] 123/24  <b>removed</b> [1] 75/12  <b>Remy</b> [4] 51/14 64/12  66/5 66/10  <b>renewed</b> [1] 103/9  <b>repeat</b> [1] 5/12  <b>repetition</b> [1] 48/6  <b>replacement</b> [1] 118/6  <b>report</b> [6] 13/3 36/16  84/10 114/6 124/23  126/7  <b>reported</b> [1] 54/18  <b>reporter</b> [2] 11/1 35/12  <b>REPORTER'S</b> [2] 2/15  125/3  <b>Reporters</b> [1] 1/22  <b>reporting</b> [1] 123/1  <b>reports</b> [8] 2/13 12/24  24/19 35/1 88/6 91/22  123/3 123/18  <b>reposted</b> [1] 110/23  <b>represent</b> [4] 59/10  102/24 103/12 124/6  <b>representation</b> [3]  58/3 58/18 59/6  <b>representative</b> [1]  90/18  <b>representatives</b> [2]  70/25 94/4  <b>represented</b> [4] 80/5  83/1 88/12 93/7  <b>represents</b> [1] 103/11</p>	<p><b>request</b> [1] 123/8  <b>requested</b> [1] 55/5  <b>require</b> [3] 105/13  105/14 121/16  <b>required</b> [4] 17/8 49/5  106/13 115/13  <b>requirements</b> [2] 12/23  74/15  <b>reserve</b> [2] 64/21 64/22  <b>reserved</b> [1] 87/12  <b>resigned</b> [1] 79/5  <b>resigning</b> [1] 105/19  <b>resolution</b> [1] 84/1  <b>resources</b> [1] 94/2  <b>respect</b> [1] 88/9  <b>respectfully</b> [2] 42/22  75/17  <b>respects</b> [1] 75/15  <b>respond</b> [3] 70/21 81/7  88/10  <b>responded</b> [1] 55/4  <b>response</b> [2] 62/22  62/24  <b>responses</b> [4] 66/22  70/15 82/4 82/7  <b>responsibili</b> [1] 114/14  <b>responsibilities</b> [1]  114/15  <b>responsibility</b> [1]  108/20  <b>rest</b> [2] 30/8 87/23  <b>restate</b> [1] 107/15  <b>restarted</b> [1] 109/8  <b>resubmit</b> [1] 67/5  <b>resubmitting</b> [1] 82/9  <b>result</b> [1] 58/8  <b>retainer</b> [4] 71/15  71/17 79/9 79/15  <b>retainers</b> [1] 77/10  <b>retaining</b> [1] 80/3  <b>Retirement</b> [1] 84/5  <b>revamp</b> [1] 82/13  <b>revealing</b> [1] 100/15  <b>revenue</b> [1] 64/24  <b>review</b> [11] 14/25 15/9  20/20 43/18 63/3 63/9  69/16 87/2 87/17  108/14 118/13  <b>reviewed</b> [3] 19/7 78/1  87/16  <b>reviews</b> [2] 11/19  11/23  <b>revised</b> [1] 67/10  <b>revisit</b> [1] 82/14  <b>revolved</b> [1] 59/24  <b>revolves</b> [1] 62/6  <b>revote</b> [1] 6/21  <b>RFP</b> [16] 36/6 36/7  66/19 67/10 67/15  67/20 68/13 69/4 69/8  70/21 76/15 76/17 80/9  81/17 103/14 109/22  <b>RFPs</b> [1] 68/5  <b>RFQ</b> [12] 69/5 69/20  69/25 71/6 71/25 78/17</p>
--	--	---	--	---

<p><b>R</b>  <b>RFQ...</b> [6] 79/8 80/20  80/21 88/8 88/10 118/5  <b>Ricondo</b> [2] 51/15  65/19  <b>Riera</b> [6] 86/14 86/18  86/19 86/20 86/21  92/10  <b>Riera's</b> [1] 92/15  <b>right</b> [50] 5/4 5/7 5/10  5/15 5/15 5/18 5/25  6/11 7/4 9/21 12/25  15/24 16/2 19/21 20/13  23/22 28/10 28/19 29/9  33/12 34/8 35/2 38/21  42/24 44/17 45/10 49/3  56/25 57/2 62/24 68/14  71/3 85/2 92/3 93/1  99/11 99/21 104/25  108/24 114/7 114/23  115/5 115/17 116/1  116/14 116/16 117/6  118/10 118/16 123/4  <b>right-hand</b> [1] 62/24  <b>rights</b> [1] 74/14  <b>rise</b> [2] 4/20 94/23  <b>risk</b> [8] 20/3 21/14  21/16 21/19 23/23 24/3  26/13 27/12  <b>RMR</b> [3] 1/22 126/6  126/13  <b>road</b> [1] 36/14  <b>roads</b> [1] 72/23  <b>ROBERT</b> [7] 1/10 6/24  7/6 7/18 24/4 27/6  27/10  <b>Robert's</b> [1] 90/18  <b>Roberts</b> [2] 88/3 92/10  <b>role</b> [5] 70/25 71/2  71/14 89/14 99/19  <b>room</b> [3] 1/3 12/3 80/5  <b>round</b> [2] 6/18 78/2  <b>routine</b> [1] 75/2  <b>RPR</b> [3] 1/22 126/6  126/13  <b>RPR-CP</b> [2] 126/6  126/13  <b>rule</b> [2] 75/4 75/5  <b>rules</b> [3] 90/19 97/3  102/3  <b>run</b> [2] 57/8 95/7  <b>running</b> [1] 57/9  <b>runs</b> [1] 56/3</p>	<p>77/3 121/1  <b>satisfy</b> [1] 93/21  <b>saw</b> [1] 77/9  <b>say</b> [29] 17/3 18/22  32/5 35/21 46/1 47/12  48/4 48/22 48/25 69/24  73/10 73/22 78/22  81/20 89/6 92/4 94/14  98/2 110/23 111/4  116/11 119/3 119/4  119/10 121/18 124/1  124/1 124/14 124/15  <b>saying</b> [9] 10/1 23/22  33/5 95/23 97/2 98/25  99/6 108/23 121/4  <b>says</b> [4] 17/15 24/4  26/10 39/13  <b>schedule</b> [15] 28/18  38/7 38/11 38/19 38/25  39/4 39/17 40/16 43/5  43/18 43/24 54/21 56/2  63/3 63/4  <b>scheduled</b> [2] 40/11  63/7  <b>scheduling</b> [2] 29/13  40/15  <b>scope</b> [8] 17/20 41/14  71/13 71/15 71/19 72/8  72/10 113/2  <b>scoped</b> [1] 21/17  <b>scoping</b> [1] 19/6  <b>screen</b> [3] 51/18 51/20  58/8  <b>Sea</b> [1] 1/15  <b>search</b> [21] 70/1 96/5  98/6 98/7 98/16 99/1  99/3 100/15 107/18  107/22 107/23 107/24  108/5 110/15 110/24  112/2 112/3 114/25  115/1 120/14 122/9  <b>searches</b> [1] 99/2  <b>searching</b> [2] 99/15  106/3  <b>seasoned</b> [1] 124/20  <b>second</b> [19] 27/14  27/18 38/16 39/25  40/21 41/10 41/11  42/12 42/12 56/22  59/22 73/5 80/19 81/22  83/16 96/9 96/11  107/12 109/8  <b>seconded</b> [3] 27/20  96/12 97/9  <b>secretary</b> [4] 7/25 8/8  8/16 27/7  <b>secretary-treasurer</b> [4]  7/25 8/8 8/16 27/7  <b>sector</b> [1] 74/13  <b>security</b> [1] 74/7  <b>see</b> [45] 4/1 4/25 9/14  10/21 10/23 11/10  11/24 16/12 19/16 26/3  39/7 40/14 44/24 46/4  52/5 52/6 63/5 64/18</p>	<p>68/8 72/7 75/22 78/6  78/17 79/2 79/12 82/3  85/20 85/21 86/25  87/17 90/6 93/5 94/20  95/21 96/8 97/19 97/19  99/8 102/19 104/19  105/12 106/20 114/2  114/4 118/3  <b>seeing</b> [3] 8/7 51/9  95/20  <b>seek</b> [1] 71/5  <b>seeking</b> [1] 55/7  <b>seem</b> [3] 34/8 36/2  116/15  <b>seemed</b> [1] 96/25  <b>seems</b> [4] 40/18 47/24  69/7 81/24  <b>seen</b> [3] 50/7 64/19  84/4  <b>select</b> [3] 7/24 59/15  71/10  <b>selected</b> [2] 54/25 73/5  <b>selecting</b> [1] 82/7  <b>selection</b> [1] 85/5  <b>selections</b> [2] 6/10  8/17  <b>self</b> [1] 61/14  <b>self-sustainable</b> [1]  61/14  <b>send</b> [1] 91/1  <b>sense</b> [3] 37/17 39/23  103/17  <b>sensitive</b> [1] 98/3  <b>sent</b> [2] 19/14 69/5  <b>sentiments</b> [1] 89/3  <b>separate</b> [4] 17/18  28/23 68/6 71/5  <b>separated</b> [1] 67/23  <b>separating</b> [2] 78/7  80/10  <b>September</b> [1] 52/11  <b>series</b> [2] 53/23 59/9  <b>serious</b> [3] 91/12  122/12 123/11  <b>seriously</b> [1] 85/17  <b>serve</b> [2] 14/1 70/24  <b>served</b> [3] 24/24 45/19  46/14  <b>service</b> [1] 93/10  <b>services</b> [9] 2/10 16/22  66/12 66/14 68/10  72/17 77/14 89/13  93/22  <b>set</b> [4] 32/16 38/6 63/7  63/8  <b>setting</b> [1] 13/6  <b>setup</b> [1] 40/19  <b>seven</b> [1] 93/22  <b>seven-year</b> [1] 93/22  <b>several</b> [2] 16/18 54/5  <b>shall</b> [1] 32/20  <b>share</b> [6] 46/4 47/23  73/2 78/23 79/3 89/23  <b>shared</b> [1] 49/20  <b>she</b> [3] 23/2 26/10</p>	<p>116/25  <b>she'll</b> [1] 25/14  <b>she's</b> [2] 9/24 10/1  <b>sheet</b> [1] 7/4  <b>shied</b> [1] 102/6  <b>shift</b> [2] 99/10 108/22  <b>shifting</b> [1] 41/19  <b>shooting</b> [1] 106/5  <b>short</b> [2] 70/19 94/18  <b>shortened</b> [2] 87/19  114/16  <b>shortening</b> [1] 116/21  <b>should</b> [37] 8/23 37/19  40/10 41/9 41/10 41/21  43/15 45/17 47/12 62/5  62/17 66/7 66/9 66/17  66/18 68/25 76/23 82/5  82/25 83/7 83/24 84/7  95/11 96/20 98/10  98/13 103/5 103/14  103/15 103/16 114/11  114/15 115/2 115/9  120/11 122/8 123/7  <b>shouldn't</b> [1] 117/18  <b>show</b> [3] 11/7 83/19  83/24  <b>showing</b> [2] 35/20 42/6  <b>shown</b> [1] 10/20  <b>shows</b> [2] 84/9 87/4  <b>side</b> [6] 60/9 60/20  62/2 62/10 62/13 62/24  <b>sign</b> [7] 115/5 116/3  116/4 116/5 117/9  118/9 119/15  <b>signal</b> [1] 17/2  <b>signals</b> [1] 72/23  <b>signed</b> [1] 123/16  <b>significant</b> [1] 121/17  <b>signing</b> [1] 119/13  <b>similar</b> [1] 64/17  <b>simplest</b> [1] 39/16  <b>simply</b> [2] 9/6 37/14  <b>since</b> [13] 16/4 79/10  80/15 84/3 101/6 101/8  102/19 108/7 109/24  110/15 113/24 114/10  115/10  <b>single</b> [1] 30/25  <b>sir</b> [1] 108/2  <b>sit</b> [2] 11/22 90/24  <b>site</b> [1] 16/24  <b>sits</b> [1] 38/21  <b>sitting</b> [1] 75/16  <b>situation</b> [3] 42/15  105/20 117/22  <b>six</b> [5] 87/7 91/8  100/12 103/6 103/7  <b>size</b> [1] 70/6  <b>sky</b> [1] 58/21  <b>slide</b> [2] 3/20 78/24  <b>slides</b> [1] 57/17  <b>slightly</b> [1] 18/20  <b>slot</b> [2] 56/8 57/6  <b>slotted</b> [1] 56/1  <b>slowly</b> [1] 5/11</p>	<p><b>small</b> [3] 64/22 90/9  90/15  <b>smart</b> [1] 62/5  <b>smooth</b> [2] 103/19  121/19  <b>snuff</b> [1] 35/24  <b>so</b> [229]  <b>solicitation</b> [4] 2/10  66/11 66/12 66/14  <b>solution</b> [1] 89/19  <b>some</b> [42] 6/19 11/22  17/6 17/20 31/21 32/8  36/15 47/16 49/4 52/11  52/12 52/13 52/19  52/20 52/20 53/20  57/17 59/16 59/21 60/9  60/11 60/12 61/21  61/25 62/14 64/19  66/20 67/6 68/20 73/13  76/12 82/6 84/7 85/21  87/19 87/20 89/2  110/19 113/23 113/24  115/9 118/15  <b>somebody</b> [6] 21/2  21/3 26/2 87/13 109/22  119/2  <b>someone</b> [18] 6/19  11/17 11/18 14/1 27/3  37/22 46/3 48/8 48/17  50/15 74/24 81/7 81/14  82/13 104/21 106/13  108/19 117/17  <b>someone's</b> [2] 86/7  105/18  <b>something</b> [47] 8/18  12/8 13/2 14/2 16/9  17/3 18/9 34/13 37/10  37/21 38/13 39/9 40/15  41/14 41/17 45/18 46/4  47/16 49/14 49/25  50/18 53/13 59/13  67/12 77/11 78/21  82/23 86/7 92/16 93/16  96/18 97/5 98/18  102/20 103/7 104/8  109/19 110/9 114/8  114/21 117/10 117/23  122/11 123/9 123/25  124/1 124/2  <b>sometimes</b> [4] 59/18  60/14 61/10 117/16  <b>somewhere</b> [3] 5/10  6/22 119/22  <b>soon</b> [2] 64/12 108/11  <b>sorely</b> [1] 99/19  <b>sorry</b> [16] 9/20 10/11  17/2 24/11 29/24 35/15  35/19 36/2 37/20 57/24  86/15 102/19 104/12  104/18 119/8 123/21  <b>sort</b> [5] 18/2 45/21 49/8  50/7 50/10  <b>sorts</b> [1] 75/20  <b>soul</b> [1] 124/10  <b>sound</b> [2] 23/9 109/23</p>
---	--	--	--	---

<p><b>S</b></p> <p><b>sounded [1]</b> 116/20</p> <p><b>sounds [12]</b> 19/11 19/11 33/24 41/5 47/8 47/8 47/14 80/7 104/9 119/5 119/10 120/2</p> <p><b>sovereign [2]</b> 74/13 117/12</p> <p><b>space [3]</b> 65/2 74/4 87/22</p> <p><b>speak [7]</b> 9/5 46/3 49/12 63/13 66/12 67/17 118/25</p> <p><b>speaking [5]</b> 11/20 90/23 104/5 104/8 123/25</p> <p><b>special [9]</b> 29/8 30/5 30/13 30/15 30/21 30/25 33/17 42/23 99/17</p> <p><b>specialize [2]</b> 100/21 100/22</p> <p><b>specialized [1]</b> 101/13</p> <p><b>specializes [1]</b> 99/2</p> <p><b>specific [10]</b> 10/6 11/7 13/1 31/2 47/19 48/9 104/15 107/21 117/8 118/1</p> <p><b>specifically [3]</b> 12/12 96/5 107/21</p> <p><b>spectrum [1]</b> 89/9</p> <p><b>speed [1]</b> 54/19</p> <p><b>spend [3]</b> 115/17 115/22 119/15</p> <p><b>spending [1]</b> 118/5</p> <p><b>spends [1]</b> 103/8</p> <p><b>spoke [3]</b> 15/14 69/18 116/25</p> <p><b>spoken [1]</b> 124/4</p> <p><b>spot [2]</b> 106/6 106/10</p> <p><b>square [1]</b> 109/6</p> <p><b>squarely [1]</b> 72/18</p> <p><b>ST [7]</b> 1/1 1/5 1/15 1/15 1/22 1/23 126/4</p> <p><b>St. [13]</b> 3/5 4/10 60/23 70/5 70/13 76/8 79/5 84/22 85/14 90/17 104/2 105/5 106/2</p> <p><b>St. Augustine [6]</b> 60/23 76/8 79/5 90/17 104/2 106/2</p> <p><b>St. Johns [3]</b> 70/13 84/22 105/5</p> <p><b>St. Johns County [4]</b> 3/5 4/10 70/5 85/14</p> <p><b>stack [1]</b> 84/19</p> <p><b>staff [25]</b> 11/20 11/24 13/12 27/15 36/16 39/3 39/17 41/13 43/18 50/16 51/22 67/14 67/17 68/22 80/24 81/15 93/13 101/2 106/14 107/13 108/3 110/24 121/24 123/1 123/8</p>	<p><b>staffing [3]</b> 62/14 62/16 67/8</p> <p><b>stakeholder [2]</b> 53/23 53/24</p> <p><b>stakeholders [3]</b> 11/24 13/19 52/3</p> <p><b>stand [3]</b> 4/2 5/20 125/1</p> <p><b>standpoint [1]</b> 48/12</p> <p><b>start [5]</b> 30/6 57/7 58/12 107/17 123/10</p> <p><b>started [3]</b> 11/13 52/10 66/15</p> <p><b>starting [10]</b> 31/8 32/4 44/16 57/6 96/5 107/18 109/6 112/2 112/2 122/11</p> <p><b>state [10]</b> 63/25 75/9 75/11 75/13 84/4 90/17 94/4 95/2 107/7 126/3</p> <p><b>stated [3]</b> 27/15 112/5 112/8</p> <p><b>statement [5]</b> 18/8 21/19 58/18 94/18 94/25</p> <p><b>statements [9]</b> 58/2 58/7 58/14 58/17 58/24 59/4 59/5 59/6 59/13</p> <p><b>states [1]</b> 96/23</p> <p><b>statistic [1]</b> 64/6</p> <p><b>status [1]</b> 50/13</p> <p><b>statutes [1]</b> 95/15</p> <p><b>stay [2]</b> 33/21 61/12</p> <p><b>stenographic [1]</b> 126/9</p> <p><b>stenographically [1]</b> 126/7</p> <p><b>step [3]</b> 18/25 33/8 51/18</p> <p><b>steppingstone [1]</b> 90/10</p> <p><b>still [16]</b> 11/25 31/6 31/14 40/17 41/22 45/7 45/7 45/16 52/13 61/8 77/3 82/7 82/8 98/17 106/7 124/10</p> <p><b>stop [2]</b> 107/4 117/19</p> <p><b>storms [1]</b> 60/12</p> <p><b>straight [1]</b> 71/3</p> <p><b>strategic [18]</b> 2/8 28/6 50/25 51/8 51/15 51/24 52/7 52/16 52/17 55/1 59/19 61/21 63/14 64/9 65/12 65/15 65/21 94/13</p> <p><b>Street [3]</b> 1/15 1/23 104/2</p> <p><b>strength [3]</b> 59/25 60/4 60/8</p> <p><b>strong [2]</b> 60/16 62/11</p> <p><b>strongly [1]</b> 42/13</p> <p><b>structure [2]</b> 8/22 76/16</p> <p><b>structured [2]</b> 12/14 57/3</p> <p><b>study [2]</b> 14/25 54/22</p>	<p><b>studying [1]</b> 94/9</p> <p><b>stuff [2]</b> 14/10 35/4</p> <p><b>subgroup [1]</b> 24/22</p> <p><b>subject [2]</b> 60/11 71/8</p> <p><b>subjects [1]</b> 117/4</p> <p><b>submit [1]</b> 75/17</p> <p><b>substance [1]</b> 69/20</p> <p><b>substantive [2]</b> 29/18 56/4</p> <p><b>substitute [1]</b> 56/20</p> <p><b>success [1]</b> 60/7</p> <p><b>successfully [1]</b> 75/13</p> <p><b>succession [1]</b> 99/4</p> <p><b>such [3]</b> 9/3 64/25 74/18</p> <p><b>suddenly [1]</b> 109/1</p> <p><b>suggest [11]</b> 18/13 18/13 18/20 19/4 31/20 37/10 39/24 76/13 76/15 76/19 106/23</p> <p><b>suggested [5]</b> 10/21 20/17 34/4 48/1 93/3</p> <p><b>suggesting [4]</b> 12/19 12/20 68/15 68/18</p> <p><b>suggestion [6]</b> 19/3 41/2 47/9 67/21 70/22 76/19</p> <p><b>suggestions [5]</b> 10/22 29/16 37/4 59/4 93/3</p> <p><b>Suite [1]</b> 1/23</p> <p><b>suited [1]</b> 75/18</p> <p><b>summarize [1]</b> 57/17</p> <p><b>summarized [1]</b> 54/12</p> <p><b>summarizing [1]</b> 80/11</p> <p><b>Sunshine [5]</b> 17/7 17/9 17/23 19/8 75/1</p> <p><b>Sunshine Law [3]</b> 17/7 17/9 75/1</p> <p><b>supplement [1]</b> 38/25</p> <p><b>support [2]</b> 13/12 64/2</p> <p><b>supported [2]</b> 63/25 64/8</p> <p><b>supporting [1]</b> 64/5</p> <p><b>supposed [2]</b> 42/7 107/14</p> <p><b>sure [31]</b> 5/22 14/9 17/11 20/8 23/10 24/1 24/24 28/19 32/22 37/17 45/14 53/14 61/14 62/7 66/23 68/6 68/24 69/6 73/10 80/10 81/25 82/3 82/11 97/22 104/7 107/9 110/12 111/15 114/18 117/8 118/1</p> <p><b>surprise [2]</b> 79/2 124/5</p> <p><b>surrounding [2]</b> 70/3 70/4</p> <p><b>sustainable [1]</b> 61/14</p> <p><b>swear [1]</b> 3/21</p> <p><b>swear-ins [1]</b> 3/21</p> <p><b>swearing [1]</b> 3/9</p> <p><b>sworn [1]</b> 3/11</p> <p><b>SWOT [2]</b> 59/24 61/20</p> <p><b>sync [1]</b> 79/11</p>	<p><b>System [1]</b> 84/5</p> <p><b>T</b></p> <p><b>T-hangar [4]</b> 48/20 48/22 87/3 92/16</p> <p><b>T-hangars [1]</b> 61/10</p> <p><b>table [1]</b> 114/24</p> <p><b>tacking [1]</b> 35/3</p> <p><b>take [27]</b> 4/21 6/2 18/24 18/25 25/8 25/9 30/4 32/21 47/12 47/21 49/16 59/2 67/13 74/21 82/20 90/4 90/21 91/12 91/15 92/13 96/2 99/8 104/20 106/12 108/19 115/2 124/18</p> <p><b>taken [2]</b> 86/2 95/13</p> <p><b>takes [1]</b> 79/15</p> <p><b>taking [6]</b> 47/6 47/17 50/9 51/23 83/13 83/14</p> <p><b>talent [1]</b> 101/15</p> <p><b>talk [9]</b> 10/2 13/24 18/22 34/10 37/2 37/11 101/7 111/10 122/14</p> <p><b>talked [6]</b> 11/21 22/3 47/20 81/11 94/22 110/19</p> <p><b>talking [7]</b> 9/24 30/18 67/9 67/23 86/3 101/6 112/25</p> <p><b>taxi [1]</b> 74/9</p> <p><b>team [5]</b> 55/1 63/22 77/11 77/12 100/6</p> <p><b>technical [1]</b> 15/10</p> <p><b>technically [1]</b> 30/9</p> <p><b>tell [5]</b> 48/23 48/24 72/8 73/2 114/23</p> <p><b>telling [2]</b> 35/17 88/14</p> <p><b>tempo [1]</b> 50/9</p> <p><b>temporary [2]</b> 106/7 106/14</p> <p><b>ten [3]</b> 77/13 93/15 99/25</p> <p><b>tenants [8]</b> 54/11 88/13 88/16 88/23 102/25 103/2 105/10 124/7</p> <p><b>term [5]</b> 99/25 120/4 120/8 121/12 121/12</p> <p><b>terminal [1]</b> 36/13</p> <p><b>terminates [1]</b> 106/6</p> <p><b>terminating [2]</b> 117/4 120/17</p> <p><b>termination [1]</b> 71/9</p> <p><b>terms [7]</b> 53/4 54/21 54/23 60/4 61/3 61/25 83/25</p> <p><b>testing [1]</b> 56/6</p> <p><b>texts [1]</b> 91/2</p> <p><b>than [17]</b> 12/15 33/14 35/4 45/25 47/2 47/3 69/9 70/23 71/22 72/22 72/24 74/15 77/15 78/11 80/22 101/14 108/23</p> <p><b>thank [36]</b> 3/12 4/22</p>	<p>4/23 5/19 7/17 51/17 51/22 53/21 53/22 57/15 66/5 66/9 66/10 76/10 83/6 84/11 85/24 86/12 87/24 87/25 88/4 89/25 90/1 91/19 91/20 92/9 94/8 94/14 94/18 98/24 104/17 105/24 106/17 106/18 112/19 124/21</p> <p><b>Thanks [2]</b> 85/23 89/24</p> <p><b>that [638]</b></p> <p><b>that's [88]</b> 4/7 5/2 11/17 15/24 16/8 16/21 17/11 18/2 19/1 20/16 21/3 21/3 21/13 24/12 26/1 29/25 31/22 32/10 33/8 33/25 34/12 34/18 40/7 40/8 43/2 43/21 46/10 46/11 48/23 49/5 49/14 50/1 50/18 50/20 51/3 51/13 55/16 56/17 64/1 65/11 73/9 74/5 74/13 75/9 76/18 77/7 77/14 78/11 78/15 78/15 78/18 79/13 79/14 83/6 83/12 84/25 85/14 87/23 88/10 90/6 90/23 91/9 91/20 94/14 97/6 98/4 98/5 98/6 98/18 99/5 100/11 103/10 105/15 108/8 109/7 110/9 112/7 117/3 117/17 118/17 121/4 122/3 122/4 122/11 122/21 122/22 123/9 124/13</p> <p><b>their [22]</b> 3/7 3/8 8/4 8/9 29/20 46/5 46/5 55/25 65/22 71/22 76/9 79/20 79/21 84/4 90/24 91/1 91/3 98/20 103/11 113/1 121/25 124/13</p> <p><b>them [25]</b> 9/1 18/16 20/24 21/5 25/15 25/16 28/23 39/21 40/14 48/23 64/8 65/14 66/1 70/11 71/3 71/22 80/17 84/19 90/12 90/25 91/17 94/8 109/3 109/4 111/14</p> <p><b>themes [3]</b> 61/22 61/25 62/18</p> <p><b>themselves [1]</b> 79/19</p> <p><b>then [61]</b> 5/23 10/19 12/8 13/3 13/17 13/20 14/17 17/22 18/10 18/17 19/12 19/14 19/24 20/20 23/5 34/3 36/19 37/14 38/25 39/20 40/17 40/19 42/19 49/7 49/13 49/15 50/11 57/1 57/16 61/16 62/13 68/14 69/17 69/17 71/14 72/2 73/11</p>
---	--	---	---	---

<p><b>T</b></p> <p><b>then...</b> [24] 75/4 76/6 77/2 77/24 80/24 81/13 87/5 87/21 98/7 98/12 100/24 103/10 107/13 108/3 108/11 109/20 109/22 110/4 111/19 113/20 114/10 116/25 118/22 122/3</p> <p><b>there</b> [65] 4/18 5/4 6/24 8/3 8/4 9/9 9/10 12/11 12/20 13/17 14/1 14/1 16/3 18/6 20/23 22/18 23/4 24/9 24/21 33/3 37/3 37/18 38/2 38/14 39/20 43/1 46/9 46/19 47/18 51/19 54/13 54/14 55/12 55/12 58/6 60/25 61/2 61/11 62/14 67/6 68/24 69/21 78/25 79/3 81/23 82/14 87/4 87/6 89/8 89/8 89/17 91/1 94/25 95/11 96/9 97/18 104/14 109/13 115/9 118/3 120/2 120/7 122/9 124/11 124/25</p> <p><b>there's</b> [31] 9/4 10/22 13/23 18/6 24/22 36/12 37/6 39/9 39/12 43/12 48/5 49/14 62/3 64/6 65/2 65/11 67/6 70/5 73/13 82/22 85/7 85/11 89/14 90/21 105/9 105/17 110/11 111/3 111/4 117/13 122/7</p> <p><b>therefore</b> [1] 12/15</p> <p><b>these</b> [39] 6/1 8/20 9/1 9/12 12/14 13/7 17/1 17/6 17/18 18/19 20/18 22/14 23/19 28/23 29/4 31/21 31/21 58/12 59/16 59/16 63/3 63/9 64/19 67/4 67/4 71/12 79/12 81/23 82/8 87/11 87/13 91/10 91/10 91/14 91/24 97/3 110/21 123/14 124/16</p> <p><b>they</b> [64] 5/21 11/22 15/4 15/9 19/14 24/23 28/22 29/7 29/8 32/2 32/3 37/5 37/8 37/8 39/22 40/6 41/21 42/16 44/9 46/4 48/19 48/20 48/24 48/25 49/15 60/7 63/3 65/20 65/20 65/22 65/23 65/24 67/5 69/8 71/15 71/20 72/12 75/11 76/1 84/17 87/13 87/14 87/14 89/6 90/24 97/19 100/21 100/21 100/21 102/1 102/1 102/2 102/3 102/3 103/3 109/1 109/1 110/6 113/1 117/18</p>	<p>117/19 118/23 119/7 121/24</p> <p><b>they'll</b> [2] 14/24 14/25</p> <p><b>they're</b> [17] 25/15 37/7 40/6 61/13 79/19 80/15 82/8 88/18 93/15 98/21 100/2 100/2 100/3 100/25 107/13 110/11 113/23</p> <p><b>they've</b> [1] 108/21</p> <p><b>thing</b> [22] 4/12 11/21 16/17 24/12 24/17 29/9 39/8 50/6 51/14 64/18 76/21 78/22 83/12 85/14 86/11 86/24 87/1 89/7 90/15 109/10 114/3 123/19</p> <p><b>things</b> [32] 18/5 18/25 20/23 36/4 37/14 37/18 42/19 45/15 47/20 48/4 50/9 61/7 64/22 66/4 67/20 71/14 72/13 74/19 75/1 75/20 85/20 89/9 90/14 94/17 94/21 97/24 110/20 110/21 117/13 120/5 122/3 123/14</p> <p><b>think</b> [111] 9/9 9/16 11/6 11/9 13/5 13/14 13/20 16/11 19/3 20/14 24/23 25/13 25/20 28/7 29/8 29/17 29/19 31/13 31/17 33/8 34/14 36/5 36/12 37/6 37/12 39/16 40/10 41/25 44/23 48/2 48/15 50/8 50/20 51/3 52/9 66/2 66/17 66/18 66/19 67/1 67/5 67/18 68/4 68/8 68/25 69/10 70/16 71/16 73/3 75/22 76/11 76/22 77/3 77/7 78/16 78/25 79/8 79/11 79/13 79/17 81/11 81/19 82/2 82/4 82/10 82/25 84/25 85/5 85/11 85/14 86/4 88/19 88/21 89/2 89/5 89/18 90/9 93/5 95/18 96/2 97/11 97/12 97/16 97/18 98/8 98/10 98/12 98/19 99/20 100/5 100/12 100/18 101/2 103/3 103/6 105/15 107/17 108/1 108/6 110/18 114/7 114/11 115/2 115/9 116/12 120/16 121/1 121/18 122/7 122/8 122/21</p> <p><b>thinking</b> [5] 13/15 18/3 18/12 73/9 101/11</p> <p><b>third</b> [8] 38/19 40/3 55/14 63/10 64/13 68/16 120/8 122/2</p> <p><b>this</b> [145]</p> <p><b>those</b> [45] 7/6 8/24</p>	<p>11/11 12/16 13/4 14/23 14/23 18/17 21/11 25/14 32/11 39/1 44/18 53/22 58/3 58/7 58/8 59/4 59/17 60/25 61/11 61/23 61/24 62/18 62/19 62/21 62/21 62/23 64/7 64/9 68/20 70/10 70/12 74/5 74/19 75/1 79/17 89/20 110/10 117/13 118/11 120/5 120/10 121/25 123/3</p> <p><b>though</b> [2] 72/16 80/7</p> <p><b>thought</b> [5] 26/4 26/5 44/6 44/9 119/20</p> <p><b>thoughts</b> [6] 46/5 47/16 49/22 51/6 68/20 83/5</p> <p><b>thousand</b> [4] 115/6 115/18 119/21 119/24</p> <p><b>threats</b> [3] 60/1 60/20 61/5</p> <p><b>three</b> [26] 5/25 7/12 7/12 15/3 24/9 24/12 32/20 44/16 45/2 46/5 47/24 52/4 53/25 55/22 56/3 56/8 58/3 59/12 59/17 78/3 78/3 82/8 83/20 83/20 99/24 108/25</p> <p><b>three-hour</b> [3] 44/16 55/22 56/8</p> <p><b>through</b> [17] 9/11 16/12 26/25 27/22 28/9 31/10 34/9 34/20 58/12 58/13 79/7 91/23 95/20 105/6 114/3 114/4 123/18</p> <p><b>throw</b> [3] 9/4 45/23 46/7</p> <p><b>throwing</b> [1] 8/19</p> <p><b>till</b> [3] 15/16 57/8 110/4</p> <p><b>time</b> [44] 4/11 5/12 17/20 31/4 31/10 36/12 41/23 42/11 42/13 43/1 43/15 50/7 50/12 51/23 54/14 57/6 58/6 63/7 63/8 66/22 68/23 76/22 77/12 81/21 81/22 82/16 84/7 91/3 91/18 95/18 98/3 98/4 98/5 98/7 100/13 104/3 106/9 106/24 111/5 114/16 114/17 116/17 121/2 121/19</p> <p><b>timely</b> [1] 82/14</p> <p><b>times</b> [3] 29/2 32/14 73/20</p> <p><b>timetable</b> [2] 65/8 99/9</p> <p><b>timetables</b> [2] 63/21 66/4</p> <p><b>timing</b> [1] 68/21</p> <p><b>tiny</b> [1] 90/13</p> <p><b>today</b> [11] 3/8 4/24</p>	<p>17/1 17/5 18/13 20/18 22/4 29/11 34/9 61/13 88/8</p> <p><b>today's</b> [1] 95/23</p> <p><b>together</b> [3] 61/20 66/3 101/5</p> <p><b>told</b> [1] 53/14</p> <p><b>tonight</b> [7] 4/12 70/18 76/18 80/3 80/5 83/2 124/5</p> <p><b>too</b> [7] 5/12 5/13 32/1 35/24 86/16 106/4 117/15</p> <p><b>took</b> [2] 12/2 99/14</p> <p><b>tool</b> [2] 102/7 102/7</p> <p><b>top</b> [1] 4/8</p> <p><b>topic</b> [4] 10/15 33/24 36/3 97/12</p> <p><b>topics</b> [8] 10/18 31/2 33/18 33/18 49/25 50/4 51/6 74/3</p> <p><b>total</b> [2] 65/7 77/6</p> <p><b>totally</b> [1] 103/19</p> <p><b>touches</b> [1] 62/1</p> <p><b>toward</b> [3] 55/14 63/22 78/5</p> <p><b>towards</b> [1] 109/2</p> <p><b>TPO</b> [7] 21/8 21/11 23/23 25/23 25/24 26/2 27/11</p> <p><b>Trace</b> [1] 86/21</p> <p><b>track</b> [2] 26/11 50/17 55/22 56/8</p> <p><b>tradition</b> [1] 6/15</p> <p><b>traffic</b> [1] 72/23</p> <p><b>transaction</b> [1] 73/11</p> <p><b>transcript</b> [1] 126/8</p> <p><b>translatable</b> [1] 108/22</p> <p><b>transparency</b> [1] 95/2</p> <p><b>transportation</b> [3] 74/4 83/24 102/1</p> <p><b>treasurer</b> [6] 7/25 8/8 8/16 15/5 27/7 119/24</p> <p><b>treat</b> [1] 90/15</p> <p><b>treaties</b> [1] 74/8</p> <p><b>tricky</b> [2] 37/10 97/12</p> <p><b>true</b> [1] 126/8</p> <p><b>truly</b> [1] 82/5</p> <p><b>try</b> [5] 5/11 81/5 81/22 91/25 94/6</p> <p><b>trying</b> [7] 116/11 118/3 119/3 119/4 119/10 120/25 121/4</p> <p><b>turn</b> [2] 4/19 7/20</p> <p><b>tweak</b> [1] 110/6</p> <p><b>tweaked</b> [1] 58/15</p> <p><b>tweaking</b> [1] 80/9</p> <p><b>twice</b> [1] 40/11</p> <p><b>two</b> [34] 5/25 6/17 6/23 7/13 7/16 7/17 7/17 13/4 14/20 21/11 23/15 38/21 40/24 40/25 45/20 46/12 46/14 50/21 53/21 55/3 58/7 58/14 68/5 69/15 72/12 79/23 79/24 81/4 91/15</p>	<p>91/15 94/17 95/3 99/24 120/3</p> <p><b>two-month</b> [1] 81/4</p> <p><b>type</b> [5] 62/12 100/22 102/16 102/17 117/22</p> <p><b>types</b> [1] 101/22</p> <p><b>typical</b> [1] 38/16</p> <p><b>typically</b> [3] 4/20 59/17 75/23</p> <hr/> <p><b>U</b></p> <p><b>uh</b> [2] 28/12 28/13</p> <p><b>unacceptable</b> [1] 93/23</p> <p><b>unanimously</b> [1] 120/13</p> <p><b>under</b> [12] 7/23 10/9 10/12 10/15 12/17 24/10 30/4 49/16 57/3 113/7 117/25 118/6</p> <p><b>underscore</b> [1] 63/13</p> <p><b>understand</b> [12] 17/17 42/22 46/12 53/9 83/3 87/8 87/15 101/9 119/2 119/3 120/19 120/22</p> <p><b>understanding</b> [6] 23/21 44/2 74/15 114/19 119/18 121/2</p> <p><b>understood</b> [1] 119/20</p> <p><b>Unfortunately</b> [1] 31/12</p> <p><b>University</b> [1] 4/13</p> <p><b>unless</b> [3] 11/18 26/18 108/19</p> <p><b>unnecessary</b> [1] 42/21</p> <p><b>unnoticed</b> [2] 96/16 97/13</p> <p><b>unsolicited</b> [1] 89/21</p> <p><b>until</b> [4] 6/21 15/14 106/15 113/21</p> <p><b>up</b> [51] 5/10 7/4 7/21 11/7 13/6 29/16 33/8 33/9 35/24 42/7 42/20 44/20 45/16 48/18 48/20 49/12 50/16 54/19 58/24 59/17 60/15 60/17 60/17 61/7 67/1 68/13 71/3 71/11 75/21 76/22 78/25 82/7 83/19 83/24 84/9 85/6 90/5 93/22 94/11 98/4 98/25 99/6 103/10 109/13 110/25 115/5 119/15 119/17 119/23 122/21 122/24</p> <p><b>upcoming</b> [1] 52/6</p> <p><b>update</b> [7] 2/8 28/5 51/8 51/15 51/23 52/1 110/11</p> <p><b>updates</b> [1] 52/7</p> <p><b>upon</b> [3] 72/7 82/19 90/21</p> <p><b>us</b> [31] 16/9 32/21 36/3 49/20 50/19 51/4 51/15 52/9 52/15 53/14 54/18</p>
--	--	--	---	--

<p><b>U</b>  <b>us...</b> [20] 56/10 56/19 59/3 65/13 65/20 67/18 80/8 82/1 82/3 82/10 87/10 87/20 89/23 93/9 97/12 97/16 98/5 100/5 111/18 119/13  <b>usable</b> [1] 62/7  <b>usage</b> [1] 77/6  <b>use</b> [8] 51/5 52/21 63/17 66/20 74/8 74/20 100/19 106/7  <b>used</b> [3] 69/9 75/24 75/25  <b>useful</b> [1] 48/4  <b>user</b> [1] 89/6  <b>users</b> [3] 88/12 88/16 88/22  <b>using</b> [5] 61/20 77/13 77/16 77/20 102/6  <b>usually</b> [3] 34/18 34/22 38/16</p>	<p><b>vote-getter</b> [1] 6/21  <b>voted</b> [1] 68/23  <b>votes</b> [2] 7/12 86/5  <b>voting</b> [2] 7/18 112/5  <b>vulnerabilities</b> [1] 60/13  <b>W</b>  <b>wait</b> [8] 15/14 15/16 28/9 44/24 65/4 81/16 110/20 114/18  <b>waiting</b> [8] 87/3 87/5 87/21 92/20 93/2 93/7 93/22 110/4  <b>walk</b> [1] 57/16  <b>want</b> [80] 5/9 5/22 6/1 8/4 8/20 8/21 10/1 11/14 11/15 14/16 16/25 17/1 17/3 17/5 17/17 17/20 19/22 24/1 24/2 30/3 31/9 33/9 37/2 37/11 39/10 44/15 45/16 45/17 48/13 48/25 53/5 53/5 53/11 53/14 59/8 61/23 61/23 63/22 64/25 67/1 67/13 67/13 69/22 72/8 80/4 80/14 80/21 80/23 80/25 81/5 81/7 82/15 85/5 89/21 91/14 97/18 97/19 97/21 97/25 98/2 101/9 102/21 105/11 105/16 105/21 105/22 105/22 105/23 107/9 109/23 110/3 114/7 114/21 116/9 119/14 121/6 122/10 123/14 124/5 124/12  <b>wanted</b> [17] 15/13 16/10 52/1 54/15 57/19 58/10 59/20 62/20 66/23 75/7 78/21 88/11 89/2 94/24 95/19 124/1 124/14  <b>wanting</b> [1] 118/2  <b>wants</b> [13] 9/5 11/11 11/18 23/2 25/12 25/13 29/12 59/7 66/12 81/14 97/4 108/19 115/7  <b>was</b> [80] 4/6 4/8 4/11 5/13 9/10 10/4 11/20 11/21 13/15 14/22 16/5 18/2 21/4 21/4 22/8 22/10 24/25 35/20 35/20 35/23 46/17 46/19 46/19 49/20 50/3 50/9 50/13 52/12 52/17 52/18 53/25 54/17 58/6 59/23 60/4 60/14 60/21 61/2 61/16 62/14 68/4 69/5 69/5 69/5 69/6 69/8 69/9 69/10 69/10 72/6 76/5 76/9 77/1 79/4 79/6 80/22 81/12 81/23 83/16 86/1 86/2</p>	<p>90/4 94/22 95/13 95/15 95/15 95/17 104/8 105/8 105/9 107/17 116/25 118/2 119/19 119/20 119/21 122/24 123/24 124/15 126/7  <b>Washington</b> [1] 104/1  <b>wasn't</b> [6] 13/15 22/3 24/1 33/16 49/14 122/9  <b>waste</b> [1] 82/16  <b>wasted</b> [1] 81/20  <b>watching</b> [2] 50/8 90/7  <b>water</b> [1] 90/11  <b>way</b> [20] 1/4 12/19 13/11 19/12 33/25 39/16 40/5 46/11 46/11 47/2 53/10 58/13 61/11 66/2 69/14 69/25 85/12 88/24 89/19 116/24  <b>ways</b> [5] 12/11 16/21 60/17 65/3 105/8  <b>we</b> [451]  <b>we'd</b> [4] 9/11 31/7 55/18 59/2  <b>we'll</b> [19] 3/10 5/23 6/2 7/20 18/22 18/23 33/7 43/23 45/8 45/10 68/5 68/8 82/6 84/1 91/23 104/20 106/19 111/14 125/1  <b>we're</b> [83] 4/4 5/8 13/5 16/4 17/2 18/3 20/16 20/22 28/9 28/17 28/24 28/24 29/3 29/4 29/15 34/20 34/24 37/14 38/4 38/4 45/21 45/21 47/15 47/21 49/24 53/8 54/21 55/7 55/13 55/15 57/10 57/10 57/18 58/9 62/8 63/15 64/11 64/24 65/5 67/2 73/10 77/3 77/13 77/15 77/20 81/25 82/4 82/11 83/3 84/11 89/23 93/9 93/17 93/18 93/20 93/22 94/1 94/1 94/5 94/12 96/13 99/21 99/22 99/22 100/3 101/2 101/4 101/6 102/8 104/13 104/13 104/14 104/14 111/7 111/24 112/25 113/24 115/8 118/24 120/17 120/17 121/1 121/4  <b>we've</b> [29] 26/25 39/18 39/19 44/18 46/12 47/3 47/4 47/5 52/2 52/2 53/20 54/22 54/25 57/18 62/22 76/11 76/11 76/12 79/23 80/16 83/11 93/20 95/20 108/20 114/3 114/12 115/8 121/12 123/18  <b>weaknesses</b> [2] 59/25 60/9</p>	<p><b>website</b> [3] 65/22 70/2 111/1  <b>week</b> [17] 19/6 20/18 30/8 30/19 31/6 31/7 31/12 33/3 33/5 38/9 38/9 38/24 38/24 55/16 55/20 55/21 83/25  <b>weekend</b> [2] 40/2 41/15  <b>weeks</b> [3] 55/4 83/22 99/24  <b>welcome</b> [7] 3/3 3/6 66/6 79/18 84/23 86/25 90/3  <b>well</b> [47] 10/3 11/6 17/17 21/6 23/15 24/3 30/16 30/23 33/7 34/24 37/6 37/20 38/6 38/18 43/12 44/25 46/16 47/11 48/9 48/23 55/22 56/9 56/13 59/10 60/23 60/23 64/10 66/21 67/16 68/19 70/24 73/24 76/10 77/23 79/23 81/9 86/1 86/16 96/22 98/15 99/13 100/20 102/15 110/13 120/2 121/23 122/23  <b>went</b> [6] 66/19 69/25 70/4 70/8 70/11 79/8  <b>were</b> [27] 9/9 36/22 44/9 44/23 46/16 53/24 54/6 54/14 58/8 58/25 60/3 60/6 62/1 62/4 64/13 67/22 75/6 86/3 87/4 94/25 95/21 99/7 104/10 108/22 109/2 116/21 117/22  <b>weren't</b> [1] 44/6  <b>what</b> [130]  <b>what's</b> [8] 11/3 11/4 30/13 31/4 45/15 68/7 86/8 118/3  <b>whatever</b> [3] 16/24 35/17 105/19  <b>when</b> [24] 11/21 13/17 19/8 34/12 49/1 52/15 52/21 53/16 59/15 64/18 64/19 65/18 67/22 72/15 73/4 74/11 77/7 78/23 79/4 90/21 94/21 111/21 112/23 116/17  <b>where</b> [23] 5/22 9/17 28/22 30/3 42/16 48/1 49/12 61/15 64/1 64/24 65/2 71/20 75/7 79/12 79/13 81/5 83/2 88/21 89/10 108/23 111/2 117/18 117/22  <b>Whereas</b> [1] 74/11  <b>whether</b> [16] 8/20 17/11 17/22 17/24 24/24 39/7 41/22 45/24 61/9 61/11 88/18 94/3</p>	<p>98/20 98/21 117/21 124/9  <b>which</b> [19] 11/8 40/1 40/3 56/3 58/15 58/25 67/9 67/22 68/11 69/16 71/14 75/5 83/5 84/6 84/19 84/25 89/4 99/19 122/25  <b>while</b> [6] 3/21 4/4 11/22 19/2 90/5 121/20  <b>who</b> [32] 3/8 6/17 6/23 8/1 8/23 14/1 17/21 22/7 24/19 25/2 25/3 25/12 25/12 25/22 27/3 48/8 54/14 60/3 65/18 66/12 68/9 74/24 75/19 76/14 85/9 86/12 87/10 87/20 88/9 88/17 105/2 109/16  <b>who's</b> [2] 9/12 74/24  <b>whoever</b> [1] 103/11  <b>whoever's</b> [1] 103/12  <b>whole</b> [7] 49/5 67/18 92/4 92/7 97/22 117/14 119/21  <b>wholeheartedly</b> [1] 68/11  <b>whom</b> [1] 58/4  <b>whomever</b> [1] 12/22  <b>why</b> [11] 25/7 56/20 58/5 66/23 87/9 87/13 111/17 111/17 118/22 120/14 121/1  <b>Wiley</b> [1] 87/25  <b>will</b> [33] 6/20 7/21 8/7 18/24 24/1 25/9 32/21 36/15 37/18 44/3 48/15 48/17 48/18 48/20 55/6 56/4 56/23 65/9 65/14 71/4 96/2 97/21 98/2 98/11 99/16 100/7 108/16 108/18 111/13 113/18 113/20 122/25 124/10  <b>willing</b> [2] 11/17 113/24  <b>willingness</b> [1] 85/19  <b>wind</b> [1] 42/20  <b>wing</b> [1] 97/5  <b>winner</b> [1] 6/20  <b>wish</b> [2] 30/24 39/1  <b>wishes</b> [2] 25/2 25/3  <b>within</b> [4] 20/17 72/18 96/15 106/14  <b>without</b> [13] 29/12 33/2 65/4 65/7 96/19 103/22 115/23 116/6 116/16 117/10 118/7 119/17 120/9  <b>witness</b> [1] 3/8  <b>won't</b> [2] 42/3 42/6  <b>wonderful</b> [2] 41/25 90/24  <b>wondering</b> [1] 8/19  <b>work</b> [42] 13/8 14/8</p>
--	---	---	---	--

<p><b>W</b></p> <p><b>work...</b> [40] 14/16 19/4 33/8 33/9 50/24 51/1 52/2 52/10 52/12 52/13 55/8 59/15 63/14 63/22 63/22 65/19 67/13 67/16 68/15 68/21 68/22 69/1 71/13 71/19 71/19 72/10 78/10 81/14 81/15 82/13 85/6 85/19 87/21 108/21 109/5 110/14 110/15 113/2 113/22 117/20 <b>worked</b> [4] 27/21 46/15 57/18 57/25 <b>working</b> [13] 11/25 18/7 28/15 28/17 51/24 58/6 58/12 101/13 104/4 107/22 108/20 111/18 119/9 <b>works</b> [4] 12/21 16/19 55/18 57/11 <b>workshop</b> [23] 29/14 33/14 40/12 40/15 40/17 52/25 55/14 55/14 55/22 56/4 57/2 57/3 57/5 57/8 57/22 57/24 58/11 59/2 59/22 59/23 63/2 63/10 64/13 <b>workshops</b> [6] 28/25 29/1 29/6 29/7 53/21 53/22 <b>world</b> [1] 58/20 <b>worth</b> [4] 67/18 82/10 93/16 99/25 <b>would</b> [144] <b>wouldn't</b> [3] 15/17 30/16 67/17 <b>writing</b> [1] 118/17 <b>written</b> [1] 20/9 <b>wrong</b> [2] 114/24 119/6 <b>WUELLNER</b> [8] 1/17 15/15 66/9 83/12 97/14 98/12 98/22 100/9 <b>Wuellner's</b> [2] 116/21 119/11</p>	<p>38/21 39/4 65/5 93/22 102/11 <b>yearly</b> [1] 38/11 <b>years</b> [12] 45/20 46/12 50/22 53/17 60/16 73/17 79/6 90/7 97/15 102/10 124/16 124/17 <b>years'</b> [2] 93/15 99/25 <b>Yep</b> [1] 36/8 <b>yes</b> [54] 3/15 5/1 10/17 11/5 12/7 17/10 21/14 22/1 22/1 22/1 22/17 22/17 24/12 26/8 27/20 28/22 33/6 35/17 36/7 36/23 41/6 41/7 41/8 42/10 44/4 51/3 51/4 63/12 64/4 66/16 77/17 95/25 95/25 103/21 106/18 107/11 108/2 108/13 108/16 110/2 111/13 112/1 112/6 112/9 112/13 112/15 112/19 112/19 113/12 115/25 116/8 119/19 119/25 123/24 <b>yet</b> [6] 34/16 52/13 63/6 97/21 111/11 118/18 <b>you</b> [354] <b>you'd</b> [2] 38/6 72/3 <b>you'll</b> [1] 71/6 <b>you're</b> [24] 23/22 26/15 28/15 30/18 33/5 35/17 40/19 66/6 67/9 68/18 79/18 80/20 83/13 83/23 84/8 88/20 98/25 99/6 104/9 112/4 112/4 116/18 119/10 123/23 <b>you've</b> [8] 20/8 33/19 70/17 70/20 72/3 73/4 104/21 110/15 <b>you-all</b> [2] 59/2 66/7 <b>your</b> [44] 3/20 5/15 7/7 17/13 29/22 36/3 49/1 56/10 63/5 67/21 70/16 71/12 72/16 72/23 73/6 74/21 75/10 75/16 75/19 75/25 79/1 80/6 80/24 83/18 83/21 86/17 88/11 88/12 88/13 88/16 88/16 88/22 88/23 89/12 91/16 91/17 92/11 92/23 94/8 107/16 114/5 114/5 117/12 119/16 <b>yourself</b> [10] 25/5 69/23 73/3 88/13 88/15 88/19 88/21 103/25 105/2 106/5 <b>yourselves</b> [1] 90/21</p>			
<p><b>Y</b></p> <p><b>y'all</b> [4] 5/9 5/10 6/9 88/14 <b>yeah</b> [42] 9/21 9/23 9/25 11/6 12/4 14/3 14/6 15/21 16/7 19/23 21/23 25/6 26/23 29/23 32/18 34/7 36/7 38/12 38/22 41/16 41/18 42/18 49/10 49/10 50/20 67/25 68/3 68/25 76/4 77/9 78/1 80/18 81/3 86/15 100/23 101/24 105/6 107/1 111/19 113/3 122/17 123/6 <b>year</b> [7] 6/14 12/2</p>	<p><b>Z</b></p> <p><b>zoning</b> [1] 74/20</p>			