

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

COUNTY COUNCIL OF TALBOT COUNTY, MARYLAND

Council Meeting

May 28, 2024; 6:00 p.m.

Council Chambers, Easton, Maryland

COUNCIL MEMBERS:

Chuck F. Callahan

Pete Leshner

Keasha N. Haythe

Lynn L. Mielke

Dave Stepp

Reported by

Diane Houlihan

Page 2

1 TRANSCRIPT OF PROCEEDINGS

2

3 MR. CALLAHAN: I want to welcome you guys

4 for tonight's meeting and everything. So if

5 you could go ahead and please stand. And we're

6 going to say the Pledge of Allegiance of the

7 Flag and we're going to start off with the

8 prayer with Mr. Stepp.

9 (Prayer and Pledge of Allegiance.)

10 MR. CALLAHAN: Okay. Appreciate everybody

11 coming tonight. We'll go ahead and get started

12 with the agenda tonight.

13 The Council has the agenda before us. Is

14 there any deletions, additions, or corrections

15 to the agenda, Council? See anything? Okay.

16 All right. Hearing none, the chair moves that

17 the agenda be accepted by unanimous consent.

18 Okay.

19 Next on the agenda is the minutes. Okay.

20 Same here. The minutes are April 23rd. Any

21 additions, deletions, or corrections to the

Page 3

1 minutes, Council? Okay. Hearing none, the

2 chair moves that the minutes be accepted as

3 unanimous consent.

4 Next on the agenda is disbursements of May

5 21st and May 28th. And we've had the chance to

6 take a look at all those. Any additions,

7 deletions, or corrections to the disbursements?

8 Okay. Hearing none, the chair moves that the

9 disbursements be accepted as unanimous consent.

10 All right.

11 First up tonight, we've got a proclamation

12 of National Trails Day. Madam Secretary, could

13 you go ahead and read that into the record,

14 please.

15 SECRETARY: Proclamation, National Trails

16 Day, June 1, 2024.

17 Whereas, National Trails Day, the first

18 Saturday of June, is an annual celebration of

19 America's trails initiated by the American

20 Hiking Society in 1992 which encourages people

21 across the country to get outside and enjoy

Page 4

1 trails in their communities and to explore

2 trail systems in their region.

3 And whereas, trails make accessing the

4 outdoors by foot, bike, and wheelchair more

5 user friendly for everyone and are essential

6 outdoor spaces that allow individuals to use

7 active transportation instead of car trips,

8 thereby reducing traffic, vehicle miles

9 traveled, emissions, helping the environment,

10 bringing powerful economic opportunity to

11 communities of all sizes, and delivering health

12 and happiness to so many people.

13 And whereas, Maryland's Eastern Shore has

14 fewer off-road trails for its 456,815 residents

15 than other parts of the State and the

16 7.5 million visitors who come to Maryland for

17 outdoor recreation and fun.

18 And whereas, residents on the Eastern

19 Shore ranked having places to walk and bike

20 safety among their top priorities in land

21 preservation and parks and recreation plans and

Page 5

1 expressed support for building more trails in

2 their counties and town.

3 And whereas, Talbot Thrive and the Eastern

4 Shore trail network are working with counties,

5 municipalities, and the State to plan and

6 develop safe facilities separated from

7 vehicular traffic to encourage bicyclists,

8 walkers, the physically challenged, and other

9 non-motorized users of all ages to become more

10 active and spend time outdoors, thereby

11 improving their fitness and health.

12 And whereas, Talbot Thrive and the Eastern

13 Shore trail network are increasing access for

14 both residents and tourists to natural,

15 cultural, and historical sites, which will

16 provide health and economic benefits to

17 counties, municipalities, and businesses in the

18 region, bringing additional revenue and savings

19 in health care costs to local economies,

20 enhancing real estate values, and increasing

21 the number of visits and longer stays.

<p style="text-align: right;">Page 6</p> <p>1 And whereas, Talbot County is committed to</p> <p>2 working toward the shared vision of connecting</p> <p>3 people and communities through a safe and</p> <p>4 sustainable Eastern Shore trail network.</p> <p>5 Now, therefore, we, the County Council of</p> <p>6 Talbot County, do hereby proclaim June 1, 2024,</p> <p>7 as National Trails Day and encourage all</p> <p>8 residents to get outside and enjoy our trails.</p> <p>9 Given under the hands in the great seal of</p> <p>10 Talbot County this 28th day of May in the year</p> <p>11 of our Lord, 2024.</p> <p>12 MR. CALLAHAN: Great. Madam Secretary,</p> <p>13 good job.</p> <p>14 Is there a motion?</p> <p>15 MR. LESHAR: I'll move for the</p> <p>16 proclamation.</p> <p>17 MS. HAYTHE: Second.</p> <p>18 MR. CALLAHAN: Okay. We got a motion and</p> <p>19 second it to approve the proclamation as</p> <p>20 presented. Madam Secretary, could you call the</p> <p>21 vote.</p>	<p style="text-align: right;">Page 8</p> <p>1 it short.</p> <p>2 MR. CALLAHAN: No problem. But if you</p> <p>3 don't mind just introducing everybody, that</p> <p>4 would be great.</p> <p>5 MS. GRANT: Sure. If you guys want to</p> <p>6 introduce yourselves.</p> <p>7 MR. MARKS: Richard Marks.</p> <p>8 MR. FULL: Kevin Full.</p> <p>9 MR. BOUTS: Ted Bouts.</p> <p>10 MR. CALLAHAN: Okay.</p> <p>11 MS. GRANT: All supportive members of my</p> <p>12 board.</p> <p>13 MR. CALLAHAN: Okay.</p> <p>14 MS. GRANT: Thank you to the County</p> <p>15 Council for signing this important</p> <p>16 proclamation.</p> <p>17 We at Talbot Thrive and the Eastern Shore</p> <p>18 Trails Steering Committee, led by Owen Bailey</p> <p>19 at the Eastern Shore Land Conservancy, are</p> <p>20 excited to be part of this growing effort to</p> <p>21 support more trails in Talbot County and</p>
<p style="text-align: right;">Page 7</p> <p>1 SECRETARY: Mr. Callahan.</p> <p>2 MR. CALLAHAN: Aye.</p> <p>3 SECRETARY: Mr. Stepp.</p> <p>4 MR. STEPP: Aye.</p> <p>5 SECRETARY: Mr. Leshar.</p> <p>6 MR. LESHAR: Aye.</p> <p>7 SECRETARY: Ms. Mielke.</p> <p>8 MS. MIELKE: Aye.</p> <p>9 SECRETARY: Ms. Haythe.</p> <p>10 MS. HAYTHE: Aye.</p> <p>11 MR. CALLAHAN: Okay. Welcome, Heather.</p> <p>12 Is she here? Yup. Come on up, Heather. If</p> <p>13 you want to bring somebody up with you, come on</p> <p>14 up.</p> <p>15 MS. GRANT: My board members.</p> <p>16 MR. CALLAHAN: Yeah, yeah. Got to have</p> <p>17 the board members. Got to have them.</p> <p>18 MS. GRANT: Got to have them.</p> <p>19 MS. MIELKE: Bring the gang, bring the</p> <p>20 gang.</p> <p>21 MS. GRANT: Thank you. I'll try and keep</p>	<p style="text-align: right;">Page 9</p> <p>1 connect us to a trail network in the entire</p> <p>2 Delmarva region.</p> <p>3 It's an exciting time to be celebrating</p> <p>4 National Trails Day, but there is much work to</p> <p>5 be done to catch up to other parts of the State</p> <p>6 when it comes to the construction of trails.</p> <p>7 These essential outdoor spaces will play a</p> <p>8 critical role in making Talbot County an</p> <p>9 attractive place to live and visit, and the</p> <p>10 construction of active transportation network</p> <p>11 should be a priority moving forward.</p> <p>12 We are making headway in several areas of</p> <p>13 Talbot County. The design of the Oxford Park's</p> <p>14 connector trail, which will connect three parks</p> <p>15 in Oxford and get people off the busy Oxford</p> <p>16 Road, will be completed by August.</p> <p>17 This fall the State hopes to announce that</p> <p>18 the design of the Frederick Douglass trail from</p> <p>19 Easton to Clayton, Delaware, will be funded</p> <p>20 through a federal carbon reduction program</p> <p>21 grant.</p>

Page 10

1 The Town of Queen Anne is exploring  
 2 developing their own section of rail into a  
 3 linear park, which will be the first  
 4 municipality to move forward with a section of  
 5 the Frederick Douglass rail trail.  
 6 The purchase by the county of the Poplar  
 7 Hill property on Oxford Road has the potential  
 8 to be the eastern terminus of a trail from  
 9 Easton to Oxford.  
 10 As an organization dedicated to advocating  
 11 for more outdoor spaces for all to enjoy, we  
 12 hope to be included in the design and  
 13 implementation process for these and future  
 14 projects that we will have continuing support  
 15 of the County Council moving forward. Thank  
 16 you.  
 17 MR. CALLAHAN: Thank you.  
 18 Council.  
 19 MS. HAYTHE: I think it's always great to  
 20 get people outdoors. And trails are certainly  
 21 an integral part and within the State of

Page 11

1 Maryland, but, most importantly, here on the  
 2 Eastern Shore.  
 3 And great job on your efforts for what  
 4 you're doing right now.  
 5 And again, welcome aboard.  
 6 MS. GRANT: Thank you.  
 7 MR. CALLAHAN: Yup.  
 8 MS. MIELKE: It's great to promote health  
 9 in our county, and that's what the trails do.  
 10 So thank you.  
 11 MR. CALLAHAN: Mr. Leshner.  
 12 MR. LESHNER: I took my Scouts on the Cross  
 13 Island Trail and the South Island Trail not too  
 14 long ago in neighboring Queen Anne's County.  
 15 And I look forward to the day when we have that  
 16 kind of quality facilities right here at home  
 17 for our own residents.  
 18 So thank you for your good work that you  
 19 are doing to make that vision a reality.  
 20 MS. GRANT: Thank you.  
 21 MR. STEPP: Awesome job all around,

Page 12

1 everyone. So thank you.  
 2 MS. GRANT: Thank you.  
 3 MR. CALLAHAN: And I'll say the same  
 4 thing. Thanks a lot.  
 5 And really the effort in Oxford, too. A  
 6 few weeks ago you were here. So really, really  
 7 excited for that, getting that started and  
 8 everything.  
 9 So we're definitely big supporters of you  
 10 guys. That's for sure. Any time you need us  
 11 for anything, you come in here and we'll do the  
 12 best we can to get you walking where you need  
 13 to be. Okay. All right.  
 14 We got something for you up here, if you  
 15 want to come on up.  
 16 MR. STAMP: Everyone come up, get your  
 17 picture taken. It will be a good picture.  
 18 There you go. Look at that.  
 19 MR. CALLAHAN: Can you see?  
 20 MS. KILMON: Yup. I think we're good.  
 21 You guys ready? One, two, three. Okay.

Page 13

1 SPEAKER: And one more. One, two, and  
 2 three. Thank you.  
 3 MS. GRANT: Thank you.  
 4 MR. LESHNER: Not the first time that  
 5 happened.  
 6 MR. CALLAHAN: Nice seeing you.  
 7 MR. BOUTS: Thanks, Chuck.  
 8 MR. CALLAHAN: Okay. Thank you.  
 9 Appreciate it.  
 10 Okay. Next on the agenda is a Certificate  
 11 of Recognition for the Talbot County Department  
 12 of Corrections. Madam Secretary, could you go  
 13 ahead and read that into the record, please.  
 14 SECRETARY: Certificate of Commendation to  
 15 the Talbot County Department of Corrections.  
 16 Whereas, the Talbot County Department of  
 17 Corrections was recently notified that it had  
 18 achieved 100 percent compliance with the  
 19 auditing standards set by the Maryland  
 20 Department of Public Safety and Correctional  
 21 Services for adult detection centers.

Page 14

1 And whereas, through the commitment,  
 2 dedication, and efficiency of the entire staff,  
 3 this is the second time such a distinguished  
 4 recognition has been achieved.  
 5 Now, therefore, we, the County Council of  
 6 Talbot County, do hereby award this Certificate  
 7 of Recognition to the director, administrative  
 8 team, and staff of the Talbot County Department  
 9 of Corrections on this, the 28th day of May,  
 10 2024, and congratulate the entire department on  
 11 achieving 100 percent compliance.  
 12 MR. CALLAHAN: Okay. Thank you, Madam  
 13 Secretary.  
 14 Is there a motion?  
 15 MR. STEPP: So moved.  
 16 MR. LESHHER: Second.  
 17 MR. CALLAHAN: Okay. We got a motion and  
 18 second to go ahead and put this recognition  
 19 into the record. Madam Secretary, could you  
 20 call the vote, please.  
 21 SECRETARY: Mr. Callahan.

Page 15

1 MR. CALLAHAN: Aye.  
 2 SECRETARY: Mr. Stepp.  
 3 MR. STEPP: Aye.  
 4 SECRETARY: Mr. Leshher.  
 5 MR. LESHHER: Aye.  
 6 SECRETARY: Ms. Mielke.  
 7 MS. MIELKE: Aye.  
 8 SECRETARY: Ms. Haythe.  
 9 MS. HAYTHE: Aye.  
 10 MR. CALLAHAN: Okay. You guys want to  
 11 come on up. Good evening.  
 12 CAPTAIN GREEN: Good evening.  
 13 MR. CALLAHAN: Yeah. If you guys could  
 14 introduce yourself.  
 15 MR. HUGHES: Good evening. I'm Joe  
 16 Hughes, the deputy director.  
 17 CAPTAIN GREEN: I'm Captain Cindy Green,  
 18 chief of security.  
 19 LIEUTENANT FIELDS: And I'm Lieutenant  
 20 Christine Fields.  
 21 MR. CALLAHAN: That's great.

Page 16

1 LIEUTENANT FIELDS: Standards coordinator.  
 2 MR. CALLAHAN: That's great.  
 3 MR. HUGHES: So this is the second in a  
 4 row that we received 100 percent on the audit.  
 5 It's very hard to get 100 percent. But to do  
 6 it two consecutive audits in a row is really  
 7 good.  
 8 MR. CALLAHAN: Yeah. It sure is.  
 9 MR. HUGHES: It takes a team. It's a lot  
 10 of parts to the audit. It takes a team.  
 11 Lieutenant Fields is our quarterback. She  
 12 runs the show on the field. But it takes  
 13 everybody in the department.  
 14 MR. CALLAHAN: Right.  
 15 MR. HUGHES: Since COVID, they changed the  
 16 audits up. They would come to us and go  
 17 through all our paperwork.  
 18 Now they want us to send them all the  
 19 paperwork to them. So Lieutenant Fields had to  
 20 scan in all the paperwork and send it to them.  
 21 MR. CALLAHAN: Right.

Page 17

1 MR. HUGHES: So that part is very time  
 2 consuming. It's a lot. Just one section I  
 3 know was 36,000 pages that she had to do and  
 4 that was only a little small part of one  
 5 section.  
 6 So we've all worked together and we've  
 7 come up with new ways to do it. And we're able  
 8 to do it now mostly on the computers that we  
 9 can just export it and send it. So we'll save  
 10 a lot of money on paper and just the time it  
 11 takes to scan it all in.  
 12 MR. CALLAHAN: I got you. That's good.  
 13 Okay.  
 14 Council.  
 15 MS. HAYTHE: No. Just thank you for being  
 16 here again this evening, as you were here last  
 17 meeting. Thank you for all that you do.  
 18 MR. CALLAHAN: Yeah.  
 19 MS. MIELKE: Great job. Thank you.  
 20 MR. LESHHER: Congratulations. This is  
 21 really a sign of the very good work that you're

Page 18

1 doing. And everything that we can do to get  
 2 the word out about what is so -- well, it's  
 3 behind closed doors, isn't it, quite  
 4 intentionally. But getting the good word out  
 5 about the important work that you're doing in  
 6 promoting an important aspect of public safety  
 7 for our community. Thank you.  
 8 MR. STEPP: I'll echo everything. I mean  
 9 phenomenal job, especially two years in a row.  
 10 I know these things are not easy. I got  
 11 the chance to thank Director Kokolis last time.  
 12 So pleasure to reiterate that thanks to the  
 13 three of you. And would you please extend that  
 14 thanks out to the entire crew. So appreciate  
 15 you guys. Thank you.  
 16 MR. HUGHES: Thank you.  
 17 MR. CALLAHAN: And I'll follow up, too.  
 18 It just shows us and the county and the  
 19 community how phenomenal your team is. That's  
 20 for sure. That's what it shows us.  
 21 And not only 100 percent back to back, I

Page 19

1 mean that really shows how awesome you guys  
 2 really are. So we really appreciate you and  
 3 all you're doing.  
 4 So come on up. We got a little  
 5 certificate for you.  
 6 MS. KILMON: All right. Ready? One, two,  
 7 three.  
 8 SPEAKER: Okay. One, two, and three.  
 9 Thank you.  
 10 MR. CALLAHAN: That's it. Okay. Good  
 11 job. Okay.  
 12 Next on the agenda is an update from  
 13 Maryland Environmental Services. If you guys  
 14 want to come on up, that would be great.  
 15 MR. FORD: We're going to tag team it  
 16 today.  
 17 MR. CALLAHAN: Okay. That's good. That's  
 18 good. No problem.  
 19 MR. FORD: I've been told I talk too much.  
 20 So these guys remind me of that, keep me on  
 21 schedule.

Page 20

1 MR. CALLAHAN: Well, you can't do too much  
 2 in five minutes.  
 3 MR. FORD: That's exactly right.  
 4 And before I start, I want to thank  
 5 Councilman Stepp for including a remembrance,  
 6 Memorial Day remembrance in his opening prayer  
 7 because it's not all about hamburgers and hot  
 8 dogs. It's a good reminder. So thank you.  
 9 MR. CALLAHAN: Yup.  
 10 MR. FORD: Do we have a slide show? I'm  
 11 going to have to do it by memory. I'm in  
 12 trouble.  
 13 MR. STAMP: Hey, Tim. Pull the microphone  
 14 close so everybody can hear.  
 15 MR. FORD: Yup. How is that?  
 16 MR. STAMP: Perfect.  
 17 MR. FORD: And we'll make this quick.  
 18 Gary, you got the (inaudible). You want  
 19 to go ahead and advance it. One more. That's  
 20 fine. We can dispense with the agenda.  
 21 So we always open with a reminder of what

Page 21

1 the midshore agreement is. It was, and I say  
 2 was because there are some updates going  
 3 forward, but an 80-year agreement between four  
 4 on the upper shore to handle all your solid  
 5 waste management needs.  
 6 And MES, Maryland Environmental Service,  
 7 which I'm the managing director of the  
 8 environmental operations. We didn't do the  
 9 introductions. I'm sorry. But for those who  
 10 don't know me, I'm Tim Ford, managing director  
 11 for environmental operations. And I'll have  
 12 all my other guys introduce themselves when  
 13 they get there.  
 14 But as a reminder, we have this agreement  
 15 in place. And it's been a good agreement for  
 16 well over 30 years now. And we've recently  
 17 evaluated Midshore II in terms of its current  
 18 life, if that's the next slide. We had  
 19 estimated a couple of years back that we were  
 20 trending for a surplus in permitted air space  
 21 for the landfill. And so we approached

Page 22	Page 24
<p>1 Caroline County about a year ago and asked if</p> <p>2 they were interested in extending the term of</p> <p>3 the landfill.</p> <p>4 Through a period of somewhat intense</p> <p>5 negotiation over the last year, we're happy to</p> <p>6 say that there's a tentative agreement reached.</p> <p>7 In fact, we'll be circulating a revised</p> <p>8 memorandum of understanding tomorrow through</p> <p>9 the four administrators to get that ball</p> <p>10 rolling in terms of memorializing the agreement</p> <p>11 in place.</p> <p>12 But in general, Caroline County did not</p> <p>13 have to extend or agree to allow the landfill</p> <p>14 to be extended. We could have moved on to</p> <p>15 Queen Anne's County. In fact, we were</p> <p>16 preparing to do so and still are until we get</p> <p>17 permits in hand and this approval agreed in</p> <p>18 writing.</p> <p>19 But they were interested in negotiating as</p> <p>20 long as there was some consideration for their</p> <p>21 extension. So we looked hard at the numbers.</p>	<p>1 that point, we'll move on to Queen Anne's</p> <p>2 County. Queen Anne's County still is obligated</p> <p>3 to take its turn as well.</p> <p>4 The money that we're realizing to be able</p> <p>5 to pay a host fee comes out of debt service,</p> <p>6 restating debt service. And without going into</p> <p>7 great detail, the way we're required to accrue</p> <p>8 for closure costs, we have to pay for</p> <p>9 post-closure care of the landfills. In fact,</p> <p>10 we're doing so at Midshore I for at least 30</p> <p>11 years and probably longer. And that costs</p> <p>12 money.</p> <p>13 And the way you accrue for that under</p> <p>14 gasby is based on air space. But because we</p> <p>15 were accruing it on air space, we weren't going</p> <p>16 to be fully accrued for those closure costs if</p> <p>17 we closed by calendar year. So we were</p> <p>18 accruing additional monies to close by 2031.</p> <p>19 So that money becomes available now because we</p> <p>20 can accrue fully over the amount of permitted</p> <p>21 air space for those capital costs and those</p>
Page 23	Page 25
<p>1 The four counties enlisted the help of a</p> <p>2 financial expert as well to review the numbers</p> <p>3 that we had put together.</p> <p>4 And at the end of the day, what we agreed</p> <p>5 to in principle is a host fee that we will pay</p> <p>6 Caroline County for approximately, what was it,</p> <p>7 the next 12 years and then another six, 18</p> <p>8 years I guess a host fee in return of extending</p> <p>9 the agreement for another 12 years.</p> <p>10 So the way that works is that we'll pay a</p> <p>11 \$3 a ton fee now. We recognize that we wanted</p> <p>12 to -- it's all relative, right, in terms of how</p> <p>13 the numbers all work out. But we want to break</p> <p>14 it up so that they can show the county</p> <p>15 something now in return for this extension.</p> <p>16 And that \$3 per ton fee would be paid on</p> <p>17 receipted inbound municipal solid waste through</p> <p>18 12/31/30.</p> <p>19 After that point, we will pay the county</p> <p>20 \$6 a ton for an additional 12 years or until</p> <p>21 the air space at the landfill is used. And at</p>	<p>1 closure costs.</p> <p>2 So that allows us to fund this host fee.</p> <p>3 The idea is that whatever the host fee was</p> <p>4 going to be didn't result in a shortfall in any</p> <p>5 budget year. So that was important for the</p> <p>6 other three counties involved that we didn't</p> <p>7 have to come to the counties with a hat in hand</p> <p>8 in saying we need to pay a supplemental fee</p> <p>9 because we don't have enough money to run the</p> <p>10 landfill. We've never done it in 30 years. We</p> <p>11 don't want to do it for the remaining 50. So</p> <p>12 that was all part of the negotiation.</p> <p>13 So that's where we are. And then the next</p> <p>14 steps, we have an MOU that we've revised the</p> <p>15 2005 agreement between the four counties.</p> <p>16 That's being revised or has been revised. And</p> <p>17 we'll circulate that, as I said earlier,</p> <p>18 through the county administrators. And we'll</p> <p>19 get that in your hands soon for your</p> <p>20 consideration.</p> <p>21 Next slide. So this is just a slide that</p>

Page 26

1 talks about the service period extension. And  
 2 what the next step for us will be is to build  
 3 cells one and five once this agreement is fully  
 4 realized at Midshore II. And that will allow  
 5 us to fully build out the landfill so that we  
 6 can utilize the full permitted air space that  
 7 we have through our permit with MDE.  
 8 Engineering and construction costs for  
 9 both those cells is, it will be bond financed.  
 10 The other thing what we had to consider  
 11 when we were looking at this extension was if  
 12 we had to construct an additional cell to fill  
 13 out the remaining service period through 2031,  
 14 that was going to be self financed. We weren't  
 15 going to be able to do a bond financing for  
 16 that because of the period, the term. So this  
 17 allows us to go back and fund the two remaining  
 18 cells through bond financing. And again, MES  
 19 has the ability to do that.  
 20 Next slide. And so we still have the  
 21 Midshore III permit process ongoing. Nothing

Page 27

1 is ever certain in this world. And because of  
 2 time considerations, the length of time it  
 3 takes to get a permit for a landfill, we're  
 4 continuing with the permitting at Midshore III.  
 5 So we've completed the phase one. There's  
 6 three phases, especially with permitting a  
 7 landfill. We're in the phase two site  
 8 environmental investigation phase of the  
 9 permitting process, and we'll continue to do  
 10 that. We'll suspend once we have the agreement  
 11 fully in place and then restock and talk to  
 12 Queen Anne's County about specifically what  
 13 they want to pursue at that point since we will  
 14 have the time.  
 15 And with that, we're going to move on.  
 16 Chuck is going to pick up the conversation, and  
 17 then Gary will wrap it up.  
 18 MR. INGRAM: Very good. Just for  
 19 posterity, my name is Chuck Ingram.  
 20 And again, this slide is just an update on  
 21 our proposed tipping fees for fiscal year FY25

Page 28

1 starting on July 1st. How are you going to  
 2 fund a nine and a half million dollar operating  
 3 budget at a landfill? The answer is almost  
 4 always going to be tipping fees, right. We  
 5 call that gate rates, but it's the only rate we  
 6 have. We don't have separate contract rates  
 7 for other customers. Everyone pays the same  
 8 gate rate.  
 9 So our trash gate rate will be \$70 per  
 10 ton, which reflects just a 50-cent increase.  
 11 And brush and yard waste, \$45 a ton. Again,  
 12 that's 50-cent per ton increase as well.  
 13 Next, the Midshore regional recycling  
 14 program is completely separate from the  
 15 Midshore solid waste agreement.  
 16 So the first \$5.25 a ton of revenue that  
 17 comes in at the gate rate is set off to the  
 18 side as a surcharge and that goes directly to  
 19 fund the recycling program. So we bumped that  
 20 up a little bit. It's currently \$5 per ton as  
 21 a surcharge. And July 1st, it will inch up to

Page 29

1 \$5.25 a ton.  
 2 And brush is commensurate, right. It's  
 3 going to go from 2.50 to 2.75. So not moving  
 4 the needle tremendously, but reflective of some  
 5 cost pressures for the recycling program.  
 6 Next slide. Other than the gate rate,  
 7 there's not any other really moving parts to  
 8 figuring out revenue except for how many tons  
 9 are you going to get, how much is going to come  
 10 in, right.  
 11 This is kind of boring as far as bar  
 12 charts go, but it's what we like to see. It's  
 13 quite steady, predictable, predicting over the  
 14 last four, five, six years. Been good numbers  
 15 for us. Pretty flat. And so you'll see there  
 16 in FY25 at the end, we're anticipating 142,000  
 17 tons of billable trash to fund the program,  
 18 fund the operations, which is consistent with  
 19 what we've seen in the current year and prior  
 20 few years.  
 21 Getting a little more specific just to the



Page 30

1 operation taking place here in Easton at the  
 2 transfer station. Since there's six months of  
 3 operations for us, again, very consistent with  
 4 historical numbers, 20,000 tons of trash,  
 5 2,700 tons of yard waste.  
 6 A lot of -- it's a busy operation. A lot  
 7 of small quantity transactions. So 18,000  
 8 total transactions in that six-month period.  
 9 HODO is very popular. 11,000 customers  
 10 come in there. We get 505 tons just at that  
 11 small HODO operation. And of course, we sell  
 12 the punch cards, which are revenue for the  
 13 county to help fund the program a little bit,  
 14 right.  
 15 Looking at the condition of the landfill  
 16 itself, it was closed in 2023 (sic.). We have  
 17 our exposed geo-membrane. One thing that's  
 18 nice about that is as you're doing an  
 19 inspection, you can see everything. You can  
 20 walk around. And we're routinely taking care  
 21 of minor tears, things like that. It's very

Page 31

1 normal.  
 2 There's a program where we take like  
 3 coupons basically. Small samples of the  
 4 material as it's aging in place. And they're  
 5 sent to the manufacturer. There are several  
 6 laboratories. They do an analysis, the  
 7 chemical and physical properties of the  
 8 material, and give us some feedback. And after  
 9 seven years, those parameters are all in good  
 10 condition, which obviously is what we want to  
 11 see.  
 12 Routinely monitoring for landfill gas.  
 13 And the cap is working well. Our landfill gas  
 14 collection system is functioning well. We have  
 15 good performance there.  
 16 Last item, maybe it's a little nuanced.  
 17 But we're poised to start sort of a technical  
 18 analysis of the existing candlestick flares  
 19 there in comparison to some different  
 20 technology, which will be enclosed flare, and  
 21 just verify the adequacy of what is being

Page 32

1 provided now as far as destruction of that gas.  
 2 This is all really driven by regulations.  
 3 Like there was a recent methane emissions rule  
 4 for landfills that started last June. So we're  
 5 working in that framework.  
 6 Now, moving back over to Midshore II with  
 7 Ridgely and more numbers, right. So about  
 8 70,000 tons for six months of operation, right  
 9 in line with what we're predicting for next  
 10 year as well. 3,400 tons of brush, 15 tons of  
 11 tires, ten tons of mattresses.  
 12 And that HODO at Holly Road we operate is  
 13 also pretty popular with nearly 1,000 tons of  
 14 waste there.  
 15 And as far as operations, we're still  
 16 bearing all our waste is cell three at Midshore  
 17 II.  
 18 MR. LASAKO: All right. The home stretch.  
 19 My name is Gary Lasako. I'm the senior project  
 20 manager and responsible for our midshore  
 21 operations.

Page 33

1 This slide represents a regional event  
 2 that we held at the Midshore II landfill just a  
 3 few weeks ago. It's called the rodeo, but it's  
 4 essentially a skills competition for heavy  
 5 equipment operators and for truck drivers that  
 6 are employed in the waste industry. We get  
 7 folks from New Jersey, Pennsylvania, Virginia,  
 8 of course Maryland that participate in the  
 9 event.  
 10 And this year for the sixth year but the  
 11 first since 2018, we hosted it at the Midshore  
 12 II landfill.  
 13 You can see some of the photos here.  
 14 There's several different competitions that  
 15 take place for both heavy equipment and for the  
 16 trucks. And basically these operators have to  
 17 navigate these pieces of heavy equipment  
 18 through very narrow courses in a timed event  
 19 and also move objects, such as the barrels that  
 20 are shown there.  
 21 We have nearly 100 attendees and 36

Page 34

1 competitors. Many, many different pieces of  
 2 equipment that were displayed by our vendors.  
 3 MES operators did very well in the event.  
 4 And one benefit to participating is if you  
 5 place in the events, first or second in your  
 6 event, you get to go to the national  
 7 competition.  
 8 And last year we didn't host the event.  
 9 But in the regional competition, we had an  
 10 employee, Logan Milby, place in the regionals.  
 11 He went to nations and was the top operator in  
 12 the entire country for that event.  
 13 So I bring this up primarily because we  
 14 anticipate having the event at Midshore II for  
 15 the next year or two. And it's potentially an  
 16 opportunity for both county and municipal  
 17 operators or truck drivers to participate.  
 18 MR. FORD: We can get some of the  
 19 Repurposing Center folks over, too, as well.  
 20 You have to give a shout out to the  
 21 caterer.

Page 35

1 MR. LASAKO: Piazza. Piazza catered the  
 2 event.  
 3 MR. FORD: Excellent food.  
 4 MR. STAMP: Good choice.  
 5 MR. FORD: Very good. Easton.  
 6 MR. LASAKO: Our regional Midshore  
 7 regional recycling program. Again, these are  
 8 not a lot of commodity numbers, similar to our  
 9 trash numbers.  
 10 We've seen a lot of consistency over the  
 11 last several years for our recyclables. Right  
 12 on target for anywhere between 3,000 to 3,300  
 13 tons per year. We haven't seen really a lot of  
 14 change in the commodity mix since COVID.  
 15 When COVID occurred, we saw quite a bit  
 16 more cardboard pickup, obviously from shipping  
 17 of goods and items. But over the last year or  
 18 two, it's been pretty steady in terms of the  
 19 commodity mix.  
 20 The commodity pricing that we received  
 21 over the last several months has been very

Page 36

1 favorable to the operation. Our mixed metal  
 2 and plastic, we get \$240 for every ton that we  
 3 deliver to market and a net about \$140 a ton  
 4 once you take out the trucking costs.  
 5 Again, fiber prices remain very high,  
 6 especially for this time of year.  
 7 And glass, you know, a lot of -- if you  
 8 look at single stream recycling, a lot of the  
 9 glass ends up as a waste product. It goes to  
 10 the landfill where perhaps it's used in a  
 11 beneficial way at the landfill itself, but it  
 12 doesn't end up in a recycling market.  
 13 Because we separate the glass, between  
 14 clear glass and mixed green and amber glass, we  
 15 have a much higher demand for our product and,  
 16 therefore, the pricing that we receive for it.  
 17 MR. FORD: Those revenues get plugged back  
 18 into the program. So everybody is clear about  
 19 that. It's an enterprise fund. Those monies  
 20 go back into that to run that operation.  
 21 MR. LASAKO: Right. So about two-thirds

Page 37

1 to three-quarters, depending on the commodity,  
 2 recycle commodity markets, two-thirds of the  
 3 Midshore recycling program revenue is from the  
 4 tipping fees that come out of the gate rate at  
 5 Midshore II and the balance from these  
 6 commodities that we sell.  
 7 We had our semi-annual hazardous household  
 8 waste day at Queen Anne's County last month.  
 9 It was very well attended. We had 570  
 10 vehicles. Lots of electronics, nearly 1,000  
 11 gallons of latex paint, over 22,000 pounds of  
 12 hazardous material.  
 13 The cost there is pretty sizeable,  
 14 \$60,000. But it really represents about a  
 15 value of \$100 per vehicle that attended the  
 16 event. And that \$100 per vehicle provides  
 17 considerable ecological benefit rather than  
 18 that material going into the landfill or going  
 19 somewhere where it really shouldn't.  
 20 Our next event will be back in Talbot  
 21 County at the Midshore I transfer station.

Page 38

1 That's been set for October 26th. So tell all  
 2 your friends and family to bring any hazardous  
 3 waste items, household hazardous waste items  
 4 that they have to that event.  
 5 And finally, some recent community  
 6 outreach that we've participated in. Tidy Up  
 7 Talbot, which was just a week or so ago. We  
 8 provided the recycling bins for that event and  
 9 deliver the recyclables that are collected  
 10 amongst the trash to our local markets. We'll  
 11 provide the recycling at the MML and MACo  
 12 conferences this summer and, as always, at the  
 13 Waterfowl Festival this fall. And if we can  
 14 get in line, we'll probably try to provide a  
 15 recycling truck at the Easton Christmas Parade  
 16 this year.  
 17 MR. CALLAHAN: That's good. Okay.  
 18 MR. LESHER: One clarification and then  
 19 one question.  
 20 The clarification on when you were talking  
 21 about glass recyclables, you said that

Page 39

1 two-thirds of the revenue for the program comes  
 2 from the tipping fee. Is that specific the  
 3 tipping fee for recyclables or are you talking  
 4 about the global picture?  
 5 MR. LASAKO: The tipping fee at Midshore  
 6 II. So that \$5.25 per ton.  
 7 MR. LESHER: Yes.  
 8 MR. LASAKO: If you were to bring a ton of  
 9 trash in, that \$5.25 out of that \$69.50, that  
 10 goes to fund the Midshore recycling program.  
 11 MR. LESHER: Yeah. And so we're talking  
 12 about this is the total revenues for the  
 13 landfill, not specific to the recyclables  
 14 program, because you do have a tipping fee for  
 15 the recyclables you said?  
 16 MR. LASAKO: Yes, yeah. It's wrapped up  
 17 within that \$69.50. It's inclusive within that  
 18 figure.  
 19 MR. LESHER: Okay. Thank you.  
 20 MR. LASAKO: You're welcome.  
 21 MR. LESHER: And with the county's recent

Page 40

1 action to extend Midshore II, of course, we're  
 2 going to see an increase in tipping fees as a  
 3 consequence of that action.  
 4 Do you have any concerns about loss of  
 5 business from those who can elect to use the  
 6 service, obviously the municipalities are going  
 7 to use the service, with that increase?  
 8 MR. FORD: That's an excellent question.  
 9 And it was certainly a consideration in the  
 10 negotiations.  
 11 What we didn't want to get into a  
 12 situation is where we begin to lose customers  
 13 because our tipping fees were too high. It was  
 14 a very big consideration.  
 15 For those who don't know, the Eastern  
 16 Shore is not four controlled counties. Free  
 17 market. You go wherever you want to go if  
 18 you're a commercial hauler, and the vast bulk  
 19 of the local waste that we receive comes from  
 20 commercial haulers. So we have to be  
 21 competitive. We've been competitive.

Page 41

1 If you see the flat line we have on our  
 2 volumes, it's obvious that we're competitive  
 3 and we're maintaining a certain bit of the  
 4 market share for that.  
 5 We didn't anticipate -- we anticipate  
 6 about a 1.4 percent increase in our tipping  
 7 fees per year as a result of the host fee.  
 8 That's what's anticipated. It's not  
 9 guaranteed. You will see when we write the  
 10 MOU, there's flexibility written into that part  
 11 of the agreement. So basically we can waive  
 12 that if we don't need it in any given year.  
 13 And that will be in consultation with the  
 14 county administrators, who are obviously  
 15 working on the counties's behalves.  
 16 But we don't anticipate dropping off any  
 17 volume.  
 18 When we looked at the, from Midshore II,  
 19 life, what our average cost per year increase  
 20 in tipping fees have been, it's been about  
 21 1.5 percent or so.

Page 42

1 So yes, that could be somewhat additive,  
 2 if you think about the causes for those  
 3 increases. Didn't have a host fee obviously  
 4 back then. But we're not overly concerned that  
 5 we'll lose volume at this rate.  
 6 Again, we have structured this so that we  
 7 can pay for a good chunk of this through debt  
 8 service restructuring and through the  
 9 reallocate our closure fees. So we're very  
 10 considerate of it. I mean we run like a  
 11 business.  
 12 MR. LESHER: Yeah.  
 13 MR. FORD: So it's important that we  
 14 remain competitive.  
 15 MR. LESHER: Thank you.  
 16 MR. CALLAHAN: Mr. Stepp.  
 17 MR. STEPP: No other questions, guys.  
 18 Thank you. Great job, as always.  
 19 MS. MIELKE: Thank you for being stalwart  
 20 stewards of our local environment. Thank you.  
 21 MS. HAYTHE: Just thank you for the

Page 43

1 update. Greatly appreciate it.  
 2 MR. CALLAHAN: Yup. Great job, guys.  
 3 Really appreciate it.  
 4 Mr. Stamp.  
 5 MR. STAMP: I'd just like to take the  
 6 opportunity to recognize MES for their work.  
 7 They do a good job. This is big business.  
 8 And I'd like to also recognize Council for  
 9 all your work with the other counties to come  
 10 up with the new agreement that you're going to  
 11 be considering to enter into.  
 12 But also wanted to highlight Ray Clarke's  
 13 efforts, our county engineer, who guides us  
 14 through a lot of this complicated business.  
 15 But thank you for your support.  
 16 MR. FORD: We'll call Ray the voice of  
 17 reason.  
 18 And one thing I didn't bring up, there's  
 19 an added benefit to this extension. And that  
 20 is that the extension overall will now go  
 21 beyond the original 80-year term that we

Page 44

1 contemplated back in 2000. It will be extended  
 2 by another 12 years. So that's good for all  
 3 the counties.  
 4 MR. CALLAHAN: Yeah. That is good.  
 5 MR. FORD: This doesn't -- you're not  
 6 paying for this. This is run on your behalf,  
 7 but you're not paying tax dollars for the  
 8 landfill piece of it at least.  
 9 MR. CALLAHAN: Okay. We really appreciate  
 10 it. Thank you, guys.  
 11 MR. FORD: Thank you.  
 12 MR. CALLAHAN: Okay. Next up is an update  
 13 from the Chapel District Elementary School  
 14 expansion. Mr. Shafer, you want to come on up?  
 15 MR. SHAFER: Thank you, Susan.  
 16 MR. CALLAHAN: Welcome.  
 17 MR. SHAFER: Thank you, President  
 18 Callahan. Good evening, Members of the Council  
 19 and staff.  
 20 I come before the Council this evening to  
 21 request consideration of and support for the

Page 45

1 guarantied maximum price contract amendment  
 2 associated with the Chapel District Elementary  
 3 School renovation and addition project.  
 4 So just a refresher, the project delivery  
 5 method for the construction project is  
 6 construction management of risk. The  
 7 construction management of risk model delivery  
 8 method, the primary benefit of it is the  
 9 guarantied maximum price contract, also which  
 10 allows potential cost savings, continuous  
 11 management, and allows for the preconstruction  
 12 services that benefit construction schedule and  
 13 constructability.  
 14 So I know that the Council has a busy  
 15 agenda this evening. And obviously this is a  
 16 super important project to Talbot County Public  
 17 Schools and to the county. So to be sensitive  
 18 to the Council's time, I can move as quickly as  
 19 necessary or I can be as detailed as necessary.  
 20 So I'm going to kind of go through the  
 21 slides fairly quickly. And due to the previous

Page 46

1 discussions that we had at a work session, I  
 2 know the Council is aware of some of the  
 3 details. So I'm going to speak to those a  
 4 little bit but not go into great detail.  
 5 So there's a lot of information associated  
 6 with this slide. And I just, to lay the ground  
 7 work, obviously the Y axis, or the vertical  
 8 axis, has the project cost in millions. The  
 9 horizontal axis shows what the project budget  
 10 was back in January, the construction document  
 11 submission. The center column shows bid day,  
 12 and the current column is the current estimated  
 13 total cost for the project.  
 14 Now, the guaranteed maximum price is  
 15 separate from or is part of the total cost of  
 16 the project. So this graph is showing a more  
 17 broad picture of the overall costs that are  
 18 outside of the guaranteed maximum price, but  
 19 the guaranteed maximum price is inclusive of  
 20 this slide.  
 21 So obviously the glaring issue that I have

Page 47

1 been dealing with and has been frustrating to  
 2 the design team is obviously that we budgeted  
 3 back in January a total project cost of  
 4 31.46 million.  
 5 And just to elaborate on this slide a  
 6 little bit more. The red is obviously the  
 7 State portion and the blue is the county's  
 8 portion. The green lists the alternate cost,  
 9 which is also a county portion. And then on  
 10 the far right column, we have the Critchlow  
 11 Adkins reimbursement portion for their portion  
 12 of the building.  
 13 So the bid day results were significantly  
 14 higher than what we were projecting. And since  
 15 that time, we have been able to reduce the  
 16 overall project cost to an estimated  
 17 41.27 million, which is about 3.86 million  
 18 reduction from bid day.  
 19 Those costs are inclusive of the  
 20 alternates which the Board of Education has  
 21 recommended for approval at their meeting, May

Page 48

1 meeting, which took place a couple of weeks  
 2 ago.  
 3 So the total county portion at bid day was  
 4 31.78 million. We reduced that by  
 5 approximately 5 million to 26.71 million  
 6 currently.  
 7 And I am speaking in estimations still  
 8 because there are a number of items that still  
 9 need to be bid out. And when I speak to that,  
 10 I'm speaking about fixtures, furniture, and  
 11 equipment and some other consultation  
 12 requirements associated with the project.  
 13 This slide, the current column is a very  
 14 brief summary of the overall project cost.  
 15 Within the Council's information that I've  
 16 provided, there is a much more detailed  
 17 breakdown on page one that mirrors that column  
 18 as far as total costs to the county.  
 19 So just to talk very briefly about that  
 20 spreadsheet that I provided for the Council, it  
 21 is color coded to match what the graph is

Page 49

1 showing. So left column is the county funds,  
 2 in green I have the accepted alternates, in red  
 3 is the county portion of 13.35 million,  
 4 Critchlow Adkins reimbursement at 1.21 million,  
 5 and then the total final county cost of  
 6 26.7 million for the overall cost for the  
 7 project.  
 8 So I just wanted to have full disclosure  
 9 and full transparency on what we are seeing the  
 10 project costs to be locally and what the State  
 11 funds currently are, and will be I should say,  
 12 of the 13.35 million.  
 13 So jumping to the alternates, very briefly  
 14 for each one. The Critchlow Adkins portion is  
 15 a third classroom for their operation there.  
 16 And that is obviously strongly supported by the  
 17 Board of Education for a number of reasons.  
 18 Chapel families and students take advantage of  
 19 the Critchlow Adkins child care. And they have  
 20 an extensive wait list. So we're looking to  
 21 expand that in order to provide cover for that

Page 50

1 need. This cost obviously is, not obviously,  
 2 but it is covered by Critchlow Adkins. So this  
 3 is kind of a no-brainer. Assuming that the  
 4 Council supports the project, Critchlow will be  
 5 covering the cost for that third classroom.  
 6 So alternate number five is the site  
 7 awnings or covered canopy. And at the bottom  
 8 of the drawing is the bus rider loop and to the  
 9 right is the car rider loop for the new  
 10 building, for the renovated building.  
 11 And this alternate would allow obviously  
 12 in inclement weather for children to get onto  
 13 the sidewalk and out of the rain or snow. And  
 14 so that is trying to be consistent with what  
 15 we're providing in each school building moving  
 16 forward. Easton Elementary School has them.  
 17 It is a benefit to have those covered walkways.  
 18 And the last piece to the alternates  
 19 \$1.6 million price tag is the solar array. So  
 20 this was included as an alternate because we  
 21 wanted to see how much this would actually cost

Page 51

1 to offset about half of the total energy  
 2 consumption of the Chapel complex.  
 3 So the solar array is certainly not  
 4 something that is mandatory. Now, it does  
 5 support the LEED certification for the project  
 6 for about five points. And it is a requirement  
 7 from the State that this building meet LEED  
 8 silver. And so those five points are  
 9 beneficial to that calculation.  
 10 But once again, I just want to stress that  
 11 in an effort to reduce the carbon footprint and  
 12 to be more green, we wanted to make sure that  
 13 we had some level of renewable energy  
 14 associated with this what is going to be a  
 15 state-of-the-art building.  
 16 MR. LESHNER: Mr. Shafer, there's also a  
 17 geo-thermal as part of this project?  
 18 MR. SHAFER: There is geo-thermal, yes.  
 19 There is geo-thermal, which does also add to  
 20 that LEED score. And that was based on the  
 21 design. So HVAC system is designed around that

Page 52

1 system.  
 2 So that is the summary of the overall  
 3 costs and alternates. So the guaranteed  
 4 maximum price, as I said, is a portion of that  
 5 already shared overall cost for the project.  
 6 So the total guaranteed maximum price as  
 7 stated on this slide is 37,925,000, inclusive  
 8 of the 1.6 for the alternates.  
 9 So this evening, I am asking that the  
 10 Council consider supporting the Chapel project  
 11 moving forward. And so the support is  
 12 specifically associated with the guaranteed  
 13 maximum price shown here.  
 14 So you know, like I said, I could speak a  
 15 lot more about the details as to how we got to  
 16 where we are. And I can certainly do that if  
 17 the Council would like. But at this point, I  
 18 am asking the Council consider supporting the  
 19 guaranteed maximum price as stated.  
 20 MR. CALLAHAN: Okay. That sounds good.  
 21 Good job.

Page 53

1 Mr. Stepp.  
 2 MR. STEPP: The only question I had,  
 3 Kevin, I don't know if you know this or not or  
 4 if it could be a follow-through. Do we know  
 5 what the ROI is on the solar array?  
 6 MR. SHAFER: Yes.  
 7 And I want to thank Mr. Leshner. He did  
 8 contact me earlier and ask the same question.  
 9 So I was a little bit prepared for this.  
 10 So I did share some information with  
 11 Mr. Leshner, but basically the ROI is about 14  
 12 years, which is a little higher than you would  
 13 like it to be. You'd like it to be right  
 14 around seven to nine years.  
 15 MR. STEPP: And the life cycle for that is  
 16 40 years-ish?  
 17 MR. SHAFER: It would be -- I would safely  
 18 say 30. Now, you do see some diminished output  
 19 from a solar array once you get past year 25.  
 20 But ultimately, part of the reason that  
 21 the price tag, which is \$696,000 for the solar

Page 54

1 array, I want to be clear on that, that is the  
 2 portion of the 1.6. In a residential  
 3 application, the industry basically looks at  
 4 solar arrays by a per watt cost. And this  
 5 array is around \$4, almost exactly \$4 per watt.  
 6 Now, if you do a Google search and look at  
 7 what a solar array costs per watt for a  
 8 standard commercial installation, you're  
 9 looking at about 250.  
 10 So it is significantly more expensive than  
 11 what you would see general speaking. But  
 12 there's a lot of requirements associated with  
 13 this solar array because it's, number one, on a  
 14 school property, which requires fencing, which  
 15 we want -- we overengineered the support  
 16 structure for the racking system for the solar  
 17 array itself.  
 18 Typically they're just driven into the  
 19 ground. But of course, we wanted to use  
 20 concrete footing and that type of thing. So  
 21 there are some added costs that increase that

Page 55

1 ROI because it is a school site that required  
 2 some sub metering and an additional transformer  
 3 and that kind of thing. So you wouldn't have  
 4 that in a typical commercial application.  
 5 MR. STEPP: Got you. Thank you.  
 6 (Inaudible.)  
 7 MR. LESHHER: Appreciate that I'm not the  
 8 only one with that on my mind.  
 9 MR. CALLAHAN: You have anything else?  
 10 MR. LESHHER: No. That was my question in  
 11 advance.  
 12 MR. CALLAHAN: Okay.  
 13 MS. MIELKE: I had one question. Did I  
 14 understand you to say that Critchlow is paying  
 15 the full cost of the classroom?  
 16 MR. SHAFER: Yes. The full cost for that  
 17 third classroom.  
 18 So just to be clear, the total price tag  
 19 for the Critchlow portion is around  
 20 1.82 million. And 600,000, roughly 604,000 is  
 21 coming from the State through a cooperative use

Page 56

1 space grant, and then Critchlow is responsible  
 2 for the rest of that.  
 3 MR. CALLAHAN: Okay. Good.  
 4 MS. HAYTHE: No questions. Yup.  
 5 MR. CALLAHAN: Okay.  
 6 MR. LESHHER: Although I'll put an asterisk  
 7 on that in that Critchlow is, while they're  
 8 going to pay, among their fundraising  
 9 strategies for this is an ask to the ARPA fund.  
 10 Yes.  
 11 MS. MIELKE: I did have one other  
 12 question. I'm not clear on what benefit the  
 13 solar array has, because I think you said it  
 14 was somewhere optional.  
 15 MR. SHAFER: Yeah. Ms. Mielke, that is  
 16 the reason that we did it as an alternate. So  
 17 it was easily determined what the actual cost  
 18 for the solar would be rather than have it be  
 19 part of the project generally.  
 20 As I said, the solar is reducing the  
 21 carbon footprint for the campus. And it is a

Page 57

1 benefit from a LEED perspective, which is a  
 2 sustainability requirement that we have for the  
 3 building.  
 4 But once again, it is not a requirement.  
 5 And we do believe that we can meet the LEED  
 6 silver requirement without the solar array,  
 7 although it will be much closer. So I just  
 8 want to be clear on that.  
 9 MS. MIELKE: Thank you.  
 10 MR. CALLAHAN: Okay, Council. Any other  
 11 questions?  
 12 MR. LESHHER: No questions. But by way of  
 13 discussion, my look at the solar array and the  
 14 reason why I asked about the payback period,  
 15 I'm sorry that it's not a faster payback  
 16 period. It nevertheless is less than half of  
 17 the life expectancy for the array.  
 18 And what that means is that in the long  
 19 run, in the long run, this reduces operating  
 20 costs. Those operating costs, of course, come  
 21 back to the county. Ultimately, we're the ones

Page 58

1 who are making the appropriation to pay those  
 2 energy bills for this and every other public  
 3 school facility. And I think --  
 4 MS. MIELKE: What's -- oh, sorry.  
 5 MR. LESHHER: So do we swallow the upfront  
 6 cost here, the \$700,000 upfront cost, knowing  
 7 that we have today cash reserves where we can  
 8 tackle that or bondability to tackle that,  
 9 knowing that, knowing that down the road, this  
 10 can help ease, this can help ease the tax  
 11 burden for in the out years of this project.  
 12 MR. SHAFER: And one other item that does  
 13 support Mr. Leshher's thought process or  
 14 methodology. One of the challenges that the  
 15 school system has not tackled yet is the  
 16 required electrification of our busing system.  
 17 Geographically, we're very challenged when it  
 18 comes to the capacity of electric buses.  
 19 And as of right now, as of July 1st, we  
 20 cannot purchase a diesel bus without a waiver  
 21 from the State. So there may come a time where

Page 59

1 we have to have a depot at some of our outlying  
 2 schools like Chapel because of the range of  
 3 buses. And this could, in the future, help to  
 4 offset some of those electrical requirements at  
 5 that site. So just throwing it out there.  
 6 It's a future thing, it's not a now thing, but  
 7 it is where we're trending.  
 8 MS. MIELKE: What is the factual basis for  
 9 your contention that in the long run, it's  
 10 going to be more cost savings to have the solar  
 11 array?  
 12 MR. LESHHER: The payback period on this,  
 13 as Mr. Shafer said, is just over 14 years,  
 14 which means that the energy savings that we get  
 15 by generating this on site will be roughly half  
 16 over the 30-year life expectancy of the  
 17 project.  
 18 MS. MIELKE: But what's the factual basis?  
 19 Is there a study? Is there a report that says  
 20 that you save money by doing this going  
 21 forward?

Page 60

1 MR. LESHHER: So Mr. Shafer.  
 2 MR. SHAFER: Yeah, I can speak to that.  
 3 So there's a, number one, there's a SREC  
 4 program for solar.  
 5 MS. MIELKE: A what?  
 6 MR. SHAFER: SREC, which is an acronym for  
 7 Solar Renewable Energy Credits.  
 8 So the solar array will earn money  
 9 annually through that SREC program. Now,  
 10 that's roughly \$15,000 a year. And then the  
 11 solar energy produced is estimated to be about  
 12 35, 30 to \$35,000 a year. So we're looking at  
 13 a \$50,000 a year generation through the solar  
 14 array. So those will be savings.  
 15 That's the 14 years. So about \$50,000 a  
 16 year created by the solar array, which would  
 17 offset the cost over 14 years. And then after  
 18 that, it's potentially profit. You know,  
 19 you're reducing your overall energy bill for  
 20 the site.  
 21 MS. MIELKE: Isn't the solar array or the

Page 61

1 solar aspect of it dependent on the  
 2 environment? I mean it's not -- cloudy days,  
 3 the rainy days.  
 4 MR. SHAFER: Yeah, you're right. It's an  
 5 average, it's an average. But there's very  
 6 well documented information and lots and lots  
 7 of information about what --  
 8 MS. MIELKE: And there's opposing  
 9 information.  
 10 MR. SHAFER: About the solar? Well, yeah.  
 11 I mean I just know that it can be pretty  
 12 closely calculated, what the solar -- we have a  
 13 small solar array now at the Board of  
 14 Education. And it's been very accurate on the  
 15 generation that would come from it. I mean  
 16 it's a pretty established science as far as  
 17 that goes.  
 18 But I understand your reservation. I do.  
 19 MR. LESHHER: And that comes with some  
 20 assumptions about the cost of energy?  
 21 MR. SHAFER: Yes.



Page 62

1 MR. LESHER: Certainly, if the cost of  
 2 generated energy off the grid goes down, the  
 3 payback period goes longer, the savings from  
 4 this is lower.  
 5 MR. SHAFER: Yes.  
 6 MR. LESHER: I don't know how many people  
 7 expect that to happen as we take fossil fuel  
 8 plants offline and move toward more renewables  
 9 on the grid, but that's one of the assumptions  
 10 that is baked into the calculation?  
 11 MR. SHAFER: Yes.  
 12 MR. CALLAHAN: Okay. Does that help you?  
 13 MS. MIELKE: Oh, yes. I would have asked  
 14 another question if it didn't.  
 15 MR. CALLAHAN: I know you would have.  
 16 Keasha, you good?  
 17 MS. HAYTHE: Yeah, I'm good.  
 18 MR. CALLAHAN: Anybody else? Okay.  
 19 Is there a motion to go ahead and move  
 20 forward and support this \$37 million project?  
 21 MR. LESHER: I'll move for supporting the

Page 63

1 project at the total guaranteed maximum price  
 2 of 37,925,000.  
 3 MR. CALLAHAN: Okay. Do I have a second?  
 4 MS. HAYTHE: Second.  
 5 MR. CALLAHAN: Okay. We got a motion and  
 6 second to go ahead and support the Chapel  
 7 project renovation at 37,925,000. Madam  
 8 Secretary, could you call for the vote, please.  
 9 SECRETARY: Mr. Callahan.  
 10 MR. CALLAHAN: Aye.  
 11 SECRETARY: Mr. Stepp.  
 12 MR. STEPP: Aye.  
 13 SECRETARY: Mr. Leshner.  
 14 MR. LESHER: Aye.  
 15 SECRETARY: Ms. Mielke.  
 16 MS. MIELKE: Nay.  
 17 SECRETARY: Ms. Haythe.  
 18 MS. HAYTHE: Aye.  
 19 MR. CALLAHAN: Okay. You got what you  
 20 need.  
 21 MR. SHAFER: Thank you very much.

Page 64

1 MR. CALLAHAN: Okay. Thank you. All  
 2 right.  
 3 We're moving on. Just a reminder, we're  
 4 getting ready to start the public hearing. So  
 5 towards the end of the meeting, we have public  
 6 comment. So there's a sheet in the back if you  
 7 guys want to sign up for public comment. Okay.  
 8 Next, public hearing. How are you doing?  
 9 MS. VERDERY: Good. How are you?  
 10 MR. CALLAHAN: We got Mary Kay here.  
 11 MS. MORRIS: It's Ray.  
 12 SECRETARY: It's Ray.  
 13 MR. CALLAHAN: Yup.  
 14 MS. VERDERY: I jumped right in there.  
 15 Sorry.  
 16 MR. CLARKE: It's all right.  
 17 MR. CALLAHAN: Okay. Madam Secretary,  
 18 could you go ahead and read the application for  
 19 USDA, please, into the record.  
 20 SECRETARY: In accordance with the USDA  
 21 Rural Utility Service regulation 1780-19(a) and

Page 65

1 (b), the County Council of Talbot County is  
 2 hereby providing public notice of their intent  
 3 to apply for federal funding assistance from  
 4 USDA for the planning and construction of the  
 5 following project: Fairbank and Bar Neck  
 6 communities, Tilghman Island, public sewer  
 7 connection project.  
 8 MR. CALLAHAN: Okay. Thank you, Madam  
 9 Secretary.  
 10 MR. CLARKE: Council, I'm Ray Clarke.  
 11 MR. CALLAHAN: Ray Clarke.  
 12 MR. CLARKE: Yeah. County engineer. We,  
 13 probably about I want to say four or five,  
 14 maybe six years ago, we had secured a grant  
 15 from Rural Development to develop the  
 16 preliminary engineering report to extend sewer  
 17 to the villages of Bar Neck and Fairbank as  
 18 well as lots going towards those villages.  
 19 And we basically have submitted that  
 20 preliminary engineering report to Rural  
 21 Development for their review and approval.

Page 66

1 They have provided us their approval on that.  
 2 Now we're at the stage of moving forward  
 3 with this public hearing so that we can now  
 4 seek a grant and loan package from Rural  
 5 Development to assist us in the extension of  
 6 sewer to the villages of Bar Neck and Fairbank.  
 7 We're looking roughly at about 127 houses  
 8 that would be connected.  
 9 I would say that Tilghman is kind of in  
 10 the unique situation where they do have a lot  
 11 of poor draining soils with high ground water  
 12 and they can receive flooding and whatnot. So  
 13 we see this as an area in need of basically  
 14 sewer at this point in time.  
 15 MR. CALLAHAN: Okay. All right. Okay.  
 16 At this time, we're going to open up to  
 17 the public hearing. I'm going to give you  
 18 three minutes to come up and speak if you're an  
 19 individual and five minutes if you're speaking  
 20 for an organization.  
 21 So I'll go ahead and start here on my left

Page 67

1 where Mr. Clarke is. Would anybody like to  
 2 come up and speak on behalf of this Tilghman  
 3 Island public sewer connection? Okay.  
 4 Go ahead and move over here to my right.  
 5 Anybody want to come over here and speak up for  
 6 the Tilghman sewer project? Okay.  
 7 Nobody? Nobody wants to say anything.  
 8 Okay. Everybody wants it, but nobody wants to  
 9 say nothing, you know. Exactly.  
 10 MS. MIELKE: Just the opposite.  
 11 MR. CALLAHAN: It could be, it could be.  
 12 All right.  
 13 So at this stage, do we keep the public  
 14 open or do we close it?  
 15 MS. MORRIS: Close the public hearing.  
 16 Yeah.  
 17 MR. CALLAHAN: Okay. I'll go ahead and  
 18 close the public hearing.  
 19 And open for discussion. Any discussion?  
 20 MR. LESHHER: Are we asking for action on  
 21 this tonight?

Page 68

1 MS. MORRIS: Yes. I believe you're asking  
 2 for a motion and a second to approve the  
 3 funding application.  
 4 MR. CALLAHAN: Yup.  
 5 MR. LESHHER: Well, this is, this I think  
 6 is an important clean water initiative. We  
 7 have been looking, targeting this area. We  
 8 know that these are low lying lands subject to  
 9 coastal flooding, that they are in  
 10 poorly-drained soils that are subject to  
 11 failing septic.  
 12 For both of those reasons, getting these  
 13 properties, existing properties, existing homes  
 14 off of septic and onto the public sewer, as  
 15 flawed as Tilghman's sewer system is today, it  
 16 is an improvement on the existing septic. And  
 17 plus, of course, eventually we are going to see  
 18 an upgrade to that Tilghman wastewater  
 19 treatment plant or a connection to  
 20 St. Michael's, which will further improve water  
 21 quality in the area.

Page 69

1 This is a forward-looking action. And I  
 2 want to thank our engineers for doing the  
 3 necessary work to get us this far. And I  
 4 certainly support the submission of that grant  
 5 application.  
 6 MR. CALLAHAN: Okay. Good. Any other  
 7 questions?  
 8 MR. LESHHER: With that, I'll move...  
 9 MR. CALLAHAN: Motion.  
 10 MR. LESHHER: I'll move for submitting the  
 11 grant application.  
 12 MR. CALLAHAN: Is there a second?  
 13 MS. HAYTHE: Second.  
 14 MR. CALLAHAN: Okay. We got a motion and  
 15 second to move forward with the grant  
 16 application. Madam Secretary, could you call  
 17 the vote?  
 18 SECRETARY: Mr. Callahan.  
 19 MR. CALLAHAN: Aye.  
 20 SECRETARY: Mr. Stepp.  
 21 MR. STEPP: Aye.

Page 70	Page 72
<p>1 SECRETARY: Mr. Leshner.                  2 MR. LESHNER: Aye.                  3 SECRETARY: Ms. Mielke.                  4 MS. MIELKE: Aye.                  5 SECRETARY: Ms. Haythe.                  6 MS. HAYTHE: Aye.                  7 MR. CALLAHAN: Okay. That's good. Good                  8 job, Ray. All right.                  9 Next on the agenda is a public hearing on                  10 a pending grant application. Now it's her                  11 turn.                  12 MS. VERDERY: I'm so excited to be with                  13 you this evening.                  14 I first want to take a quick second to                  15 thank Mr. Leshner and the others who attended                  16 the recognition of two of our CDBG grant                  17 projects. The Family Support Center Early Head                  18 Start and the Chesapeake Multicultural Resource                  19 Center had their grand openings. It was a                  20 great time, great food, and obviously very                  21 great projects with great results. So thank</p>	<p>1 \$2,071,000.                  2 We're currently working with For All                  3 Seasons to complete the immense amount of                  4 supporting documentation required for DHCD CDBG                  5 applications. This is where we are today, and                  6 we're still waiting on a few more things to be                  7 put into this. So it's definitely a large                  8 project and we appreciate all their assistance                  9 in getting it together.                  10 For All Seasons is continuing to seek                  11 letters of support from their community                  12 partners, funding letters, project plans, and                  13 cost estimates. Once we receive all the                  14 outstanding information, we will submit the                  15 complete package to DHCD in early June.                  16 Following this evening's public hearing,                  17 we're seeking Council's introduction and                  18 approval of an administrative resolution                  19 authorizing submittal of the FY25 CDBG                  20 application to the Department of Housing and                  21 Community Development.</p>
Page 71	Page 73
<p>1 you very much for attending.                  2 MR. LESHNER: It was heartwarming to see                  3 the impact on the community of those projects                  4 and the children that it benefits.                  5 MS. VERDERY: Yes. Thank you very much.                  6 On May 14th, the Council reviewed the                  7 letters of interest for the FY25 Department of                  8 Housing Community Development Block Grant,                  9 CDBG, program funding round.                  10 The Council chose to partner with For All                  11 Seasons on their capital renovation project.                  12 For All Seasons is seeking \$750,000 in                  13 Community Development Block Grant funds to                  14 support the improvements to include HVAC                  15 upgrades, bathroom renovations, interior                  16 refurbishments, and space reconfigurations.                  17 They are also pursuing an additional                  18 \$1,315,000 in private donations, capital bonds,                  19 and ARPA funding grants.                  20 With the county project administration                  21 cost, the total project expenditure will be</p>	<p>1 The president and CEO, Beth Anne Dorman,                  2 and Lauren K. Weber, the vice president of                  3 strategy and development, are both here this                  4 evening to answer any questions you may have                  5 and provide any additional project details you                  6 may need.                  7 MR. CALLAHAN: Okay. Any discussion?                  8 MS. HAYTHE: No. Just that this is a                  9 worthwhile grant for a worthwhile organization.                  10 And so just happy to support it and partner                  11 with For All Seasons in this CDBG grant.                  12 MR. CALLAHAN: Okay.                  13 MS. MIELKE: I second that.                  14 MR. CALLAHAN: So at this time, I'll open                  15 it up for discussion for the public. Three                  16 minutes for an individual, five minutes for an                  17 organization.                  18 So anybody here to my left want to come up                  19 and talk about it? Okay.                  20 Anybody here to the right? Okay.                  21 MS. DORMAN: Do you want us to go up?</p>

Page 74	Page 76
<p>1 MS. VERDERY: You can, yeah.</p> <p>2 MS. DORMAN: I'll be the one to stand up.</p> <p>3 MR. CALLAHAN: That's good, that's good.</p> <p>4 MS. DORMAN: Hi, everybody. Thank you so</p> <p>5 much for having me. I'm Beth Anne Dorman, the</p> <p>6 president and CEO of For All Seasons.</p> <p>7 I just want to say thank you to the</p> <p>8 Council for partnering with us. We are</p> <p>9 continuing to serve as your only nonprofit</p> <p>10 behavioral health and rape crisis center.</p> <p>11 We are now serving close to 4,000</p> <p>12 residents on the midshore. When I was with you</p> <p>13 just two years ago, we were just at the tipping</p> <p>14 point of 3,000.</p> <p>15 And so this funding is really important</p> <p>16 because we are out of space. This is a</p> <p>17 short-term solution to a long-term plan that we</p> <p>18 have in place. But this will allow us to</p> <p>19 continue to operate and meet the immediate</p> <p>20 growing needs of the community.</p> <p>21 You'll recall the last time that I was in</p>	<p>1 on our long-term plan for our continued growth.</p> <p>2 MR. CALLAHAN: Okay. Thank you, Beth</p> <p>3 Anne. Appreciate it.</p> <p>4 MS. DORMAN: Thank you.</p> <p>5 MR. CALLAHAN: Okay. All right. Anybody</p> <p>6 else would like to speak? Okay.</p> <p>7 I'll go ahead and close that. I'll close</p> <p>8 that.</p> <p>9 And then I'll go ahead and open up</p> <p>10 introduction of the administrative resolution.</p> <p>11 Madam Secretary, could you read that into the</p> <p>12 record, please.</p> <p>13 SECRETARY: You want me to read the entire</p> <p>14 thing or just the title?</p> <p>15 MR. CALLAHAN: Just the title is fine.</p> <p>16 SECRETARY: Administrative resolution.</p> <p>17 Whereas, the State of Maryland, through</p> <p>18 the Department of Housing and Community</p> <p>19 Development, has solicited applications from</p> <p>20 eligible jurisdictions to apply for funding</p> <p>21 under the Maryland Community Development Block</p>
Page 75	Page 77
<p>1 front of you, we had launched our open access</p> <p>2 program. We're really proud to let you know</p> <p>3 that our no wait list continues to be the only</p> <p>4 region outpatient behavioral health clinic that</p> <p>5 can have folks walking in five days a week,</p> <p>6 both in person and with telehealth, receiving a</p> <p>7 mental health assessment that day.</p> <p>8 We are seeing right now from the rape</p> <p>9 crisis center standpoint of things a 45 percent</p> <p>10 increase in victims showing up at the hospital,</p> <p>11 child sexual abuse cases. And so we're really</p> <p>12 at a critical time in the community.</p> <p>13 We're also seeing a large number of</p> <p>14 Hispanic services that we are working to meet</p> <p>15 gaps in places like Coopers Island and Tilghman</p> <p>16 Island so that we can be working with some of</p> <p>17 our migrant workers that are here on T visas.</p> <p>18 So this is really an important time for us</p> <p>19 where we can put some renovations in place,</p> <p>20 give us some quick and fast solutions to be</p> <p>21 able to meet this immediate need while we work</p>	<p>1 Grant, CDBG, program.</p> <p>2 MR. CALLAHAN: Okay. Being that's said,</p> <p>3 is there a motion?</p> <p>4 MR. LESHHER: I'll move the administrative</p> <p>5 resolution.</p> <p>6 MS. MIELKE: Second.</p> <p>7 MR. CALLAHAN: Okay. We got a motion and</p> <p>8 second to move forward with the grant. Madam</p> <p>9 Secretary, could you go ahead and call the</p> <p>10 vote.</p> <p>11 SECRETARY: Mr. Callahan.</p> <p>12 MR. CALLAHAN: Aye.</p> <p>13 SECRETARY: Mr. Stepp.</p> <p>14 MR. STEPP: Aye.</p> <p>15 SECRETARY: Mr. Leshher.</p> <p>16 MR. LESHHER: Aye.</p> <p>17 SECRETARY: Ms. Mielke.</p> <p>18 MS. MIELKE: Aye.</p> <p>19 SECRETARY: Ms. Haythe.</p> <p>20 MS. HAYTHE: Aye.</p> <p>21 MR. CALLAHAN: Okay. All right. Moving</p>

Page 78	Page 80
<p>1 on on the agenda is introduction of a numbered                  2 resolution. Madam Secretary, could you go                  3 ahead and read that into, the title, into the                  4 record, please.                  5 SECRETARY: A resolution to formally close                  6 Segars Corner Road as a county road and                  7 authorize the conveyance thereof to the                  8 underlying fee simple owners.                  9 MS. HAYTHE: Okay. That's great.                  10 Mr. Thomas, you want to go ahead and get                  11 us ticked off on this, please.                  12 MR. THOMAS: Yes. Segars Corner Road is a                  13 short road. It's less than a quarter-mile                  14 long. It serves as an alternate connector                  15 between Lewistown Road and Covey's Landing                  16 Road, which also intersect.                  17 The road is in poor condition. I believe                  18 Mr. Moore can describe that a little bit more.                  19 But it's going to require significant expense                  20 to be upgraded and properly maintained as a                  21 county road.</p>	<p>1 continue to the upgrade of the road. It's in                  2 very poor condition.                  3 And we've spoken to the neighbors. And I                  4 think it's best just to demolish the road and                  5 do away with it. I think it will be a cost                  6 savings in the long run.                  7 MR. CALLAHAN: Okay. Any discussion?                  8 Okay.                  9 So this is introduction. So raise our                  10 hands.                  11 MR. LESHER: So introduced by Council.                  12 MR. CALLAHAN: Madam Secretary, the date                  13 and the time.                  14 SECRETARY: This will be known as                  15 Resolution Number 358, and the public hearing                  16 will be on Tuesday, June 25th, at 5:30 p.m.                  17 MR. CALLAHAN: All right. Thank you.                  18 That's great. Okay.                  19 MR. MOORE: Thank you, Council.                  20 MR. CALLAHAN: Madam Secretary, if you                  21 want to read the next one, that would be great.</p>
Page 79	Page 81
<p>1 So this resolution proposes to abandon it                  2 and convey the underlying land to the property                  3 owners on the other side. There's two.                  4 MR. CALLAHAN: Right, right. Welcome,                  5 Brian.                  6 MR. MOORE: Thank you, Council.                  7 MR. CALLAHAN: Yeah.                  8 MR. MOORE: As he summarized --                  9 MR. CALLAHAN: Could you tell everybody                  10 who you are?                  11 MR. MOORE: Yeah. Brian Moore, Talbot                  12 County Roads Department superintendent.                  13 MR. CALLAHAN: Thanks.                  14 MR. MOORE: I'm here today for the                  15 resolution to close the road, to disband it.                  16 As he described, it's a cut-off road and                  17 it's in pretty poor shape. It's a narrow road.                  18 And it has a bad intersection on Lewistown Road                  19 that's really a blind spot. And when you look                  20 at the pros and cons of maintaining the road,                  21 it really doesn't physical make sense to</p>	<p>1 SECRETARY: A resolution to place a                  2 question on the ballot at the November 2024                  3 General Election to amend section 614 of the                  4 Charter of Talbot County to allow, but not                  5 require, the County Council of Talbot County to                  6 add up to one cent per \$100 of assessed value                  7 above the revenue cap for an additional five                  8 years beginning July 1, 2026.                  9 MR. CALLAHAN: Okay. Good job.                  10 Mr. Thomas, you want to go ahead and walk                  11 us through this, please.                  12 MR. THOMAS: Yes. Pursuant to section 614                  13 of the county Charter, as of July 1, 2021,                  14 revenues derived from property taxes included                  15 in the constant yield tax rate certification                  16 issued by SDAT shall not increase more than                  17 2 percent from the previous year.                  18 In 2020, the Council adopted Resolution                  19 288 for the purpose of placing a question on                  20 the 2020 ballot to allow, but not require, the                  21 County Council to add up to one cent per \$100</p>

Page 82

1 of assessed value above this revenue cap for  
 2 five fiscal years beginning July 1, 2021.  
 3 The ballot question was approved by the  
 4 voters, and it will expire as of July 1, 2026.  
 5 So this resolution proposes to extend that  
 6 additional one cent per \$100 of assessed  
 7 valuation for an additional five years  
 8 beginning July 1, 2026.  
 9 MR. CALLAHAN: Okay. Great. Any  
 10 discussion from Council?  
 11 MR. STEPP: I'll, just a few words on  
 12 this.  
 13 MR. CALLAHAN: No problem.  
 14 MR. STEPP: So as Mr. Thomas had alluded  
 15 to, I mean this, just to add to that, so thank  
 16 you, Patrick, for that.  
 17 I believe it was 59.5 percent of the  
 18 county spoke, right, when this ballot question  
 19 was introduced back in 2020.  
 20 This would continue that for an additional  
 21 five years.

Page 83

1 It was to benefit our public services here  
 2 in Talbot County. So the named departments  
 3 that we would be seeking that would make it to  
 4 the ballot question would be our Sheriff's  
 5 Department, Department of Emergency Services,  
 6 as well as our Department of Corrections.  
 7 We've seen a lot of positive things that  
 8 have happened in those departments over the  
 9 years, namely we think about LEOPS for our  
 10 officers as well as a portion of our DES, CORS  
 11 for the Department of Corrections. A lot of  
 12 those funds have solved a lot of problems that  
 13 we see in neighboring counties.  
 14 So this would be, again, a ballot question  
 15 in November. We would need it to be on this  
 16 election in November so that we could see it  
 17 realized by the time it's expired.  
 18 So asking for the rest of Council's  
 19 support to put this in the voter's hands again.  
 20 So thank you.  
 21 MR. CALLAHAN: Okay. Good job.

Page 84

1 Any other discussion?  
 2 MS. HAYTHE: No. Just that I agree with  
 3 Councilman Stepp. And this is a good  
 4 initiative and we want to continue this to help  
 5 our --  
 6 MR. CALLAHAN: I agree.  
 7 Okay. This is introduction. So raise our  
 8 hands, please.  
 9 MR. LESHER: Introduced by Council.  
 10 MR. CALLAHAN: Okay.  
 11 SECRETARY: This will be known as  
 12 Resolution Number 359, and the public hearing  
 13 will be on Tuesday, June 25th, at 5:30 p.m.  
 14 MR. CALLAHAN: All right. Good job.  
 15 Okay.  
 16 Now let's move on to eligible to vote on.  
 17 Madam Secretary, you want to read 1553 into the  
 18 record.  
 19 SECRETARY: Bill Number 1553, an act to  
 20 establish the 2024-2025 annual budget and  
 21 appropriation ordinance.

Page 85

1 MR. CALLAHAN: Okay. Ms. Sparks, you want  
 2 to come on up. Good evening.  
 3 MS. SPARKS: Good evening, Council. It's  
 4 good to see you. I'm Martha Sparks, finance  
 5 director for Talbot County.  
 6 So approximately two weeks ago on  
 7 May 14th, we had our final budget deliberation  
 8 where I presented to you an amendment to the  
 9 budget that was introduced in April. That  
 10 budget had a zero impact on the total revenues  
 11 and expenditures for the general fund. It just  
 12 moved expenses between the categories.  
 13 So I didn't know whether Council had any  
 14 questions about that or whether you wanted me  
 15 to go through that in more detail.  
 16 MR. CALLAHAN: Any questions?  
 17 MS. HAYTHE: No, no questions.  
 18 MR. CALLAHAN: Okay. At this time --  
 19 okay. You good? Okay.  
 20 At this time, introduction. So raise our  
 21 hands.

Page 86

1 MS. MIELKE: Actually I do have a  
 2 question.  
 3 MR. CALLAHAN: Okay.  
 4 MS. MIELKE: I do have a question. I was  
 5 looking at the income tax revenue for the last  
 6 few years.  
 7 MS. SPARKS: Correct.  
 8 MS. MIELKE: And in I guess it is '22,  
 9 '23, and maybe '24, we've actually had an  
 10 excess. We've raised the income tax, but we've  
 11 had an excess.  
 12 MS. SPARKS: Correct.  
 13 MS. MIELKE: I guess my question is why  
 14 continue an increase in taxes if we're sitting  
 15 on these reserves?  
 16 I'm just looking at, you know, what the  
 17 state of the economy presently is.  
 18 MS. SPARKS: Okay.  
 19 MS. MIELKE: And how necessary that is.  
 20 MS. SPARKS: So as I've spoken to Council  
 21 before, our income tax revenues are volatile.

Page 87

1 And through the years, we -- or income tax  
 2 revenues are very volatile. And the main  
 3 reason for that is we have a very few number of  
 4 high income wage -- higher income earners, not  
 5 wage, but high income earners in Talbot County.  
 6 So that increase over what we budget. So  
 7 we budget conservatively in income tax because  
 8 we're unsure of the levels.  
 9 And we're not the only county that  
 10 struggles with budgeting the correct levels of  
 11 income tax during budget time.  
 12 But the excess in those revenues do go to  
 13 reserves. You're correct. And we have been  
 14 using the reserves and we have used the  
 15 reserves in this budget. This budget does  
 16 include a use of those reserves, and that was  
 17 for capital improvement projects and capital  
 18 outlay items. So we have used those reserves.  
 19 MS. MIELKE: But more could be used.  
 20 MS. SPARKS: Well, you don't really want  
 21 to use reserves for recurring expenditures.

Page 88

1 You really only want to use reserves or your  
 2 savings for those items that are one-time  
 3 expenditures.  
 4 MR. STAMP: And if Council remembers, this  
 5 year we made an adjustment in some of the  
 6 budget assumptions where we basically diverted  
 7 the income tax revenues into capital to build  
 8 our reserves.  
 9 And what we're seeing and we will continue  
 10 to see is increasing costs, especially to  
 11 provide public safety services. In part, the  
 12 bill that you just put forward will help.  
 13 But this year, we're budgeting -- we're  
 14 using closer assumptions this year. So we  
 15 expect that we will not see the revenues this  
 16 year that we've seen in the past because we're  
 17 applying it to operational needs, which are  
 18 recurring needs. So we've made an adjustment  
 19 this year and we need to take a close look at  
 20 that.  
 21 Then, of course, next year, as we draft

Page 89

1 the next year's budget, we can reassess at that  
 2 point and determine whether we have significant  
 3 space to do anything different.  
 4 MS. MIELKE: I'm just looking at the  
 5 income tax revenues for past years. In '22, it  
 6 was 6.5 percent more that we received. And  
 7 then it really jumped in '23 to 37.18 percent  
 8 more that we received. And of course, this  
 9 year isn't over. So we don't know. But we're  
 10 showing that we projected the tax to be  
 11 31 million. And so far, what has been received  
 12 is 45 million.  
 13 So I'm just saying the trajectory seems  
 14 like --  
 15 MS. SPARKS: It is. But those are --  
 16 MS. MIELKE: -- it's going up.  
 17 MS. SPARKS: So on a recent Conduit Street  
 18 podcast by MACo's executive director and the  
 19 head of the legislative director there,  
 20 recently spoke to income tax revenues  
 21 throughout the State of Maryland. The Maryland

Page 90

1 income tax revenues are going down and other  
 2 counties's income tax revenues are going down.  
 3 Ours have not been going down. We don't  
 4 know why that is except that we can point to  
 5 some high wage earners or high income earners  
 6 in our state.  
 7 So what we've done, as our county manager  
 8 has mentioned, in the past we very  
 9 conservatively budgeted our income tax because  
 10 we don't know the levels that we'll get.  
 11 So when you budget in that way and you  
 12 receive an actual income tax revenues that are  
 13 much higher than your budget, you're building  
 14 your savings or you're building your reserves.  
 15 And actually that's a really good policy to  
 16 have and that's benefited us.  
 17 And you can tell, as I gave in the budget  
 18 presentation, Fitch and Moody's both recognize  
 19 our very high level of reserves.  
 20 Well, as Clay said, we this year pivoted  
 21 and we more accurately are projecting our

Page 91

1 income tax revenues to what we can actually, to  
 2 a safe estimate and what we will actually  
 3 receive.  
 4 So we are changing. We have included that  
 5 as opposed to -- we couldn't have increased our  
 6 taxes any more than we did above the  
 7 two percent or the one cent.  
 8 MR. STAMP: And in general, what we're  
 9 seeing and hearing from the experts we listen  
 10 to at the State level is that we may start to  
 11 see a decline in our income tax revenue.  
 12 So this year, we did more accurately  
 13 budget it, less conservatively budgeted it and  
 14 applied it to operational costs.  
 15 But again, Council, this is a policy  
 16 decision by Council. As we go into next year's  
 17 budget, you're going to look at where we are on  
 18 the income tax and you'll determine whether you  
 19 want to allocate any revenue that we might have  
 20 from income tax to address issues and may  
 21 divert away from the educational tax

Page 92

1 supplement. You can make that decision at that  
 2 point in time. Or you can amend the current  
 3 budget. We would recommend that you not do it  
 4 this year.  
 5 We think we have a solid methodology we've  
 6 used to get where we are today.  
 7 MS. SPARKS: Again, I can't highlight  
 8 enough you really don't want to use reserves  
 9 and apply those to recurring operating  
 10 expenditures.  
 11 MS. MIELKE: I'm not suggesting using all  
 12 the reserves. I'm just suggesting that we have  
 13 a considerable reserve.  
 14 MS. SPARKS: Correct.  
 15 MS. MIELKE: And given the current state  
 16 of the economy and the inflation and the burden  
 17 on our citizens, that we ought to consider  
 18 after three years of building up this reserve,  
 19 maybe not raising taxes this year. That's all  
 20 I'm saying.  
 21 MR. CALLAHAN: Okay.

Page 93

1 MR. STAMP: And just to bring some clarity  
 2 to raising taxes, can you just share a moment  
 3 about what taxes were raised?  
 4 MS. SPARKS: Correct.  
 5 MR. STAMP: And which taxes were not  
 6 raised?  
 7 MS. SPARKS: So we have not raised the  
 8 income tax rate. The income tax rate has  
 9 remained unchanged in Talbot County since 2013.  
 10 So what we have increased is what is  
 11 allowed by Charter, which is two percent over  
 12 the revenues that were certified by the State  
 13 Department of Assessments and Taxation. So we  
 14 take that total and we add two percent to it.  
 15 And then we are able to add the penny for  
 16 public safety. We call it the penny for public  
 17 safety, but the penny that was authorized by  
 18 voters in 2020. So we use that to add that to  
 19 our tax rate.  
 20 Then there is also the educational  
 21 supplement, which actually adds, in this



Page 94

1 budget, adds 4 cents to the tax rate to help  
 2 cover the costs, the increased costs of the  
 3 schools. And that does not include capital  
 4 projects.  
 5 MR. STEPP: Which also, too, that's a  
 6 decrease, that four cents for the educational  
 7 supplement. It was at 4.8 last year. We  
 8 downgraded that as a Council down to four  
 9 cents. So we're down eight-tenths of a cent  
 10 there.  
 11 MR. LESHER: I want to thank the entire  
 12 finance staff, the leadership of the finance  
 13 staff for guiding us through, county  
 14 leadership, for guiding us through what  
 15 continues to be a conservative budgeting  
 16 process.  
 17 MS. SPARKS: Correct.  
 18 MR. LESHER: This is -- we are continuing  
 19 those policies, those budgeting policies that  
 20 have resulted in those reserves of  
 21 underestimating revenues and overestimating

Page 95

1 expenses. And that has left us with a better  
 2 fiscal picture at the end of each of the last  
 3 recent fiscal years than was projected.  
 4 That is really allowing us to move forward  
 5 with some pretty important projects this year.  
 6 And in particular, I would cite the  
 7 St. Michael's Library expansion, the Chapel  
 8 District School that we just heard about this  
 9 evening.  
 10 And those adjustments that we've made to  
 11 attract and retain county employees,  
 12 particularly in the public safety. This penny  
 13 that we said would go toward attracting and  
 14 retaining public safety is doing exactly that.  
 15 And it is -- we have increased the wages for  
 16 those public safety workers. And that's in the  
 17 Sheriff's Office, in the Department of  
 18 Corrections, and in the Emergency Services  
 19 Department.  
 20 And also we've done significant things and  
 21 are moving forward with that this coming year

Page 96

1 with the correction officers to increase their  
 2 retirement packages, which is an important part  
 3 of both attraction and retention of those.  
 4 These are really important moves that are  
 5 leaving this county in much better shape than  
 6 surrounding counties.  
 7 And I'm proud to be part of the Council  
 8 that has taken the guidance from the staff in  
 9 developing this budget.  
 10 MS. SPARKS: The other thing I guess I'd  
 11 like to point out is we are the lowest property  
 12 tax rate in the State of Maryland. So that is  
 13 quite an accomplishment. While we have raised  
 14 that tax rate, we are still the lowest property  
 15 tax rate in Maryland and the second lowest  
 16 income tax rate in Maryland.  
 17 MS. MIELKE: I just want to make it clear  
 18 that I'm not begrudging or opposing  
 19 compensation of our workforce, the county  
 20 workforce.  
 21 It's just that it seems to me that we

Page 97

1 could be a little bit tighter with our budget  
 2 and we're not.  
 3 MR. CALLAHAN: Okay. Any other? Okay.  
 4 All right.  
 5 So at this point, okay, we're introducing.  
 6 MR. LESHER: This is eligible for vote.  
 7 MR. STAMP: Have to introduce the  
 8 amendment.  
 9 MR. LESHER: Oh, we have to introduce the  
 10 amendment.  
 11 MR. CALLAHAN: Yeah. So raise our hands.  
 12 MR. LESHER: I will -- introduced by  
 13 Callahan, Stepp, Lesher, and Haythe.  
 14 MR. STAMP: Now you can vote on the  
 15 amendment.  
 16 MR. CALLAHAN: Okay. Now we got to vote  
 17 on the amendment. Madam Secretary, could you  
 18 call the roll.  
 19 SECRETARY: Mr. Callahan.  
 20 MR. CALLAHAN: Aye.  
 21 SECRETARY: Mr. Stepp.

Page 98

1 MR. STEPP: Aye.  
 2 SECRETARY: Mr. Lesher.  
 3 MR. LESHER: Aye.  
 4 SECRETARY: Ms. Mielke.  
 5 MS. MIELKE: Nay.  
 6 SECRETARY: Ms. Haythe.  
 7 MS. HAYTHE: Aye.  
 8 MR. STAMP: Now you can vote on the bill  
 9 as amended.  
 10 MR. CALLAHAN: Correct. We'll vote on  
 11 1553 as amended. Madam Secretary, could you  
 12 call the vote.  
 13 SECRETARY: Mr. Callahan.  
 14 MR. CALLAHAN: Aye.  
 15 SECRETARY: Mr. Stepp.  
 16 MR. STEPP: Aye.  
 17 SECRETARY: Mr. Lesher.  
 18 MR. LESHER: Aye.  
 19 SECRETARY: Ms. Mielke.  
 20 MS. MIELKE: Nay.  
 21 SECRETARY: Ms. Haythe.

Page 99

1 MS. HAYTHE: Aye.  
 2 MR. CALLAHAN: Okay. Thank you. Good  
 3 job.  
 4 Discussion on proposed changes of 1544.  
 5 Read the title, please.  
 6 SECRETARY: Discussion of proposed changes  
 7 to Bill 1544, a bill to amend Chapter 190 of  
 8 the Talbot County Code, zoning, subdivision,  
 9 and land development, section 190-25.2, table  
 10 of land uses; 190-29, commercial uses;  
 11 190-29.7, inn; and 190-78, terms defined,  
 12 regarding historic inns.  
 13 MR. CALLAHAN: Okay. Mr. Thomas, you want  
 14 to start us off.  
 15 MR. THOMAS: I'm going to turn this over  
 16 to Mr. Tarleton.  
 17 MR. CALLAHAN: Okay.  
 18 MR. THOMAS: Jump in as needed.  
 19 MR. CALLAHAN: No problem.  
 20 He just threw you under the bus.  
 21 MR. TARLETON: Evening, Council. Brennan

Page 100

1 Tarleton, planning director for the Department  
 2 of Planning and Zoning.  
 3 Before you is Bill 1544 as originally  
 4 introduced and also Bill 1544 with amendments.  
 5 If you recall, the Council originally  
 6 voted on and adopted Bill 1544 on July 25,  
 7 2023.  
 8 The bill had several changes in it that  
 9 would result in changes to the county's  
 10 critical area program. And as such, the  
 11 Critical Area Commission has to also approve  
 12 these changes to our zoning code.  
 13 At the time that the subcommittee at the  
 14 Critical Area reviewed these changes, they had  
 15 questions and concerns with respect to several  
 16 of the items that were within the text changes  
 17 proposed.  
 18 Based on those changes, they provided us a  
 19 comment letter, which we received back in  
 20 August of '23, that outlines several of their  
 21 changes. I provided you with the letter that

Page 101

1 the subcommittee had provided to the department  
 2 and to the applicant as part of the bill  
 3 itself, mainly that the changes requested in  
 4 there included several concerns related to the  
 5 intensity of the inn use within the RCA, as  
 6 well as the potential for impacts to other  
 7 properties in the county outside of the one  
 8 that was specifically requesting this text  
 9 amendment proposed.  
 10 The two changes that were made in order to  
 11 address the request and the change for the  
 12 density were further limitations for inns and  
 13 guest rooms within accessory structures  
 14 associated with inns to be restricted to  
 15 structures that existed as of the date of  
 16 December 31, 2023, and the total lot coverage  
 17 serving that use to be limited to 15 percent or  
 18 20,000 square feet, whichever is the lesser in  
 19 those cases.  
 20 We've reviewed those amendments that were  
 21 proposed by the applicant based on the feedback

Page 102

1 that was received by the subcommittee. We sent  
 2 those amendments back to the Critical Area and  
 3 the subcommittee for their review.  
 4 They were generally supportive of those  
 5 amendments. However, prior to them voting or  
 6 taking any action on the bill itself, we're  
 7 essentially asking for your comments or any  
 8 questions or concerns that would be available  
 9 to be forwarded onto the Critical Area  
 10 Commission in their decision-making on Bill  
 11 1544. Because right now what they have in  
 12 front of them is Bill Number 1544 in its  
 13 original format that you all approved that they  
 14 said they were unwilling to pass.  
 15 So they are looking for the county for  
 16 guidance and direction as to whether or not the  
 17 county would be palatable I guess to allowing  
 18 additional language or supplemental language to  
 19 be included into 1544 that would offer further  
 20 restrictions and limitations on inns  
 21 specifically in the RCA zoning district.

Page 103

1 So the amendments that I had referenced  
 2 are in the included amended bill and  
 3 highlighted in yellow for your viewing.  
 4 And as I stated previously, in talking  
 5 with the Critical Area Commission, it's my  
 6 understanding that those amendments proposed  
 7 would address their concerns and they would be  
 8 willing to discuss possibly conditionally  
 9 approving Bill Number 1544 with supplemental  
 10 language being included for further  
 11 restriction.  
 12 So essentially, we're before you right now  
 13 asking for your review, comments, concerns, or  
 14 questions relative to the language, the new  
 15 language that's proposed in Bill 1544 as it was  
 16 originally passed.  
 17 MR. CALLAHAN: Discussion.  
 18 MR. LESHER: What's the -- can you explain  
 19 the magic of the sunset date of construction of  
 20 the end of calendar year 2023? That's actually  
 21 after we passed this ordinance. It seems for

Page 104

1 historic inns, wouldn't we pick an earlier  
 2 date?  
 3 MR. TARLETON: I think originally when we  
 4 were discussing, and the applicant can come  
 5 forward and testify to this as well, but I  
 6 believe when we were discussing this, we were  
 7 planning on trying to get this in front of the  
 8 commission for their consideration at that time  
 9 prior to 2024.  
 10 So the date that was inserted there was a  
 11 date as a place holder for 2023, realizing that  
 12 the bill was introduced and approved by Council  
 13 in 2023.  
 14 For the simple fact of the bill  
 15 essentially, the Critical Area Commission's  
 16 concern was that we don't want any new  
 17 additional structures for the inn use to be  
 18 constructed as part of this text amendment  
 19 process. Rather, if there is a need or a  
 20 desire to utilize preexisting structures on  
 21 site that may have not been utilized for the

Page 105

1 inn in the past where it already exists and can  
 2 be utilized by the inn, they would be generally  
 3 supportive of that because it wouldn't be new,  
 4 impactful development in the RCA related to the  
 5 inn use.  
 6 MR. LESHER: And all of the buildings  
 7 subject to this were built in compliance with  
 8 critical areas?  
 9 MR. TARLETON: That's correct. Before  
 10 proposing any of these changes, we deferred  
 11 back to the applicant of the original text  
 12 amendment application before you all provided  
 13 them the subcommittee's comments and asked that  
 14 they make the necessary changes that would  
 15 supplement and satisfy the Critical Area  
 16 Commission's concerns, but also still allow the  
 17 applicant to move forward with what they would  
 18 propose to do under the text amendment if it  
 19 were approved by Council and the Critical Area  
 20 Commission.  
 21 MR. LESHER: Thank you.

Page 106

1 MR. CALLAHAN: Any other questions from  
 2 Council? Okay.  
 3 Is there -- okay. At this time, is there  
 4 a motion to consider the additional language in  
 5 the application?  
 6 MR. LESHER: So I'm sorry. Follow up on  
 7 this.  
 8 The Critical Area Commission simply wants  
 9 an indication of an interest in proceeding with  
 10 this, they don't actually need us to pass this  
 11 before they act on the proposed language?  
 12 MR. TARLETON: So this is a bit confusing.  
 13 And I tried to outline it with the help of  
 14 Patrick in the final paragraph of my  
 15 memorandum.  
 16 Essentially, in essence, the Critical Area  
 17 is trying to gauge the interest and  
 18 consideration of the county for adding this  
 19 supplemental language into the bill, as opposed  
 20 to just denying Bill 1544 that was originally  
 21 offered to them as introduced and passed by you

Page 107

1 all because it doesn't include that language.  
 2 And if they substitute that language in without  
 3 you all's consideration, then it would be a  
 4 modification to the bill. That would then have  
 5 to go back entirely through the legislative  
 6 process once again, effectively basically  
 7 making it a brand new bill.  
 8 MR. THOMAS: So I can hopefully clarify  
 9 this a little bit because it is confusing.  
 10 So under the county zoning code, when we  
 11 submit these text amendments involving the  
 12 critical area to the Critical Area Commission,  
 13 they can either approve it, they can deny it,  
 14 they can approve it with conditions, or they  
 15 can return it to the county with a list of  
 16 changes to be made.  
 17 And if they deny it or return it with a  
 18 list of changes to be made, we can reconsider  
 19 but we more or less go through the whole  
 20 process all over again.  
 21 So by bringing this to the Council at this

Page 108

1 point before the Critical Area Commission has  
 2 decided, it will hopefully make for a smoother  
 3 process if they say approve it with the  
 4 conditions that this language is in there,  
 5 knowing the Council is in support of that, as  
 6 opposed to do a whole new bill on the other  
 7 side if they say we're denying this because it  
 8 didn't include this or here is a list of  
 9 changes you need to make to the legislation.  
 10 MR. LESHER: Okay. And I think I  
 11 understand the process. Thank you.  
 12 MR. CALLAHAN: Okay. So is there a motion  
 13 to go ahead and put forth the additional  
 14 language in the applicant?  
 15 MR. LESHER: One further question. In  
 16 this, as this comes back to us, we then would  
 17 go through the legislative process to make this  
 18 change?  
 19 MR. THOMAS: If it was denied or if it was  
 20 returned with the list of changes to be made.  
 21 MR. LESHER: But if this, if we indicate

Page 109

1 our interest in doing this and it goes up to  
 2 Critical Area Commission, no further Council  
 3 action is required? It doesn't have to go to  
 4 the Planning Commission? It doesn't take  
 5 further vote of this Council?  
 6 MR. THOMAS: Not if they approve it as a  
 7 condition.  
 8 MR. LESHER: Interesting.  
 9 MR. THOMAS: That's the way the code is  
 10 written.  
 11 MR. LESHER: Seems pretty informal.  
 12 MS. HAYTHE: So Planning Commission  
 13 hasn't -- the Planning Commission reviewed the  
 14 text amendment, right? Or no?  
 15 MR. TARLETON: The Planning Commission  
 16 reviewed the original text amendment. They did  
 17 not review the revised proposed language  
 18 herein.  
 19 The Critical Area Commission asked that  
 20 the Council provide their comments or concerns  
 21 relative to the language prior to taking it up

Page 110

1 at their meeting.

2 Since you all already passed the bill,

3 their assumption obviously was that the

4 Planning Commission and County Council were

5 supportive of 1544. But the language included

6 here, they would want the Council's interest on

7 it.

8 MR. CALLAHAN: So what does Council want

9 to do? Does Council feel a little bit more

10 comfortable sending this to Planning Commission

11 with their thoughts and then come over back to

12 us? That makes us feel like it's gone through

13 our process, so to speak.

14 MS. HAYTHE: Yes. I would certainly feel

15 comfortable with that.

16 MR. CALLAHAN: Okay.

17 MS. HAYTHE: And then also, because we

18 want to make sure that it's consistent with the

19 Comprehensive Plan. And the Planning

20 Commission reviews that and brings it back to

21 us with their recommendation.

Page 111

1 But then also, Brennan, in your memo, the

2 third bullet, the county should perform a

3 formal analysis of all potential sites eligible

4 to be expanded under these provisions, is that

5 being done? Is that being asked to be done?

6 Is that recommendation from the Critical Area

7 Commission?

8 MR. TARLETON: The analysis was done in

9 house. We did a GIS analysis of all the inns

10 that we have categorized in the county based on

11 their acreage, where they lie zoning

12 designation wise, and the existing structures

13 on site. And it was determined that based on

14 the way this language reads as proposed, there

15 would be no opportunity for additional

16 expansions for other inns that are located

17 specifically within the county.

18 MS. HAYTHE: Okay. Thank you.

19 MR. CALLAHAN: Okay. So at this point --

20 yes, sir. Come on up.

21 MR. MULLANEY: Do you mind?

Page 112

1 MR. CALLAHAN: Yup.

2 MR. MULLANEY: Thank you. I'm Brendan

3 Mullaney, McAllister, DeTar, Showalter &

4 Walker. I'm here on behalf of the application.

5 This bill has been in process -- well,

6 this bill was in process for a number of years.

7 It went through your initial review and went

8 back to the Planning Commission. And it came

9 back before you over the course of years. I

10 think we went in front of the Planning

11 Commission three different times originally as

12 a bed and breakfast proposal. They ask we

13 revise that and come back and amend the inn

14 use.

15 And we went back in front of them and then

16 we came back before you. The bill was approved

17 in July of last year, a four to one vote.

18 And the Critical Area Commission really

19 just wants two minor amendments and has not

20 requested or demanded or required a vote or

21 that this go back through the process.

Page 113

1 The two proposed amendments are applicable

2 only to the critical area and simply restrict

3 the total lot coverage that could apply to an

4 inn use and ensure, for the Critical Area's

5 concerns, that there aren't any new structures

6 to expand in.

7 So this is a I'll call it pretty surgical

8 but county-wide text amendment that was already

9 adopted by, signed off on by the Planning

10 Commission and adopted by the Council. These

11 two minor amendments can be approved, as

12 county's counsel has confirmed,

13 administratively if they're imposed as a

14 condition by the Critical Area Commission.

15 This isn't the first piece of legislation

16 that's been approved by the county and then

17 minor amendments have been required as a

18 condition of approval by the Critical Area

19 Commission.

20 In light of the nature of these just being

21 more restrictive of the use in a very specific

Page 114

1 district where they would be permitted, I would  
 2 ask on behalf of the applicant that brought  
 3 this forward a number of years ago that the  
 4 county recognize the requested changes and  
 5 forward it on to the Critical Area Commission  
 6 for their review and hopefully their approval.  
 7 MR. LESHAR: Mr. Mullaney, was this  
 8 language to address the concerns of the  
 9 Critical Area Commission drafted by staff of  
 10 the Critical Area Commission? Was it drafted  
 11 by you? Who came up with this?  
 12 MR. MULLANEY: I worked on behalf of the  
 13 party that brought it forward. I worked with  
 14 county staff and counsel to draft this language  
 15 and have it be responsive to the Critical Area  
 16 Commission's comments so that it could go  
 17 before them and hopefully alleviate their  
 18 concerns.  
 19 MR. LESHAR: Thank you.  
 20 MR. MULLANEY: Sure.  
 21 MR. CALLAHAN: So all right, Council.

Page 115

1 Discussion.  
 2 MS. MIELKE: I would just like more time  
 3 to process this.  
 4 MR. CALLAHAN: Okay.  
 5 MS. MIELKE: Is all I'm saying.  
 6 MR. CALLAHAN: You want to push this to  
 7 the next meeting?  
 8 MR. LESHAR: We can certainly do that.  
 9 MR. CALLAHAN: Push it to the next  
 10 meeting?  
 11 MS. HAYTHE: That's fine.  
 12 I just had one question.  
 13 MR. CALLAHAN: Yeah.  
 14 MS. HAYTHE: So Patrick, the amendments  
 15 that are in this right now, are based -- would  
 16 be conditions that the Critical Area Commission  
 17 must approve or they would set it up as  
 18 conditions, correct?  
 19 MR. THOMAS: Yes. Presumably, they would  
 20 approve the bill with the condition that this  
 21 language is included.

Page 116

1 MS. HAYTHE: Okay. Got it.  
 2 MR. THOMAS: As opposed to rejecting it  
 3 because it didn't include that language and  
 4 returning the bill with that to be made as a  
 5 legislative change.  
 6 MS. HAYTHE: Okay. Thank you.  
 7 MR. CALLAHAN: All right. What's  
 8 Council's feelings on this? You want to vote  
 9 for it now? You want to think through it and  
 10 ask your questions and get back with more  
 11 information for the next meeting?  
 12 Basically what he's telling us, okay, is  
 13 if we pass it now, it's going to go back to the  
 14 Critical Area and they're going to bless it or  
 15 not with what the change these guys made.  
 16 MS. MIELKE: It seems like they are going  
 17 to bless it, right?  
 18 MR. CALLAHAN: Not necessarily. They got  
 19 to look at it. I mean they've done the best  
 20 they can --  
 21 MS. MIELKE: That's what confuses me.

Page 117

1 MR. CALLAHAN: They've done the best they  
 2 can to actually, like Brennan said, he's talked  
 3 to them and he's crafted language that  
 4 hopefully that will satisfy them, but they have  
 5 to see it first and approve it in their  
 6 committee.  
 7 Am I right?  
 8 MR. TARLETON: Yes. So the language that  
 9 was included here is the language to address  
 10 the concerns of the Critical Area Commission.  
 11 And the major portion of the language  
 12 actually came directly from comments from the  
 13 Critical Area Commission related to the lot  
 14 coverage restrictions.  
 15 But yes. To your point, I mean they still  
 16 have Bill 1544 as it was originally approved  
 17 and adopted by you all in their hands. So if  
 18 they choose not to approve with the condition  
 19 of inserting this language and approve Bill  
 20 1544 in its original format, they could still  
 21 do that. Or they could just turn it down

Page 118

1 altogether.

2 I mean there's still several options on

3 the table for them.

4 MR. STEPP: Well, that being that we are

5 not voting on the bill itself, I would say just

6 to keep things going and making sure this gets

7 back to the Critical Area Commission, I make a

8 motion that we get it back to Critical Area

9 Commission with the amendments.

10 MR. CALLAHAN: Okay.

11 MS. HAYTHE: I second that.

12 MR. CALLAHAN: Okay. We got a motion and

13 second to go ahead and go forward with the new

14 language to send to the Commission for their

15 approval. Madam Secretary, could you call the

16 vote.

17 SECRETARY: Mr. Callahan.

18 MR. CALLAHAN: Aye.

19 SECRETARY: Mr. Stepp.

20 MR. STEPP: Aye.

21 SECRETARY: Mr. Leshner.

Page 119

1 MR. LESHER: Aye.

2 SECRETARY: Ms. Mielke.

3 MS. MIELKE: Abstain.

4 SECRETARY: Ms. Haythe.

5 MS. HAYTHE: Aye.

6 MR. CALLAHAN: Okay. Sounds good.

7 MR. TARLETON: Thank you, all.

8 MR. CALLAHAN: Okay. Thank you. All

9 right.

10 Next on the agenda is Micah, airport.

11 MR. RISHNER: Here we go. Brought a crew

12 with me here.

13 Good evening, Council. Micah Risher, the

14 airport manager. It's always a pleasure to be

15 in front of you.

16 I brought reinforcements today. I have

17 our new airport business manager, Mr. Jeff

18 Lankford, with us. And of course, our

19 president, Mr. Jack Pettit is with us, of the

20 Advisory Board. So exciting times at the

21 airport.

Page 120

1 We have a fantastic presentation for you.

2 And I think you'll really enjoy how we put it

3 together.

4 MR. CALLAHAN: Sounds good.

5 MR. STAMP: Micah, pull that mike close to

6 Jeff. Thank you.

7 MR. RISHNER: So just an overview here of

8 what we're going to go over.

9 Of course, we are very fortunate that we

10 had the opportunity just a few months ago to

11 promote Mr. Jeff Lankford into a new role of

12 our business manager. Jeff has been with us a

13 little over three years now. He has a customer

14 service background, hospitality. He really has

15 done a fantastic job as our business and

16 marketing coordinator.

17 So we saw an opportunity to really

18 strengthen our team and put him in a new role

19 and really to continue to strengthen the

20 frontline customer service and really build

21 relationships out with our current customers,

Page 121

1 while at the same time continuing to market and

2 really look for new businesses as well.

3 So I'm going to let Jeff talk a little bit

4 about that in just a bit. And he'll kind of

5 give you an overview of some of the things that

6 we're working on.

7 And we'll talk about the airfield

8 modernization program. Of course, that is the

9 big focus out there. It's the visible thing.

10 That's what everybody hears about.

11 But really the way we put this

12 presentation together is we want to tell you

13 about all the great things that's happening out

14 there at the airport.

15 The modernization program gets all the

16 press, it gets all the visibility. But we have

17 so much running in the background to really,

18 you know, bring the entire airport, modernizing

19 our processes, our business practices, and

20 really keeping it the crown jewel of geo

21 airports in the region.

Page 122

1 And we'll finish off with our community  
 2 engagement, and we have a lot of really  
 3 interesting things going on.  
 4 But with that being said, I want to turn  
 5 it over to Jeff for just a little bit.  
 6 MR. LANKFORD: Good afternoon, Members of  
 7 the County Council. My name is Jeff Lankford.  
 8 I'm the Easton Airport business manager.  
 9 I just want to take a moment to thank  
 10 county leadership for allowing me to take part  
 11 and to step up into this role. I'm excited to  
 12 achieve some of the goals that we're going to  
 13 outline here in just a moment.  
 14 And as Micah said, before joining the  
 15 airport, I did spend five years in business  
 16 development, events and marketing for downtown  
 17 Easton, Maryland. And prior to that, I spent  
 18 ten years in hospitality industry working food  
 19 and beverage director and operations manager  
 20 for Marriott International and Wyndham Hotels.  
 21 So I like to put on my resume that I've

Page 123

1 convinced brides to change their mind. I can  
 2 convince anybody to do anything.  
 3 So we're going to take that experience and  
 4 we're going to couple it together at the  
 5 airport to achieve some of our goals outlined  
 6 here in this slide.  
 7 And so I'm looking at business and tenant  
 8 relations, online intake tracking systems, and  
 9 strengthening ESM responsiveness.  
 10 Goal one is to strengthen communications  
 11 with business and tenants. And what we're  
 12 looking to do is we are updating all of our  
 13 contact information, making sure we have good  
 14 contacts for all of our businesses and our  
 15 tenants. And then I am reviewing all of the  
 16 leases and contracts that we have in place,  
 17 make sure I understand the nuances of all the  
 18 different ones that we have, looking for  
 19 opportunities to renew where they are  
 20 available, and basically just being proactive.  
 21 Having those conversations early so that we can

Page 124

1 bring them to the Council for consideration,  
 2 having vetted them to the best of our  
 3 abilities.  
 4 And then in that process, we will also  
 5 talk with the businesses, learn about their  
 6 services that they provide, maybe ones that we  
 7 don't know about, where can we improve as an  
 8 airport, and what do they need.  
 9 So some of the things we've done already  
 10 and examples of actually reaching out to the  
 11 businesses and to the customers. We talk with  
 12 the pilots, what are they seeing. And they  
 13 mentioned that the runway 1533 numbers be  
 14 painted. So what did we do? We went ahead and  
 15 painted them. So it's just those little  
 16 proactive measures that we're not seeing every  
 17 day. By reaching out to our customer base,  
 18 we're finding out we're being able to be  
 19 responsive to those. And we're going to  
 20 continue doing that as an airport and actually  
 21 accelerate that to some of these other

Page 125

1 processes that we're going to outline here.  
 2 As I was going around to businesses, I  
 3 made sure they knew about our SMS text  
 4 messaging notification systems. If they didn't  
 5 know about it, we get them signed up right then  
 6 and there. So face to face is important, as  
 7 well as our online intake systems that we'll  
 8 talk about here in a second.  
 9 And then when we talk about just what do  
 10 they need, not just the airport businesses, but  
 11 what do Talbot businesses have that we can  
 12 maybe bring them into the airport community.  
 13 I point to examples of Trident Aircraft.  
 14 They actually rent their hangar for large  
 15 events. We get phone calls at least once a  
 16 month for somebody looking for a large venue.  
 17 So we point them in that direction. But taking  
 18 it one step further, how can we help promote  
 19 that? How can we share that word so it's not  
 20 just the random phone call that we're getting,  
 21 it's actually helping that business tell that



Page 126

1 story and get in front of potential customers,  
 2 benefiting Talbot organizations and our  
 3 business at the airport.  
 4 And then we mentioned here at the online  
 5 intake and tracking systems. We want to create  
 6 a better intake system, moving things online.  
 7 We're mobile as a team. We're all over the  
 8 airfield. Our customers are mobile.  
 9 Literally, they're flying in and out all the  
 10 time.  
 11 So having them come to our offices to sign  
 12 up for gate access cards, having them join  
 13 hanger lists. It works, but it could be  
 14 better. It could be provided to them online,  
 15 having just registered. And then once we have  
 16 that information, we can utilize that to help  
 17 better communicate better with them in the  
 18 future, have them do ongoing training, make  
 19 sure they know how to drive on the airport,  
 20 things of that nature.  
 21 And then as we go through all of that, the

Page 127

1 way I see our strengthening our responsiveness  
 2 is just creating or updating our standard  
 3 operating procedures and making them internal  
 4 and external. So sharing with our businesses.  
 5 If we have an operating procedure that we know  
 6 we want them to follow, making sure they know  
 7 that procedure and having that available to  
 8 them.  
 9 Moving on to next slide, marketing and  
 10 advocacy and economic impact study. We're  
 11 going to promote the Easton Airport. We are  
 12 looking at rebranding and looking at our brand  
 13 across our channels. The goal there is to  
 14 learn where airport customers go for  
 15 information. And I will evaluate that the  
 16 information is correct and accurate.  
 17 We put a lot of energy into updating our  
 18 website. And we put a ton of energy into  
 19 communicating to the local community of the  
 20 airfield modernization program. We want to  
 21 take some of those practices and utilize those

Page 128

1 by expanding our efforts into the greater  
 2 piloting community, for instance.  
 3 If you don't live in Talbot County, you're  
 4 probably not hearing about the airfield  
 5 modernization, but you're seeing it with  
 6 Micah's (inaudible), you're seeing those with  
 7 our different communications and channels.  
 8 But there are so many third party  
 9 applications out there, and I think it's  
 10 worthwhile to make sure that our information is  
 11 accurate. And if it's not, get in front of  
 12 those third party applications, make sure they  
 13 update those systems and do the same thing for  
 14 our businesses.  
 15 And then while we're doing that, we take a  
 16 look at our competition, take a look at what  
 17 other airports are doing and I can report that  
 18 back to Micah and we can report back to the  
 19 Council. And just see where there are  
 20 opportunities to improve what we're doing at  
 21 the business side of the airport.

Page 129

1 We want to develop marketing specifically  
 2 for our land lease opportunities. We have some  
 3 areas at the airport that are ready to build  
 4 hangars. And it's not widely known. So what  
 5 can we do with that? We can create a web page  
 6 that talks about that, talking points. One  
 7 sheet is like real estate agents can do. And  
 8 just basically let folks know those  
 9 opportunities are there, come talk to us, let's  
 10 have a conversation about how we can make that  
 11 happen for you.  
 12 And then our advocacy. We are a big part  
 13 of the American Aviation Council. Micah is a  
 14 board member. I sit on the events and  
 15 marketing committee. We look to further that  
 16 and advance that because as it says up here,  
 17 (inaudible) mission is to promote the growth of  
 18 aviation to help meet the transportation  
 19 economic development needs of Maryland. We  
 20 believe in that. So whatever we can do to help  
 21 support them, we're there to help them with

Page 130

1 that.

2 And then finally, the economic impact

3 study. The Maryland Aviation Administration

4 last did a study in 2018. They are updating

5 that study with current information.

6 We're excited by that because obviously

7 the study was before COVID. So what has

8 happened to the industry since COVID? What

9 does it look like now? We want to see what

10 those numbers are going to tell us so that we

11 can bring those to you with good information to

12 help with budgeting. It will help with our

13 capital improvement projects on our end.

14 But also, we can actually use some of that

15 information with our businesses and other

16 county counterparts.

17 And we'll talk a little bit more about

18 this later, but we've also implemented an

19 airport monitoring system at the airport. So

20 we're collecting data about the users at the

21 airport more than we ever have. We can find

Page 131

1 out if an airplane, where it's registered,

2 where it's flying from, and we can correct this

3 data and actually utilize that in all of these

4 efforts.

5 But I look for some of the out of the box

6 thinking ways of using that efforts to see

7 maybe if we're seeing a lot of folks flying in

8 from Teterboro, for instance, Cassandra from

9 tourism might want to know that. She could

10 then target that from a tourism aspect.

11 So I think there's a lot of capabilities

12 in this system that we're just now starting to

13 collect. And I mentioned we may be looking

14 into more of this later on down the road.

15 But in a future slide, we're going to use

16 this to help shape our noise abatement policy

17 and move away from just telling the pilots

18 where we would not like them to go or where

19 we'd like them to be and actually become

20 advocates for the community as well in shaping

21 those programs.

Page 132

1 So with that, I will hand it back over to

2 Micah. And if you have any questions, I do

3 invite that at the end of the presentation.

4 MR. RISHER: Thank you, Jeff.

5 As you can tell, we're trying to be very

6 proactive. A lot of things we're doing in

7 every area. And then Jeff is very busy helping

8 us out.

9 The airfield modernization program.

10 That's the biggest thing we have going on out

11 there. Primary goal, just to review, is to

12 improve the runway safety areas, complying with

13 modern design standards, integrate innovative

14 technology, comply with all federal

15 environmental standards, and to ensure the

16 future of aviation in Talbot County.

17 Obviously we're over 80 years old. We're

18 in our 81st year. So we're very proud of our

19 aviation history here in the county.

20 It's a shift of the primary runway 422

21 1,900 feet southwest of the current location.

Page 133

1 We're going to discontinue the use of the

2 thousand foot of the runway on the north end

3 closest to the highway Route 50 and we'll

4 establish a thousand-foot safety areas on both

5 ends of the runway.

6 Currently, 2024, we are continuing our

7 mass earthwork project. Everybody in the

8 county has seen the dirt moving around. We are

9 into the thick of it right now. So the big

10 runway, 422, is currently closed as we speak.

11 We're basically operating where we close

12 down on Monday at 9 a.m. and we reopen Friday

13 at 9 a.m. So it's basically four days of

14 closures, three days of open. So that's giving

15 our tenants some flexibility to move about.

16 But we are also keeping it open for like the

17 holiday weekend. We had it open on Monday,

18 things of that nature. So we're being very

19 responsive in trying to be as flexible as

20 possible to balance the needs of the

21 contractors, our customers, and everybody. And

Page 134

1 so far it is working, it's working well.  
 2 The airport service roads are all roughed  
 3 in and they'll be improved over the package.  
 4 Grading and drainage being worked on.  
 5 They're currently working on the new wetlands  
 6 on the Talbot County Business Center site.  
 7 Right where that pond is, just north of that  
 8 pond. If you go by, you can see all that's  
 9 being constructed right now. And we are  
 10 preparing for that 1,900-foot shift by the end  
 11 of this year.  
 12 2025. Here in just a little bit, I'm  
 13 going to ask you to actually award our bid  
 14 package. We've gone to bid already. We have  
 15 numbers for you. So I'll be talking about that  
 16 here in just a little bit.  
 17 But the building demolition is slated to  
 18 begin in January 2025. It's going to take  
 19 approximately six months to get it completely  
 20 demolished. Of course, major utility  
 21 relocation is part of that. We'll complete the

Page 135

1 construction of the new wetlands and bring that  
 2 58-acre parcel up to a final grade by the end  
 3 of 2025. So that's where the project is and  
 4 what we're looking at for next year.  
 5 I'll pause for just a second. Do you have  
 6 any questions about anything that's going on  
 7 right now? I always joke that I think people  
 8 are tired of hearing me talk about it. I think  
 9 we've done a good job messaging it.  
 10 MR. CALLAHAN: You have.  
 11 MR. RISHER: So I always like to talk  
 12 about funding. We always want to know how are  
 13 we paying for this.  
 14 The good news is anytime I come and ask  
 15 for money, I also bring you the revenue and say  
 16 hey, this is how we're going to pay for it. So  
 17 the great news is 90 percent of this is being  
 18 funded through the FAA's airport improvement  
 19 program grants.  
 20 Of course, this is a trust fund. These  
 21 are not appropriated tax dollars. Essentially

Page 136

1 when you use the system, when you fly on  
 2 airlines, excise taxes, things of that nature,  
 3 they flow into a trust fund. And the FAA has a  
 4 system to dole those monies out, which is why  
 5 we had to stand in line for 20 years and now  
 6 it's our turn to spend the money. So took us  
 7 20 years to get here, but here we are.  
 8 The State grants will generally fund five  
 9 percent. Everybody knows the State has some  
 10 transportation budgeting issues of their own.  
 11 So their funds are, while they're getting  
 12 tighter, they've made commitments to us to  
 13 match the five percent for our project. So  
 14 we're feeling really good about that.  
 15 And of course, our highest budget priority  
 16 is to pay our portion of this. So Easton  
 17 Airport pays five percent of it out of our  
 18 budget as well.  
 19 Next slide. And we'll get into the actual  
 20 numbers here at the end when I make the asks.  
 21 The big thing is our informational

Page 137

1 campaign. We're always out on the speaking  
 2 tour there. There's a photo of a really nice  
 3 speaking tour that Jack actually set up for us.  
 4 And you know, we have signs up, banners  
 5 up, email, you name it. If you go to our  
 6 website and you can sign up to get all the  
 7 updates. Jeff does a fantastic job.  
 8 Every time we're getting ready to go in a  
 9 new phase or something happens, we keep the  
 10 community updated. So we definitely are --  
 11 it's a big thing for us.  
 12 Community outreach, one of our favorite  
 13 things. We love keeping the -- getting the  
 14 community out there and we love interfacing  
 15 with them.  
 16 So noise policy review. This is something  
 17 that we proactively do. You know, the FAA is  
 18 responsible for the noise policy. As the  
 19 airport, we don't have a lot of tools in our  
 20 bag, but the biggest tool we have is education.  
 21 We like to be an advocate, educate the

Page 138

1 pilots, educate the community. And really what  
 2 Jeff and I have talked about doing is really  
 3 flipping the script, you know, and really being  
 4 advocates for, you know, the community to  
 5 proactively go after noise issues or handle  
 6 noise issues. So we take it very seriously.  
 7 We're always reviewing the traffic  
 8 patterns, educating the pilots for the  
 9 voluntary noise, the abatement program.  
 10 As an example, the Navy's powered flight  
 11 program is about to start next week. They'll  
 12 start flying. So we've already made sure that  
 13 those instructors are briefed up on the  
 14 patterns and every one of those students flying  
 15 will have a copy of that PDF that you see in  
 16 front of you describing which way the traffic  
 17 patterns should go.  
 18 We keep open lines of communications with  
 19 the control tower, any operators of the  
 20 airport. So we jump on anything we hear, and  
 21 we try to make it as quiet as possible to the

Page 139

1 extent that we can.  
 2 So again, noise abatement advocacy. We  
 3 really want to be a strong partner for all  
 4 residents.  
 5 We've started proactively collecting  
 6 traffic data and analyzing traffic data. We  
 7 know that we're shifting our operation  
 8 1,900 feet to the southwest in the coming  
 9 years. So there's going to be a slight shift  
 10 in the operation. And we're trying to be in  
 11 front of that and be proactive and make sure  
 12 we're responsive to the needs of the community.  
 13 And we'll be sharing a lot more  
 14 information about our monitoring efforts at  
 15 upcoming meetings.  
 16 Just a little bit about traffic statistics  
 17 we wanted to throw in there, you know. So if  
 18 you look here, the far left column was  
 19 pre-COVID. We did 73,000 total operations.  
 20 The COVID year took us down. We bounced right  
 21 back in '21 basically up to normal. '22, we're

Page 140

1 down again.  
 2 So we're kind of seeing we're leveling,  
 3 we're kind of leveling off. We're finding our  
 4 normal. The whole industry is finding their  
 5 normal post COVID.  
 6 So that's what we saw in '23. We were  
 7 back up to 65,000. I think we'll be there,  
 8 maybe a little lower. We'll be right around  
 9 60,000 at the end of this year.  
 10 Of course, with the runway closure, that's  
 11 going to have some impacts to the larger  
 12 aircraft.  
 13 We really don't have good data yet on how  
 14 the closure is really impacting fuel sales yet  
 15 because we just really have gotten into the  
 16 runway 422 closures. And quite frankly, our  
 17 customers are doing a really good job of  
 18 balancing and still bringing the jets in on the  
 19 weekends. So you know, they're literally  
 20 waiting to come in and they're waiting to --  
 21 they're getting out. So they're using those

Page 141

1 windows of opportunity that we've created to  
 2 get their jets in.  
 3 So of course, we fully expect to see a  
 4 little bit of a decline, but I really don't  
 5 anticipate that it's going to be anything  
 6 astronomical or untenable.  
 7 And then community outreach. We have  
 8 actually, we've already done a lot of stuff and  
 9 we have a lot of stuff on the calendar.  
 10 We hosted a radial engines 101 class on  
 11 March 27th. That was a fantastic event to get  
 12 some young people out to the airport to learn  
 13 about radial engines.  
 14 We attended two of the Talbot County  
 15 Public Schools career fairs and we're going to  
 16 Easton Middle School next week.  
 17 We're hosting a STEM leader camp later in  
 18 the month of June. We've already awarded some  
 19 interim flights. These are STEM leaders that  
 20 work out at St. Michael's High School I believe  
 21 it is. They run a program down there. These

Page 142

1 are high school juniors and seniors I believe.  
 2 We have some ace summer learnings planned  
 3 that we've partnered with the Civil Air Patrol.  
 4 We're going to have several dates where  
 5 we're going to offer topics, you see there.  
 6 Airfield design, aircraft characteristics, some  
 7 model rocketry, not flown at the airport.  
 8 They'll learn about it there, but they'll leave  
 9 the airport to fly the rockets. Air traffic  
 10 control and all kinds of other stuff.  
 11 And we also have a really exciting event  
 12 that's planned in September focused on getting  
 13 more women in aviation. It's the 99. It's a  
 14 female pilot organization, and they're hosting  
 15 an event to take young girls flying. So we're  
 16 really trying to push that as well and really  
 17 get everyone involved in aviation.  
 18 We're doing our airport tours, the walk  
 19 and talk. We're doing one this Thursday at  
 20 10 a.m. It's going to go beautiful weather.  
 21 The runway is closed. So if anybody wants to

Page 143

1 come out and walk on the runway with us and get  
 2 a birdseye view, it's one of the few times you  
 3 can walk on a runway legally and not get  
 4 arrested. So I'll put that offer out there.  
 5 Come on out.  
 6 We do a variety of tours as folks call us  
 7 and request.  
 8 And this is a big one that Jeff put  
 9 together. This outdoor movie night. First  
 10 we've done that, but we partnered with  
 11 Discovery Easton for a showing of the Disney  
 12 movie Planes at Easton Airport. So we're going  
 13 to project that on the back of the hangar down  
 14 there at the airport office on August the 2nd.  
 15 We're really trying to do a lot of cool  
 16 stuff to get the community out there.  
 17 And I'd be remiss if I didn't put the plug  
 18 in for Easton Airport Day. The planning is  
 19 already well underway. It's going to be  
 20 another fantastic year. October the 12th,  
 21 2024. We still have to keep our fingers

Page 144

1 crossed for good weather. We'll have 50 old  
 2 warbirds in the air, the world famous rubber  
 3 chicken drop. We have to clarify because this  
 4 is the Eastern Shore. So rubber chicken drop.  
 5 And we'll have a lot of displays. It's just a  
 6 fun day to be at the airport.  
 7 So does anybody have any questions about  
 8 anything in the presentation?  
 9 If not, Clay, do you want me to just go  
 10 through the asks?  
 11 MR. STAMP: Yes, absolutely.  
 12 MR. RISHER: So we have four asks that are  
 13 on the schedule here, on the agenda.  
 14 So essentially I sent a memorandum in. So  
 15 we want to submit a grant application for  
 16 \$5,874,910 to the FAA. That grant application  
 17 is going to cover the entire cost of the demo  
 18 of the Talbot County Business Center. It will  
 19 pay the contractor, which is Reynold's  
 20 Excavating was the responsive low bidder for  
 21 that. They bid \$5,184,000.

Page 145

1 And then we have two AECOM cost price  
 2 proposals in here. One is for AECOM to provide  
 3 the professional engineering and construction  
 4 phase services like they're doing now. AECOM  
 5 provides the boots on the ground every day.  
 6 They're providing all the oversight. And so  
 7 we'll have an ask in there to approve their  
 8 price proposal for package two, which is  
 9 demolition.  
 10 Now, their price proposal came in at  
 11 423,070.  
 12 What's not in here, because I just got the  
 13 IFE today, we go out to a third party and we  
 14 get an independent fee estimate to make sure  
 15 that their prices are within reason. The IFE  
 16 came back at 430,000. So AECOM's proposal is  
 17 less than the IFE.  
 18 And same thing for the package three work,  
 19 where we need to go to final design, which  
 20 package three is going to be the actual, that  
 21 will be the 2026 work of actually building the

Page 146

1 runway. We need to design that and then  
 2 prepare to go to bid for that. They have a  
 3 price proposal in there of \$247,000.  
 4 And again, the IFE came back at 254. So  
 5 their prices are underneath the industry. So I  
 6 always knew they were a good deal. They love  
 7 us.  
 8 But the first ask is an ask for Council's  
 9 approval for and accept this year's FAA AIP BIL  
 10 IAG grants for \$5,874,910.  
 11 MR. CALLAHAN: Okay.  
 12 MR. STEPP: Make a motion to approve.  
 13 MR. CALLAHAN: Okay.  
 14 MR. LESHHER: Second.  
 15 MR. CALLAHAN: Okay. We got a motion and  
 16 second to go ahead and approve the FAA AIP  
 17 grant proposal. Madam Secretary, could you  
 18 call the vote, please.  
 19 SECRETARY: Mr. Callahan.  
 20 MR. CALLAHAN: Aye.  
 21 SECRETARY: Mr. Stepp.

Page 147

1 MR. STEPP: Aye.  
 2 SECRETARY: Mr. Leshher.  
 3 MR. LESHHER: Aye.  
 4 SECRETARY: Ms. Mielke.  
 5 MS. MIELKE: Aye.  
 6 SECRETARY: Ms. Haythe.  
 7 MS. HAYTHE: Aye.  
 8 MR. RISHER: Thank you.  
 9 Now, the second ask is to award Bid Number  
 10 24-03 to the lowest bidder, which is Reynold's  
 11 Excavating, Incorporated, for the total bid  
 12 amount of the \$5,184,150,000 (sic.) contingent  
 13 on notification of AIP and BIL AIG grant  
 14 awards. So we will not press the go button on  
 15 that until we receive notice that we have the  
 16 grant from FAA.  
 17 MS. MIELKE: So moved.  
 18 MR. CALLAHAN: Okay.  
 19 MS. HAYTHE: Second.  
 20 MR. CALLAHAN: We got a motion and second  
 21 to go ahead and award the demolition as long as

Page 148

1 the FAA AIP approves. Madam Secretary, could  
 2 you call the vote, please.  
 3 SECRETARY: Mr. Callahan.  
 4 MR. CALLAHAN: Aye.  
 5 SECRETARY: Mr. Stepp.  
 6 MR. STEPP: Aye.  
 7 SECRETARY: Mr. Leshher.  
 8 MR. LESHHER: Aye.  
 9 SECRETARY: Ms. Mielke.  
 10 MS. MIELKE: Aye.  
 11 SECRETARY: Ms. Haythe.  
 12 MS. HAYTHE: Aye.  
 13 MR. RISHER: Thank you.  
 14 So the third ask is to accept AECOM's  
 15 price proposal for professional engineering and  
 16 construction phase services for package two,  
 17 which is oversight of the demolition, dated  
 18 May 7, 2024, for \$423,070, also contingent on  
 19 notification of AIP and BIL AIG grant awards.  
 20 MS. HAYTHE: So moved.  
 21 MR. STEPP: Second.

Page 149

1 MR. CALLAHAN: Okay. We got a motion and  
 2 second to go ahead and approve the professional  
 3 engineering construction phase service prior to  
 4 the FAA approval. Madam Secretary, could you  
 5 call the vote, please.  
 6 SECRETARY: Mr. Callahan.  
 7 MR. CALLAHAN: Aye.  
 8 SECRETARY: Mr. Stepp.  
 9 MR. STEPP: Aye.  
 10 SECRETARY: Mr. Leshher.  
 11 MR. LESHHER: Aye.  
 12 SECRETARY: Ms. Mielke.  
 13 MS. MIELKE: Aye.  
 14 SECRETARY: Ms. Haythe.  
 15 MS. HAYTHE: Aye.  
 16 MR. RISHER: Thank you.  
 17 And the last one is to also except AECOM's  
 18 price proposal for professional engineering,  
 19 design, and bid services for package three to  
 20 extend runway 422 and improve the runway safety  
 21 area dated May 10, 2024, for 247,635,

Page 150

1 contingent on notification of AIP and BIL AIG  
 2 grant awards.  
 3 MR. STEPP: So moved.  
 4 MS. HAYTHE: Second.  
 5 MR. CALLAHAN: Okay. We got a motion and  
 6 second for AECOM pricing proposal dated  
 7 May 10th for professional engineering service  
 8 and design service bid package three. And  
 9 hopefully that the FAA AIP approves it. Madam  
 10 Secretary, could you call the vote.  
 11 SECRETARY: Mr. Callahan.  
 12 MR. CALLAHAN: Aye.  
 13 SECRETARY: Mr. Stepp.  
 14 MR. STEPP: Aye.  
 15 SECRETARY: Mr. Leshner.  
 16 MR. LESHNER: Aye.  
 17 SECRETARY: Ms. Mielke.  
 18 MS. MIELKE: Aye.  
 19 SECRETARY: Ms. Haythe.  
 20 MS. HAYTHE: Aye.  
 21 MR. CALLAHAN: You got it.

Page 151

1 MR. RISHER: Thank you, Council. I  
 2 appreciate it.  
 3 And I just wanted to give our president a  
 4 minute. So Jack, if you wanted to say  
 5 anything, sir.  
 6 MR. PETTIT: Well, just a couple of  
 7 comments. I think Micah and Jeff have done a  
 8 tremendous job of educating the public about  
 9 what we're doing out there, why we're doing it,  
 10 what we're not doing.  
 11 And I reflect on what it was like 20 years  
 12 ago when there was a lot of unhappiness among a  
 13 lot of people in Talbot County because they  
 14 didn't really fully appreciate what we were  
 15 attempting to accomplish.  
 16 But I don't see that now. And I think my  
 17 hat's off to them because they've done a  
 18 terrific job of telling anybody who is  
 19 interested exactly what's going on. And that  
 20 includes the website, which has extensive  
 21 information in detail on what we're doing at

Page 152

1 the airport and why we're doing it. So thank  
 2 you.  
 3 MR. LANKFORD: Thank you, Jack.  
 4 MR. RISHER: Thank you, Council.  
 5 MR. CALLAHAN: Thank you.  
 6 MS. MIELKE: Thank you.  
 7 MR. CALLAHAN: Good job.  
 8 MR. STEPP: Thank you.  
 9 MR. CALLAHAN: Okay. Clay's stuff.  
 10 MR. STAMP: I will talk slowly.  
 11 Good evening, Council. Under county  
 12 manager report tonight, we have two  
 13 appointments to boards and committees for your  
 14 consideration.  
 15 First one is the Commission on Aging.  
 16 Requesting the reappointment of Terry Satchel  
 17 and Jennifer Pearson to that board.  
 18 MR. STEPP: So moved.  
 19 MR. LESHNER: Second.  
 20 MS. MIELKE: Second.  
 21 MR. CALLAHAN: Okay. We got a motion and

Page 153

1 second to appoint two people to the aging  
 2 board. Madam Secretary, could you call the  
 3 vote.  
 4 SECRETARY: Mr. Callahan.  
 5 MR. CALLAHAN: Aye.  
 6 SECRETARY: Mr. Stepp.  
 7 MR. STEPP: Aye.  
 8 SECRETARY: Mr. Leshner.  
 9 MR. LESHNER: Aye.  
 10 SECRETARY: Ms. Mielke.  
 11 MS. MIELKE: Aye.  
 12 SECRETARY: Ms. Haythe.  
 13 MS. HAYTHE: Aye.  
 14 MR. STAMP: Next, Council, requesting your  
 15 consideration for the reappointment of Ed  
 16 Schlichter to represent the Third Election  
 17 District on the Public Works Advisory Board, Ed  
 18 Schlichter.  
 19 MS. MIELKE: So moved.  
 20 MR. LESHNER: Second.  
 21 MR. CALLAHAN: And his name is Ed?

Page 154

1 MR. STAMP: Schlichter.  
 2 MR. CALLAHAN: Schlichter. Okay. Madam  
 3 Secretary, could you call the vote.  
 4 SECRETARY: Mr. Callahan.  
 5 MR. CALLAHAN: Aye.  
 6 SECRETARY: Mr. Stepp.  
 7 MR. STEPP: Aye.  
 8 SECRETARY: Mr. Lesher.  
 9 MR. LESHHER: Aye.  
 10 SECRETARY: Ms. Mielke.  
 11 MS. MIELKE: Aye.  
 12 SECRETARY: Ms. Haythe.  
 13 MS. HAYTHE: Aye.  
 14 MR. STAMP: Thank you, Council.  
 15 Have several items for your consideration  
 16 additionally.  
 17 We're requesting Council transfer the  
 18 Maryland Department of Housing and Community  
 19 Development, DHCD, housing bond allocation. As  
 20 you read in your agenda packet, annually the  
 21 Maryland Department of Housing and Community

Page 155

1 Development requests Council consideration to  
 2 transfer our housing bond authority allocation.  
 3 For 2024, the amount is 1,659,525.  
 4 And again, to simply state, this is to  
 5 remit the Talbot County bond allocation DHCD  
 6 for them to administer opportunities for  
 7 eligible recipients.  
 8 Over the last seven years, they've been  
 9 able to help individuals with \$6.6 million.  
 10 MS. HAYTHE: Motion to approve.  
 11 MS. MIELKE: Second.  
 12 MR. CALLAHAN: Got a motion and second to  
 13 go ahead and do bond allocation to the  
 14 Department of Housing and Community  
 15 Development. Madam Secretary, could you call  
 16 the vote, please.  
 17 SECRETARY: Mr. Callahan.  
 18 MR. CALLAHAN: Aye.  
 19 SECRETARY: Mr. Stepp.  
 20 MR. STEPP: Aye.  
 21 SECRETARY: Mr. Lesher.

Page 156

1 MR. LESHHER: Aye.  
 2 SECRETARY: Ms. Mielke.  
 3 MS. MIELKE: Aye.  
 4 SECRETARY: Ms. Haythe.  
 5 MS. HAYTHE: Aye.  
 6 MR. STAMP: And Council, I'll invite Dana  
 7 Newman to come forward from the Talbot County  
 8 Free Library.  
 9 And Talbot County Free Library is  
 10 requesting County Council certify to the  
 11 Maryland State Library Agency that it will  
 12 provide a minimum of \$2,803,000 in matching  
 13 funds for the expansion and renovation of the  
 14 St. Michael's Library Branch.  
 15 And Dana will add any other information  
 16 and answer any questions you might have. Dana.  
 17 MS. NEWMAN: So I think we talked about  
 18 the need for this project a lot. So I'll keep  
 19 my statement really short.  
 20 We are asking for a letter of  
 21 certification for the fiscal year 25 funding,

Page 157

1 2,803,000. You're already in the budget  
 2 providing more than that, but we do need this  
 3 letter certification to move forward with the  
 4 grant. And it is a matching grant. So this is  
 5 a requirement of the grant to move forward. So  
 6 that is what we're requesting tonight.  
 7 MS. HAYTHE: Motion to approve the  
 8 request.  
 9 MS. MIELKE: Second.  
 10 MR. CALLAHAN: Okay. We got a motion and  
 11 second to go ahead and approve a letter for the  
 12 grant for FY25. Madam Secretary, could you  
 13 call the vote.  
 14 SECRETARY: Mr. Callahan.  
 15 MR. CALLAHAN: Aye.  
 16 SECRETARY: Mr. Stepp.  
 17 MR. STEPP: Aye.  
 18 SECRETARY: Mr. Lesher.  
 19 MR. LESHHER: Aye.  
 20 SECRETARY: Ms. Mielke.  
 21 MS. MIELKE: Aye.



Page 158

1 SECRETARY: Ms. Haythe.  
 2 MS. HAYTHE: Aye.  
 3 MS. NEWMAN: And we really appreciate your  
 4 support again. Thank you very much.  
 5 MR. CALLAHAN: Thank you.  
 6 MR. STAMP: Thank you, Dana.  
 7 MS. HAYTHE: Thanks for staying so late,  
 8 Dana.  
 9 MR. STAMP: Council, I'll invite Mr. Joe  
 10 Hughes up, the deputy director of our  
 11 Department of Corrections.  
 12 And while he comes up, the Department of  
 13 Corrections has two requests this evening.  
 14 The first one, requesting Council approval  
 15 for an annual adjustment to the contract with  
 16 Trinity Services Group to provide inmate meals  
 17 at a capped increase of 2.5 percent. For FY25,  
 18 the cost will be \$352,700. And there are  
 19 sufficient funds in the Department of  
 20 Corrections's budget.  
 21 Hopefully, I didn't cover your

Page 159

1 presentation too much. But Joe is here to add  
 2 any additional information or answer and  
 3 questions. Joe.  
 4 MR. HUGHES: That was pretty much it.  
 5 It's in the budget, in the FY25 budget.  
 6 It was already in there, and it's just a  
 7 continuation for one more year.  
 8 MR. CALLAHAN: Okay.  
 9 MR. STEPP: So moved.  
 10 MS. HAYTHE: Motion to approve.  
 11 MR. CALLAHAN: Okay. We got a motion and  
 12 a second to go ahead and approve the ongoing  
 13 meals at the correctional center. Madam  
 14 Secretary, could you call the vote.  
 15 SECRETARY: Mr. Callahan.  
 16 MR. CALLAHAN: Aye.  
 17 SECRETARY: Mr. Stepp.  
 18 MR. STEPP: Aye.  
 19 SECRETARY: Mr. Leshner.  
 20 MR. LESHNER: Aye.  
 21 SECRETARY: Ms. Mielke.

Page 160

1 MS. MIELKE: Aye.  
 2 SECRETARY: Ms. Haythe.  
 3 MS. HAYTHE: Aye.  
 4 MR. CALLAHAN: Okay.  
 5 MR. STAMP: Since we're on a roll, the  
 6 Department of Corrections is requesting Council  
 7 approval for an annual adjustment to the  
 8 contract with Wellpath to provide inmate  
 9 medical and mental health services at  
 10 four percent. For FY25, the cost will be  
 11 \$642,534. And there are sufficient funds in  
 12 the Department of Corrections's budget.  
 13 And Joe is here to answer any further  
 14 questions.  
 15 MR. HUGHES: Yes. This is the medical.  
 16 And it's only for one more year extension.  
 17 MR. CALLAHAN: Okay.  
 18 MS. HAYTHE: Motion to approve.  
 19 MR. STEPP: Second.  
 20 MR. CALLAHAN: Okay. We got a motion and  
 21 second to approve the Wellpath medical health

Page 161

1 service to keep going for '25?  
 2 MR. HUGHES: For '25.  
 3 MR. CALLAHAN: For '25. Madam Secretary,  
 4 could you call the vote.  
 5 SECRETARY: Mr. Callahan.  
 6 MR. CALLAHAN: Aye.  
 7 SECRETARY: Mr. Stepp.  
 8 MR. STEPP: Aye.  
 9 SECRETARY: Mr. Leshner.  
 10 MR. LESHNER: Aye.  
 11 SECRETARY: Ms. Mielke.  
 12 MS. MIELKE: Aye.  
 13 SECRETARY: Ms. Haythe.  
 14 MS. HAYTHE: Aye.  
 15 MR. STAMP: Thank you, Joe.  
 16 MR. HUGHES: Thank you.  
 17 MR. CALLAHAN: Thank you. Appreciate it,  
 18 guys. Thanks for staying.  
 19 MS. HAYTHE: Thank you for staying late.  
 20 MR. STAMP: Council, thank you. That  
 21 completes your county manager report for this

Page 162

1 evening.

2 MR. CALLAHAN: Great job. Okay.

3 Public comment. Mr. Leshner, we got a

4 (inaudible).

5 MR. LESHNER: We have one who has signed up

6 in advance. And that's Langley Shook.

7 MR. CALLAHAN: Okay.

8 MR. SHOOK: Thank you. Good evening. My

9 name is Langley Shook, and I appear on behalf

10 of the St. Michael's Community Center.

11 We opened our newly-renovated building the

12 beginning of last week. Commissioner --

13 Council Member Leshner was there.

14 It's been a long road to hoe. Many hands

15 were on the plow. We're happy to say we're

16 back in business now preparing and serving

17 2,500 meals per week or the equivalent in

18 grocery bags to those people in need.

19 We're getting ready to roll out our

20 children's programs and our job training

21 programs. And we think we'll be in full

Page 163

1 operation by the end of this year.

2 But, although we've raised four and a half

3 million dollars, actually a little more than

4 four and a half million dollars for this

5 challenging project given its location and the

6 like, it was important that we stay there

7 because we're within walking distance of the

8 most important people we serve and our most

9 frequent visiting clients. So we didn't think

10 we could move out to the edge of town where we

11 used to be actually in the county not in the

12 Town of St. Michael's.

13 But we need a little more money. Frankly,

14 we've had to take out a bank loan. We're

15 paying interest on our bank loan, which is

16 eating into the funds we'll have to support our

17 programs going forward.

18 Two years ago, we asked the County Council

19 for a \$100,000 grant out of your ARPA funds,

20 which I believe, correct me if I'm wrong, were

21 a little more than \$5 million. We don't think

Page 164

1 we were rejected, but we didn't get anything.

2 We never heard anything.

3 Then a year later, we applied again with a

4 second letter explaining what we do, why these

5 funds are essential, why we wanted help kicking

6 off our campaign. Again, we didn't get

7 anything, but we weren't rejected. We didn't

8 hear anything.

9 Here we are in the third year, we're

10 asking for the same thing. Not to kick off our

11 capital campaign, which was funded primarily

12 through private donations with some generous

13 grants also from the State of Maryland, federal

14 government, and \$50,000 from the Town of

15 St. Michael's. But now we're asking urgently

16 for your help to help us retire about \$400,000

17 in debt.

18 Now, you might ask if we raised four and a

19 half million dollars, why don't we go out and

20 raise another 400,000. Well, if y'all have

21 ever raised money for nonprofits going back

Page 165

1 to -- it's a little bit like picking low

2 hanging fruit in a way, and we picked them

3 pretty hard. We're still trying. We're still

4 taking people on tours. Council Member Leshner

5 got yet another one of his tours last week of

6 the building.

7 But we urgently request and need your

8 help. So please, please consider a grant of

9 \$100,000 out of your ARPA funds, which I

10 believe, if my arithmetic is correct, is a

11 little less than two percent of the federal

12 ARPA funding you got.

13 Any questions or comments, I'd be happy to

14 try and answer them for you.

15 MS. HAYTHE: I have a question.

16 MR. CALLAHAN: Yeah. Sure.

17 MS. HAYTHE: I do. So Langley, can you

18 tell me have you received or are you eligible

19 for any type of CDBG funding through the

20 county?

21 MR. SHOOK: We were told not to apply for

Page 166

1 CDBG funding at the outset.  
 2 And my understanding is now we're, at this  
 3 stage of the project with it completed, we're  
 4 legally not eligible for CDBG funding in any  
 5 event. That's my understanding.  
 6 We got a \$471,000 CDBG grant sponsored by  
 7 the Town of St. Michael's in 2015 to purchase  
 8 the old Nuttle Lumber warehouse, a very crude  
 9 facility with no insulation, no heating, no air  
 10 conditioning in most of it. And that's where  
 11 we've been.  
 12 But now we have really a spectacular  
 13 facility that the community should be proud of  
 14 and we think will serve our clients in the  
 15 fashion they need and they deserve.  
 16 But no, no CDBG grant application now.  
 17 MS. HAYTHE: So is it that you were told  
 18 not to apply or you're not eligible? Do you  
 19 know?  
 20 Staff, do you know?  
 21 MR. SHOOK: Well, we're certainly not

Page 167

1 eligible now. And we were not encouraged to  
 2 apply. We were told we -- my understanding is,  
 3 that's before I was on the board, but I asked  
 4 about that. And I was told after getting the  
 5 purchase money grant and given the state where  
 6 we are at the time starting the capital  
 7 campaign about three years ago, that a CDBG  
 8 grant was not likely to be granted and there  
 9 was some question of our eligibility.  
 10 And my understanding is we're flatly  
 11 ineligible now because the construction is  
 12 over.  
 13 MS. MORRIS: Correct.  
 14 MS. HAYTHE: So there's no standards  
 15 within the CDBG that they would fit under?  
 16 Renovations, HVAC, anything of that nature?  
 17 MS. MORRIS: I believe once a project is  
 18 completed, that there are no CDBG funds.  
 19 I'm sure Mary Kay can contact our local  
 20 regional representative and see if there's  
 21 maybe a special projects category.

Page 168

1 But I believe once a project is complete,  
 2 you cannot go back and ask for grant funds.  
 3 MS. HAYTHE: Okay. So I guess -- all  
 4 right.  
 5 MR. SHOOK: We did get a CDBG grant about  
 6 three years ago.  
 7 MS. MORRIS: Correct.  
 8 MR. SHOOK: For about \$100,000 our  
 9 refrigeration equipment and other stuff  
 10 supporting our food services. And that funding  
 11 was supplemented by about \$20,000 in private  
 12 charitable gifts as well.  
 13 MS. MORRIS: Yes. Mr. Shook, the county  
 14 did partner with you, as you said, on that  
 15 Community Development Block Grant project to  
 16 purchase the oven, the refrigerator. This was  
 17 during COVID. And really, you did a tremendous  
 18 effort to feed the community in the Bay Hundred  
 19 area. CDBG helped you with that.  
 20 MR. CALLAHAN: That's exactly right. That  
 21 was a little bit before my time, but that was

Page 169

1 when we were in the old, not-yet-renovated  
 2 building.  
 3 For the last two years during  
 4 construction, we've leased space in what used  
 5 to be the Key Lime Caf for 25, \$2,600 per  
 6 month. And that's eating into our program  
 7 support.  
 8 So we're eager to get back, get it open,  
 9 pay off our debt, not pay interest.  
 10 And incidentally, Shore United Bank  
 11 couldn't have been any better to deal with. We  
 12 have a favored rate, wonderful loan officer to  
 13 work with. Actually, the branch manager,  
 14 Parker Spurry, is on our board. Maybe that  
 15 opened a door.  
 16 But we need some help. We'll raise the  
 17 other 300,000 I'm confident. But we'd like  
 18 just 100,000 of federal government funds for  
 19 our project that we've been asking for and  
 20 waiting for for three years. Thank you.  
 21 MS. HAYTHE: What would the 100,000 be

Page 170

1 used for? Sorry. What would the 100,000 be  
 2 used for?  
 3 MR. SHOOK: It would go --  
 4 MS. HAYTHE: To pay debt?  
 5 MR. SHOOK: Yeah. It would go for paying  
 6 off the approximately \$400,000 in debt on which  
 7 we're paying interest.  
 8 And I'm not eager to say this as the  
 9 chairman of our capital campaign, the guy who  
 10 has asked more people for money than anyone  
 11 else. I'd like to say the money is still  
 12 rolling in. Frankly, it's not. And it's been  
 13 a little tougher in calendar 2024 to get over  
 14 that hump.  
 15 We had one of our generous supporters,  
 16 actually a couple, husband and wife, our  
 17 largest single private donors, guaranty the  
 18 loan to make it possible for us to get this  
 19 below market rate adjustable loan.  
 20 But we need to end the borrowing, the  
 21 interest paying, and start rolling out our

Page 171

1 programs without debt hanging over our heads.  
 2 And for that, I sincerely ask your help and  
 3 support.  
 4 MR. CALLAHAN: Okay.  
 5 MS. HAYTHE: Thank you.  
 6 MR. SHOOK: Thank you.  
 7 MR. CALLAHAN: Yup, yup. Appreciate it.  
 8 MR. LESHER: Thank you. Mr. Shook, I can  
 9 confirm that the facility is both beautiful and  
 10 a vital asset to that community.  
 11 MR. SHOOK: Thank you, Mr. Leshner.  
 12 MR. STAMP: We do have their request. It  
 13 is on the list.  
 14 MR. CALLAHAN: It is?  
 15 MR. STAMP: Pete, of course, is chairing  
 16 the ARPA Committee. And there will be a  
 17 meeting I believe next Thursday.  
 18 MS. MORRIS: This Thursday.  
 19 MR. LESHER: This coming Thursday.  
 20 MR. STAMP: And then we'll be coming to  
 21 Council with a request for the remaining

Page 172

1 2 million.  
 2 MR. CALLAHAN: Okay. All right.  
 3 Anybody else for public comment? Martha?  
 4 MR. STAMP: Martha, do you have public  
 5 comment? You have anything to say?  
 6 MR. CALLAHAN: You did a good job tonight.  
 7 MS. SPARKS: Thank you.  
 8 MR. CALLAHAN: All right. Let's move on.  
 9 MS. MIELKE: I second that.  
 10 MR. CALLAHAN: Let's move on. Council  
 11 comments. Mr. Stepp.  
 12 MR. STEPP: I have a couple here. So I'll  
 13 try to make them as brief as possible.  
 14 Wanted to start off with just a quick  
 15 thanks to Council for everyone for actually  
 16 sponsoring the introduction of what is now  
 17 known as Resolution 359, for the additional  
 18 we'll call it the penny bill.  
 19 Perfect segue into one of the departments  
 20 that it is designed to benefit. I just wanted  
 21 to call out National EMS Week last week. Just

Page 173

1 a great shout-out. Thank you to all of our EMS  
 2 personnel.  
 3 Quick compliment to Mr. Leshner for last  
 4 week speaking at our 250th anniversary of the  
 5 Talbot Resolves. What a wonderful event that  
 6 was. It was really cool to see our history in  
 7 action or to celebrate our history in action  
 8 over 250 years ago now at this point.  
 9 And lastly, just, again, Happy Memorial  
 10 Day to all who are out there. I printed out a  
 11 sentence that I wanted to read. I promise it's  
 12 only one sentence, but it's a very powerful  
 13 sentence. So I'll go ahead and read it into  
 14 the record here.  
 15 It is rather for us to be here, dedicated  
 16 to the great task remaining before us that from  
 17 these honored dead we take increased devotion  
 18 to that cause for which they gave the last full  
 19 measure of devotion, that we here highly  
 20 resolve that these dead shall not have died in  
 21 vain, that this nation under God shall have a

Page 174

1 new birth of freedom, and that government of  
 2 the people, by the people, and for the people  
 3 shall not perish from earth.  
 4 That is the last sentence of the  
 5 Gettysburg Address spoken by our 16th President  
 6 of the United States, Abraham Lincoln, on  
 7 November 19, 1863.  
 8 Happy Memorial Day to all of our vets and  
 9 all those who perished in the line of duty.  
 10 Thank you.  
 11 MR. CALLAHAN: Mr. Leshner.  
 12 MR. LESHER: I just want to issue an  
 13 invitation to join us for the fourth annual  
 14 Talbot First Responders Celebration on this  
 15 coming Monday, June 3rd, at 11 a.m. right back  
 16 at the corner of West and Dover Streets here in  
 17 Easton.  
 18 MR. CALLAHAN: Okay. Thank you.  
 19 MS. MIELKE: I'm going to give my time to  
 20 Keasha.  
 21 MR. CALLAHAN: Are you? Okay.


Page 175

1 MS. HAYTHE: Oh, I have nothing.  
 2 MR. CALLAHAN: Okay. Well, I don't,  
 3 either. So Mr. Leshner.  
 4 MR. LESHER: The County Council's next  
 5 meeting will be held on Tuesday, June 11th,  
 6 beginning at five o'clock p.m. That's a time  
 7 change, five o'clock p.m.  
 8 The Council will be convening in open  
 9 session at 2:30 p.m. in the Bradley Meeting  
 10 Room here for a work session to discuss the  
 11 timing of the update to the county's Report of  
 12 the Review, Comprehensive Plan, and  
 13 comprehensive water and sewer plan with county  
 14 staff, and then adjourning into closed session,  
 15 as listed on the statement for closing that  
 16 meeting.  
 17 On Tuesday, June 4th, the Council will be  
 18 meeting with elected officials from the Towns  
 19 of Easton, Oxford, Queen Anne, St. Michael's,  
 20 and Trappe at five o'clock p.m. in the Wye Oak  
 21 Room located in the Talbot County Community

Page 176

1 Center. The meeting is open to the public.  
 2 Therefore, is there a motion to adjourn  
 3 this meeting and reconvene --  
 4 MS. MIELKE: So moved.  
 5 MS. HAYTHE: Second.  
 6 MR. CALLAHAN: Okay. We got a motion and  
 7 second. Madam Secretary, could you call the  
 8 vote.  
 9 SECRETARY: Mr. Callahan.  
 10 MR. CALLAHAN: Aye.  
 11 SECRETARY: Mr. Stepp.  
 12 MR. STEPP: Aye.  
 13 SECRETARY: Mr. Leshner.  
 14 MR. LESHER: Aye.  
 15 SECRETARY: Ms. Mielke.  
 16 MS. MIELKE: Aye.  
 17 SECRETARY: Ms. Haythe.  
 18 MS. HAYTHE: Aye.  
 19 (Meeting concluded at: 8:39 p.m.)  
 20  
 21

Page 177

1 STATE OF MARYLAND  
 2 I, Diane Houlihan, a Notary Public in and  
 3 for the State of Maryland, County of Baltimore City,  
 4 do hereby certify that the within named, Talbot  
 5 County Council Audio, personally appeared before me  
 6 at the time and place herein set according to law,  
 7 was interrogated by counsel.  
 8  
 9 I further certify that the examination was  
 10 recorded stenographically by me and then transcribed  
 11 from my stenographic notes to the within printed  
 12 matter by means of computer-assisted transcription  
 13 in a true and accurate manner.  
 14  
 15 I further certify that the stipulations  
 16 contained herein were entered into by counsel in my  
 17 presence.  
 18  
 19 I further certify that I am not of counsel  
 20 to any of the parties, not an employee of counsel,  
 21 nor related to any of the parties, nor in any way  
 interested in the outcome of this action.  
 AS WITNESS my hand Notorial Seal this 3rd  
 day of June, 2024, at Easton, MD.  
  
 Diane Houlihan  
 Notary Public  
 My commission expires September 16, 2025

<b>&amp;</b>	<b>12/31/30</b> 23:18	<b>2</b>	<b>2024-2025</b>
<b>&amp;</b> 112:3	<b>127</b> 66:7	<b>2</b> 81:17 172:1	84:20
<b>1</b>	<b>12th</b> 143:20	<b>2,071,000</b> 72:1	<b>2025</b> 134:12,18
<b>1</b> 3:16 6:6 81:8	<b>13.35</b> 49:3,12	<b>2,500</b> 162:17	135:3 177:19
81:13 82:2,4,8	<b>1362</b> 177:15	<b>2,600</b> 169:5	<b>2026</b> 81:8 82:4
<b>1,000</b> 32:13	<b>14</b> 53:11 59:13	<b>2,700</b> 30:5	82:8 145:21
37:10	60:15,17	<b>2,803,000</b>	<b>2031</b> 24:18
<b>1,315,000</b>	<b>140</b> 36:3	156:12 157:1	26:13
71:18	<b>142,000</b> 29:16	<b>2.5</b> 158:17	<b>21</b> 139:21
<b>1,659,525</b>	<b>14th</b> 71:6 85:7	<b>2.50</b> 29:3	<b>21st</b> 3:5
155:3	<b>15</b> 32:10	<b>2.75.</b> 29:3	<b>22</b> 86:8 89:5
<b>1,900</b> 132:21	101:17	<b>20</b> 136:5,7	139:21
134:10 139:8	<b>15,000</b> 60:10	151:11	<b>22,000</b> 37:11
<b>1.21</b> 49:4	<b>1533</b> 124:13	<b>20,000</b> 30:4	<b>23</b> 86:9 89:7
<b>1.4</b> 41:6	<b>1544</b> 99:4,7	101:18 168:11	100:20 140:6
<b>1.5</b> 41:21	100:3,4,6	<b>2000</b> 44:1	<b>23rd</b> 2:20
<b>1.6</b> 50:19 52:8	102:11,12,19	<b>2005</b> 25:15	<b>24</b> 86:9
<b>1.6.</b> 54:2	103:9,15	<b>2013</b> 93:9	<b>24-03</b> 147:10
<b>1.82</b> 55:20	106:20 110:5	<b>2015</b> 166:7	<b>240</b> 36:2
<b>10</b> 142:20	117:16,20	<b>2018</b> 33:11	<b>247,000</b> 146:3
149:21	<b>1553</b> 84:17,19	130:4	<b>247,635</b> 149:21
<b>100</b> 13:18	98:11	<b>2020</b> 81:18,20	<b>25</b> 53:19 100:6
14:11 16:4,5	<b>16</b> 177:19	82:19 93:18	156:21 161:1,2
18:21 33:21	<b>16th</b> 174:5	<b>2021</b> 81:13	161:3 169:5
37:15,16 81:6	<b>1780-19</b> 64:21	82:2	<b>250</b> 54:9 173:8
81:21 82:6	<b>18</b> 23:7	<b>2023</b> 30:16	<b>250th</b> 173:4
<b>100,000</b> 163:19	<b>18,000</b> 30:7	100:7 101:16	<b>254</b> 146:4
165:9 168:8	<b>1863</b> 174:7	103:20 104:11	<b>25th</b> 80:16
169:18,21	<b>19</b> 174:7	104:13	84:13
170:1	<b>190</b> 99:7	<b>2024</b> 1:7 3:16	<b>26.7</b> 49:6
<b>101</b> 141:10	<b>190-25.2</b> 99:9	6:6,11 14:10	<b>26.71</b> 48:5
<b>10th</b> 150:7	<b>190-29</b> 99:10	81:2 104:9	<b>26th</b> 38:1
<b>11</b> 174:15	<b>190-29.7</b> 99:11	133:6 143:21	<b>27th</b> 141:11
<b>11,000</b> 30:9	<b>190-78</b> 99:11	148:18 149:21	<b>28</b> 1:7
<b>11th</b> 175:5	<b>1992</b> 3:20	155:3 170:13	<b>288</b> 81:19
<b>12</b> 23:7,9,20	<b>1st</b> 28:1,21	177:13	<b>28th</b> 3:5 6:10
44:2	58:19		14:9

<b>2:30</b> 175:9	<b>400,000</b> 164:16	<b>6</b>	<b>abandon</b> 79:1
<b>2nd</b> 143:14	164:20 170:6	<b>6</b> 23:20	<b>abacement</b>
<b>3</b>	<b>41.27</b> 47:17	<b>6.5</b> 89:6	139:2
<b>3</b> 23:11,16	<b>422</b> 132:20	<b>6.6</b> 155:9	<b>abatement</b>
<b>3,000</b> 35:12	133:10 140:16	<b>60,000</b> 37:14	131:16 138:9
74:14	149:20	140:9	<b>abilities</b> 124:3
<b>3,300</b> 35:12	<b>423,070</b> 145:11	<b>600,000</b> 55:20	<b>ability</b> 26:19
<b>3,400</b> 32:10	148:18	<b>604,000</b> 55:20	<b>able</b> 17:7 24:4
<b>3.86</b> 47:17	<b>430,000</b> 145:16	<b>614</b> 81:3,12	26:15 47:15
<b>30</b> 21:16 24:10	<b>45</b> 28:11 75:9	<b>642,534</b> 160:11	75:21 93:15
25:10 53:18	89:12	<b>65,000</b> 140:7	124:18 155:9
59:16 60:12	<b>456,815</b> 4:14	<b>69.50</b> 39:9	<b>aboard</b> 11:5
<b>300,000</b> 169:17	<b>471,000</b> 166:6	<b>69.50.</b> 39:17	<b>above</b> 81:7
<b>31</b> 89:11	<b>4th</b> 175:17	<b>696,000</b> 53:21	82:1 91:6
101:16	<b>5</b>	<b>6:00</b> 1:7	<b>abraham</b> 174:6
<b>31.46</b> 47:4	<b>5</b> 28:20 48:5	<b>7</b>	<b>absolutely</b>
<b>31.78</b> 48:4	163:21	<b>7</b> 148:18	144:11
<b>35</b> 60:12	<b>5,184,000</b>	<b>7.5</b> 4:16	<b>abstain</b> 119:3
<b>35,000</b> 60:12	144:21	<b>70</b> 28:9	<b>abuse</b> 75:11
<b>352,700</b> 158:18	<b>5,184,150,000</b>	<b>70,000</b> 32:8	<b>accelerate</b>
<b>358</b> 80:15	147:12	<b>700,000</b> 58:6	124:21
<b>359</b> 84:12	<b>5,874,910</b>	<b>73,000</b> 139:19	<b>accept</b> 146:9
172:17	144:16 146:10	<b>750,000</b> 71:12	148:14
<b>36</b> 33:21	<b>5.25</b> 28:16 29:1	<b>8</b>	<b>accepted</b> 2:17
<b>36,000</b> 17:3	39:6,9	<b>80</b> 21:3 43:21	3:2,9 49:2
<b>37</b> 62:20	<b>50</b> 25:11 28:10	132:17	<b>access</b> 5:13
<b>37,925,000</b>	28:12 133:3	<b>81st</b> 132:18	75:1 126:12
52:7 63:2,7	144:1	<b>8:39</b> 176:19	<b>accessing</b> 4:3
<b>37.18</b> 89:7	<b>50,000</b> 60:13	<b>9</b>	<b>accessory</b>
<b>3rd</b> 174:15	60:15 164:14	<b>9</b> 133:12,13	101:13
177:13	<b>505</b> 30:10	<b>90</b> 135:17	<b>accomplish</b>
<b>4</b>	<b>570</b> 37:9	<b>99</b> 142:13	151:15
<b>4</b> 54:5,5 94:1	<b>58</b> 135:2	<b>a</b>	<b>accomplishm...</b>
<b>4,000</b> 74:11	<b>59.5</b> 82:17	<b>a.m.</b> 133:12,13	96:13
<b>4.8</b> 94:7	<b>5:30</b> 80:16	142:20 174:15	<b>accordance</b>
<b>40</b> 53:16	84:13		64:20
			<b>accrue</b> 24:7,13
			24:20

<b>accrued</b> 24:16	137:3 141:8	<b>adjustable</b>	<b>advocates</b>
<b>accruing</b> 24:15	145:21 163:3	170:19	131:20 138:4
24:18	163:11 169:13	<b>adjustment</b>	<b>advocating</b>
<b>accurate</b> 61:14	170:16 172:15	88:5,18 158:15	10:10
127:16 128:11	<b>add</b> 51:19 81:6	160:7	<b>aecom</b> 145:1,2
177:7	81:21 82:15	<b>adjustments</b>	145:4 150:6
<b>accurately</b>	93:14,15,18	95:10	<b>aecom's</b> 145:16
90:21 91:12	156:15 159:1	<b>adkins</b> 47:11	148:14 149:17
<b>ace</b> 142:2	<b>added</b> 43:19	49:4,14,19	<b>afternoon</b>
<b>achieve</b> 122:12	54:21	50:2	122:6
123:5	<b>adding</b> 106:18	<b>administer</b>	<b>agency</b> 156:11
<b>achieved</b> 13:18	<b>addition</b> 45:3	155:6	<b>agenda</b> 2:12,13
14:4	<b>additional</b> 5:18	<b>administration</b>	2:15,17,19 3:4
<b>achieving</b>	23:20 24:18	71:20 130:3	13:10 19:12
14:11	26:12 55:2	<b>administrative</b>	20:20 45:15
<b>acre</b> 135:2	71:17 73:5	14:7 72:18	70:9 78:1
<b>acreage</b> 111:11	81:7 82:6,7,20	76:10,16 77:4	119:10 144:13
<b>acronym</b> 60:6	102:18 104:17	<b>administrativ...</b>	154:20
<b>act</b> 84:19	106:4 108:13	113:13	<b>agents</b> 129:7
106:11	111:15 159:2	<b>administrators</b>	<b>ages</b> 5:9
<b>action</b> 40:1,3	172:17	22:9 25:18	<b>aging</b> 31:4
67:20 69:1	<b>additionally</b>	41:14	152:15 153:1
102:6 109:3	154:16	<b>adopted</b> 81:18	<b>ago</b> 11:14 12:6
173:7,7 177:12	<b>additions</b> 2:14	100:6 113:9,10	22:1 33:3 38:7
<b>active</b> 4:7 5:10	2:21 3:6	117:17	48:2 65:14
9:10	<b>additive</b> 42:1	<b>adult</b> 13:21	74:13 85:6
<b>actual</b> 56:17	<b>address</b> 91:20	<b>advance</b> 20:19	114:3 120:10
90:12 136:19	101:11 103:7	55:11 129:16	151:12 163:18
145:20	114:8 117:9	162:6	167:7 168:6
<b>actually</b> 50:21	174:5	<b>advantage</b>	173:8
86:1,9 90:15	<b>adds</b> 93:21	49:18	<b>agree</b> 22:13
91:1,2 93:21	94:1	<b>advisory</b>	84:2,6
103:20 106:10	<b>adequacy</b>	119:20 153:17	<b>agreed</b> 22:17
117:2,12	31:21	<b>advocacy</b>	23:4
124:10,20	<b>adjourn</b> 176:2	127:10 129:12	<b>agreement</b> 21:1
125:14,21	<b>adjourning</b>	139:2	21:3,14,15
130:14 131:3	175:14	<b>advocate</b>	22:6,10 23:9
131:19 134:13		137:21	25:15 26:3



27:10 28:15 41:11 43:10 <b>ahead</b> 2:5,11 3:13 13:13 14:18 20:19 62:19 63:6 64:18 66:21 67:4,17 76:7,9 77:9 78:3,10 81:10 108:13 118:13 124:14 146:16 147:21 149:2 155:13 157:11 159:12 173:13 <b>aig</b> 147:13 148:19 150:1 <b>aip</b> 146:9,16 147:13 148:1 148:19 150:1,9 <b>air</b> 21:20 23:21 24:14,15,21 26:6 142:3,9 144:2 166:9 <b>aircraft</b> 125:13 140:12 142:6 <b>airfield</b> 121:7 126:8 127:20 128:4 132:9 142:6 <b>airlines</b> 136:2 <b>airplane</b> 131:1 <b>airport</b> 119:10 119:14,17,21 121:14,18 122:8,15 123:5 124:8,20 125:10,12	126:3,19 127:11,14 128:21 129:3 130:19,19,21 134:2 135:18 136:17 137:19 138:20 141:12 142:7,9,18 143:12,14,18 144:6 152:1 <b>airports</b> 121:21 128:17 <b>all's</b> 107:3 <b>allegiance</b> 2:6,9 <b>alleviate</b> 114:17 <b>allocate</b> 91:19 <b>allocation</b> 154:19 155:2,5 155:13 <b>allow</b> 4:6 22:13 26:4 50:11 74:18 81:4,20 105:16 <b>allowed</b> 93:11 <b>allowing</b> 95:4 102:17 122:10 <b>allows</b> 25:2 26:17 45:10,11 <b>alluded</b> 82:14 <b>alternate</b> 47:8 50:6,11,20 56:16 78:14 <b>alternates</b> 47:20 49:2,13 50:18 52:3,8 <b>altogether</b> 118:1	<b>amber</b> 36:14 <b>amend</b> 81:3 92:2 99:7 112:13 <b>amended</b> 98:9 98:11 103:2 <b>amendment</b> 45:1 85:8 97:8 97:10,15,17 101:9 104:18 105:12,18 109:14,16 113:8 <b>amendments</b> 100:4 101:20 102:2,5 103:1 103:6 107:11 112:19 113:1 113:11,17 115:14 118:9 <b>america's</b> 3:19 <b>american</b> 3:19 129:13 <b>amount</b> 24:20 72:3 147:12 155:3 <b>analysis</b> 31:6 31:18 111:3,8 111:9 <b>analyzing</b> 139:6 <b>anne</b> 10:1 73:1 74:5 76:3 175:19 <b>anne's</b> 11:14 22:15 24:1,2 27:12 37:8	<b>anniversary</b> 173:4 <b>announce</b> 9:17 <b>annual</b> 3:18 37:7 84:20 158:15 160:7 174:13 <b>annually</b> 60:9 154:20 <b>answer</b> 28:3 73:4 156:16 159:2 160:13 165:14 <b>anticipate</b> 34:14 41:5,5 41:16 141:5 <b>anticipated</b> 41:8 <b>anticipating</b> 29:16 <b>anybody</b> 62:18 67:1,5 73:18 73:20 76:5 123:2 142:21 144:7 151:18 172:3 <b>anytime</b> 135:14 <b>appear</b> 162:9 <b>appeared</b> 177:3 <b>applicable</b> 113:1 <b>applicant</b> 101:2,21 104:4 105:11,17 108:14 114:2 <b>application</b> 54:3 55:4
--	---	---	---

64:18 68:3 69:5,11,16 70:10 72:20 105:12 106:5 112:4 144:15 144:16 166:16 <b>applications</b> 72:5 76:19 128:9,12 <b>applied</b> 91:14 164:3 <b>apply</b> 65:3 76:20 92:9 113:3 165:21 166:18 167:2 <b>applying</b> 88:17 <b>appoint</b> 153:1 <b>appointments</b> 152:13 <b>appreciate</b> 2:10 13:9 18:14 19:2 43:1,3 44:9 55:7 72:8 76:3 151:2,14 158:3 161:17 171:7 <b>approached</b> 21:21 <b>appropriated</b> 135:21 <b>appropriation</b> 58:1 84:21 <b>approval</b> 22:17 47:21 65:21 66:1 72:18 113:18 114:6 118:15 146:9 149:4 158:14	160:7 <b>approve</b> 6:19 68:2 100:11 107:13,14 108:3 109:6 115:17,20 117:5,18,19 145:7 146:12 146:16 149:2 155:10 157:7 157:11 159:10 159:12 160:18 160:21 <b>approved</b> 82:3 102:13 104:12 105:19 112:16 113:11,16 117:16 <b>approves</b> 148:1 150:9 <b>approving</b> 103:9 <b>approximately</b> 23:6 48:5 85:6 134:19 170:6 <b>april</b> 2:20 85:9 <b>area</b> 66:13 68:7 68:21 100:10 100:11,14 102:2,9 103:5 104:15 105:15 105:19 106:8 106:16 107:12 107:12 108:1 109:2,19 111:6 112:18 113:2 113:14,18 114:5,9,10,15	115:16 116:14 117:10,13 118:7,8 132:7 149:21 168:19 <b>area's</b> 113:4 <b>areas</b> 9:12 105:8 129:3 132:12 133:4 <b>arithmetic</b> 165:10 <b>arpa</b> 56:9 71:19 163:19 165:9,12 171:16 <b>array</b> 50:19 51:3 53:5,19 54:1,5,7,13,17 56:13 57:6,13 57:17 59:11 60:8,14,16,21 61:13 <b>arrays</b> 54:4 <b>arrested</b> 143:4 <b>art</b> 51:15 <b>asked</b> 22:1 57:14 62:13 105:13 109:19 111:5 163:18 167:3 170:10 <b>asking</b> 52:9,18 67:20 68:1 83:18 102:7 103:13 156:20 164:10,15 169:19 <b>asks</b> 136:20 144:10,12	<b>aspect</b> 18:6 61:1 131:10 <b>assessed</b> 81:6 82:1,6 <b>assessment</b> 75:7 <b>assessments</b> 93:13 <b>asset</b> 171:10 <b>assist</b> 66:5 <b>assistance</b> 65:3 72:8 <b>assisted</b> 177:7 <b>associated</b> 45:2 46:5 48:12 51:14 52:12 54:12 101:14 <b>assuming</b> 50:3 <b>assumption</b> 110:3 <b>assumptions</b> 61:20 62:9 88:6,14 <b>asterisk</b> 56:6 <b>astronomical</b> 141:6 <b>attempting</b> 151:15 <b>attended</b> 37:9 37:15 70:15 141:14 <b>attendees</b> 33:21 <b>attending</b> 71:1 <b>attract</b> 95:11 <b>attracting</b> 95:13
---	---	---	---

<b>attraction</b> 96:3	63:10,12,14,18	108:16 110:11	101:21 111:10
<b>attractive</b> 9:9	69:19,21 70:2	110:20 112:8,9	111:13 115:15
<b>audio</b> 177:3	70:4,6 77:12	112:13,15,16	<b>basically</b> 31:3
<b>audit</b> 16:4,10	77:14,16,18,20	112:21 116:10	33:16 41:11
<b>auditing</b> 13:19	97:20 98:1,3,7	116:13 118:7,8	53:11 54:3
<b>audits</b> 16:6,16	98:14,16,18	128:18,18	65:19 66:13
<b>august</b> 9:16	99:1 118:18,20	132:1 139:21	88:6 107:6
100:20 143:14	119:1,5 146:20	140:7 143:13	116:12 123:20
<b>authority</b>	147:1,3,5,7	145:16 146:4	129:8 133:11
155:2	148:4,6,8,10	162:16 164:21	133:13 139:21
<b>authorize</b> 78:7	148:12 149:7,9	168:2 169:8	<b>basis</b> 59:8,18
<b>authorized</b>	149:11,13,15	174:15	<b>bathroom</b>
93:17	150:12,14,16	<b>background</b>	71:15
<b>authorizing</b>	150:18,20	120:14 121:17	<b>bay</b> 168:18
72:19	153:5,7,9,11	<b>bad</b> 79:18	<b>bearing</b> 32:16
<b>available</b> 24:19	153:13 154:5,7	<b>bag</b> 137:20	<b>beautiful</b>
102:8 123:20	154:9,11,13	<b>bags</b> 162:18	142:20 171:9
127:7	155:18,20	<b>bailey</b> 8:18	<b>bed</b> 112:12
<b>average</b> 41:19	156:1,3,5	<b>baked</b> 62:10	<b>beginning</b> 81:8
61:5,5	157:15,17,19	<b>balance</b> 37:5	82:2,8 162:12
<b>aviation</b> 129:13	157:21 158:2	133:20	175:6
129:18 130:3	159:16,18,20	<b>balancing</b>	<b>begrudging</b>
132:16,19	160:1,3 161:6	140:18	96:18
142:13,17	161:8,10,12,14	<b>ball</b> 22:9	<b>behalf</b> 44:6
<b>award</b> 14:6	176:10,12,14	<b>ballot</b> 81:2,20	67:2 112:4
134:13 147:9	176:16,18	82:3,18 83:4	114:2,12 162:9
147:21	<b>b</b>	83:14	<b>behalves</b> 41:15
<b>awarded</b>	<b>b</b> 65:1	<b>baltimore</b>	<b>behavioral</b>
141:18	<b>back</b> 18:21,21	177:2	74:10 75:4
<b>awards</b> 147:14	21:19 26:17	<b>bank</b> 163:14,15	<b>believe</b> 57:5
148:19 150:2	32:6 36:17,20	169:10	68:1 78:17
<b>aware</b> 46:2	37:20 42:4	<b>banners</b> 137:4	82:17 104:6
<b>awesome</b> 11:21	44:1 46:10	<b>bar</b> 29:11 65:5	129:20 141:20
19:1	47:3 57:21	65:17 66:6	142:1 163:20
<b>awnings</b> 50:7	64:6 82:19	<b>barrels</b> 33:19	165:10 167:17
<b>axis</b> 46:7,8,9	100:19 102:2	<b>base</b> 124:17	168:1 171:17
<b>aye</b> 7:2,4,6,8,10	105:11 107:5	<b>based</b> 24:14	<b>beneficial</b>
15:1,3,5,7,9		51:20 100:18	36:11 51:9

<p><b>benefit</b> 34:4 37:17 43:19 45:8,12 50:17 56:12 57:1 83:1 172:20</p> <p><b>benefited</b> 90:16</p> <p><b>benefiting</b> 126:2</p> <p><b>benefits</b> 5:16 71:4</p> <p><b>best</b> 12:12 80:4 116:19 117:1 124:2</p> <p><b>beth</b> 73:1 74:5 76:2</p> <p><b>better</b> 95:1 96:5 126:6,14 126:17,17 169:11</p> <p><b>beverage</b> 122:19</p> <p><b>beyond</b> 43:21</p> <p><b>bicyclists</b> 5:7</p> <p><b>bid</b> 46:11 47:13 47:18 48:3,9 134:13,14 144:21 146:2 147:9,11 149:19 150:8</p> <p><b>bidder</b> 144:20 147:10</p> <p><b>big</b> 12:9 40:14 43:7 121:9 129:12 133:9 136:21 137:11 143:8</p> <p><b>biggest</b> 132:10 137:20</p>	<p><b>bike</b> 4:4,19</p> <p><b>bil</b> 146:9 147:13 148:19 150:1</p> <p><b>bill</b> 60:19 84:19 88:12 98:8 99:7,7 100:3,4 100:6,8 101:2 102:6,10,12 103:2,9,15 104:12,14 106:19,20 107:4,7 108:6 110:2 112:5,6 112:16 115:20 116:4 117:16 117:19 118:5 172:18</p> <p><b>billable</b> 29:17</p> <p><b>bills</b> 58:2</p> <p><b>bins</b> 38:8</p> <p><b>birdseye</b> 143:2</p> <p><b>birth</b> 174:1</p> <p><b>bit</b> 28:20 30:13 35:15 41:3 46:4 47:6 53:9 78:18 97:1 106:12 107:9 110:9 121:3,4 122:5 130:17 134:12,16 139:16 141:4 165:1 168:21</p> <p><b>bless</b> 116:14,17</p> <p><b>blind</b> 79:19</p> <p><b>block</b> 71:8,13 76:21 168:15</p>	<p><b>blue</b> 47:7</p> <p><b>board</b> 7:15,17 8:12 47:20 49:17 61:13 119:20 129:14 152:17 153:2 153:17 167:3 169:14</p> <p><b>boards</b> 152:13</p> <p><b>bond</b> 26:9,15 26:18 154:19 155:2,5,13</p> <p><b>bondability</b> 58:8</p> <p><b>bonds</b> 71:18</p> <p><b>boots</b> 145:5</p> <p><b>boring</b> 29:11</p> <p><b>borrowing</b> 170:20</p> <p><b>bottom</b> 50:7</p> <p><b>bounced</b> 139:20</p> <p><b>bouts</b> 8:9,9 13:7</p> <p><b>box</b> 131:5</p> <p><b>bradley</b> 175:9</p> <p><b>brainer</b> 50:3</p> <p><b>branch</b> 156:14 169:13</p> <p><b>brand</b> 107:7 127:12</p> <p><b>break</b> 23:13</p> <p><b>breakdown</b> 48:17</p> <p><b>breakfast</b> 112:12</p> <p><b>brendan</b> 112:2</p>	<p><b>brennan</b> 99:21 111:1 117:2</p> <p><b>brian</b> 79:5,11</p> <p><b>brides</b> 123:1</p> <p><b>brief</b> 48:14 172:13</p> <p><b>briefed</b> 138:13</p> <p><b>briefly</b> 48:19 49:13</p> <p><b>bring</b> 7:13,19 7:19 34:13 38:2 39:8 43:18 93:1 121:18 124:1 125:12 130:11 135:1,15</p> <p><b>bringing</b> 4:10 5:18 107:21 140:18</p> <p><b>brings</b> 110:20</p> <p><b>broad</b> 46:17</p> <p><b>brought</b> 114:2 114:13 119:11 119:16</p> <p><b>brush</b> 28:11 29:2 32:10</p> <p><b>budget</b> 25:5 28:3 46:9 84:20 85:7,9 85:10 87:6,7 87:11,15,15 88:6 89:1 90:11,13,17 91:13,17 92:3 94:1 96:9 97:1 136:15,18 157:1 158:20 159:5,5 160:12</p>
---	---	---	--

<p><b>budgeted</b> 47:2 90:9 91:13</p> <p><b>budgeting</b> 87:10 88:13 94:15,19 130:12 136:10</p> <p><b>build</b> 26:2,5 88:7 120:20 129:3</p> <p><b>building</b> 5:1 47:12 50:10,10 50:15 51:7,15 57:3 90:13,14 92:18 134:17 145:21 162:11 165:6 169:2</p> <p><b>buildings</b> 105:6</p> <p><b>built</b> 105:7</p> <p><b>bulk</b> 40:18</p> <p><b>bullet</b> 111:2</p> <p><b>bumped</b> 28:19</p> <p><b>burden</b> 58:11 92:16</p> <p><b>bus</b> 50:8 58:20 99:20</p> <p><b>buses</b> 58:18 59:3</p> <p><b>business</b> 40:5 42:11 43:7,14 119:17 120:12 120:15 121:19 122:8,15 123:7 123:11 125:21 126:3 128:21 134:6 144:18 162:16</p> <p><b>businesses</b> 5:17 121:2 123:14</p>	<p>124:5,11 125:2 125:10,11 127:4 128:14 130:15</p> <p><b>busing</b> 58:16</p> <p><b>busy</b> 9:15 30:6 45:14 132:7</p> <p><b>button</b> 147:14</p> <p style="text-align: center;"><b>c</b></p> <p><b>caf</b> 169:5</p> <p><b>calculated</b> 61:12</p> <p><b>calculation</b> 51:9 62:10</p> <p><b>calendar</b> 24:17 103:20 141:9 170:13</p> <p><b>call</b> 6:20 14:20 28:5 43:16 63:8 69:16 77:9 93:16 97:18 98:12 113:7 118:15 125:20 143:6 146:18 148:2 149:5 150:10 153:2 154:3 155:15 157:13 159:14 161:4 172:18,21 176:7</p> <p><b>callahan</b> 1:14 2:3,10 6:12,18 7:1,2,11,16 8:2 8:10,13 10:17 11:7,11 12:3 12:19 13:6,8</p>	<p>14:12,17,21 15:1,10,13,21 16:2,8,14,21 17:12,18 18:17 19:10,17 20:1 20:9 38:17 42:16 43:2 44:4,9,12,16 44:18 52:20 55:9,12 56:3,5 57:10 62:12,15 62:18 63:3,5,9 63:10,19 64:1 64:10,13,17 65:8,11 66:15 67:11,17 68:4 69:6,9,12,14 69:18,19 70:7 73:7,12,14 74:3 76:2,5,15 77:2,7,11,12 77:21 79:4,7,9 79:13 80:7,12 80:17,20 81:9 82:9,13 83:21 84:6,10,14 85:1,16,18 86:3 92:21 97:3,11,13,16 97:19,20 98:10 98:13,14 99:2 99:13,17,19 103:17 106:1 108:12 110:8 110:16 111:19 112:1 114:21 115:4,6,9,13 116:7,18 117:1</p>	<p>118:10,12,17 118:18 119:6,8 120:4 135:10 146:11,13,15 146:19,20 147:18,20 148:3,4 149:1 149:6,7 150:5 150:11,12,21 152:5,7,9,21 153:4,5,21 154:2,4,5 155:12,17,18 157:10,14,15 158:5 159:8,11 159:15,16 160:4,17,20 161:3,5,6,17 162:2,7 165:16 168:20 171:4,7 171:14 172:2,6 172:8,10 174:11,18,21 175:2 176:6,9 176:10</p> <p><b>called</b> 33:3</p> <p><b>calls</b> 125:15</p> <p><b>camp</b> 141:17</p> <p><b>campaign</b> 137:1 164:6,11 167:7 170:9</p> <p><b>campus</b> 56:21</p> <p><b>candlestick</b> 31:18</p> <p><b>canopy</b> 50:7</p> <p><b>cap</b> 31:13 81:7 82:1</p>
--	---	--	---

<p><b>capabilities</b> 131:11</p> <p><b>capacity</b> 58:18</p> <p><b>capital</b> 24:21 71:11,18 87:17 87:17 88:7 94:3 130:13 164:11 167:6 170:9</p> <p><b>capped</b> 158:17</p> <p><b>captain</b> 15:12 15:17,17</p> <p><b>car</b> 4:7 50:9</p> <p><b>carbon</b> 9:20 51:11 56:21</p> <p><b>cardboard</b> 35:16</p> <p><b>cards</b> 30:12 126:12</p> <p><b>care</b> 5:19 24:9 30:20 49:19</p> <p><b>career</b> 141:15</p> <p><b>caroline</b> 22:1 22:12 23:6</p> <p><b>cases</b> 75:11 101:19</p> <p><b>cash</b> 58:7</p> <p><b>cassandra</b> 131:8</p> <p><b>catch</b> 9:5</p> <p><b>categories</b> 85:12</p> <p><b>categorized</b> 111:10</p> <p><b>category</b> 167:21</p> <p><b>catered</b> 35:1</p>	<p><b>caterer</b> 34:21</p> <p><b>cause</b> 173:18</p> <p><b>causes</b> 42:2</p> <p><b>cdbg</b> 70:16 71:9 72:4,19 73:11 77:1 165:19 166:1,4 166:6,16 167:7 167:15,18 168:5,19</p> <p><b>celebrate</b> 173:7</p> <p><b>celebrating</b> 9:3</p> <p><b>celebration</b> 3:18 174:14</p> <p><b>cell</b> 26:12 32:16</p> <p><b>cells</b> 26:3,9,18</p> <p><b>cent</b> 28:10,12 81:6,21 82:6 91:7 94:9</p> <p><b>center</b> 34:19 46:11 70:17,19 74:10 75:9 134:6 144:18 159:13 162:10 176:1</p> <p><b>centers</b> 13:21</p> <p><b>cents</b> 94:1,6,9</p> <p><b>ceo</b> 73:1 74:6</p> <p><b>certain</b> 27:1 41:3</p> <p><b>certainly</b> 10:20 40:9 51:3 52:16 62:1 69:4 110:14 115:8 166:21</p> <p><b>certificate</b> 13:10,14 14:6</p>	<p>19:5</p> <p><b>certification</b> 51:5 81:15 156:21 157:3</p> <p><b>certified</b> 93:12</p> <p><b>certify</b> 156:10 177:3,5,8,10</p> <p><b>chair</b> 2:16 3:2 3:8</p> <p><b>chairing</b> 171:15</p> <p><b>chairman</b> 170:9</p> <p><b>challenged</b> 5:8 58:17</p> <p><b>challenges</b> 58:14</p> <p><b>challenging</b> 163:5</p> <p><b>chambers</b> 1:10</p> <p><b>chance</b> 3:5 18:11</p> <p><b>change</b> 35:14 101:11 108:18 116:5,15 123:1 175:7</p> <p><b>changed</b> 16:15</p> <p><b>changes</b> 99:4,6 100:8,9,12,14 100:16,18,21 101:3,10 105:10,14 107:16,18 108:9,20 114:4</p> <p><b>changing</b> 91:4</p> <p><b>channels</b> 127:13 128:7</p>	<p><b>chapel</b> 44:13 45:2 49:18 51:2 52:10 59:2 63:6 95:7</p> <p><b>chapter</b> 99:7</p> <p><b>characteristics</b> 142:6</p> <p><b>charitable</b> 168:12</p> <p><b>charter</b> 81:4,13 93:11</p> <p><b>charts</b> 29:12</p> <p><b>chemical</b> 31:7</p> <p><b>chesapeake</b> 70:18</p> <p><b>chicken</b> 144:3 144:4</p> <p><b>chief</b> 15:18</p> <p><b>child</b> 49:19 75:11</p> <p><b>children</b> 50:12 71:4</p> <p><b>children's</b> 162:20</p> <p><b>choice</b> 35:4</p> <p><b>choose</b> 117:18</p> <p><b>chose</b> 71:10</p> <p><b>christine</b> 15:20</p> <p><b>christmas</b> 38:15</p> <p><b>chuck</b> 1:14 13:7 27:16,19</p> <p><b>chunk</b> 42:7</p> <p><b>cindy</b> 15:17</p> <p><b>circulate</b> 25:17</p> <p><b>circulating</b> 22:7</p>
--	---	--	---

<b>cite</b> 95:6	175:14	73:18 85:2	109:2,4,12,13
<b>citizens</b> 92:17	<b>closely</b> 61:12	104:4 110:11	109:15,19
<b>city</b> 177:2	<b>closer</b> 57:7	111:20 112:13	110:4,10,20
<b>civil</b> 142:3	88:14	126:11 129:9	111:7 112:8,11
<b>clarification</b>	<b>closest</b> 133:3	135:14 140:20	112:18 113:10
38:18,20	<b>closing</b> 175:15	143:1,5 156:7	113:14,19
<b>clarify</b> 107:8	<b>closure</b> 24:8,9	<b>comes</b> 9:6 24:5	114:5,9,10
144:3	24:16 25:1	28:17 39:1	115:16 117:10
<b>clarity</b> 93:1	42:9 140:10,14	40:19 58:18	117:13 118:7,9
<b>clarke</b> 64:16	<b>closures</b> 133:14	61:19 108:16	118:14 152:15
65:10,10,11,12	140:16	158:12	177:19
67:1	<b>cloudy</b> 61:2	<b>comfortable</b>	<b>commission's</b>
<b>clarke's</b> 43:12	<b>coastal</b> 68:9	110:10,15	104:15 105:16
<b>class</b> 141:10	<b>code</b> 99:8	<b>coming</b> 2:11	114:16
<b>classroom</b>	100:12 107:10	55:21 95:21	<b>commissioner</b>
49:15 50:5	109:9	139:8 171:19	162:12
55:15,17	<b>coded</b> 48:21	171:20 174:15	<b>commitment</b>
<b>clay</b> 90:20	<b>collect</b> 131:13	<b>commendation</b>	14:1
144:9	<b>collected</b> 38:9	13:14	<b>commitments</b>
<b>clay's</b> 152:9	<b>collecting</b>	<b>commensurate</b>	136:12
<b>clayton</b> 9:19	130:20 139:5	29:2	<b>committed</b> 6:1
<b>clean</b> 68:6	<b>collection</b>	<b>comment</b> 64:6	<b>committee</b> 8:18
<b>clear</b> 36:14,18	31:14	64:7 100:19	117:6 129:15
54:1 55:18	<b>color</b> 48:21	162:3 172:3,5	171:16
56:12 57:8	<b>column</b> 46:11	<b>comments</b>	<b>committees</b>
96:17	46:12 47:10	102:7 103:13	152:13
<b>clients</b> 163:9	48:13,17 49:1	105:13 109:20	<b>commodities</b>
166:14	139:18	114:16 117:12	37:6
<b>clinic</b> 75:4	<b>come</b> 4:16 7:12	151:7 165:13	<b>commodity</b>
<b>close</b> 20:14	7:13 12:11,15	172:11	35:8,14,19,20
24:18 67:14,15	12:16 15:11	<b>commercial</b>	37:1,2
67:18 74:11	16:16 17:7	40:18,20 54:8	<b>communicate</b>
76:7,7 78:5	19:4,14 25:7	55:4 99:10	126:17
79:15 88:19	29:9 30:10	<b>commission</b>	<b>communicati...</b>
120:5 133:11	37:4 43:9	100:11 102:10	127:19
<b>closed</b> 18:3	44:14,20 57:20	103:5 104:8	<b>communicati...</b>
24:17 30:16	58:21 61:15	105:20 106:8	123:10 128:7
133:10 142:21	66:18 67:2,5	107:12 108:1	138:18

<b>communities</b> 4:1,11 6:3 65:6	<b>completely</b> 28:14 134:19	117:18	<b>consequence</b> 40:3
<b>community</b> 18:7,19 38:5 71:3,8,13 72:11,21 74:20 75:12 76:18,21 122:1 125:12 127:19 128:2 131:20 137:10 137:12,14 138:1,4 139:12 141:7 143:16 154:18,21 155:14 162:10 166:13 168:15 168:18 171:10 175:21	<b>completes</b> 161:21	<b>conditionally</b> 103:8	<b>conservancy</b> 8:19
<b>comparison</b> 31:19	<b>complex</b> 51:2	<b>conditioning</b> 166:10	<b>conservative</b> 94:15
<b>compensation</b> 96:19	<b>compliance</b> 13:18 14:11 105:7	<b>conditions</b> 107:14 108:4 115:16,18	<b>conservatively</b> 87:7 90:9 91:13
<b>competition</b> 33:4 34:7,9 128:16	<b>complicated</b> 43:14	<b>conduit</b> 89:17	<b>consider</b> 26:10 52:10,18 92:17 106:4 165:8
<b>competitions</b> 33:14	<b>compliment</b> 173:3	<b>conferences</b> 38:12	<b>considerable</b> 37:17 92:13
<b>competitive</b> 40:21,21 41:2 42:14	<b>comply</b> 132:14	<b>confident</b> 169:17	<b>considerate</b> 42:10
<b>competitors</b> 34:1	<b>complying</b> 132:12	<b>confirm</b> 171:9	<b>consideration</b> 22:20 25:20 40:9,14 44:21 104:8 106:18 107:3 124:1 152:14 153:15 154:15 155:1
<b>complete</b> 72:3 72:15 134:21 168:1	<b>comprehensive</b> 110:19 175:12 175:13	<b>confirmed</b> 113:12	<b>considerations</b> 27:2
<b>completed</b> 9:16 27:5 166:3 167:18	<b>computer</b> 177:7	<b>confuses</b> 116:21	<b>considering</b> 43:11
	<b>computers</b> 17:8	<b>confusing</b> 106:12 107:9	<b>consistency</b> 35:10
	<b>concern</b> 104:16	<b>congratulate</b> 14:10	<b>consistent</b> 29:18 30:3 50:14 110:18
	<b>concerned</b> 42:4	<b>congratulation...</b> 17:20	<b>constant</b> 81:15
	<b>concerns</b> 40:4 100:15 101:4 102:8 103:7,13 105:16 109:20 113:5 114:8,18 117:10	<b>connect</b> 9:1,14	<b>construct</b> 26:12
	<b>concluded</b> 176:19	<b>connected</b> 66:8	<b>constructabil...</b> 45:13
	<b>concrete</b> 54:20	<b>connecting</b> 6:2	
	<b>condition</b> 30:15 31:10 78:17 80:2 109:7 113:14 113:18 115:20	<b>connection</b> 65:7 67:3 68:19	
		<b>connector</b> 9:14 78:14	
		<b>cons</b> 79:20	
		<b>consecutive</b> 16:6	
		<b>consent</b> 2:17 3:3,9	



<b>constructed</b> 104:18 134:9	<b>continues</b> 75:3 94:15	<b>coopers</b> 75:15	145:1 158:18
<b>construction</b> 9:6,10 26:8 45:5,6,7,12 46:10 65:4 103:19 135:1 145:3 148:16 149:3 167:11 169:4	<b>continuing</b> 10:14 27:4 72:10 74:9 94:18 121:1 133:6	<b>coordinator</b> 16:1 120:16	160:10
<b>consultation</b> 41:13 48:11	<b>continuous</b> 45:10	<b>copy</b> 138:15	<b>costs</b> 5:19 24:8 24:11,16,21 25:1 26:8 36:4 46:17 47:19 48:18 49:10 52:3 54:7,21 57:20,20 88:10 91:14 94:2,2
<b>consuming</b> 17:2	<b>contract</b> 28:6 45:1,9 158:15 160:8	<b>corner</b> 78:6,12 174:16	<b>council</b> 1:1,4 1:10,13 2:13 2:15 3:1 6:5 8:15 10:15,18 14:5 17:14 43:8 44:18,20 45:14 46:2 48:20 50:4 52:10,17,18 57:10 65:1,10 71:6,10 74:8 79:6 80:11,19 81:5,18,21 82:10 84:9 85:3,13 86:20 88:4 91:15,16 94:8 96:7 99:21 100:5 104:12 105:19 106:2 107:21 108:5 109:2,5 109:20 110:4,8 110:9 113:10 114:21 119:13 122:7 124:1 128:19 129:13 151:1 152:4,11 153:14 154:14
<b>consumption</b> 51:2	<b>contractor</b> 144:19	<b>correct</b> 86:7,12 87:10,13 92:14 93:4 94:17 98:10 105:9 115:18 127:16 131:2 163:20 165:10 167:13 168:7	
<b>contact</b> 53:8 123:13 167:19	<b>contractors</b> 133:21	<b>correction</b> 96:1	
<b>contacts</b> 123:14	<b>contracts</b> 123:16	<b>correctional</b> 13:20 159:13	
<b>contained</b> 177:9	<b>control</b> 138:19 142:10	<b>corrections</b> 2:14,21 3:7 13:12,15,17 14:9 83:6,11 95:18 158:11 158:13 160:6	
<b>contemplated</b> 44:1	<b>controlled</b> 40:16	<b>corrections's</b> 158:20 160:12	
<b>contention</b> 59:9	<b>convening</b> 175:8	<b>cors</b> 83:10	
<b>contingent</b> 147:12 148:18 150:1	<b>conversation</b> 27:16 129:10	<b>cost</b> 29:5 37:13 41:19 45:10 46:8,13,15 47:3,8,16 48:14 49:5,6 50:1,5,21 52:5 54:4 55:15,16 56:17 58:6,6 59:10 60:17 61:20 62:1 71:21 72:13 80:5 144:17	
<b>continuation</b> 159:7	<b>conversations</b> 123:21		
<b>continue</b> 27:9 74:19 80:1 82:20 84:4 86:14 88:9 120:19 124:20	<b>convey</b> 79:2		
<b>continued</b> 76:1	<b>conveyance</b> 78:7		
	<b>convince</b> 123:2		
	<b>convinced</b> 123:1		
	<b>cool</b> 143:15 173:6		
	<b>cooperative</b> 55:21		

154:17 155:1	25:18 27:12	151:6 170:16	<b>crisis</b> 74:10
156:6,10 158:9	30:13 34:16	172:12	75:9
158:14 160:6	37:8,21 41:14	<b>coupons</b> 31:3	<b>critchlow</b>
161:20 162:13	43:13 45:16,17	<b>course</b> 30:11	47:10 49:4,14
163:18 165:4	47:9 48:3,18	33:8 40:1	49:19 50:2,4
171:21 172:10	49:1,3,5 57:21	54:19 57:20	55:14,19 56:1
172:15 175:8	65:1,1,12	68:17 88:21	56:7
175:17 177:3	71:20 78:6,21	89:8 112:9	<b>critical</b> 9:8
<b>council's</b> 45:18	79:12 81:4,5,5	119:18 120:9	75:12 100:10
48:15 72:17	81:13,21 82:18	121:8 134:20	100:11,14
83:18 110:6	83:2 85:5 87:5	135:20 136:15	102:2,9 103:5
116:8 146:8	87:9 90:7 93:9	140:10 141:3	104:15 105:8
175:4	94:13 95:11	171:15	105:15,19
<b>councilman</b>	96:5,19 99:8	<b>courses</b> 33:18	106:8,16
20:5 84:3	101:7 102:15	<b>cover</b> 49:21	107:12,12
<b>counsel</b> 113:12	102:17 106:18	94:2 144:17	108:1 109:2,19
114:14 177:4,9	107:10,15	158:21	111:6 112:18
177:10,11	110:4 111:2,10	<b>coverage</b>	113:2,4,14,18
<b>counterparts</b>	111:17 113:8	101:16 113:3	114:5,9,10,15
130:16	113:16 114:4	117:14	115:16 116:14
<b>counties</b> 5:2,4	114:14 122:7	<b>covered</b> 50:2,7	117:10,13
5:17 23:1 25:6	122:10 128:3	50:17	118:7,8
25:7,15 40:16	130:16 132:16	<b>covering</b> 50:5	<b>cross</b> 11:12
43:9 44:3	132:19 133:8	<b>covey's</b> 78:15	<b>crossed</b> 144:1
83:13 96:6	134:6 141:14	<b>covid</b> 16:15	<b>crown</b> 121:20
<b>counties's</b>	144:18 151:13	35:14,15 130:7	<b>crude</b> 166:8
41:15 90:2	152:11 155:5	130:8 139:19	<b>cultural</b> 5:15
<b>country</b> 3:21	156:7,9,10	139:20 140:5	<b>current</b> 21:17
34:12	161:21 163:11	168:17	29:19 46:12,12
<b>county</b> 1:1,1	163:18 165:20	<b>crafted</b> 117:3	48:13 92:2,15
6:1,5,6,10 8:14	168:13 175:4	<b>create</b> 126:5	120:21 130:5
8:21 9:8,13	175:13,21	129:5	132:21
10:6,15 11:9	177:2,3	<b>created</b> 60:16	<b>currently</b>
11:14 13:11,15	<b>county's</b> 39:21	141:1	28:20 48:6
13:16 14:5,6,8	47:7 100:9	<b>creating</b> 127:2	49:11 72:2
18:18 22:1,12	113:12 175:11	<b>credits</b> 60:7	133:6,10 134:5
22:15 23:6,14	<b>couple</b> 21:19	<b>crew</b> 18:14	<b>customer</b>
23:19 24:2,2	48:1 123:4	119:11	120:13,20

124:17 <b>customers</b> 28:7 30:9 40:12 120:21 124:11 126:1,8 127:14 133:21 140:17 <b>cut</b> 79:16 <b>cycle</b> 53:15	<b>dealing</b> 47:1 <b>debt</b> 24:5,6 42:7 164:17 169:9 170:4,6 171:1 <b>december</b> 101:16 <b>decided</b> 108:2 <b>decision</b> 91:16 92:1 102:10 <b>decline</b> 91:11 141:4 <b>decrease</b> 94:6 <b>dedicated</b> 10:10 173:15 <b>dedication</b> 14:2 <b>deferred</b> 105:10 <b>defined</b> 99:11 <b>definitely</b> 12:9 72:7 137:10 <b>delaware</b> 9:19 <b>deletions</b> 2:14 2:21 3:7 <b>deliberation</b> 85:7 <b>deliver</b> 36:3 38:9 <b>delivering</b> 4:11 <b>delivery</b> 45:4,7 <b>delmarva</b> 9:2 <b>demand</b> 36:15 <b>demanded</b> 112:20 <b>demo</b> 144:17 <b>demolish</b> 80:4 <b>demolished</b> 134:20	<b>demolition</b> 134:17 145:9 147:21 148:17 <b>denied</b> 108:19 <b>density</b> 101:12 <b>deny</b> 107:13,17 <b>denying</b> 106:20 108:7 <b>department</b> 13:11,15,16,20 14:8,10 16:13 71:7 72:20 76:18 79:12 83:5,5,6,11 93:13 95:17,19 100:1 101:1 154:18,21 155:14 158:11 158:12,19 160:6,12 <b>departments</b> 83:2,8 172:19 <b>dependent</b> 61:1 <b>depending</b> 37:1 <b>depot</b> 59:1 <b>deputy</b> 15:16 158:10 <b>derived</b> 81:14 <b>des</b> 83:10 <b>describe</b> 78:18 <b>described</b> 79:16 <b>describing</b> 138:16 <b>deserve</b> 166:15 <b>design</b> 9:13,18 10:12 47:2 51:21 132:13	142:6 145:19 146:1 149:19 150:8 <b>designation</b> 111:12 <b>designed</b> 51:21 172:20 <b>desire</b> 104:20 <b>destruction</b> 32:1 <b>detail</b> 24:7 46:4 85:15 151:21 <b>detailed</b> 45:19 48:16 <b>details</b> 46:3 52:15 73:5 <b>detar</b> 112:3 <b>detection</b> 13:21 <b>determine</b> 89:2 91:18 <b>determined</b> 56:17 111:13 <b>develop</b> 5:6 65:15 129:1 <b>developing</b> 10:2 96:9 <b>development</b> 65:15,21 66:5 71:8,13 72:21 73:3 76:19,21 99:9 105:4 122:16 129:19 154:19 155:1 155:15 168:15 <b>devotion</b> 173:17,19 <b>dhcd</b> 72:4,15 154:19 155:5
<b>d</b>			
<b>dana</b> 156:6,15 156:16 158:6,8 <b>data</b> 130:20 131:3 139:6,6 140:13 <b>date</b> 80:12 101:15 103:19 104:2,10,11 <b>dated</b> 148:17 149:21 150:6 <b>dates</b> 142:4 <b>dave</b> 1:18 <b>day</b> 3:12,16,17 6:7,10 9:4 11:15 14:9 20:6 23:4 37:8 46:11 47:13,18 48:3 75:7 124:17 143:18 144:6 145:5 173:10 174:8 177:13 <b>days</b> 61:2,3 75:5 133:13,14 <b>dead</b> 173:17,20 <b>deal</b> 146:6 169:11			

<p><b>diane</b> 1:21 177:2,16 <b>died</b> 173:20 <b>diesel</b> 58:20 <b>different</b> 31:19 33:14 34:1 89:3 112:11 123:18 128:7 <b>diminished</b> 53:18 <b>direction</b> 102:16 125:17 <b>directly</b> 28:18 117:12 <b>director</b> 14:7 15:16 18:11 21:7,10 85:5 89:18,19 100:1 122:19 158:10 <b>dirt</b> 133:8 <b>disband</b> 79:15 <b>disbursements</b> 3:4,7,9 <b>disclosure</b> 49:8 <b>discontinue</b> 133:1 <b>discovery</b> 143:11 <b>discuss</b> 103:8 175:10 <b>discussing</b> 104:4,6 <b>discussion</b> 57:13 67:19,19 73:7,15 80:7 82:10 84:1 99:4,6 103:17 115:1</p>	<p><b>discussions</b> 46:1 <b>disney</b> 143:11 <b>dispense</b> 20:20 <b>displayed</b> 34:2 <b>displays</b> 144:5 <b>distance</b> 163:7 <b>distinguished</b> 14:3 <b>district</b> 44:13 45:2 95:8 102:21 114:1 153:17 <b>divert</b> 91:21 <b>diverted</b> 88:6 <b>document</b> 46:10 <b>documentation</b> 72:4 <b>documented</b> 61:6 <b>dogs</b> 20:8 <b>doing</b> 11:4,19 18:1,5 19:3 24:10 30:18 59:20 64:8 69:2 95:14 109:1 124:20 128:15,17,20 132:6 138:2 140:17 142:18 142:19 145:4 151:9,9,10,21 152:1 <b>dole</b> 136:4 <b>dollar</b> 28:2 <b>dollars</b> 44:7 135:21 163:3,4</p>	<p>164:19 <b>donations</b> 71:18 164:12 <b>donors</b> 170:17 <b>door</b> 169:15 <b>doors</b> 18:3 <b>dorman</b> 73:1 73:21 74:2,4,5 76:4 <b>douglass</b> 9:18 10:5 <b>dover</b> 174:16 <b>downgraded</b> 94:8 <b>downtown</b> 122:16 <b>draft</b> 88:21 114:14 <b>drafted</b> 114:9 114:10 <b>drainage</b> 134:4 <b>drained</b> 68:10 <b>draining</b> 66:11 <b>drawing</b> 50:8 <b>drive</b> 126:19 <b>driven</b> 32:2 54:18 <b>drivers</b> 33:5 34:17 <b>drop</b> 144:3,4 <b>dropping</b> 41:16 <b>due</b> 45:21 <b>duty</b> 174:9</p>	<p><b>earlier</b> 25:17 53:8 104:1 <b>early</b> 70:17 72:15 123:21 <b>earn</b> 60:8 <b>earners</b> 87:4,5 90:5,5 <b>earth</b> 174:3 <b>earthwork</b> 133:7 <b>ease</b> 58:10,10 <b>easily</b> 56:17 <b>eastern</b> 4:13,18 5:3,12 6:4 8:17 8:19 10:8 11:2 40:15 144:4 <b>easton</b> 1:10 9:19 10:9 30:1 35:5 38:15 50:16 122:8,17 127:11 136:16 141:16 143:11 143:12,18 174:17 175:19 177:13 <b>easy</b> 18:10 <b>eating</b> 163:16 169:6 <b>echo</b> 18:8 <b>ecological</b> 37:17 <b>economic</b> 4:10 5:16 127:10 129:19 130:2 <b>economies</b> 5:19 <b>economy</b> 86:17 92:16</p>
		e	
		<p><b>eager</b> 169:8 170:8</p>	

<p><b>ed</b> 153:15,17 153:21</p> <p><b>edge</b> 163:10</p> <p><b>educate</b> 137:21 138:1</p> <p><b>educating</b> 138:8 151:8</p> <p><b>education</b> 47:20 49:17 61:14 137:20</p> <p><b>educational</b> 91:21 93:20 94:6</p> <p><b>effectively</b> 107:6</p> <p><b>efficiency</b> 14:2</p> <p><b>effort</b> 8:20 12:5 51:11 168:18</p> <p><b>efforts</b> 11:3 43:13 128:1 131:4,6 139:14</p> <p><b>eight</b> 94:9</p> <p><b>either</b> 107:13 175:3</p> <p><b>elaborate</b> 47:5</p> <p><b>elect</b> 40:5</p> <p><b>elected</b> 175:18</p> <p><b>election</b> 81:3 83:16 153:16</p> <p><b>electric</b> 58:18</p> <p><b>electrical</b> 59:4</p> <p><b>electrification</b> 58:16</p> <p><b>electronics</b> 37:10</p> <p><b>elementary</b> 44:13 45:2 50:16</p>	<p><b>eligibility</b> 167:9</p> <p><b>eligible</b> 76:20 84:16 97:6 111:3 155:7 165:18 166:4 166:18 167:1</p> <p><b>email</b> 137:5</p> <p><b>emergency</b> 83:5 95:18</p> <p><b>emissions</b> 4:9 32:3</p> <p><b>employed</b> 33:6</p> <p><b>employee</b> 34:10 177:11</p> <p><b>employees</b> 95:11</p> <p><b>ems</b> 172:21 173:1</p> <p><b>enclosed</b> 31:20</p> <p><b>encourage</b> 5:7 6:7</p> <p><b>encouraged</b> 167:1</p> <p><b>encourages</b> 3:20</p> <p><b>ends</b> 36:9 133:5</p> <p><b>energy</b> 51:1,13 58:2 59:14 60:7,11,19 61:20 62:2 127:17,18</p> <p><b>engagement</b> 122:2</p> <p><b>engineer</b> 43:13 65:12</p>	<p><b>engineering</b> 26:8 65:16,20 145:3 148:15 149:3,18 150:7</p> <p><b>engineers</b> 69:2</p> <p><b>engines</b> 141:10 141:13</p> <p><b>enhancing</b> 5:20</p> <p><b>enjoy</b> 3:21 6:8 10:11 120:2</p> <p><b>enlisted</b> 23:1</p> <p><b>ensure</b> 113:4 132:15</p> <p><b>enter</b> 43:11</p> <p><b>entered</b> 177:9</p> <p><b>enterprise</b> 36:19</p> <p><b>entire</b> 9:1 14:2 14:10 18:14 34:12 76:13 94:11 121:18 144:17</p> <p><b>entirely</b> 107:5</p> <p><b>environment</b> 4:9 42:20 61:2</p> <p><b>environmental</b> 19:13 21:6,8 21:11 27:8 132:15</p> <p><b>equipment</b> 33:5,15,17 34:2 48:11 168:9</p> <p><b>equivalent</b> 162:17</p> <p><b>esm</b> 123:9</p> <p><b>especially</b> 18:9 27:6 36:6</p>	<p>88:10</p> <p><b>essence</b> 106:16</p> <p><b>essential</b> 4:5 9:7 164:5</p> <p><b>essentially</b> 33:4 102:7 103:12 104:15 106:16 135:21 144:14</p> <p><b>establish</b> 84:20 133:4</p> <p><b>established</b> 61:16</p> <p><b>estate</b> 5:20 129:7</p> <p><b>estimate</b> 91:2 145:14</p> <p><b>estimated</b> 21:19 46:12 47:16 60:11</p> <p><b>estimates</b> 72:13</p> <p><b>estimations</b> 48:7</p> <p><b>evaluate</b> 127:15</p> <p><b>evaluated</b> 21:17</p> <p><b>evening</b> 15:11 15:12,15 17:16 44:18,20 45:15 52:9 70:13 73:4 85:2,3 95:9 99:21 119:13 152:11 158:13 162:1,8</p> <p><b>evening's</b> 72:16</p> <p><b>event</b> 33:1,9,18 34:3,6,8,12,14 35:2 37:16,20</p>
--	--	--	---

<p>38:4,8 141:11 142:11,15 166:5 173:5 <b>events</b> 34:5 122:16 125:15 129:14 <b>eventually</b> 68:17 <b>everybody</b> 2:10 8:3 16:13 20:14 36:18 67:8 74:4 79:9 121:10 133:7 133:21 136:9 <b>exactly</b> 20:3 54:5 67:9 95:14 151:19 168:20 <b>examination</b> 177:5 <b>example</b> 138:10 <b>examples</b> 124:10 125:13 <b>excavating</b> 144:20 147:11 <b>excellent</b> 35:3 40:8 <b>except</b> 29:8 90:4 149:17 <b>excess</b> 86:10,11 87:12 <b>excise</b> 136:2 <b>excited</b> 8:20 12:7 70:12 122:11 130:6 <b>exciting</b> 9:3 119:20 142:11</p>	<p><b>executive</b> 89:18 <b>existed</b> 101:15 <b>existing</b> 31:18 68:13,13,16 111:12 <b>exists</b> 105:1 <b>expand</b> 49:21 113:6 <b>expanded</b> 111:4 <b>expanding</b> 128:1 <b>expansion</b> 44:14 95:7 156:13 <b>expansions</b> 111:16 <b>expect</b> 62:7 88:15 141:3 <b>expectancy</b> 57:17 59:16 <b>expenditure</b> 71:21 <b>expenditures</b> 85:11 87:21 88:3 92:10 <b>expense</b> 78:19 <b>expenses</b> 85:12 95:1 <b>expensive</b> 54:10 <b>experience</b> 123:3 <b>expert</b> 23:2 <b>experts</b> 91:9 <b>expire</b> 82:4 <b>expired</b> 83:17</p>	<p><b>expires</b> 177:19 <b>explain</b> 103:18 <b>explaining</b> 164:4 <b>explore</b> 4:1 <b>exploring</b> 10:1 <b>export</b> 17:9 <b>exposed</b> 30:17 <b>expressed</b> 5:1 <b>extend</b> 18:13 22:13 40:1 65:16 82:5 149:20 <b>extended</b> 22:14 44:1 <b>extending</b> 22:2 23:8 <b>extension</b> 22:21 23:15 26:1,11 43:19 43:20 66:5 160:16 <b>extensive</b> 49:20 151:20 <b>extent</b> 139:1 <b>external</b> 127:4</p>	<p><b>facility</b> 58:3 166:9,13 171:9 <b>fact</b> 22:7,15 24:9 104:14 <b>factual</b> 59:8,18 <b>failing</b> 68:11 <b>fairbank</b> 65:5 65:17 66:6 <b>fairly</b> 45:21 <b>fairs</b> 141:15 <b>fall</b> 9:17 38:13 <b>families</b> 49:18 <b>family</b> 38:2 70:17 <b>famous</b> 144:2 <b>fantastic</b> 120:1 120:15 137:7 141:11 143:20 <b>far</b> 29:11 32:1 32:15 47:10 48:18 61:16 69:3 89:11 134:1 139:18 <b>fashion</b> 166:15 <b>fast</b> 75:20 <b>faster</b> 57:15 <b>favorable</b> 36:1 <b>favored</b> 169:12 <b>favorite</b> 137:12 <b>federal</b> 9:20 65:3 132:14 164:13 165:11 169:18 <b>fee</b> 23:5,8,11,16 24:5 25:2,3,8 39:2,3,5,14 41:7 42:3 78:8 145:14</p>
		<p><b>f</b></p>	
		<p><b>f</b> 1:14 <b>faa</b> 136:3 137:17 144:16 146:9,16 147:16 148:1 149:4 150:9 <b>faa's</b> 135:18 <b>face</b> 125:6,6 <b>facilities</b> 5:6 11:16</p>	

<b>feed</b> 168:18	<b>fine</b> 20:20	<b>flights</b> 141:19	<b>forth</b> 108:13
<b>feedback</b> 31:8	76:15 115:11	<b>flipping</b> 138:3	<b>fortunate</b>
101:21	<b>fingers</b> 143:21	<b>flooding</b> 66:12	120:9
<b>feel</b> 110:9,12	<b>finish</b> 122:1	68:9	<b>forward</b> 9:11
110:14	<b>first</b> 3:11,17	<b>flow</b> 136:3	10:4,15 11:15
<b>feeling</b> 136:14	10:3 13:4	<b>flown</b> 142:7	21:3 50:16
<b>feelings</b> 116:8	28:16 33:11	<b>fly</b> 136:1 142:9	52:11 59:21
<b>fees</b> 27:21 28:4	34:5 70:14	<b>flying</b> 126:9	62:20 66:2
37:4 40:2,13	113:15 117:5	131:2,7 138:12	69:1,15 77:8
41:7,20 42:9	143:9 146:8	138:14 142:15	88:12 95:4,21
<b>feet</b> 101:18	152:15 158:14	<b>focus</b> 121:9	104:5 105:17
132:21 139:8	174:14	<b>focused</b> 142:12	114:3,5,13
<b>female</b> 142:14	<b>fiscal</b> 27:21	<b>folks</b> 33:7	118:13 156:7
<b>fencing</b> 54:14	82:2 95:2,3	34:19 75:5	157:3,5 163:17
<b>festival</b> 38:13	156:21	129:8 131:7	<b>forwarded</b>
<b>fewer</b> 4:14	<b>fit</b> 167:15	143:6	102:9
<b>fiber</b> 36:5	<b>fitch</b> 90:18	<b>follow</b> 18:17	<b>fossil</b> 62:7
<b>field</b> 16:12	<b>fitness</b> 5:11	53:4 106:6	<b>four</b> 21:3 22:9
<b>fields</b> 15:19,20	<b>five</b> 20:2 26:3	127:6	23:1 25:15
16:1,11,19	29:14 50:6	<b>following</b> 65:5	29:14 40:16
<b>figure</b> 39:18	51:6,8 65:13	72:16	65:13 94:6,8
<b>figuring</b> 29:8	66:19 73:16	<b>food</b> 35:3 70:20	112:17 133:13
<b>fill</b> 26:12	75:5 81:7 82:2	122:18 168:10	144:12 160:10
<b>final</b> 49:5 85:7	82:7,21 122:15	<b>foot</b> 4:4 133:2,4	163:2,4 164:18
106:14 135:2	136:8,13,17	134:10	<b>fourth</b> 174:13
145:19	175:6,7,20	<b>footing</b> 54:20	<b>framework</b>
<b>finally</b> 38:5	<b>fixtures</b> 48:10	<b>footprint</b> 51:11	32:5
130:2	<b>flag</b> 2:7	56:21	<b>frankly</b> 140:16
<b>finance</b> 85:4	<b>flare</b> 31:20	<b>ford</b> 19:15,19	163:13 170:12
94:12,12	<b>flares</b> 31:18	20:3,10,15,17	<b>frederick</b> 9:18
<b>financed</b> 26:9	<b>flat</b> 29:15 41:1	21:10 34:18	10:5
26:14	<b>flatly</b> 167:10	35:3,5 36:17	<b>free</b> 40:16
<b>financial</b> 23:2	<b>flawed</b> 68:15	40:8 42:13	156:8,9
<b>financing</b>	<b>flexibility</b>	43:16 44:5,11	<b>freedom</b> 174:1
26:15,18	41:10 133:15	<b>formal</b> 111:3	<b>frequent</b> 163:9
<b>find</b> 130:21	<b>flexible</b> 133:19	<b>formally</b> 78:5	<b>friday</b> 133:12
<b>finding</b> 124:18	<b>flight</b> 138:10	<b>format</b> 102:13	<b>friendly</b> 4:5
140:3,4		117:20	

<p><b>friends</b> 38:2  <b>front</b> 75:1  102:12 104:7  112:10,15  119:15 126:1  128:11 138:16  139:11  <b>frontline</b>  120:20  <b>fruit</b> 165:2  <b>frustrating</b>  47:1  <b>fuel</b> 62:7  140:14  <b>full</b> 8:8,8 26:6  49:8,9 55:15  55:16 162:21  173:18  <b>fully</b> 24:16,20  26:3,5 27:11  141:3 151:14  <b>fun</b> 4:17 144:6  <b>functioning</b>  31:14  <b>fund</b> 25:2  26:17 28:2,19  29:17,18 30:13  36:19 39:10  56:9 85:11  135:20 136:3,8  <b>funded</b> 9:19  135:18 164:11  <b>funding</b> 65:3  68:3 71:9,19  72:12 74:15  76:20 135:12  156:21 165:12  165:19 166:1,4</p>	<p>168:10  <b>fundraising</b>  56:8  <b>funds</b> 49:1,11  71:13 83:12  136:11 156:13  158:19 160:11  163:16,19  164:5 165:9  167:18 168:2  169:18  <b>furniture</b> 48:10  <b>further</b> 68:20  101:12 102:19  103:10 108:15  109:2,5 125:18  129:15 160:13  177:5,8,10  <b>future</b> 10:13  59:3,6 126:18  131:15 132:16  <b>fy25</b> 27:21  29:16 71:7  72:19 157:12  158:17 159:5  160:10</p>	<p>37:4 126:12  <b>gauge</b> 106:17  <b>general</b> 22:12  54:11 81:3  85:11 91:8  <b>generally</b> 56:19  102:4 105:2  136:8  <b>generated</b> 62:2  <b>generating</b>  59:15  <b>generation</b>  60:13 61:15  <b>generous</b>  164:12 170:15  <b>geo</b> 30:17  51:17,18,19  121:20  <b>geographically</b>  58:17  <b>getting</b> 12:7  18:4 29:21  64:4 68:12  72:9 125:20  136:11 137:8  137:13 140:21  142:12 162:19  167:4  <b>gettysburg</b>  174:5  <b>gifts</b> 168:12  <b>girls</b> 142:15  <b>gis</b> 111:9  <b>give</b> 31:8 34:20  66:17 75:20  121:5 151:3  174:19</p>	<p><b>given</b> 6:9 41:12  92:15 163:5  167:5  <b>giving</b> 133:14  <b>glaring</b> 46:21  <b>glass</b> 36:7,9,13  36:14,14 38:21  <b>global</b> 39:4  <b>go</b> 2:5,11 3:13  12:18 13:12  14:18 16:16  20:19 26:17  29:3,12 34:6  36:20 40:17,17  43:20 45:20  46:4 62:19  63:6 64:18  66:21 67:4,17  73:21 76:7,9  77:9 78:2,10  81:10 85:15  87:12 91:16  95:13 107:5,19  108:13,17  109:3 112:21  114:16 116:13  118:13,13  119:11 120:8  126:21 127:14  131:18 134:8  137:5,8 138:5  138:17 142:20  144:9 145:13  145:19 146:2  146:16 147:14  147:21 149:2  155:13 157:11  159:12 164:19</p>
	<b>g</b>		
	<p><b>gallons</b> 37:11  <b>gang</b> 7:19,20  <b>gaps</b> 75:15  <b>gary</b> 20:18  27:17 32:19  <b>gas</b> 31:12,13  32:1  <b>gasby</b> 24:14  <b>gate</b> 28:5,8,9  28:17 29:6</p>		



168:2 170:3,5 173:13 <b>goal</b> 123:10 127:13 132:11 <b>goals</b> 122:12 123:5 <b>god</b> 173:21 <b>goes</b> 28:18 36:9 39:10 61:17 62:2,3 109:1 <b>going</b> 2:6,7 19:15 20:11 21:2 24:6,15 25:4 26:14,15 27:15,16 28:1 28:4 29:3,9,9 37:18,18 40:2 40:6 43:10 45:20 46:3 51:14 56:8 59:10,20 65:18 66:16,17 68:17 78:19 89:16 90:1,2,3 91:17 99:15 116:13 116:14,16 118:6 120:8 121:3 122:3,12 123:3,4 124:19 125:1,2 127:11 130:10 131:15 132:10 133:1 134:13,18 135:6,16 139:9 140:11 141:5 141:15 142:4,5 142:20 143:12 143:19 144:17	145:20 151:19 161:1 163:17 164:21 174:19 <b>good</b> 6:13 11:18 12:17,20 15:11,12,15 16:7 17:12,21 18:4 19:10,17 19:18 20:8 21:15 27:18 29:14 31:9,15 35:4,5 38:17 42:7 43:7 44:2 44:4,18 52:20 52:21 56:3 62:16,17 64:9 69:6 70:7,7 74:3,3 81:9 83:21 84:3,14 85:2,3,4,19 90:15 99:2 119:6,13 120:4 122:6 123:13 130:11 135:9 135:14 136:14 140:13,17 144:1 146:6 152:7,11 162:8 172:6 <b>goods</b> 35:17 <b>google</b> 54:6 <b>gotten</b> 140:15 <b>government</b> 164:14 169:18 174:1 <b>grade</b> 135:2 <b>grading</b> 134:4	<b>grand</b> 70:19 <b>grant</b> 7:15,18 7:21 8:5,11,14 9:21 11:6,20 12:2 13:3 56:1 65:14 66:4 69:4,11,15 70:10,16 71:8 71:13 73:9,11 77:1,8 144:15 144:16 146:17 147:13,16 148:19 150:2 157:4,4,5,12 163:19 165:8 166:6,16 167:5 167:8 168:2,5 168:15 <b>granted</b> 167:8 <b>grants</b> 71:19 135:19 136:8 146:10 164:13 <b>graph</b> 46:16 48:21 <b>great</b> 6:9,12 8:4 10:19 11:3 11:8 15:21 16:2 17:19 19:14 24:7 42:18 43:2 46:4 70:20,20 70:21,21 78:9 80:18,21 82:9 121:13 135:17 162:2 173:1,16 <b>greater</b> 128:1 <b>greatly</b> 43:1	<b>green</b> 15:12,17 15:17 36:14 47:8 49:2 51:12 <b>grid</b> 62:2,9 <b>grocery</b> 162:18 <b>ground</b> 46:6 54:19 66:11 145:5 <b>group</b> 158:16 <b>growing</b> 8:20 74:20 <b>growth</b> 76:1 129:17 <b>guarantied</b> 41:9 45:1,9 46:14,18,19 52:3,6,12,19 63:1 <b>guaranty</b> 170:17 <b>guess</b> 23:8 86:8 86:13 96:10 102:17 168:3 <b>guest</b> 101:13 <b>guidance</b> 96:8 102:16 <b>guides</b> 43:13 <b>guiding</b> 94:13 94:14 <b>guy</b> 170:9 <b>guys</b> 2:3 8:5 12:10,21 15:10 15:13 18:15 19:1,13,20 21:12 42:17 43:2 44:10 64:7 116:15
--	--	---	--

161:18	<b>hat</b> 25:7	<b>hazardous</b> 37:7	129:20,21
<b>h</b>	<b>hat's</b> 151:17	37:12 38:2,3	130:12,12
<b>half</b> 28:2 51:1	<b>hauler</b> 40:18	<b>he'll</b> 121:4	131:16 155:9
57:16 59:15	<b>haulers</b> 40:20	<b>head</b> 70:17	164:5,16,16
163:2,4 164:19	<b>haythe</b> 1:16	89:19	165:8 169:16
<b>hamburgers</b>	6:17 7:9,10	<b>heads</b> 171:1	171:2
20:7	10:19 15:8,9	<b>headway</b> 9:12	<b>helped</b> 168:19
<b>hand</b> 22:17	17:15 42:21	<b>health</b> 4:11	<b>helping</b> 4:9
25:7 132:1	56:4 62:17	5:11,16,19	125:21 132:7
177:13	63:4,17,18	11:8 74:10	<b>hey</b> 20:13
<b>handle</b> 21:4	69:13 70:5,6	75:4,7 160:9	135:16
138:5	73:8 77:19,20	160:21	<b>hi</b> 74:4
<b>hands</b> 6:9	78:9 84:2	<b>hear</b> 20:14	<b>high</b> 36:5 40:13
25:19 80:10	85:17 97:13	138:20 164:8	66:11 87:4,5
83:19 84:8	98:6,7,21 99:1	<b>heard</b> 95:8	90:5,5,19
85:21 97:11	109:12 110:14	164:2	141:20 142:1
117:17 162:14	110:17 111:18	<b>hearing</b> 2:16	<b>higher</b> 36:15
<b>hangar</b> 125:14	115:11,14	3:1,8 64:4,8	47:14 53:12
143:13	116:1,6 118:11	66:3,17 67:15	87:4 90:13
<b>hangars</b> 129:4	119:4,5 147:6	67:18 70:9	<b>highest</b> 136:15
<b>hanger</b> 126:13	147:7,19	72:16 80:15	<b>highlight</b> 43:12
<b>hanging</b> 165:2	148:11,12,20	84:12 91:9	92:7
171:1	149:14,15	128:4 135:8	<b>highlighted</b>
<b>happen</b> 62:7	150:4,19,20	<b>hears</b> 121:10	103:3
129:11	153:12,13	<b>heartwarming</b>	<b>highly</b> 173:19
<b>happened</b> 13:5	154:12,13	71:2	<b>highway</b> 133:3
83:8 130:8	155:10 156:4,5	<b>heather</b> 7:11	<b>hiking</b> 3:20
<b>happening</b>	157:7 158:1,2	7:12	<b>hill</b> 10:7
121:13	158:7 159:10	<b>heating</b> 166:9	<b>hispanic</b> 75:14
<b>happens</b> 137:9	160:2,3,18	<b>heavy</b> 33:4,15	<b>historic</b> 99:12
<b>happiness</b> 4:12	161:13,14,19	33:17	104:1
<b>happy</b> 22:5	165:15,17	<b>held</b> 33:2 175:5	<b>historical</b> 5:15
73:10 162:15	166:17 167:14	<b>help</b> 23:1 30:13	30:4
165:13 173:9	168:3 169:21	58:10,10 59:3	<b>history</b> 132:19
174:8	170:4 171:5	62:12 84:4	173:6,7
<b>hard</b> 16:5	175:1 176:5,17	88:12 94:1	<b>hodo</b> 30:9,11
22:21 165:3	176:18	106:13 125:18	32:12
		126:16 129:18	

<b>hoe</b> 162:14	<b>hughes</b> 15:15	<b>implementati...</b>	107:1 108:8
<b>holder</b> 104:11	15:16 16:3,9	10:13	116:3
<b>holiday</b> 133:17	16:15 17:1	<b>implemented</b>	<b>included</b> 10:12
<b>holly</b> 32:12	18:16 158:10	130:18	50:20 81:14
<b>home</b> 11:16	159:4 160:15	<b>important</b> 8:15	91:4 101:4
32:18	161:2,16	18:5,6 25:5	102:19 103:2
<b>homes</b> 68:13	<b>hump</b> 170:14	42:13 45:16	103:10 110:5
<b>honored</b>	<b>hundred</b>	68:6 74:15	115:21 117:9
173:17	168:18	75:18 95:5	<b>includes</b>
<b>hope</b> 10:12	<b>husband</b>	96:2,4 125:6	151:20
<b>hopefully</b>	170:16	163:6,8	<b>including</b> 20:5
107:8 108:2	<b>hvac</b> 51:21	<b>importantly</b>	<b>inclusive</b> 39:17
114:6,17 117:4	71:14 167:16	11:1	46:19 47:19
150:9 158:21	<b>i</b>	<b>imposed</b>	52:7
<b>hopes</b> 9:17	<b>iag</b> 146:10	113:13	<b>income</b> 86:5,10
<b>horizontal</b> 46:9	<b>idea</b> 25:3	<b>improve</b> 68:20	86:21 87:1,4,4
<b>hospital</b> 75:10	<b>ife</b> 145:13,15	124:7 128:20	87:5,7,11 88:7
<b>hospitality</b>	145:17 146:4	132:12 149:20	89:5,20 90:1,2
120:14 122:18	<b>ii</b> 21:17 26:4	<b>improved</b>	90:5,9,12 91:1
<b>host</b> 23:5,8	32:6,17 33:2	134:3	91:11,18,20
24:5 25:2,3	33:12 34:14	<b>improvement</b>	93:8,8 96:16
34:8 41:7 42:3	37:5 39:6 40:1	68:16 87:17	<b>incorporated</b>
<b>hosted</b> 33:11	41:18	130:13 135:18	147:11
141:10	<b>iii</b> 26:21 27:4	<b>improvements</b>	<b>increase</b> 28:10
<b>hosting</b> 141:17	<b>immediate</b>	71:14	28:12 40:2,7
142:14	74:19 75:21	<b>improving</b> 5:11	41:6,19 54:21
<b>hotels</b> 122:20	<b>immense</b> 72:3	<b>inaudible</b>	75:10 81:16
<b>hots</b> 20:7	<b>impact</b> 71:3	20:18 55:6	86:14 87:6
<b>houlihan</b> 1:21	85:10 127:10	128:6 129:17	96:1 158:17
177:2,16	130:2	162:4	<b>increased</b> 91:5
<b>house</b> 111:9	<b>impactful</b>	<b>inbound</b> 23:17	93:10 94:2
<b>household</b> 37:7	105:4	<b>inch</b> 28:21	95:15 173:17
38:3	<b>impacting</b>	<b>incidentally</b>	<b>increases</b> 42:3
<b>houses</b> 66:7	140:14	169:10	<b>increasing</b> 5:13
<b>housing</b> 71:8	<b>impacts</b> 101:6	<b>inclement</b>	5:20 88:10
72:20 76:18	140:11	50:12	<b>independent</b>
154:18,19,21		<b>include</b> 71:14	145:14
155:2,14		87:16 94:3	

<b>indicate</b> 108:21	105:5 112:13	<b>interesting</b>	<b>involving</b>
<b>indication</b>	113:4	109:8 122:3	107:11
106:9	<b>innovative</b>	<b>interfacing</b>	<b>ish</b> 53:16
<b>individual</b>	132:13	137:14	<b>island</b> 11:13,13
66:19 73:16	<b>inns</b> 99:12	<b>interim</b> 141:19	65:6 67:3
<b>individuals</b> 4:6	101:12,14	<b>interior</b> 71:15	75:15,16
155:9	102:20 104:1	<b>internal</b> 127:3	<b>issue</b> 46:21
<b>industry</b> 33:6	111:9,16	<b>international</b>	174:12
54:3 122:18	<b>inserted</b> 104:10	122:20	<b>issued</b> 81:16
130:8 140:4	<b>inserting</b>	<b>interrogated</b>	<b>issues</b> 91:20
146:5	117:19	177:4	136:10 138:5,6
<b>ineligible</b>	<b>inspection</b>	<b>intersect</b> 78:16	<b>item</b> 31:16
167:11	30:19	<b>intersection</b>	58:12
<b>inflation</b> 92:16	<b>installation</b>	79:18	<b>items</b> 35:17
<b>informal</b>	54:8	<b>introduce</b> 8:6	38:3,3 48:8
109:11	<b>instance</b> 128:2	15:14 21:12	87:18 88:2
<b>information</b>	131:8	97:7,9	100:16 154:15
46:5 48:15	<b>instructors</b>	<b>introduced</b>	<b>j</b>
53:10 61:6,7,9	138:13	80:11 82:19	<b>jack</b> 119:19
72:14 116:11	<b>insulation</b>	84:9 85:9	137:3 151:4
123:13 126:16	166:9	97:12 100:4	152:3
127:15,16	<b>intake</b> 123:8	104:12 106:21	<b>january</b> 46:10
128:10 130:5	125:7 126:5,6	<b>introducing</b>	47:3 134:18
130:11,15	<b>integral</b> 10:21	8:3 97:5	<b>jeff</b> 119:17
139:14 151:21	<b>integrate</b>	<b>introduction</b>	120:6,11,12
156:15 159:2	132:13	72:17 76:10	121:3 122:5,7
<b>informational</b>	<b>intense</b> 22:4	78:1 80:9 84:7	132:4,7 137:7
136:21	<b>intensity</b> 101:5	85:20 172:16	138:2 143:8
<b>ingram</b> 27:18	<b>intent</b> 65:2	<b>introductions</b>	151:7
27:19	<b>intentionally</b>	21:9	<b>jennifer</b> 152:17
<b>initial</b> 112:7	18:4	<b>investigation</b>	<b>jersey</b> 33:7
<b>initiated</b> 3:19	<b>interest</b> 71:7	27:8	<b>jets</b> 140:18
<b>initiative</b> 68:6	106:9,17 109:1	<b>invitation</b>	141:2
84:4	110:6 163:15	174:13	<b>jewel</b> 121:20
<b>inmate</b> 158:16	169:9 170:7,21	<b>invite</b> 132:3	<b>job</b> 6:13 11:3
160:8	<b>interested</b> 22:2	156:6 158:9	11:21 17:19
<b>inn</b> 99:11 101:5	22:19 151:19	<b>involved</b> 25:6	18:9 19:11
104:17 105:1,2	177:12	142:17	

<p>42:18 43:2,7 52:21 70:8 81:9 83:21 84:14 99:3 120:15 135:9 137:7 140:17 151:8,18 152:7 162:2,20 172:6 <b>joe</b> 15:15 158:9 159:1,3 160:13 161:15 <b>join</b> 126:12 174:13 <b>joining</b> 122:14 <b>joke</b> 135:7 <b>july</b> 28:1,21 58:19 81:8,13 82:2,4,8 100:6 112:17 <b>jump</b> 99:18 138:20 <b>jumped</b> 64:14 89:7 <b>jumping</b> 49:13 <b>june</b> 3:16,18 6:6 32:4 72:15 80:16 84:13 141:18 174:15 175:5,17 177:13 <b>juniors</b> 142:1 <b>jurisdictions</b> 76:20</p>	<p><b>keasha</b> 1:16 62:16 174:20 <b>keep</b> 7:21 19:20 67:13 118:6 137:9 138:18 143:21 156:18 161:1 <b>keeping</b> 121:20 133:16 137:13 <b>kevin</b> 8:8 53:3 <b>key</b> 169:5 <b>kick</b> 164:10 <b>kicking</b> 164:5 <b>kilmon</b> 12:20 19:6 <b>kind</b> 11:16 29:11 45:20 50:3 55:3 66:9 121:4 140:2,3 <b>kinds</b> 142:10 <b>knew</b> 125:3 146:6 <b>know</b> 17:3 18:10 21:10 36:7 40:15 45:14 46:2 52:14 53:3,3,4 60:18 61:11 62:6,15 67:9 68:8 75:2 85:13 86:16 89:9 90:4,10 121:18 124:7 125:5 126:19 127:5,6 129:8 131:9 135:12 137:4,17 138:3 138:4 139:7,17</p>	<p>140:19 166:19 166:20 <b>knowing</b> 58:6,9 58:9 108:5 <b>known</b> 80:14 84:11 129:4 172:17 <b>knows</b> 136:9 <b>kokolis</b> 18:11</p> <p style="text-align: center;"><b>I</b></p> <p><b>I</b> 1:17 <b>laboratories</b> 31:6 <b>land</b> 4:20 8:19 79:2 99:9,10 129:2 <b>landfill</b> 21:21 22:3,13 23:21 25:10 26:5 27:3,7 28:3 30:15 31:12,13 33:2,12 36:10 36:11 37:18 39:13 44:8 <b>landfills</b> 24:9 32:4 <b>landing</b> 78:15 <b>lands</b> 68:8 <b>langley</b> 162:6,9 165:17 <b>language</b> 102:18,18 103:10,14,15 106:4,11,19 107:1,2 108:4 108:14 109:17 109:21 110:5</p>	<p>111:14 114:8 114:14 115:21 116:3 117:3,8 117:9,11,19 118:14 <b>lankford</b> 119:18 120:11 122:6,7 152:3 <b>large</b> 72:7 75:13 125:14 125:16 <b>larger</b> 140:11 <b>largest</b> 170:17 <b>lasako</b> 32:18 32:19 35:1,6 36:21 39:5,8 39:16,20 <b>lastly</b> 173:9 <b>late</b> 158:7 161:19 <b>latex</b> 37:11 <b>launched</b> 75:1 <b>lauren</b> 73:2 <b>law</b> 177:4 <b>lay</b> 46:6 <b>leader</b> 141:17 <b>leaders</b> 141:19 <b>leadership</b> 94:12,14 122:10 <b>learn</b> 124:5 127:14 141:12 142:8 <b>learnings</b> 142:2 <b>lease</b> 129:2 <b>leased</b> 169:4 <b>leases</b> 123:16</p>
<b>k</b>			
<p><b>k</b> 73:2 <b>kay</b> 64:10 167:19</p>			

<b>leave</b> 142:8	103:18 105:6	<b>lie</b> 111:11	134:12,16
<b>leaving</b> 96:5	105:21 106:6	<b>lieutenant</b>	139:16 140:8
<b>led</b> 8:18	108:10,15,21	15:19,19 16:1	141:4 163:3,13
<b>leed</b> 51:5,7,20	109:8,11 114:7	16:11,19	163:21 165:1
57:1,5	114:19 115:8	<b>life</b> 21:18 41:19	165:11 168:21
<b>left</b> 49:1 66:21	118:21 119:1	53:15 57:17	170:13
73:18 95:1	146:14 147:2,3	59:16	<b>live</b> 9:9 128:3
139:18	148:7,8 149:10	<b>light</b> 113:20	<b>loan</b> 66:4
<b>legally</b> 143:3	149:11 150:15	<b>likely</b> 167:8	163:14,15
166:4	150:16 152:19	<b>lime</b> 169:5	169:12 170:18
<b>legislation</b>	153:8,9,20	<b>limitations</b>	170:19
108:9 113:15	154:8,9 155:21	101:12 102:20	<b>local</b> 5:19
<b>legislative</b>	156:1 157:18	<b>limited</b> 101:17	38:10 40:19
89:19 107:5	157:19 159:19	<b>lincoln</b> 174:6	42:20 127:19
108:17 116:5	159:20 161:9	<b>line</b> 32:9 38:14	167:19
<b>length</b> 27:2	161:10 162:3,5	41:1 136:5	<b>locally</b> 49:10
<b>leops</b> 83:9	162:13 165:4	174:9	<b>located</b> 111:16
<b>lesher</b> 1:15	171:8,11,19	<b>linear</b> 10:3	175:21
6:15 7:5,6	173:3 174:11	<b>lines</b> 138:18	<b>location</b> 132:21
11:11,12 13:4	174:12 175:3,4	<b>list</b> 49:20 75:3	163:5
14:16 15:4,5	176:13,14	107:15,18	<b>logan</b> 34:10
17:20 38:18	<b>lesher's</b> 58:13	108:8,20	<b>long</b> 11:14
39:7,11,19,21	<b>lesser</b> 101:18	171:13	22:20 57:18,19
42:12,15 51:16	<b>letter</b> 100:19	<b>listed</b> 175:15	59:9 74:17
53:7,11 55:7	100:21 156:20	<b>listen</b> 91:9	76:1 78:14
55:10 56:6	157:3,11 164:4	<b>lists</b> 47:8	80:6 147:21
57:12 58:5	<b>letters</b> 71:7	126:13	162:14
59:12 60:1	72:11,12	<b>literally</b> 126:9	<b>longer</b> 5:21
61:19 62:1,6	<b>level</b> 51:13	140:19	24:11 62:3
62:21 63:13,14	90:19 91:10	<b>little</b> 17:4 19:4	<b>look</b> 3:6 11:15
67:20 68:5	<b>leveling</b> 140:2	28:20 29:21	12:18 36:8
69:8,10 70:1,2	140:3	30:13 31:16	54:6 57:13
70:15 71:2	<b>levels</b> 87:8,10	46:4 47:6 53:9	79:19 88:19
77:4,15,16	90:10	53:12 78:18	91:17 116:19
80:11 84:9	<b>lewistown</b>	97:1 107:9	121:2 128:16
94:11,18 97:6	78:15 79:18	110:9 120:13	128:16 129:15
97:9,12,13	<b>library</b> 95:7	121:3 122:5	130:9 131:5
98:2,3,17,18	156:8,9,11,14	124:15 130:17	139:18

<p><b>looked</b> 22:21 41:18 <b>looking</b> 26:11 30:15 49:20 54:9 60:12 66:7 68:7 69:1 86:5,16 89:4 102:15 123:7 123:12,18 125:16 127:12 127:12 131:13 135:4 <b>looks</b> 54:3 <b>loop</b> 50:8,9 <b>lord</b> 6:11 <b>lose</b> 40:12 42:5 <b>loss</b> 40:4 <b>lot</b> 12:4 16:9 17:2,10 30:6,6 35:8,10,13 36:7,8 43:14 46:5 52:15 54:12 66:10 83:7,11,12 101:16 113:3 117:13 122:2 127:17 131:7 131:11 132:6 137:19 139:13 141:8,9 143:15 144:5 151:12 151:13 156:18 <b>lots</b> 37:10 61:6 61:6 65:18 <b>love</b> 137:13,14 146:6 <b>low</b> 68:8 144:20 165:1</p>	<p><b>lower</b> 62:4 140:8 <b>lowest</b> 96:11,14 96:15 147:10 <b>lumber</b> 166:8 <b>lying</b> 68:8 <b>lynn</b> 1:17</p> <p style="text-align: center;"><b>m</b></p> <p><b>maco</b> 38:11 <b>maco's</b> 89:18 <b>madam</b> 3:12 6:12,20 13:12 14:12,19 63:7 64:17 65:8 69:16 76:11 77:8 78:2 80:12,20 84:17 97:17 98:11 118:15 146:17 148:1 149:4 150:9 153:2 154:2 155:15 157:12 159:13 161:3 176:7 <b>made</b> 88:5,18 95:10 101:10 107:16,18 108:20 116:4 116:15 125:3 136:12 138:12 <b>magic</b> 103:19 <b>main</b> 87:2 <b>maintained</b> 78:20 <b>maintaining</b> 41:3 79:20</p>	<p><b>major</b> 117:11 134:20 <b>make</b> 4:3 11:19 20:17 51:12 79:21 83:3 92:1 96:17 105:14 108:2,9 108:17 110:18 118:7 123:17 126:18 128:10 128:12 129:10 136:20 138:21 139:11 145:14 146:12 170:18 172:13 <b>makes</b> 110:12 <b>making</b> 9:8,12 58:1 102:10 107:7 118:6 123:13 127:3,6 <b>management</b> 21:5 45:6,7,11 <b>manager</b> 32:20 90:7 119:14,17 120:12 122:8 122:19 152:12 161:21 169:13 <b>managing</b> 21:7 21:10 <b>mandatory</b> 51:4 <b>manner</b> 177:7 <b>manufacturer</b> 31:5 <b>march</b> 141:11 <b>market</b> 36:3,12 40:17 41:4 121:1 170:19</p>	<p><b>marketing</b> 120:16 122:16 127:9 129:1,15 <b>markets</b> 37:2 38:10 <b>marks</b> 8:7,7 <b>marriott</b> 122:20 <b>martha</b> 85:4 172:3,4 <b>mary</b> 64:10 167:19 <b>maryland</b> 1:1 1:10 4:16 11:1 13:19 19:13 21:6 33:8 76:17,21 89:21 89:21 96:12,15 96:16 122:17 129:19 130:3 154:18,21 156:11 164:13 177:1,2 <b>maryland's</b> 4:13 <b>mass</b> 133:7 <b>match</b> 48:21 136:13 <b>matching</b> 156:12 157:4 <b>material</b> 31:4,8 37:12,18 <b>matter</b> 177:7 <b>mattresses</b> 32:11 <b>maximum</b> 45:1 45:9 46:14,18 46:19 52:4,6</p>
--	---	--	--

52:13,19 63:1 <b>mcallister</b> 112:3 <b>md</b> 177:13 <b>mde</b> 26:7 <b>meals</b> 158:16 159:13 162:17 <b>mean</b> 18:8 19:1 42:10 61:2,11 61:15 82:15 116:19 117:15 118:2 <b>means</b> 57:18 59:14 177:7 <b>measure</b> 173:19 <b>measures</b> 124:16 <b>medical</b> 160:9 160:15,21 <b>meet</b> 51:7 57:5 74:19 75:14,21 129:18 <b>meeting</b> 1:4 2:4 17:17 47:21 48:1 64:5 110:1 115:7,10 116:11 171:17 175:5,9,16,18 176:1,3,19 <b>meetings</b> 139:15 <b>member</b> 129:14 162:13 165:4 <b>members</b> 1:13 7:15,17 8:11 44:18 122:6	<b>membrane</b> 30:17 <b>memo</b> 111:1 <b>memorandum</b> 22:8 106:15 144:14 <b>memorial</b> 20:6 173:9 174:8 <b>memorializing</b> 22:10 <b>memory</b> 20:11 <b>mental</b> 75:7 160:9 <b>mentioned</b> 90:8 124:13 126:4 131:13 <b>mes</b> 21:6 26:18 34:3 43:6 <b>messaging</b> 125:4 135:9 <b>metal</b> 36:1 <b>metering</b> 55:2 <b>methane</b> 32:3 <b>method</b> 45:5,8 <b>methodology</b> 58:14 92:5 <b>micah</b> 119:10 119:13 120:5 122:14 128:18 129:13 132:2 151:7 <b>micah's</b> 128:6 <b>michael's</b> 68:20 95:7 141:20 156:14 162:10 163:12 164:15 166:7 175:19	<b>microphone</b> 20:13 <b>middle</b> 141:16 <b>midshore</b> 21:1 21:17 24:10 26:4,21 27:4 28:13,15 32:6 32:16,20 33:2 33:11 34:14 35:6 37:3,5,21 39:5,10 40:1 41:18 74:12 <b>mielke</b> 1:17 7:7 7:8,19 11:8 15:6,7 17:19 42:19 55:13 56:11,15 57:9 58:4 59:8,18 60:5,21 61:8 62:13 63:15,16 67:10 70:3,4 73:13 77:6,17 77:18 86:1,4,8 86:13,19 87:19 89:4,16 92:11 92:15 96:17 98:4,5,19,20 115:2,5 116:16 116:21 119:2,3 147:4,5,17 148:9,10 149:12,13 150:17,18 152:6,20 153:10,11,19 154:10,11 155:11 156:2,3 157:9,20,21	159:21 160:1 161:11,12 172:9 174:19 176:4,15,16 <b>migrant</b> 75:17 <b>mike</b> 120:5 <b>milby</b> 34:10 <b>mile</b> 78:13 <b>miles</b> 4:8 <b>million</b> 4:16 28:2 47:4,17 47:17 48:4,5,5 49:3,4,6,12 50:19 55:20 62:20 89:11,12 155:9 163:3,4 163:21 164:19 172:1 <b>millions</b> 46:8 <b>mind</b> 8:3 55:8 111:21 123:1 <b>minimum</b> 156:12 <b>minor</b> 30:21 112:19 113:11 113:17 <b>minute</b> 151:4 <b>minutes</b> 2:19 2:20 3:1,2 20:2 66:18,19 73:16 73:16 <b>mirrors</b> 48:17 <b>mission</b> 129:17 <b>mix</b> 35:14,19 <b>mixed</b> 36:1,14 <b>mml</b> 38:11 <b>mobile</b> 126:7,8
---	--	---	--



<b>model</b> 45:7 142:7 <b>modern</b> 132:13 <b>modernization</b> 121:8,15 127:20 128:5 132:9 <b>modernizing</b> 121:18 <b>modification</b> 107:4 <b>moment</b> 93:2 122:9,13 <b>monday</b> 133:12 133:17 174:15 <b>money</b> 17:10 24:4,12,19 25:9 59:20 60:8 135:15 136:6 163:13 164:21 167:5 170:10,11 <b>monies</b> 24:18 36:19 136:4 <b>monitoring</b> 31:12 130:19 139:14 <b>month</b> 30:8 37:8 125:16 141:18 169:6 <b>months</b> 30:2 32:8 35:21 120:10 134:19 <b>moody's</b> 90:18 <b>moore</b> 78:18 79:6,8,11,11 79:14 80:19	<b>morris</b> 64:11 67:15 68:1 167:13,17 168:7,13 171:18 <b>motion</b> 6:14,18 14:14,17 62:19 63:5 68:2 69:9 69:14 77:3,7 106:4 108:12 118:8,12 146:12,15 147:20 149:1 150:5 152:21 155:10,12 157:7,10 159:10,11 160:18,20 176:2,6 <b>motorized</b> 5:9 <b>mou</b> 25:14 41:10 <b>move</b> 6:15 10:4 24:1 27:15 33:19 45:18 62:8,19,21 67:4 69:8,10 69:15 77:4,8 84:16 95:4 105:17 131:17 133:15 157:3,5 163:10 172:8 172:10 <b>moved</b> 14:15 22:14 85:12 147:17 148:20 150:3 152:18 153:19 159:9	176:4 <b>moves</b> 2:16 3:2 3:8 96:4 <b>movie</b> 143:9,12 <b>moving</b> 9:11 10:15 29:3,7 32:6 50:15 52:11 64:3 66:2 77:21 95:21 126:6 127:9 133:8 <b>mullaney</b> 111:21 112:2,3 114:7,12,20 <b>multicultural</b> 70:18 <b>municipal</b> 23:17 34:16 <b>municipalities</b> 5:5,17 40:6 <b>municipality</b> 10:4 <hr/> <b>n</b> <hr/> <b>n</b> 1:16 <b>name</b> 27:19 32:19 122:7 137:5 153:21 162:9 <b>named</b> 83:2 177:3 <b>narrow</b> 33:18 79:17 <b>nation</b> 173:21 <b>national</b> 3:12 3:15,17 6:7 9:4 34:6 172:21	<b>nations</b> 34:11 <b>natural</b> 5:14 <b>nature</b> 113:20 126:20 133:18 136:2 167:16 <b>navigate</b> 33:17 <b>navy's</b> 138:10 <b>nay</b> 63:16 98:5 98:20 <b>nearly</b> 32:13 33:21 37:10 <b>necessarily</b> 116:18 <b>necessary</b> 45:19,19 69:3 86:19 105:14 <b>neck</b> 65:5,17 66:6 <b>need</b> 12:10,12 25:8 41:12 48:9 50:1 63:20 66:13 73:6 75:21 83:15 88:19 104:19 106:10 108:9 124:8 125:10 145:19 146:1 156:18 157:2 162:18 163:13 165:7 166:15 169:16 170:20 <b>needed</b> 99:18 <b>needle</b> 29:4 <b>needs</b> 21:5 74:20 88:17,18 129:19 133:20 139:12
---	--	--	---

<b>negotiating</b> 22:19	<b>non</b> 5:9	<b>nuttle</b> 166:8	6:18 7:11 8:10
<b>negotiation</b> 22:5 25:12	<b>nonprofit</b> 74:9	<b>o</b>	8:13 12:13,21
<b>negotiations</b> 40:10	<b>nonprofits</b> 164:21	<b>o'clock</b> 175:6,7 175:20	13:8,10 14:12
<b>neighboring</b> 11:14 83:13	<b>normal</b> 31:1 139:21 140:4,5	<b>oak</b> 175:20	14:17 15:10
<b>neighbors</b> 80:3	<b>north</b> 133:2 134:7	<b>objects</b> 33:19	17:13 19:8,10
<b>net</b> 36:3	<b>notary</b> 177:2 177:17	<b>obligated</b> 24:2	19:11,17 38:17
<b>network</b> 5:4,13 6:4 9:1,10	<b>notes</b> 177:6	<b>obvious</b> 41:2	39:19 44:9,12
<b>never</b> 25:10 164:2	<b>notice</b> 65:2 147:15	<b>obviously</b> 31:10 35:16	52:20 55:12
<b>nevertheless</b> 57:16	<b>notification</b> 125:4 147:13 148:19 150:1	40:6 41:14	56:3,5 57:10
<b>new</b> 17:7 33:7 43:10 50:9	<b>notified</b> 13:17	42:3 45:15	62:12,18 63:3
103:14 104:16	<b>notorial</b> 177:13	46:7,21 47:2,6	63:5,19 64:1,7
105:3 107:7	<b>november</b> 81:2 83:15,16 174:7	49:16 50:1,1	64:17 65:8
108:6 113:5	<b>nuanced</b> 31:16	50:11 70:20	66:15,15 67:3
118:13 119:17	<b>nuances</b> 123:17	110:3 130:6	67:6,8,17 69:6
120:11,18	<b>number</b> 5:21 48:8 49:17	132:17	69:14 70:7
121:2 134:5	<b>numbered</b> 78:1	<b>occurred</b> 35:15	73:7,12,19,20
135:1 137:9	<b>numbers</b> 22:21 23:2,13 29:14	<b>october</b> 38:1 143:20	76:2,5,6 77:2,7
174:1	30:4 32:7 35:8	<b>offer</b> 102:19 142:5 143:4	77:21 78:9
<b>newly</b> 162:11	35:9 124:13	<b>offered</b> 106:21	80:7,8,18 81:9
<b>newman</b> 156:7 156:17 158:3	130:10 134:15	<b>office</b> 95:17 143:14	82:9 83:21
<b>news</b> 135:14,17	136:20	<b>officer</b> 169:12	84:7,10,15
<b>nice</b> 13:6 30:18 137:2		<b>officers</b> 83:10 96:1	85:1,18,19,19
<b>night</b> 143:9		<b>offices</b> 126:11	86:3,18 92:21
<b>nine</b> 28:2 53:14		<b>officials</b> 175:18	97:3,3,5,16
<b>noise</b> 131:16 137:16,18		<b>offline</b> 62:8	99:2,13,17
138:5,6,9		<b>offset</b> 51:1 59:4 60:17	106:2,3 108:10
139:2		<b>oh</b> 58:4 62:13 97:9 175:1	108:12 110:16
		<b>okay</b> 2:10,15 2:18,19 3:1,8	111:18,19
			115:4 116:1,6
			116:12 118:10
			118:12 119:6,8
			146:11,13,15
			147:18 149:1
			150:5 152:9,21
			154:2 157:10
			159:8,11 160:4
			160:17,20
			162:2,7 168:3

171:4 172:2 174:18,21 175:2 176:6 <b>old</b> 132:17 144:1 166:8 169:1 <b>once</b> 26:3 27:10 36:4 51:10 53:19 57:4 72:13 107:6 125:15 126:15 167:17 168:1 <b>ones</b> 57:21 123:18 124:6 <b>ongoing</b> 26:21 126:18 159:12 <b>online</b> 123:8 125:7 126:4,6 126:14 <b>open</b> 20:21 66:16 67:14,19 73:14 75:1 76:9 133:14,16 133:17 138:18 169:8 175:8 176:1 <b>opened</b> 162:11 169:15 <b>opening</b> 20:6 <b>openings</b> 70:19 <b>operate</b> 32:12 74:19 <b>operating</b> 28:2 57:19,20 92:9 127:3,5 133:11 <b>operation</b> 30:1 30:6,11 32:8	36:1,20 49:15 139:7,10 163:1 <b>operational</b> 88:17 91:14 <b>operations</b> 21:8,11 29:18 30:3 32:15,21 122:19 139:19 <b>operator</b> 34:11 <b>operators</b> 33:5 33:16 34:3,17 138:19 <b>opportunities</b> 123:19 128:20 129:2,9 155:6 <b>opportunity</b> 4:10 34:16 43:6 111:15 120:10,17 141:1 <b>opposed</b> 91:5 106:19 108:6 116:2 <b>opposing</b> 61:8 96:18 <b>opposite</b> 67:10 <b>optional</b> 56:14 <b>options</b> 118:2 <b>order</b> 49:21 101:10 <b>ordinance</b> 84:21 103:21 <b>organization</b> 10:10 66:20 73:9,17 142:14 <b>organizations</b> 126:2	<b>original</b> 43:21 102:13 105:11 109:16 117:20 <b>originally</b> 100:3,5 103:16 104:3 106:20 112:11 117:16 <b>ought</b> 92:17 <b>outcome</b> 177:12 <b>outdoor</b> 4:6,17 9:7 10:11 143:9 <b>outdoors</b> 4:4 5:10 10:20 <b>outlay</b> 87:18 <b>outline</b> 106:13 122:13 125:1 <b>outlined</b> 123:5 <b>outlines</b> 100:20 <b>outlying</b> 59:1 <b>outpatient</b> 75:4 <b>output</b> 53:18 <b>outreach</b> 38:6 137:12 141:7 <b>outset</b> 166:1 <b>outside</b> 3:21 6:8 46:18 101:7 <b>outstanding</b> 72:14 <b>oven</b> 168:16 <b>overall</b> 43:20 46:17 47:16 48:14 49:6 52:2,5 60:19 <b>overengineer...</b> 54:15	<b>overestimating</b> 94:21 <b>overly</b> 42:4 <b>oversight</b> 145:6 148:17 <b>overview</b> 120:7 121:5 <b>owen</b> 8:18 <b>own</b> 10:2 11:17 136:10 <b>owners</b> 78:8 79:3 <b>oxford</b> 9:13,15 9:15 10:7,9 12:5 175:19
			<b>p</b>
			<b>p.m.</b> 1:7 80:16 84:13 175:6,7 175:9,20 176:19 <b>package</b> 66:4 72:15 134:3,14 145:8,18,20 148:16 149:19 150:8 <b>packages</b> 96:2 <b>packet</b> 154:20 <b>page</b> 48:17 129:5 <b>pages</b> 17:3 <b>paid</b> 23:16 <b>paint</b> 37:11 <b>painted</b> 124:14 124:15 <b>palatable</b> 102:17

<p><b>paper</b> 17:10</p> <p><b>paperwork</b> 16:17,19,20</p> <p><b>parade</b> 38:15</p> <p><b>paragraph</b> 106:14</p> <p><b>parameters</b> 31:9</p> <p><b>parcel</b> 135:2</p> <p><b>park</b> 10:3</p> <p><b>park's</b> 9:13</p> <p><b>parker</b> 169:14</p> <p><b>parks</b> 4:21 9:14</p> <p><b>part</b> 8:20 10:21 17:1,4 25:12 41:10 46:15 51:17 53:20 56:19 88:11 96:2,7 101:2 104:18 122:10 129:12 134:21</p> <p><b>participate</b> 33:8 34:17</p> <p><b>participated</b> 38:6</p> <p><b>participating</b> 34:4</p> <p><b>particular</b> 95:6</p> <p><b>particularly</b> 95:12</p> <p><b>parties</b> 177:11 177:11</p> <p><b>partner</b> 71:10 73:10 139:3 168:14</p> <p><b>partnered</b> 142:3 143:10</p>	<p><b>partnering</b> 74:8</p> <p><b>partners</b> 72:12</p> <p><b>parts</b> 4:15 9:5 16:10 29:7</p> <p><b>party</b> 114:13 128:8,12 145:13</p> <p><b>pass</b> 102:14 106:10 116:13</p> <p><b>passed</b> 103:16 103:21 106:21 110:2</p> <p><b>past</b> 53:19 88:16 89:5 90:8 105:1</p> <p><b>patrick</b> 82:16 106:14 115:14</p> <p><b>patrol</b> 142:3</p> <p><b>patterns</b> 138:8 138:14,17</p> <p><b>pause</b> 135:5</p> <p><b>pay</b> 23:5,10,19 24:5,8 25:8 42:7 56:8 58:1 135:16 136:16 144:19 169:9,9 170:4</p> <p><b>payback</b> 57:14 57:15 59:12 62:3</p> <p><b>paying</b> 44:6,7 55:14 135:13 163:15 170:5,7 170:21</p> <p><b>pays</b> 28:7 136:17</p>	<p><b>pdf</b> 138:15</p> <p><b>pearson</b> 152:17</p> <p><b>pending</b> 70:10</p> <p><b>pennsylvania</b> 33:7</p> <p><b>penny</b> 93:15,16 93:17 95:12 172:18</p> <p><b>people</b> 3:20 4:12 6:3 9:15 10:20 62:6 135:7 141:12 151:13 153:1 162:18 163:8 165:4 170:10 174:2,2,2</p> <p><b>percent</b> 13:18 14:11 16:4,5 18:21 41:6,21 75:9 81:17 82:17 89:6,7 91:7 93:11,14 101:17 135:17 136:9,13,17 158:17 160:10 165:11</p> <p><b>perfect</b> 20:16 172:19</p> <p><b>perform</b> 111:2</p> <p><b>performance</b> 31:15</p> <p><b>period</b> 22:4 26:1,13,16 30:8 57:14,16 59:12 62:3</p> <p><b>perish</b> 174:3</p> <p><b>perished</b> 174:9</p>	<p><b>permit</b> 26:7,21 27:3</p> <p><b>permits</b> 22:17</p> <p><b>permitted</b> 21:20 24:20 26:6 114:1</p> <p><b>permitting</b> 27:4,6,9</p> <p><b>person</b> 75:6</p> <p><b>personally</b> 177:3</p> <p><b>personnel</b> 173:2</p> <p><b>perspective</b> 57:1</p> <p><b>pete</b> 1:15 171:15</p> <p><b>pettit</b> 119:19 151:6</p> <p><b>phase</b> 27:5,7,8 137:9 145:4 148:16 149:3</p> <p><b>phases</b> 27:6</p> <p><b>phenomenal</b> 18:9,19</p> <p><b>phone</b> 125:15 125:20</p> <p><b>photo</b> 137:2</p> <p><b>photos</b> 33:13</p> <p><b>physical</b> 31:7 79:21</p> <p><b>physically</b> 5:8</p> <p><b>piazza</b> 35:1,1</p> <p><b>pick</b> 27:16 104:1</p> <p><b>picked</b> 165:2</p> <p><b>picking</b> 165:1</p>
---	--	---	--

<p><b>pickup</b> 35:16</p> <p><b>picture</b> 12:17 12:17 39:4 46:17 95:2</p> <p><b>piece</b> 44:8 50:18 113:15</p> <p><b>pieces</b> 33:17 34:1</p> <p><b>pilot</b> 142:14</p> <p><b>piloting</b> 128:2</p> <p><b>pilots</b> 124:12 131:17 138:1,8</p> <p><b>pivoted</b> 90:20</p> <p><b>place</b> 9:9 21:15 22:11 27:11 30:1 31:4 33:15 34:5,10 48:1 74:18 75:19 81:1 104:11 123:16 177:4</p> <p><b>places</b> 4:19 75:15</p> <p><b>placing</b> 81:19</p> <p><b>plan</b> 5:5 74:17 76:1 110:19 175:12,13</p> <p><b>planes</b> 143:12</p> <p><b>planned</b> 142:2 142:12</p> <p><b>planning</b> 65:4 100:1,2 104:7 109:4,12,13,15 110:4,10,19 112:8,10 113:9 143:18</p> <p><b>plans</b> 4:21 72:12</p>	<p><b>plant</b> 68:19</p> <p><b>plants</b> 62:8</p> <p><b>plastic</b> 36:2</p> <p><b>play</b> 9:7</p> <p><b>please</b> 2:5 3:14 13:13 14:20 18:13 63:8 64:19 76:12 78:4,11 81:11 84:8 99:5 146:18 148:2 149:5 155:16 165:8,8</p> <p><b>pleasure</b> 18:12 119:14</p> <p><b>pledge</b> 2:6,9</p> <p><b>plow</b> 162:15</p> <p><b>plug</b> 143:17</p> <p><b>plugged</b> 36:17</p> <p><b>plus</b> 68:17</p> <p><b>podcast</b> 89:18</p> <p><b>point</b> 23:19 24:1 27:13 52:17 66:14 74:14 89:2 90:4 92:2 96:11 97:5 108:1 111:19 117:15 125:13 125:17 173:8</p> <p><b>points</b> 51:6,8 129:6</p> <p><b>poised</b> 31:17</p> <p><b>policies</b> 94:19 94:19</p> <p><b>policy</b> 90:15 91:15 131:16 137:16,18</p>	<p><b>pond</b> 134:7,8</p> <p><b>poor</b> 66:11 78:17 79:17 80:2</p> <p><b>poorly</b> 68:10</p> <p><b>poplar</b> 10:6</p> <p><b>popular</b> 30:9 32:13</p> <p><b>portion</b> 47:7,8 47:9,11,11 48:3 49:3,14 52:4 54:2 55:19 83:10 117:11 136:16</p> <p><b>positive</b> 83:7</p> <p><b>possible</b> 133:20 138:21 170:18 172:13</p> <p><b>possibly</b> 103:8</p> <p><b>post</b> 24:9 140:5</p> <p><b>posterity</b> 27:19</p> <p><b>potential</b> 10:7 45:10 101:6 111:3 126:1</p> <p><b>potentially</b> 34:15 60:18</p> <p><b>pounds</b> 37:11</p> <p><b>powered</b> 138:10</p> <p><b>powerful</b> 4:10 173:12</p> <p><b>practices</b> 121:19 127:21</p> <p><b>prayer</b> 2:8,9 20:6</p> <p><b>pre</b> 139:19</p> <p><b>preconstructi...</b> 45:11</p>	<p><b>predictable</b> 29:13</p> <p><b>predicting</b> 29:13 32:9</p> <p><b>preexisting</b> 104:20</p> <p><b>preliminary</b> 65:16,20</p> <p><b>prepare</b> 146:2</p> <p><b>prepared</b> 53:9</p> <p><b>preparing</b> 22:16 134:10 162:16</p> <p><b>presence</b> 177:9</p> <p><b>presentation</b> 90:18 120:1 121:12 132:3 144:8 159:1</p> <p><b>presented</b> 6:20 85:8</p> <p><b>presently</b> 86:17</p> <p><b>preservation</b> 4:21</p> <p><b>president</b> 44:17 73:1,2 74:6 119:19 151:3 174:5</p> <p><b>press</b> 121:16 147:14</p> <p><b>pressures</b> 29:5</p> <p><b>presumably</b> 115:19</p> <p><b>pretty</b> 29:15 32:13 35:18 37:13 61:11,16 79:17 95:5 109:11 113:7 159:4 165:3</p>
---	---	---	--

<b>previous</b> 45:21 81:17	139:5	149:2,18 150:7	<b>projected</b> 89:10 95:3
<b>previously</b> 103:4	<b>probably</b> 24:11 38:14 65:13 128:4	<b>profit</b> 60:18	<b>projecting</b> 47:14 90:21
<b>price</b> 45:1,9 46:14,18,19 50:19 52:4,6 52:13,19 53:21 55:18 63:1 145:1,8,10 146:3 148:15 149:18	<b>problem</b> 8:2 19:18 82:13 99:19	<b>program</b> 9:20 28:14,19 29:5 29:17 30:13 31:2 35:7 36:18 37:3 39:1,10,14 60:4,9 71:9 75:2 77:1 100:10 121:8 121:15 127:20 132:9 135:19 138:9,11 141:21 169:6	<b>projects</b> 10:14 70:17,21 71:3 87:17 94:4 95:5 130:13 167:21
<b>prices</b> 36:5 145:15 146:5	<b>problems</b> 83:12	<b>programs</b> 131:21 162:20 162:21 163:17 171:1	<b>promise</b> 173:11
<b>pricing</b> 35:20 36:16 150:6	<b>procedure</b> 127:5,7	<b>project</b> 32:19 45:3,4,5,16 46:8,9,13,16 47:3,16 48:12 48:14 49:7,10 50:4 51:5,17 52:5,10 56:19 58:11 59:17 62:20 63:1,7 65:5,7 67:6 71:11,20,21 72:8,12 73:5 133:7 135:3 136:13 143:13 156:18 163:5 166:3 167:17 168:1,15 169:19	<b>promote</b> 11:8 120:11 125:18 127:11 129:17
<b>primarily</b> 34:13 164:11	<b>procedures</b> 127:3		<b>promoting</b> 18:6
<b>primary</b> 45:8 132:11,20	<b>proceeding</b> 106:9		<b>properly</b> 78:20
<b>principle</b> 23:5	<b>proceedings</b> 2:1		<b>properties</b> 31:7 68:13,13 101:7
<b>printed</b> 173:10 177:6	<b>process</b> 10:13 26:21 27:9 58:13 94:16 104:19 107:6 107:20 108:3 108:11,17 110:13 112:5,6 112:21 115:3 124:4		<b>property</b> 10:7 54:14 79:2 81:14 96:11,14
<b>prior</b> 29:19 102:5 104:9 109:21 122:17 149:3	<b>processes</b> 121:19 125:1		<b>proposal</b> 112:12 145:8 145:10,16 146:3,17 148:15 149:18 150:6
<b>priorities</b> 4:20	<b>proclaim</b> 6:6		<b>proposals</b> 145:2
<b>priority</b> 9:11 136:15	<b>proclamation</b> 3:11,15 6:16 6:19 8:16		<b>propose</b> 105:18
<b>private</b> 71:18 164:12 168:11 170:17	<b>produced</b> 60:11		<b>proposed</b> 27:21 99:4,6 100:17 101:9,21 103:6 103:15 106:11 109:17 111:14 113:1
<b>proactive</b> 123:20 124:16 132:6 139:11	<b>product</b> 36:9 36:15		<b>proposes</b> 79:1 82:5
<b>proactively</b> 137:17 138:5	<b>professional</b> 145:3 148:15		

<p><b>proposing</b> 105:10 <b>pros</b> 79:20 <b>proud</b> 75:2 96:7 132:18 166:13 <b>provide</b> 5:16 38:11,14 49:21 73:5 88:11 109:20 124:6 145:2 156:12 158:16 160:8 <b>provided</b> 32:1 38:8 48:16,20 66:1 100:18,21 101:1 105:12 126:14 <b>provides</b> 37:16 145:5 <b>providing</b> 50:15 65:2 145:6 157:2 <b>provisions</b> 111:4 <b>public</b> 13:20 18:6 45:16 58:2 64:4,5,7,8 65:2,6 66:3,17 67:3,13,15,18 68:14 70:9 72:16 73:15 80:15 83:1 84:12 88:11 93:16,16 95:12 95:14,16 141:15 151:8 153:17 162:3 172:3,4 176:1</p>	<p>177:2,17 <b>pull</b> 20:13 120:5 <b>punch</b> 30:12 <b>purchase</b> 10:6 58:20 166:7 167:5 168:16 <b>purpose</b> 81:19 <b>pursuant</b> 81:12 <b>pursue</b> 27:13 <b>pursuing</b> 71:17 <b>push</b> 115:6,9 142:16 <b>put</b> 14:18 23:3 56:6 72:7 75:19 83:19 88:12 108:13 120:2,18 121:11 122:21 127:17,18 143:4,8,17</p>	<p>82:3,18 83:4 83:14 86:2,4 86:13 108:15 115:12 165:15 167:9 <b>questions</b> 42:17 56:4 57:11,12 69:7 73:4 85:14,16 85:17 100:15 102:8 103:14 106:1 116:10 132:2 135:6 144:7 156:16 159:3 160:14 165:13 <b>quick</b> 20:17 70:14 75:20 172:14 173:3 <b>quickly</b> 45:18 45:21 <b>quiet</b> 138:21 <b>quite</b> 18:3 29:13 35:15 96:13 140:16</p>	<p>163:2 164:18 164:21 <b>raising</b> 92:19 93:2 <b>random</b> 125:20 <b>range</b> 59:2 <b>ranked</b> 4:19 <b>rape</b> 74:10 75:8 <b>rate</b> 28:5,8,9,17 29:6 37:4 42:5 81:15 93:8,8 93:19 94:1 96:12,14,15,16 169:12 170:19 <b>rates</b> 28:5,6 <b>rather</b> 37:17 56:18 104:19 173:15 <b>ray</b> 43:12,16 64:11,12 65:10 65:11 70:8 <b>rca</b> 101:5 102:21 105:4 <b>reached</b> 22:6 <b>reaching</b> 124:10,17 <b>read</b> 3:13 13:13 64:18 76:11,13 78:3 80:21 84:17 99:5 154:20 173:11,13 <b>reads</b> 111:14 <b>ready</b> 12:21 19:6 64:4 129:3 137:8 162:19</p>
	<b>q</b>		
	<p><b>quality</b> 11:16 68:21 <b>quantity</b> 30:7 <b>quarter</b> 78:13 <b>quarterback</b> 16:11 <b>quarters</b> 37:1 <b>queen</b> 10:1 11:14 22:15 24:1,2 27:12 37:8 175:19 <b>question</b> 38:19 40:8 53:2,8 55:10,13 56:12 62:14 81:2,19</p>	<b>r</b>	
		<p><b>racking</b> 54:16 <b>radial</b> 141:10 141:13 <b>rail</b> 10:2,5 <b>rain</b> 50:13 <b>rainy</b> 61:3 <b>raise</b> 80:9 84:7 85:20 97:11 164:20 169:16 <b>raised</b> 86:10 93:3,6,7 96:13</p>	

<p><b>real</b> 5:20 129:7  <b>reality</b> 11:19  <b>realized</b> 26:4  83:17  <b>realizing</b> 24:4  104:11  <b>reallocate</b> 42:9  <b>really</b> 12:5,6,6  16:6 17:21  19:1,2,2 29:7  32:2 35:13  37:14,19 43:3  44:9 74:15  75:2,11,18  79:19,21 87:20  88:1 89:7  90:15 92:8  95:4 96:4  112:18 120:2  120:14,17,19  120:20 121:2  121:11,17,20  122:2 136:14  137:2 138:1,2  138:3 139:3  140:13,14,15  140:17 141:4  142:11,16,16  143:15 151:14  156:19 158:3  166:12 168:17  173:6  <b>reappointment</b>  152:16 153:15  <b>reason</b> 43:17  53:20 56:16  57:14 87:3  145:15</p>	<p><b>reasons</b> 49:17  68:12  <b>reassess</b> 89:1  <b>rebranding</b>  127:12  <b>recall</b> 74:21  100:5  <b>receipted</b> 23:17  <b>receive</b> 36:16  40:19 66:12  72:13 90:12  91:3 147:15  <b>received</b> 16:4  35:20 89:6,8  89:11 100:19  102:1 165:18  <b>receiving</b> 75:6  <b>recent</b> 32:3  38:5 39:21  89:17 95:3  <b>recently</b> 13:17  21:16 89:20  <b>recipients</b>  155:7  <b>recognition</b>  13:11 14:4,7  14:18 70:16  <b>recognize</b>  23:11 43:6,8  90:18 114:4  <b>recommend</b>  92:3  <b>recommenda...</b>  110:21 111:6  <b>recommended</b>  47:21  <b>reconfigurati...</b>  71:16</p>	<p><b>reconsider</b>  107:18  <b>reconvene</b>  176:3  <b>record</b> 3:13  13:13 14:19  64:19 76:12  78:4 84:18  173:14  <b>recorded</b> 177:6  <b>recreation</b> 4:17  4:21  <b>recurring</b>  87:21 88:18  92:9  <b>recyclables</b>  35:11 38:9,21  39:3,13,15  <b>recycle</b> 37:2  <b>recycling</b> 28:13  28:19 29:5  35:7 36:8,12  37:3 38:8,11  38:15 39:10  <b>red</b> 47:6 49:2  <b>reduce</b> 47:15  51:11  <b>reduced</b> 48:4  <b>reduces</b> 57:19  <b>reducing</b> 4:8  56:20 60:19  <b>reduction</b> 9:20  47:18  <b>referenced</b>  103:1  <b>reflect</b> 151:11  <b>reflective</b> 29:4</p>	<p><b>reflects</b> 28:10  <b>refresher</b> 45:4  <b>refrigeration</b>  168:9  <b>refrigerator</b>  168:16  <b>refurbishments</b>  71:16  <b>regarding</b>  99:12  <b>region</b> 4:2 5:18  9:2 75:4  121:21  <b>regional</b> 28:13  33:1 34:9 35:6  35:7 167:20  <b>regionals</b> 34:10  <b>registered</b>  126:15 131:1  <b>regulation</b>  64:21  <b>regulations</b>  32:2  <b>reimbursement</b>  47:11 49:4  <b>reinforcements</b>  119:16  <b>reiterate</b> 18:12  <b>rejected</b> 164:1  164:7  <b>rejecting</b> 116:2  <b>related</b> 101:4  105:4 117:13  177:11  <b>relations</b> 123:8  <b>relationships</b>  120:21</p>
---	--	--	--



<b>relative</b> 23:12 103:14 109:21	128:17,18 152:12 161:21	<b>requires</b> 54:14	<b>rest</b> 56:2 83:18
<b>relocation</b> 134:21	175:11	<b>reservation</b> 61:18	<b>restating</b> 24:6
<b>remain</b> 36:5 42:14	<b>reported</b> 1:20	<b>reserve</b> 92:13 92:18	<b>restock</b> 27:11
<b>remained</b> 93:9	<b>represent</b> 153:16	<b>reserves</b> 58:7 86:15 87:13,14	<b>restrict</b> 113:2
<b>remaining</b> 25:11 26:13,17 171:21 173:16	<b>representative</b> 167:20	87:15,16,18,21 88:1,8 90:14	<b>restricted</b> 101:14
<b>remembers</b> 88:4	<b>represents</b> 33:1 37:14	90:19 92:8,12 94:20	<b>restriction</b> 103:11
<b>remembrance</b> 20:5,6	<b>repurposing</b> 34:19	<b>residential</b> 54:2	<b>restrictions</b> 102:20 117:14
<b>remind</b> 19:20	<b>request</b> 44:21 101:11 143:7	<b>residents</b> 4:14 4:18 5:14 6:8	<b>restrictive</b> 113:21
<b>reminder</b> 20:8 20:21 21:14 64:3	157:8 165:7 171:12,21	11:17 74:12 139:4	<b>restructuring</b> 42:8
<b>remiss</b> 143:17	<b>requested</b> 101:3 112:20 114:4	<b>resolution</b> 72:18 76:10,16 77:5 78:2,5	<b>result</b> 25:4 41:7 100:9
<b>remit</b> 155:5	<b>requesting</b> 101:8 152:16	79:1,15 80:15 81:1,18 82:5	<b>resulted</b> 94:20
<b>renew</b> 123:19	153:14 154:17 156:10 157:6	84:12 172:17	<b>results</b> 47:13 70:21
<b>renewable</b> 51:13 60:7	158:14 160:6	<b>resolve</b> 173:20	<b>resume</b> 122:21
<b>renewables</b> 62:8	<b>requests</b> 155:1 158:13	<b>resolves</b> 173:5	<b>retain</b> 95:11
<b>renovated</b> 50:10 162:11 169:1	<b>require</b> 78:19 81:5,20	<b>resource</b> 70:18	<b>retaining</b> 95:14
<b>renovation</b> 45:3 63:7 71:11 156:13	<b>required</b> 24:7 55:1 58:16	<b>respect</b> 100:15	<b>retention</b> 96:3
<b>renovations</b> 71:15 75:19 167:16	72:4 109:3 112:20 113:17	<b>responders</b> 174:14	<b>retire</b> 164:16
<b>rent</b> 125:14	<b>requirement</b> 51:6 57:2,4,6 157:5	<b>responsible</b> 32:20 56:1 137:18	<b>retirement</b> 96:2
<b>reopen</b> 133:12	<b>requirements</b> 48:12 54:12 59:4	<b>responsive</b> 114:15 124:19 133:19 139:12 144:20	<b>return</b> 23:8,15 107:15,17
<b>report</b> 59:19 65:16,20		<b>responsiveness</b> 123:9 127:1	<b>returned</b> 108:20
			<b>returning</b> 116:4
			<b>revenue</b> 5:18 28:16 29:8 30:12 37:3 39:1 81:7 82:1 86:5 91:11,19 135:15

<p><b>revenues</b> 36:17 39:12 81:14 85:10 86:21 87:2,12 88:7 88:15 89:5,20 90:1,2,12 91:1 93:12 94:21 <b>review</b> 23:2 65:21 102:3 103:13 109:17 112:7 114:6 132:11 137:16 175:12 <b>reviewed</b> 71:6 100:14 101:20 109:13,16 <b>reviewing</b> 123:15 138:7 <b>reviews</b> 110:20 <b>revise</b> 112:13 <b>revised</b> 22:7 25:14,16,16 109:17 <b>reynold's</b> 144:19 147:10 <b>richard</b> 8:7 <b>rider</b> 50:8,9 <b>ridgely</b> 32:7 <b>right</b> 2:16 3:10 11:4,16 12:13 16:14,21 19:6 20:3 23:12 28:4 29:2,10 30:14 32:7,8 32:18 35:11 36:21 47:10 50:9 53:13 58:19 61:4</p>	<p>64:2,14,16 66:15 67:4,12 70:8 73:20 75:8 76:5 77:21 79:4,4 80:17 82:18 84:14 97:4 102:11 103:12 109:14 114:21 115:15 116:7 116:17 117:7 119:9 125:5 133:9 134:7,9 135:7 139:20 140:8 168:4,20 172:2,8 174:15 <b>risher</b> 119:11 119:13 120:7 132:4 135:11 144:12 147:8 148:13 149:16 151:1 152:4 <b>risk</b> 45:6,7 <b>road</b> 4:14 9:16 10:7 32:12 58:9 78:6,6,12 78:13,15,16,17 78:21 79:15,16 79:17,18,20 80:1,4 131:14 162:14 <b>roads</b> 79:12 134:2 <b>rocketry</b> 142:7 <b>rockets</b> 142:9 <b>rodeo</b> 33:3 <b>roi</b> 53:5,11 55:1</p>	<p><b>role</b> 9:8 120:11 120:18 122:11 <b>roll</b> 97:18 160:5 162:19 <b>rolling</b> 22:10 170:12,21 <b>room</b> 175:10 175:21 <b>rooms</b> 101:13 <b>roughed</b> 134:2 <b>roughly</b> 55:20 59:15 60:10 66:7 <b>round</b> 71:9 <b>route</b> 133:3 <b>routinely</b> 30:20 31:12 <b>row</b> 16:4,6 18:9 <b>rubber</b> 144:2,4 <b>rule</b> 32:3 <b>run</b> 25:9 36:20 42:10 44:6 57:19,19 59:9 80:6 141:21 <b>running</b> 121:17 <b>runs</b> 16:12 <b>runway</b> 124:13 132:12,20 133:2,5,10 140:10,16 142:21 143:1,3 146:1 149:20 149:20 <b>rural</b> 64:21 65:15,20 66:4</p>	<p><b>s</b> <b>safe</b> 5:6 6:3 91:2 <b>safely</b> 53:17 <b>safety</b> 4:20 13:20 18:6 88:11 93:16,17 95:12,14,16 132:12 133:4 149:20 <b>sales</b> 140:14 <b>samples</b> 31:3 <b>satchel</b> 152:16 <b>satisfy</b> 105:15 117:4 <b>saturday</b> 3:18 <b>save</b> 17:9 59:20 <b>savings</b> 5:18 45:10 59:10,14 60:14 62:3 80:6 88:2 90:14 <b>saw</b> 35:15 120:17 140:6 <b>saying</b> 25:8 89:13 92:20 115:5 <b>says</b> 59:19 129:16 <b>scan</b> 16:20 17:11 <b>schedule</b> 19:21 45:12 144:13 <b>schlichter</b> 154:2 <b>school</b> 44:13 45:3 50:15,16</p>
---	---	---	--

54:14 55:1 58:3,15 95:8 141:16,20 142:1 <b>schools</b> 45:17 59:2 94:3 141:15 <b>science</b> 61:16 <b>schlichter</b> 153:16,18 154:1 <b>score</b> 51:20 <b>scouts</b> 11:12 <b>script</b> 138:3 <b>sdatt</b> 81:16 <b>seal</b> 6:9 177:13 <b>search</b> 54:6 <b>seasons</b> 71:11 71:12 72:3,10 73:11 74:6 <b>second</b> 6:17,19 14:3,16,18 16:3 34:5 63:3 63:4,6 68:2 69:12,13,15 70:14 73:13 77:6,8 96:15 118:11,13 125:8 135:5 146:14,16 147:9,19,20 148:21 149:2 150:4,6 152:19 152:20 153:1 153:20 155:11 155:12 157:9 157:11 159:12 160:19,21	164:4 172:9 176:5,7 <b>secretary</b> 3:12 3:15 6:12,20 7:1,3,5,7,9 13:12,14 14:13 14:19,21 15:2 15:4,6,8 63:8,9 63:11,13,15,17 64:12,17,20 65:9 69:16,18 69:20 70:1,3,5 76:11,13,16 77:9,11,13,15 77:17,19 78:2 78:5 80:12,14 80:20 81:1 84:11,17,19 97:17,19,21 98:2,4,6,11,13 98:15,17,19,21 99:6 118:15,17 118:19,21 119:2,4 146:17 146:19,21 147:2,4,6 148:1,3,5,7,9 148:11 149:4,6 149:8,10,12,14 150:10,11,13 150:15,17,19 153:2,4,6,8,10 153:12 154:3,4 154:6,8,10,12 155:15,17,19 155:21 156:2,4 157:12,14,16 157:18,20	158:1 159:14 159:15,17,19 159:21 160:2 161:3,5,7,9,11 161:13 176:7,9 176:11,13,15 176:17 <b>section</b> 10:2,4 17:2,5 81:3,12 99:9 <b>secured</b> 65:14 <b>security</b> 15:18 <b>see</b> 2:15 12:19 29:12,15 30:19 31:11 33:13 40:2 41:1,9 50:21 53:18 54:11 66:13 68:17 71:2 83:13,16 85:4 88:10,15 91:11 117:5 127:1 128:19 130:9 131:6 134:8 138:15 141:3 142:5 151:16 167:20 173:6 <b>seeing</b> 13:6 49:9 75:8,13 88:9 91:9 124:12,16 128:5,6 131:7 140:2 <b>seek</b> 66:4 72:10 <b>seeking</b> 71:12 72:17 83:3 <b>seems</b> 89:13 96:21 103:21	109:11 116:16 <b>seen</b> 29:19 35:10,13 83:7 88:16 133:8 <b>segars</b> 78:6,12 <b>segue</b> 172:19 <b>self</b> 26:14 <b>sell</b> 30:11 37:6 <b>semi</b> 37:7 <b>send</b> 16:18,20 17:9 118:14 <b>sending</b> 110:10 <b>senior</b> 32:19 <b>seniors</b> 142:1 <b>sense</b> 79:21 <b>sensitive</b> 45:17 <b>sent</b> 31:5 102:1 144:14 <b>sentence</b> 173:11,12,13 174:4 <b>separate</b> 28:6 28:14 36:13 46:15 <b>separated</b> 5:6 <b>september</b> 142:12 177:19 <b>septics</b> 68:11 68:14,16 <b>seriously</b> 138:6 <b>serve</b> 74:9 163:8 166:14 <b>serves</b> 78:14 <b>service</b> 21:6 24:5,6 26:1,13 40:6,7 42:8 64:21 120:14 120:20 134:2
--	--	--	---

149:3 150:7,8 161:1 <b>services</b> 13:21 19:13 45:12 75:14 83:1,5 88:11 95:18 124:6 145:4 148:16 149:19 158:16 160:9 168:10 <b>servicing</b> 74:11 101:17 162:16 <b>session</b> 46:1 175:9,10,14 <b>set</b> 13:19 28:17 38:1 115:17 137:3 177:4 <b>seven</b> 31:9 53:14 155:8 <b>several</b> 9:12 31:5 33:14 35:11,21 100:8 100:15,20 101:4 118:2 142:4 154:15 <b>sewer</b> 65:6,16 66:6,14 67:3,6 68:14,15 175:13 <b>sexual</b> 75:11 <b>shafer</b> 44:14,15 44:17 51:16,18 53:6,17 55:16 56:15 58:12 59:13 60:1,2,6 61:4,10,21 62:5,11 63:21	<b>shape</b> 79:17 96:5 131:16 <b>shaping</b> 131:20 <b>share</b> 41:4 53:10 93:2 125:19 <b>shared</b> 6:2 52:5 <b>sharing</b> 127:4 139:13 <b>sheet</b> 64:6 129:7 <b>sheriff's</b> 83:4 95:17 <b>shift</b> 132:20 134:10 139:9 <b>shifting</b> 139:7 <b>shipping</b> 35:16 <b>shook</b> 162:6,8 162:9 165:21 166:21 168:5,8 168:13 170:3,5 171:6,8,11 <b>shore</b> 4:13,19 5:4,13 6:4 8:17 8:19 11:2 21:4 40:16 144:4 169:10 <b>short</b> 8:1 74:17 78:13 156:19 <b>shortfall</b> 25:4 <b>shout</b> 34:20 173:1 <b>show</b> 16:12 20:10 23:14 <b>showalter</b> 112:3 <b>showing</b> 46:16 49:1 75:10	89:10 143:11 <b>shown</b> 33:20 52:13 <b>shows</b> 18:18,20 19:1 46:9,11 <b>sic</b> 30:16 147:12 <b>side</b> 28:18 79:3 108:7 128:21 <b>sidewalk</b> 50:13 <b>sign</b> 17:21 64:7 126:11 137:6 <b>signature</b> 177:15 <b>signed</b> 113:9 125:5 162:5 <b>significant</b> 78:19 89:2 95:20 <b>significantly</b> 47:13 54:10 <b>signing</b> 8:15 <b>signs</b> 137:4 <b>silver</b> 51:8 57:6 <b>similar</b> 35:8 <b>simple</b> 78:8 104:14 <b>simply</b> 106:8 113:2 155:4 <b>sincerely</b> 171:2 <b>single</b> 36:8 170:17 <b>sir</b> 111:20 151:5 <b>sit</b> 129:14 <b>site</b> 27:7 50:6 55:1 59:5,15 60:20 104:21	111:13 134:6 <b>sites</b> 5:15 111:3 <b>sitting</b> 86:14 <b>situation</b> 40:12 66:10 <b>six</b> 23:7 29:14 30:2,8 32:8 65:14 134:19 <b>sixth</b> 33:10 <b>sizeable</b> 37:13 <b>sizes</b> 4:11 <b>skills</b> 33:4 <b>slated</b> 134:17 <b>slide</b> 20:10 21:18 25:21,21 26:20 27:20 29:6 33:1 46:6 46:20 47:5 48:13 52:7 123:6 127:9 131:15 136:19 <b>slides</b> 45:21 <b>slight</b> 139:9 <b>slowly</b> 152:10 <b>small</b> 17:4 30:7 30:11 31:3 61:13 <b>smoother</b> 108:2 <b>sms</b> 125:3 <b>snow</b> 50:13 <b>society</b> 3:20 <b>soils</b> 66:11 68:10 <b>solar</b> 50:19 51:3 53:5,19 53:21 54:4,7 54:13,16 56:13
---	---	--	---

56:18,20 57:6 57:13 59:10 60:4,7,8,11,13 60:16,21 61:1 61:10,12,13 <b>solicited</b> 76:19 <b>solid</b> 21:4 23:17 28:15 92:5 <b>solution</b> 74:17 <b>solutions</b> 75:20 <b>solved</b> 83:12 <b>somebody</b> 7:13 125:16 <b>somewhat</b> 22:4 42:1 <b>soon</b> 25:19 <b>sorry</b> 21:9 57:15 58:4 64:15 106:6 170:1 <b>sort</b> 31:17 <b>sounds</b> 52:20 119:6 120:4 <b>south</b> 11:13 <b>southwest</b> 132:21 139:8 <b>space</b> 21:20 23:21 24:14,15 24:21 26:6 56:1 71:16 74:16 89:3 169:4 <b>spaces</b> 4:6 9:7 10:11 <b>sparks</b> 85:1,3,4 86:7,12,18,20 87:20 89:15,17	92:7,14 93:4,7 94:17 96:10 172:7 <b>speak</b> 46:3 48:9 52:14 60:2 66:18 67:2,5 76:6 110:13 133:10 <b>speaker</b> 13:1 19:8 <b>speaking</b> 48:7 48:10 54:11 66:19 137:1,3 173:4 <b>special</b> 167:21 <b>specific</b> 29:21 39:2,13 113:21 <b>specifically</b> 27:12 52:12 101:8 102:21 111:17 129:1 <b>spectacular</b> 166:12 <b>spend</b> 5:10 122:15 136:6 <b>spent</b> 122:17 <b>spoke</b> 82:18 89:20 <b>spoken</b> 80:3 86:20 174:5 <b>sponsored</b> 166:6 <b>sponsoring</b> 172:16 <b>spot</b> 79:19 <b>spreadsheet</b> 48:20	<b>spurry</b> 169:14 <b>square</b> 101:18 <b>srec</b> 60:3,6,9 <b>st</b> 68:20 95:7 141:20 156:14 162:10 163:12 164:15 166:7 175:19 <b>staff</b> 14:2,8 44:19 94:12,13 96:8 114:9,14 166:20 175:14 <b>stage</b> 66:2 67:13 166:3 <b>stalwart</b> 42:19 <b>stamp</b> 12:16 20:13,16 35:4 43:4,5 88:4 91:8 93:1,5 97:7,14 98:8 120:5 144:11 152:10 153:14 154:1,14 156:6 158:6,9 160:5 161:15,20 171:12,15,20 172:4 <b>stand</b> 2:5 74:2 136:5 <b>standard</b> 54:8 127:2 <b>standards</b> 13:19 16:1 132:13,15 167:14 <b>standpoint</b> 75:9	<b>start</b> 2:7 20:4 31:17 64:4 66:21 70:18 91:10 99:14 138:11,12 170:21 172:14 <b>started</b> 2:11 12:7 32:4 139:5 <b>starting</b> 28:1 131:12 167:6 <b>state</b> 4:15 5:5 9:5,17 10:21 47:7 49:10 51:7,15 55:21 58:21 76:17 86:17 89:21 90:6 91:10 92:15 93:12 96:12 136:8,9 155:4 156:11 164:13 167:5 177:1,2 <b>stated</b> 52:7,19 103:4 <b>statement</b> 156:19 175:15 <b>states</b> 174:6 <b>station</b> 30:2 37:21 <b>statistics</b> 139:16 <b>stay</b> 163:6 <b>staying</b> 158:7 161:18,19 <b>stays</b> 5:21 <b>steady</b> 29:13 35:18
---	---	--	---

<b>steering</b> 8:18	<b>strategies</b> 56:9	<b>subject</b> 68:8,10	43:15 44:21
<b>stem</b> 141:17,19	<b>strategy</b> 73:3	105:7	51:5 52:11
<b>stenographic</b>	<b>stream</b> 36:8	<b>submission</b>	54:15 58:13
177:6	<b>street</b> 89:17	46:11 69:4	62:20 63:6
<b>stenographic...</b>	<b>streets</b> 174:16	<b>submit</b> 72:14	69:4 70:17
177:6	<b>strengthen</b>	107:11 144:15	71:14 72:11
<b>step</b> 26:2	120:18,19	<b>submittal</b>	73:10 83:19
122:11 125:18	123:10	72:19	108:5 129:21
<b>stepp</b> 1:18 2:8	<b>strengthening</b>	<b>submitted</b>	158:4 163:16
7:3,4 11:21	123:9 127:1	65:19	169:7 171:3
14:15 15:2,3	<b>stress</b> 51:10	<b>submitting</b>	<b>supported</b>
18:8 20:5	<b>stretch</b> 32:18	69:10	49:16
42:16,17 53:1	<b>strong</b> 139:3	<b>substitute</b>	<b>supporters</b>
53:2,15 55:5	<b>strongly</b> 49:16	107:2	12:9 170:15
63:11,12 69:20	<b>structure</b> 54:16	<b>sufficient</b>	<b>supporting</b>
69:21 77:13,14	<b>structured</b>	158:19 160:11	52:10,18 62:21
82:11,14 84:3	42:6	<b>suggesting</b>	72:4 168:10
94:5 97:13,21	<b>structures</b>	92:11,12	<b>supportive</b>
98:1,15,16	101:13,15	<b>summarized</b>	8:11 102:4
118:4,19,20	104:17,20	79:8	105:3 110:5
146:12,21	111:12 113:5	<b>summary</b>	<b>supports</b> 50:4
147:1 148:5,6	<b>struggles</b> 87:10	48:14 52:2	<b>surcharge</b>
148:21 149:8,9	<b>students</b> 49:18	<b>summer</b> 38:12	28:18,21
150:3,13,14	138:14	142:2	<b>sure</b> 8:5 12:10
152:8,18 153:6	<b>study</b> 59:19	<b>sunset</b> 103:19	16:8 18:20
153:7 154:6,7	127:10 130:3,4	<b>super</b> 45:16	51:12 110:18
155:19,20	130:5,7	<b>superintendent</b>	114:20 118:6
157:16,17	<b>stuff</b> 141:8,9	79:12	123:13,17
159:9,17,18	142:10 143:16	<b>supplement</b>	125:3 126:19
160:19 161:7,8	152:9 168:9	92:1 93:21	127:6 128:10
172:11,12	<b>sub</b> 55:2	94:7 105:15	128:12 138:12
176:11,12	<b>subcommittee</b>	<b>supplemental</b>	139:11 145:14
<b>steps</b> 25:14	100:13 101:1	25:8 102:18	165:16 167:19
<b>stewards</b> 42:20	102:1,3	103:9 106:19	<b>surgical</b> 113:7
<b>stipulations</b>	<b>subcommitte...</b>	<b>supplemented</b>	<b>surplus</b> 21:20
177:8	105:13	168:11	<b>surrounding</b>
<b>story</b> 126:1	<b>subdivision</b>	<b>support</b> 5:1	96:6
	99:8	8:21 10:14	

<p><b>susan</b> 44:15  <b>suspend</b> 27:10  <b>sustainability</b>  57:2  <b>sustainable</b> 6:4  <b>swallow</b> 58:5  <b>system</b> 31:14  51:21 52:1  54:16 58:15,16  68:15 126:6  130:19 131:12  136:1,4  <b>systems</b> 4:2  123:8 125:4,7  126:5 128:13</p>	<p><b>takes</b> 16:9,10  16:12 17:11  27:3  <b>talbot</b> 1:1 5:3  5:12 6:1,6,10  8:17,21 9:8,13  13:11,15,16  14:6,8 37:20  38:7 45:16  65:1 79:11  81:4,5 83:2  85:5 87:5 93:9  99:8 125:11  126:2 128:3  132:16 134:6  141:14 144:18  151:13 155:5  156:7,9 173:5  174:14 175:21  177:3  <b>talk</b> 19:19  27:11 48:19  73:19 121:3,7  124:5,11 125:8  125:9 129:9  130:17 135:8  135:11 142:19  152:10  <b>talked</b> 117:2  138:2 156:17  <b>talking</b> 38:20  39:3,11 103:4  129:6 134:15  <b>talks</b> 26:1  129:6  <b>target</b> 35:12  131:10</p>	<p><b>targeting</b> 68:7  <b>tarleton</b> 99:16  99:21 100:1  104:3 105:9  106:12 109:15  111:8 117:8  119:7  <b>task</b> 173:16  <b>tax</b> 44:7 58:10  81:15 86:5,10  86:21 87:1,7  87:11 88:7  89:5,10,20  90:1,2,9,12  91:1,11,18,20  91:21 93:8,8  93:19 94:1  96:12,14,15,16  135:21  <b>taxation</b> 93:13  <b>taxes</b> 81:14  86:14 91:6  92:19 93:2,3,5  136:2  <b>team</b> 14:8 16:9  16:10 18:19  19:15 47:2  120:18 126:7  <b>tears</b> 30:21  <b>technical</b> 31:17  <b>technology</b>  31:20 132:14  <b>ted</b> 8:9  <b>telehealth</b> 75:6  <b>tell</b> 38:1 79:9  90:17 121:12  125:21 130:10  132:5 165:18</p>	<p><b>telling</b> 116:12  131:17 151:18  <b>ten</b> 32:11  122:18  <b>tenant</b> 123:7  <b>tenants</b> 123:11  123:15 133:15  <b>tentative</b> 22:6  <b>tenths</b> 94:9  <b>term</b> 22:2  26:16 43:21  74:17,17 76:1  <b>terminus</b> 10:8  <b>terms</b> 21:17  22:10 23:12  35:18 99:11  <b>terrific</b> 151:18  <b>terry</b> 152:16  <b>testify</b> 104:5  <b>teterboro</b>  131:8  <b>text</b> 100:16  101:8 104:18  105:11,18  107:11 109:14  109:16 113:8  125:3  <b>thank</b> 7:21  8:14 10:15,17  11:6,10,18,20  12:1,2 13:2,3,8  14:12 17:15,17  17:19 18:7,11  18:15,16 19:9  20:4,8 39:19  42:15,18,19,20  42:21 43:15  44:10,11,15,17</p>
<b>t</b>			
<p><b>t</b> 75:17  <b>table</b> 99:9  118:3  <b>tackle</b> 58:8,8  <b>tackled</b> 58:15  <b>tag</b> 19:15 50:19  53:21 55:18  <b>take</b> 3:6 24:3  31:2 33:15  36:4 43:5  49:18 62:7  70:14 88:19  93:14 109:4  122:9,10 123:3  127:21 128:15  128:16 134:18  138:6 142:15  163:14 173:17  <b>taken</b> 12:17  96:8</p>			

53:7 55:5 57:9 63:21 64:1 65:8 69:2 70:15,21 71:5 74:4,7 76:2,4 79:6 80:17,19 82:15 83:20 94:11 99:2 105:21 108:11 111:18 112:2 114:19 116:6 119:7,8 120:6 122:9 132:4 147:8 148:13 149:16 151:1 152:1,3,4,5,6,8 154:14 158:4,5 158:6 161:15 161:16,17,19 161:20 162:8 169:20 171:5,6 171:8,11 172:7 173:1 174:10 174:18 <b>thanks</b> 12:4 13:7 18:12,14 79:13 158:7 161:18 172:15 <b>thereof</b> 78:7 <b>thermal</b> 51:17 51:18,19 <b>thick</b> 133:9 <b>thing</b> 12:4 26:10 30:17 43:18 54:20 55:3 59:6,6 76:14 96:10 121:9 128:13	132:10 136:21 137:11 145:18 164:10 <b>things</b> 18:10 30:21 72:6 75:9 83:7 95:20 118:6 121:5,13 122:3 124:9 126:6,20 132:6 133:18 136:2 137:13 <b>think</b> 10:19 12:20 42:2 56:13 58:3 68:5 80:4,5 83:9 92:5 104:3 108:10 112:10 116:9 120:2 128:9 131:11 135:7,8 140:7 151:7,16 156:17 162:21 163:9,21 166:14 <b>thinking</b> 131:6 <b>third</b> 49:15 50:5 55:17 111:2 128:8,12 145:13 148:14 153:16 164:9 <b>thirds</b> 36:21 37:2 39:1 <b>thomas</b> 78:10 78:12 81:10,12 82:14 99:13,15 99:18 107:8 108:19 109:6,9 115:19 116:2	<b>thought</b> 58:13 <b>thoughts</b> 110:11 <b>thousand</b> 133:2 133:4 <b>three</b> 9:14 12:21 13:2 18:13 19:7,8 25:6 27:6 32:16 37:1 66:18 73:15 92:18 112:11 120:13 133:14 145:18,20 149:19 150:8 167:7 168:6 169:20 <b>threw</b> 99:20 <b>thrive</b> 5:3,12 8:17 <b>throw</b> 139:17 <b>throwing</b> 59:5 <b>thursday</b> 142:19 171:17 171:18,19 <b>ticked</b> 78:11 <b>tidy</b> 38:6 <b>tighter</b> 97:1 136:12 <b>tilghman</b> 65:6 66:9 67:2,6 68:18 75:15 <b>tilghman's</b> 68:15 <b>tim</b> 20:13 21:10 <b>time</b> 5:10 9:3 12:10 13:4 14:3 17:1,10	18:11 27:2,2 27:14 36:6 45:18 47:15 58:21 66:14,16 70:20 73:14 74:21 75:12,18 80:13 83:17 85:18,20 87:11 88:2 92:2 100:13 104:8 106:3 115:2 121:1 126:10 137:8 167:6 168:21 174:19 175:6 177:4 <b>timed</b> 33:18 <b>times</b> 112:11 119:20 143:2 <b>timing</b> 175:11 <b>tipping</b> 27:21 28:4 37:4 39:2 39:3,5,14 40:2 40:13 41:6,20 74:13 <b>tired</b> 135:8 <b>tires</b> 32:11 <b>title</b> 76:14,15 78:3 99:5 <b>today</b> 19:16 58:7 68:15 72:5 79:14 92:6 119:16 145:13 <b>together</b> 17:6 23:3 72:9 120:3 121:12 123:4 143:9
--	---	---	--



<p><b>told</b> 19:19 165:21 166:17 167:2,4</p> <p><b>tomorrow</b> 22:8</p> <p><b>ton</b> 23:11,16,20 28:10,11,12,16 28:20 29:1 36:2,3 39:6,8 127:18</p> <p><b>tonight</b> 2:11,12 3:11 67:21 152:12 157:6 172:6</p> <p><b>tonight's</b> 2:4</p> <p><b>tons</b> 29:8,17 30:4,5,10 32:8 32:10,10,11,13 35:13</p> <p><b>took</b> 11:12 48:1 136:6 139:20</p> <p><b>tool</b> 137:20</p> <p><b>tools</b> 137:19</p> <p><b>top</b> 4:20 34:11</p> <p><b>topics</b> 142:5</p> <p><b>total</b> 30:8 39:12 46:13,15 47:3 48:3,18 49:5 51:1 52:6 55:18 63:1 71:21 85:10 93:14 101:16 113:3 139:19 147:11</p> <p><b>tougher</b> 170:13</p> <p><b>tour</b> 137:2,3</p> <p><b>tourism</b> 131:9 131:10</p>	<p><b>tourists</b> 5:14</p> <p><b>tours</b> 142:18 143:6 165:4,5</p> <p><b>toward</b> 6:2 62:8 95:13</p> <p><b>towards</b> 64:5 65:18</p> <p><b>tower</b> 138:19</p> <p><b>town</b> 5:2 10:1 163:10,12 164:14 166:7</p> <p><b>towns</b> 175:18</p> <p><b>tracking</b> 123:8 126:5</p> <p><b>traffic</b> 4:8 5:7 138:7,16 139:6 139:6,16 142:9</p> <p><b>trail</b> 4:2 5:4,13 6:4 9:1,14,18 10:5,8 11:13 11:13</p> <p><b>trails</b> 3:12,15 3:17,19 4:1,3 4:14 5:1 6:7,8 8:18,21 9:4,6 10:20 11:9</p> <p><b>training</b> 126:18 162:20</p> <p><b>trajectory</b> 89:13</p> <p><b>transactions</b> 30:7,8</p> <p><b>transcribed</b> 177:6</p> <p><b>transcript</b> 2:1</p> <p><b>transcription</b> 177:7</p>	<p><b>transfer</b> 30:2 37:21 154:17 155:2</p> <p><b>transformer</b> 55:2</p> <p><b>transparency</b> 49:9</p> <p><b>transportation</b> 4:7 9:10 129:18 136:10</p> <p><b>trappe</b> 175:20</p> <p><b>trash</b> 28:9 29:17 30:4 35:9 38:10 39:9</p> <p><b>traveled</b> 4:9</p> <p><b>treatment</b> 68:19</p> <p><b>tremendous</b> 151:8 168:17</p> <p><b>tremendously</b> 29:4</p> <p><b>trending</b> 21:20 59:7</p> <p><b>trident</b> 125:13</p> <p><b>tried</b> 106:13</p> <p><b>trinity</b> 158:16</p> <p><b>trips</b> 4:7</p> <p><b>trouble</b> 20:12</p> <p><b>truck</b> 33:5 34:17 38:15</p> <p><b>trucking</b> 36:4</p> <p><b>trucks</b> 33:16</p> <p><b>true</b> 177:7</p> <p><b>trust</b> 135:20 136:3</p> <p><b>try</b> 7:21 38:14 138:21 165:14</p>	<p>172:13</p> <p><b>trying</b> 50:14 104:7 106:17 132:5 133:19 139:10 142:16 143:15 165:3</p> <p><b>tuesday</b> 80:16 84:13 175:5,17</p> <p><b>turn</b> 24:3 70:11 99:15 117:21 122:4 136:6</p> <p><b>two</b> 12:21 13:1 16:6 18:9 19:6 19:8 26:17 27:7 34:15 35:18 36:21 37:2 39:1 70:16 74:13 79:3 85:6 91:7 93:11,14 101:10 112:19 113:1,11 141:14 145:1,8 148:16 152:12 153:1 158:13 163:18 165:11 169:3</p> <p><b>type</b> 54:20 165:19</p> <p><b>typical</b> 55:4</p> <p><b>typically</b> 54:18</p> <p style="text-align: center;"><b>u</b></p> <p><b>ultimately</b> 53:20 57:21</p> <p><b>unanimous</b> 2:17 3:3,9</p>
---	---	--	---

<p><b>unchanged</b> 93:9</p> <p><b>under</b> 6:9 24:13 76:21 99:20 105:18 107:10 111:4 152:11 167:15 173:21</p> <p><b>underestimat...</b> 94:21</p> <p><b>underlying</b> 78:8 79:2</p> <p><b>underneath</b> 146:5</p> <p><b>understand</b> 55:14 61:18 108:11 123:17</p> <p><b>understanding</b> 22:8 103:6 166:2,5 167:2 167:10</p> <p><b>underway</b> 143:19</p> <p><b>unhappiness</b> 151:12</p> <p><b>unique</b> 66:10</p> <p><b>united</b> 169:10 174:6</p> <p><b>unsure</b> 87:8</p> <p><b>untenable</b> 141:6</p> <p><b>unwilling</b> 102:14</p> <p><b>upcoming</b> 139:15</p> <p><b>update</b> 19:12 27:20 43:1 44:12 128:13</p>	<p>175:11</p> <p><b>updated</b> 137:10</p> <p><b>updates</b> 21:2 137:7</p> <p><b>updating</b> 123:12 127:2 127:17 130:4</p> <p><b>upfront</b> 58:5,6</p> <p><b>upgrade</b> 68:18 80:1</p> <p><b>upgraded</b> 78:20</p> <p><b>upgrades</b> 71:15</p> <p><b>upper</b> 21:4</p> <p><b>urgently</b> 164:15 165:7</p> <p><b>usda</b> 64:19,20 65:4</p> <p><b>use</b> 4:6 40:5,7 54:19 55:21 87:16,21 88:1 92:8 93:18 101:5,17 104:17 105:5 112:14 113:4 113:21 130:14 131:15 133:1 136:1</p> <p><b>used</b> 23:21 36:10 87:14,18 87:19 92:6 163:11 169:4 170:1,2</p> <p><b>user</b> 4:5</p> <p><b>users</b> 5:9 130:20</p>	<p><b>uses</b> 99:10,10</p> <p><b>using</b> 87:14 88:14 92:11 131:6 140:21</p> <p><b>utility</b> 64:21 134:20</p> <p><b>utilize</b> 26:6 104:20 126:16 127:21 131:3</p> <p><b>utilized</b> 104:21 105:2</p>	<p><b>villages</b> 65:17 65:18 66:6</p> <p><b>virginia</b> 33:7</p> <p><b>visas</b> 75:17</p> <p><b>visibility</b> 121:16</p> <p><b>visible</b> 121:9</p> <p><b>vision</b> 6:2 11:19</p> <p><b>visit</b> 9:9</p> <p><b>visitors</b> 4:16</p> <p><b>visiting</b> 163:9</p> <p><b>visits</b> 5:21</p> <p><b>vital</b> 171:10</p> <p><b>voice</b> 43:16</p> <p><b>volatile</b> 86:21 87:2</p> <p><b>volume</b> 41:17 42:5</p> <p><b>volumes</b> 41:2</p> <p><b>voluntary</b> 138:9</p> <p><b>vote</b> 6:21 14:20 63:8 69:17 77:10 84:16 97:6,14,16 98:8,10,12 109:5 112:17 112:20 116:8 118:16 146:18 148:2 149:5 150:10 153:3 154:3 155:16 157:13 159:14 161:4 176:8</p> <p><b>voted</b> 100:6</p> <p><b>voter's</b> 83:19</p>
		<b>v</b>	
		<p><b>vain</b> 173:21</p> <p><b>valuation</b> 82:7</p> <p><b>value</b> 37:15 81:6 82:1</p> <p><b>values</b> 5:20</p> <p><b>variety</b> 143:6</p> <p><b>vast</b> 40:18</p> <p><b>vehicle</b> 4:8 37:15,16</p> <p><b>vehicles</b> 37:10</p> <p><b>vehicular</b> 5:7</p> <p><b>vendors</b> 34:2</p> <p><b>venue</b> 125:16</p> <p><b>verdery</b> 64:9 64:14 70:12 71:5 74:1</p> <p><b>verify</b> 31:21</p> <p><b>vertical</b> 46:7</p> <p><b>vets</b> 174:8</p> <p><b>vetted</b> 124:2</p> <p><b>vice</b> 73:2</p> <p><b>victims</b> 75:10</p> <p><b>view</b> 143:2</p> <p><b>viewing</b> 103:3</p>	

<p><b>voters</b> 82:4 93:18 <b>voting</b> 102:5 118:5</p>	<p>81:10 84:4,17 85:1 87:20 88:1 91:19 92:8 94:11 96:17 99:13 104:16 110:6,8 110:18 115:6 116:8,9 121:12 122:4,9 126:5 127:6,20 129:1 130:9 131:9 135:12 139:3 144:9,15 174:12</p>	<p><b>watt</b> 54:4,5,7 <b>way</b> 23:10 24:7 24:13 36:11 57:12 90:11 109:9 111:14 121:11 127:1 138:16 165:2 177:11 <b>ways</b> 17:7 131:6 <b>we've</b> 3:5,11 17:6,6 21:16 25:10,14 27:5 29:19 35:10 38:6 40:21 80:3 83:7 86:9 86:10,10 88:16 88:18 90:7 92:5 95:10,20 101:20 124:9 130:18 134:14 135:9 138:12 139:5 141:1,8 141:18 142:3 143:10 163:2 163:14 166:11 169:4,19 <b>weather</b> 50:12 142:20 144:1 <b>web</b> 129:5 <b>weber</b> 73:2 <b>website</b> 127:18 137:6 151:20 <b>week</b> 38:7 75:5 138:11 141:16 162:12,17 165:5 172:21 172:21 173:4</p>	<p><b>weekend</b> 133:17 <b>weekends</b> 140:19 <b>weeks</b> 12:6 33:3 48:1 85:6 <b>welcome</b> 2:3 7:11 11:5 39:20 44:16 79:4 <b>wellpath</b> 160:8 160:21 <b>went</b> 34:11 112:7,7,10,15 124:14 <b>west</b> 174:16 <b>wetlands</b> 134:5 135:1 <b>whatnot</b> 66:12 <b>wheelchair</b> 4:4 <b>whichever</b> 101:18 <b>wide</b> 113:8 <b>widely</b> 129:4 <b>wife</b> 170:16 <b>willing</b> 103:8 <b>windows</b> 141:1 <b>wise</b> 111:12 <b>witness</b> 177:13 <b>women</b> 142:13 <b>wonderful</b> 169:12 173:5 <b>word</b> 18:2,4 125:19 <b>words</b> 82:11 <b>work</b> 9:4 11:18 17:21 18:5 23:13 43:6,9</p>
<p><b>w</b></p>	<p><b>wanted</b> 23:11 43:12 49:8 50:21 51:12 54:19 85:14 139:17 151:3,4 164:5 172:14 172:20 173:11 <b>wants</b> 67:7,8,8 106:8 112:19 142:21 <b>warbirds</b> 144:2 <b>warehouse</b> 166:8 <b>waste</b> 21:5 23:17 28:11,15 30:5 32:14,16 33:6 36:9 37:8 38:3,3 40:19 <b>wastewater</b> 68:18 <b>water</b> 66:11 68:6,20 175:13 <b>waterfowl</b> 38:13</p>	<p><b>walk</b> 4:19 30:20 81:10 142:18 143:1,3 <b>walker</b> 112:4 <b>walkers</b> 5:8 <b>walking</b> 12:12 75:5 163:7 <b>walkways</b> 50:17 <b>want</b> 2:3 7:13 8:5 12:15 15:10 16:18 19:14 20:4,18 23:13 25:11 27:13 31:10 40:11,17 44:14 51:10 53:7 54:1,15 57:8 64:7 65:13 67:5 69:2 70:14 73:18,21 74:7 76:13 78:10 80:21</p>	

46:1,7 69:3 75:21 141:20 145:18,21 169:13 175:10 <b>worked</b> 17:6 114:12,13 134:4 <b>workers</b> 75:17 95:16 <b>workforce</b> 96:19,20 <b>working</b> 5:4 6:2 31:13 32:5 41:15 72:2 75:14,16 121:6 122:18 134:1,1 134:5 <b>works</b> 23:10 126:13 153:17 <b>world</b> 27:1 144:2 <b>worthwhile</b> 73:9,9 128:10 <b>wrap</b> 27:17 <b>wrapped</b> 39:16 <b>write</b> 41:9 <b>writing</b> 22:18 <b>written</b> 41:10 109:10 <b>wrong</b> 163:20 <b>wye</b> 175:20 <b>wyndham</b> 122:20	<b>yard</b> 28:11 30:5 <b>yeah</b> 7:16,16 15:13 16:8 17:18 39:11,16 42:12 44:4 56:15 60:2 61:4,10 62:17 65:12 67:16 74:1 79:7,11 97:11 115:13 165:16 170:5 <b>year</b> 6:10 21:3 22:1,5 24:17 25:5 27:21 29:19 32:10 33:10,10 34:8 34:15 35:13,17 36:6 38:16 41:7,12,19 43:21 53:19 59:16 60:10,12 60:13,16 81:17 88:5,13,14,16 88:19,21 89:9 90:20 91:12 92:4,19 94:7 95:5,21 103:20 112:17 132:18 134:11 135:4 139:20 140:9 143:20 156:21 159:7 160:16 163:1 164:3,9 <b>year's</b> 89:1 91:16 146:9 <b>years</b> 18:9 21:16,19 23:7	23:8,9,20 24:11 25:10 29:14,20 31:9 35:11 44:2 53:12,14,16 58:11 59:13 60:15,17 65:14 74:13 81:8 82:2,7,21 83:9 86:6 87:1 89:5 92:18 95:3 112:6,9 114:3 120:13 122:15 122:18 132:17 136:5,7 139:9 151:11 155:8 163:18 167:7 168:6 169:3,20 173:8 <b>yellow</b> 103:3 <b>yield</b> 81:15 <b>young</b> 141:12 142:15 <b>yup</b> 7:12 11:7 12:20 20:9,15 43:2 56:4 64:13 68:4 112:1 171:7,7
		<b>z</b>
		<b>zero</b> 85:10 <b>zoning</b> 99:8 100:2,12 102:21 107:10 111:11
<b>y</b> 46:7 <b>y'all</b> 164:20		