

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

October 24, 2023, 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	Page 4
<p>1 TRANSCRIPT OF PROCEEDINGS</p> <p>2</p> <p>3 MR. CALLAHAN: Okay. Let's go ahead and</p> <p>4 get started. I want to welcome everybody to</p> <p>5 this evening's meeting.</p> <p>6 So let's go ahead and stand and hear the</p> <p>7 prayer from Mr. Stepp and Pledge of Allegiance</p> <p>8 to the Flag.</p> <p>9 (Prayer and Pledge of Allegiance.)</p> <p>10 MR. CALLAHAN: Okay. Thank you,</p> <p>11 Mr. Stepp. Appreciate it.</p> <p>12 Appreciate everybody being here.</p> <p>13 Okay. Let's get started on the agenda</p> <p>14 tonight. Is there any additions, deletions, or</p> <p>15 corrections to tonight's agenda?</p> <p>16 MS. HAYTHE: Yes, Mr. President. I have</p> <p>17 an amendment to the agenda to reconsider the</p> <p>18 proposed amendment to the Educational Article</p> <p>19 for the 2024 legislative session.</p> <p>20 MR. CALLAHAN: Okay.</p> <p>21 MS. MIELKE: Second.</p>	<p>1 send the Education Article up to our legislator</p> <p>2 for discussion.</p> <p>3 And the motion or what I would like us to</p> <p>4 discuss is that we put a pause, put a pin in</p> <p>5 it, have the meeting with the Board of</p> <p>6 Education at the work session, hear their</p> <p>7 thoughts, go ahead and create the process and</p> <p>8 what we decide to do so that everything is</p> <p>9 complete and concise when we send it to the</p> <p>10 legislature.</p> <p>11 And also, find out, because I know there</p> <p>12 was a consideration for if we did a special</p> <p>13 election, find out what the cost to a special</p> <p>14 district election would be. And I believe the</p> <p>15 Board of Elections can provide that</p> <p>16 information.</p> <p>17 But I just believe we should have all the</p> <p>18 information before putting something together</p> <p>19 to send to our legislators.</p> <p>20 MR. CALLAHAN: Okay.</p> <p>21 MS. MIELKE: I would just add to that.</p>
Page 3	Page 5
<p>1 MR. CALLAHAN: Okay. We got a motion and</p> <p>2 second to go ahead and change the agenda.</p> <p>3 Madam Secretary, could you call the vote,</p> <p>4 please.</p> <p>5 SECRETARY: Mr. Callahan.</p> <p>6 MR. CALLAHAN: Aye.</p> <p>7 SECRETARY: Mr. Stepp.</p> <p>8 MR. STEPP: Aye.</p> <p>9 SECRETARY: Mr. Leshner.</p> <p>10 MR. LESHNER: Aye.</p> <p>11 SECRETARY: Ms. Mielke.</p> <p>12 MS. MIELKE: Aye.</p> <p>13 SECRETARY: Ms. Haythe.</p> <p>14 MS. HAYTHE: Aye.</p> <p>15 MR. CALLAHAN: Okay. So do we want to put</p> <p>16 it somewhere or we just want to open it for</p> <p>17 discussion?</p> <p>18 MS. HAYTHE: We can discuss now if you'd</p> <p>19 like.</p> <p>20 MR. CALLAHAN: Yeah. Sure. Go ahead.</p> <p>21 MS. HAYTHE: So last meeting, we agreed to</p>	<p>1 MR. CALLAHAN: Sure.</p> <p>2 MS. MIELKE: What we need to do is</p> <p>3 reconsider the vote that we took.</p> <p>4 MR. CALLAHAN: Okay.</p> <p>5 MS. MIELKE: And rescind that so that the</p> <p>6 further investigation into answers to the</p> <p>7 questions that Keasha is requesting are</p> <p>8 presented and digested. Then we can make an</p> <p>9 informed decision as a result of that.</p> <p>10 MR. CALLAHAN: Okay. Mr. Leshner.</p> <p>11 MR. LESHNER: The motion to consider should</p> <p>12 come from a member that voted for.</p> <p>13 MS. HAYTHE: Yeah. I can do that.</p> <p>14 Is there any discussion before I put that</p> <p>15 motion on the floor?</p> <p>16 MR. LESHNER: It sounds appropriate to</p> <p>17 engage the board.</p> <p>18 MS. HAYTHE: Okay.</p> <p>19 MR. CALLAHAN: It does. Yeah.</p> <p>20 MR. STEPP: Engaging them was the original</p> <p>21 intention.</p>

Page 6

1 MS. HAYTHE: Right. Absolutely.
 2 MR. STEPP: Then we can come up with a
 3 process.
 4 MS. HAYTHE: Right, right. And I just
 5 think that taking a pause and taking a step
 6 back to have that meeting with them, as we all
 7 vow to do open communication with the Board of
 8 Ed and our community when we were elected.
 9 MR. STEPP: It is my impression that we're
 10 supposed to have that meeting before we send
 11 that letter anyway, right?
 12 MR. CALLAHAN: That was actually supposed
 13 to be the process.
 14 MR. STEPP: Yeah. That what we thought we
 15 would do anyway.
 16 MS. HAYTHE: Yeah. But also making sure
 17 that we find out the cost because to say that
 18 it's costly to have a special election, well,
 19 we don't have any documentation that tells us
 20 exactly how much a special election is going to
 21 cost. So in order to make that decision, I

Page 7

1 think we need to make it with the proper
 2 information.
 3 MR. CALLAHAN: Okay.
 4 MS. HAYTHE: To know exactly how much it's
 5 going to cost because certainly we do not want
 6 to put a burden on our taxpayers. But any way
 7 we can take it to the voters to vote for that
 8 vacancy, we would want to do that.
 9 MR. CALLAHAN: Okay.
 10 MS. MIELKE: If that is the motion and
 11 what the plan is, then I think we have to
 12 rescind the vote on the resolution that we
 13 passed or that --
 14 MR. LESHHER: Direction to staff to prepare
 15 the letter.
 16 MS. MIELKE: Direction to staff.
 17 So if we're going to investigate an issue
 18 that we voted on, we have to rescind the vote
 19 so we can do the investigation and then vote
 20 again.
 21 MS. HAYTHE: Yes.

Page 8

1 MR. CALLAHAN: Okay.
 2 MS. HAYTHE: So the motion is to rescind
 3 the vote and to get all the information and
 4 meet with the Board of Education so that we can
 5 make a concise recommendation to our
 6 legislature on the process to fill a vacancy
 7 for the Board of Education.
 8 MR. CALLAHAN: And Mr. Thomas, are you
 9 good with this?
 10 MR. THOMAS: Yes, I am.
 11 MR. CALLAHAN: Okay. Great. So we got a
 12 motion on the floor.
 13 Madam Secretary, could you read the
 14 motion, please, just quick. Not the whole
 15 thing, but you know what I'm saying.
 16 MS. HAYTHE: I can't repeat it.
 17 SECRETARY: I know what you're saying. I
 18 just had motion to rescind the vote and to meet
 19 with the Board of Education.
 20 MR. CALLAHAN: Perfect.
 21 MR. THOMAS: The motion was to rescind the

Page 9

1 Council's decision to send the proposed
 2 legislation to the local delegation so that we
 3 can meet with the Board of Education and
 4 discuss further before proposing the
 5 legislation.
 6 MS. HAYTHE: Thank you, Mr. Thomas.
 7 MR. STEPP: But we were going to do that
 8 already. And that was part of what it is that
 9 we were going through the process.
 10 MS. MIELKE: No, we didn't do that. We
 11 didn't rescind the vote to do that.
 12 MR. LESHHER: Council's action was to send
 13 the letter, to afterward meet with the Board,
 14 and perhaps seek amendments afterwards.
 15 So this is simply reordering the process.
 16 MS. HAYTHE: Correct.
 17 MS. MIELKE: But what you do with a bill
 18 that you've passed that you're now
 19 reconsidering.
 20 MR. LESHHER: It --
 21 MR. STAMP: It wasn't a bill or

Page 10

1 resolution. It was simply a vote of Council.
 2 MR. STEPP: We're waiting for the
 3 discussion to happen.
 4 MS. HAYTHE: Yes. And I just made the
 5 motion to rescind it.
 6 MS. MIELKE: So we have to vote on it to
 7 rescind it.
 8 MS. HAYTHE: I just made the motion to
 9 rescind it.
 10 MS. MIELKE: Yeah.
 11 MR. STAMP: So you're combining the vote
 12 to rescind and allow new direction in the same
 13 vote.
 14 MR. THOMAS: Yes.
 15 MS. MIELKE: That's just what I wanted to
 16 clarify.
 17 MR. CALLAHAN: No problem.
 18 MS. MIELKE: I'll drink more coffee.
 19 MR. LESHER: Were you seconding?
 20 MS. MIELKE: Yes.
 21 MR. CALLAHAN: Okay. Madam Secretary,

Page 11

1 got a motion and second. Could you call the
 2 vote, please.
 3 SECRETARY: Mr. Callahan.
 4 MR. CALLAHAN: Aye.
 5 SECRETARY: Mr. Stepp.
 6 MR. STEPP: No.
 7 SECRETARY: Mr. Leshner.
 8 MR. LESHER: Aye.
 9 SECRETARY: Ms. Mielke.
 10 MS. MIELKE: Aye.
 11 SECRETARY: Ms. Haythe.
 12 MS. HAYTHE: Aye.
 13 MR. CALLAHAN: Okay. Next is the minutes
 14 from September the 26th. Is there any
 15 additions, deletions, or corrections to the
 16 minutes? Okay. Hearing none, the chair moves
 17 that the minutes be accepted as unanimous
 18 consent. Okay.
 19 Disbursements of October 17th and 24th.
 20 Council has had time to review that. Is there
 21 any additions, deletions, or corrections to the

Page 12

1 disbursements?
 2 MS. HAYTHE: No.
 3 MS. MIELKE: No.
 4 MR. CALLAHAN: Okay. Hearing none, the
 5 chair moves that accept as unanimous consent.
 6 Okay.
 7 First tonight on the proclamation is
 8 Operation Green Light for the veterans. If you
 9 guys want to come on up, that would be great.
 10 Madam Secretary, would you like to go
 11 ahead and start and read that into the record,
 12 please. I'd appreciate it.
 13 SECRETARY: Proclamation, Operation Green
 14 Light for Veterans.
 15 Whereas, the residents of Talbot County
 16 have great respect, admiration, and the utmost
 17 gratitude for all the men and woman who have
 18 selflessly served our country and the Talbot
 19 County community in the US Armed Forces.
 20 And whereas, the contributions and
 21 sacrifices of those who have served in the US

Page 13

1 Armed Forces have been vital in maintaining the
 2 freedoms and way of life enjoyed by our
 3 citizens.
 4 And whereas, Talbot County seeks to honor
 5 individuals who have made countless sacrifices
 6 for freedom by placing themselves in harm's way
 7 for the good of all.
 8 And whereas, veterans continue to serve
 9 our community in the American Legion Veterans
 10 of Foreign Wars, religious groups, civil
 11 service, and by functioning as county veterans
 12 service officers throughout the nation to help
 13 fellow former service members access more than
 14 \$52 billion in federal health, disability, and
 15 compensation benefits each year.
 16 And whereas, approximately 200,000 service
 17 members transition to civilian life annually,
 18 with 44 percent to 72 percent experiencing high
 19 levels of stress during the transition from
 20 military to civilian life.
 21 And whereas, an estimated 90 percent of

Page 14

1 service members who do deploy for military
 2 operations and experience or witness a
 3 traumatic event are at a higher risk for
 4 developing post traumatic stress disorder, and
 5 many are at a high risk for suicide during the
 6 first year following military service.

7 And whereas, the National Association of
 8 Counties encourages all counties, parishes, and
 9 boroughs to recognize Operation Green Light for
 10 Veterans.

11 And whereas, Talbot County appreciates the
 12 sacrifices of our United States military
 13 personnel and believes specific recognition
 14 should be accorded to them.

15 Therefore, be it resolved in observance of
 16 Operation Green Light for Veterans, Talbot
 17 County encourages its citizens to recognize the
 18 importance of honoring those who made
 19 immeasurable sacrifices to preserve freedom by
 20 displaying green lights in their place of
 21 business or residence from November 6, 2023,

Page 15

1 through November 12, 2023.

2 Given under our hands in the great seal of
 3 Talbot County this 24th day of October in the
 4 year of our Lord, 2023.

5 MR. CALLAHAN: Thank you, Madam Secretary.
 6 That was great.

7 Welcome.

8 NINA: Hi. Thank you for having us. My
 9 name is Nina. I am the marketing events
 10 coordinator with Mid-Shore Behavioral Health.

11 We're very excited to start being a part
 12 of Operation Green Light this year with Talbot
 13 County. We have seen a huge expansion of
 14 behavioral health resources over the past few
 15 years. We're just going to see more of that
 16 with our governor's commitment to expanding our
 17 funding.

18 But resources are only good if people know
 19 about them and can utilize them. And Mid-Shore
 20 Behavioral Health is very committed to making
 21 sure that service members, whether active duty

Page 16

1 or veterans, have access to not just behavioral
 2 health services, but ones that are culturally
 3 competent and offer a variety of services.

4 So we are using this time of November 6th
 5 through the 12th where we will be obviously
 6 lighting up green for the occasion, but also
 7 across social media, sharing services across
 8 the Eastern Shore for our military and
 9 veterans.

10 We've been partnering with the Maryland
 11 Commitment to Veterans. And we have Dina here.
 12 She'll explain a bit more about what they do.

13 And VAMSA, which is Veteran and Military
 14 Support Alliance. And we're going to be
 15 sharing a lot of info. They have some really
 16 great support groups. Some for combat PTSD, a
 17 really good like very well-attended weekly
 18 coffee meet-up at a Dunkin Donuts in
 19 Centreville that I know they're trying to
 20 expand across the whole Eastern Shore with
 21 Dunkin Donuts, as well as stuff for family

Page 17

1 members and caregivers, etc., book clubs. So
 2 really trying to get out access to those
 3 resources.

4 Then following that, we'll be highlighting
 5 some of our veterans on the shore as well.

6 MR. CALLAHAN: That's great.

7 MS. KARPf: I didn't know I had to speak.

8 MR. CALLAHAN: That's okay.

9 MS. KARPf: Which I don't have a problem.

10 My name is Dina Karpf. I am the eastern
 11 regional resource coordinator and strategic
 12 partnership coordinator for Maryland's
 13 Commitment to Veterans.

14 Our program was created in 2008 by
 15 Lieutenant Governor Brown in order to assist
 16 with veterans who were returning from the OAF
 17 OEF war.

18 Our program has grown. I cover all nine
 19 counties on the Eastern Shore and oftentimes
 20 through the state.

21 So we have a 1-800 number that is 24/7.

Page 18

1 So any service member, active-duty military or
 2 their families, can call that number. That
 3 number will connect them to their regional
 4 resource coordinator in their area. And what
 5 they will do is explain what they need.
 6 So I can tell you in the past ten years, I
 7 have assisted veterans with broken dentures,
 8 housing, finding, you know, things for their
 9 housing. We have a small amount of crisis
 10 funds. So we can help them with those things
 11 and behavioral health and substance misuse no
 12 matter the discharge. So we can assist them in
 13 several different ways.
 14 We are a part of the governor's challenge
 15 to end suicide. My director is very active and
 16 has a very big role in that going on.
 17 I want to thank all the gentlemen, anyone
 18 here that has served in the military. It is a
 19 true honor to serve them and their families.
 20 So if anybody needs anything, I am more
 21 than willing to come and talk to your offices.

Page 19

1 I'm certain there is an amazing number of
 2 people who have served in the military that you
 3 do not realize. And we can offer help for them
 4 at any time, and even just a connection. We
 5 aren't the VA, but I have numbers for the VA.
 6 So thank you very much for recognizing us.
 7 And again, I will leave my card. And Nina
 8 has my contact information. So if anyone needs
 9 anything or a veteran calls you and needs
 10 assistance or service member, please don't
 11 hesitate to reach out to me. I'll do the best
 12 I can to assist them.
 13 MR. CALLAHAN: You said you do have a
 14 1-800 number?
 15 MS. KARPF: It's 1-877-770-4801.
 16 MR. CALLAHAN: Okay.
 17 MS. KARPF: If you need to contact me
 18 directly, it is (410)382-0781.
 19 MR. CALLAHAN: Okay. Sounds great.
 20 MS. KARPF: Thank you very much.
 21 MR. CALLAHAN: Did you want to introduce

Page 20

1 anybody else? I know they want to talk. Are
 2 you good?
 3 MS. SALISBURY: Hi. I'm Alisha Salisbury.
 4 I'm a forensic mental health program manager.
 5 (Inaudible.)
 6 MR. CALLAHAN: Exactly.
 7 MS. SALISBURY: Thank you so much for
 8 having us.
 9 So one of the things that we do at
 10 Mid-Shore Behavioral Health is a forensic
 11 mental health program manager. Our department,
 12 as a forensic case manager, I do evaluations
 13 and which does treatment recommendations and
 14 considerations for some of the specialty courts
 15 that we have on the midshore for Kent, Queen
 16 Anne, Talbot, Caroline, and Dorchester County.
 17 And one of our neighboring counties
 18 actually has a specialty court specifically for
 19 veterans, Dorchester County. So working inside
 20 some of the facilities of like the detention
 21 centers, some of the behavioral health

Page 21

1 providers, wherever there's a need, one of the
 2 questions we always ask is have you ever served
 3 in the military. They are true heroes, and we
 4 owe them much gratitude. And oftentimes,
 5 there's a linkage that's missing for services
 6 for them. And we want to help enable optimal
 7 living and create those linkages for them.
 8 So thanks again for having us. And our
 9 number is (410)770-4801. And I'm extension
 10 315, for any questions at all. And thank you
 11 for your service.
 12 MR. CALLAHAN: Thank you.
 13 MS. SHORT: Good evening. I'm Lisa Short.
 14 I'm the behavioral health coordinator for adult
 15 services with Mid-Shore Behavioral Health.
 16 My role is to link, help families, friends
 17 veterans, all adults navigate resources and
 18 services here in the mid shore. So anybody can
 19 call up, express what their need is, what
 20 they're looking for. And my job is to help
 21 them link with that.

Page 22

1 MR. CALLAHAN: That's great. Appreciate
 2 it.
 3 Okay. Council.
 4 MS. HAYTHE: No. But being the mother of
 5 a veteran who served in Afghanistan, I thank
 6 you for your services. When he came back, I
 7 mean being someone that was in government and
 8 couldn't help him to link up with the proper
 9 services, I am so grateful for all the work
 10 that you do. And now he's decided to be in the
 11 Reserves and jump out of airplanes. He's doing
 12 it.
 13 MS. Karpf: I will make sure you get my
 14 information. We'll send him some swag.
 15 MS. HAYTHE: Okay. Yes. Thank you. But
 16 thank you for being here tonight.
 17 DINA: Thanks for having us.
 18 MS. MIELKE: Having been married to a
 19 Vietnam veteran, I know what the needs are.
 20 And he was also awarded a -- anyway, a number
 21 of things.

Page 23

1 And I'm so glad to hear that you're
 2 offering these services because they're so
 3 desperately needed. I mean I know other
 4 veterans, too, later. And this is just a
 5 wonderful program. Support you 100 percent.
 6 Thank you for what you do.
 7 MR. CALLAHAN: Mr. Leshner.
 8 MR. LESHER: Well, these are important
 9 services. I know that Operation Green Light
 10 will be a new opportunity for visibility for
 11 Talbot County.
 12 So thank you for approaching us, and I
 13 hope that we can help you achieve that
 14 visibility that you're seeking.
 15 DINA: Thank you.
 16 MR. STEPP: Just ladies, thank you for
 17 being here. Thank you for all you're doing for
 18 our veterans.
 19 To all our veterans, I see a good amount
 20 here in the room today, thank you so very much
 21 for what you do for our country, what you have

Page 24

1 done for our country, and continue to do, both
 2 domestic as well as abroad. Just can't thank
 3 you enough for everything. So thank you.
 4 MR. CALLAHAN: I'll follow up with the
 5 same thing. You guys are truly heroes to us.
 6 That's for sure. You're protecting us, and
 7 we're so thankful you guys are there for
 8 helping the need.
 9 And also, just to let you know, we will be
 10 lighting the courthouse up, too. So that's
 11 going to be special, too.
 12 So if you guys will come on up. And the
 13 veterans, would you guys come on up too,
 14 please. You want to take a picture.
 15 MS. KARPf: Thank you. Thank you. Thank
 16 you.
 17 MR. LESHER: Yes.
 18 SECRETARY: Yeah. They're all the same.
 19 It's just one for each group.
 20 MR. STEPP: Got everybody taken care of?
 21 Yes, sir.

Page 25

1 SPEAKER: And then the other one would be
 2 Mid-Shore I think. Does Mid-Shore have one?
 3 Yup. There.
 4 MR. STAMP: Short people up front, tall
 5 people in the back.
 6 MS. KILMON: Let's see. There we go. I'm
 7 going to have you go to that side with Dave I
 8 think.
 9 Actually, Dave, do you mind if you get on
 10 the top as well? Going to run out of space.
 11 MS. MORRIS: Make sure you can stand up.
 12 MS. KILMON: All right, guys. One, two,
 13 three. All right. Very nice, guys. I got it.
 14 So I guess you guys want to come outside?
 15 We can take some better pictures.
 16 MS. KARPf: Okay.
 17 MR. CALLAHAN: Okay. The next
 18 proclamation is Economic Development Week. You
 19 want to come on up.
 20 MS. VANHOOSER: Good evening, Council.
 21 MR. CALLAHAN: Good evening.

Page 26

1 MS. VANHOOSER: So I'm Cassandra
 2 Vanhooser. I'm the director of economic
 3 development and tourism for Talbot County.
 4 I'll be short and sweet. It's really hard to
 5 follow the veterans, by the way.
 6 But this is important, too. And I'm
 7 really just here to say thank you for all the
 8 support that you give to the business community
 9 in Talbot County.
 10 I, early in my career, searched the world
 11 for prosperous communities. And I had an
 12 ah-hah moment. I've told this story before.
 13 If you've heard it before, forgive me for
 14 repeating. But I was at our Business
 15 Appreciation Summit several years ago when I
 16 was still just the tourism director. And I had
 17 this ah-hah moment when I looked across the
 18 room and I saw all the leaders of the business
 19 community. And I was like I found the power
 20 source.
 21 So it is my belief truly that a strong

Page 27

1 business community is the foundation for all of
 2 the wonderful things that happen in Talbot
 3 County. You know, without the prosperous
 4 business community, you cannot have the
 5 nonprofits that we have here and all the
 6 wonderful organizations doing the work that
 7 they do. So truly, I found the power source.
 8 And just a couple of statistics for you.
 9 I wanted to point out the number of businesses
 10 that we have here in Talbot County.
 11 So according to the United States Census
 12 Bureau, we have 1,457 businesses with at least
 13 one W-2 employee. And then, here is a number
 14 that I find really astounding, 4,364
 15 non-employer establishments. So those are your
 16 independent contractors, your real estate
 17 agents, your consultants. And so we have, even
 18 before COVID, have been a haven for people who
 19 work remotely or who work independently.
 20 So we have a very strong business
 21 community, more businesses than those counties

Page 28

1 that touch us on the Eastern Shore. We're a
 2 hub for health care, for retail, for financial
 3 services, and for tourism.
 4 So I just think that is a spectacular
 5 place. And again, I want to say thank you for
 6 all the support that you give to the business
 7 community and to our department for the
 8 services that we provide.
 9 MR. CALLAHAN: Thank you.
 10 Mr. Stepp.
 11 MR. STEPP: I'll just give the thanks
 12 right back to you, Ms. Cassandra. I mean you do
 13 a phenomenal job. Thanks for representing
 14 economic development and tourism, hospitality,
 15 everything here in Talbot County. Appreciate
 16 all the hard work you do for staff, too. It's
 17 one of the many things that just makes this
 18 county a wonderful place to live. Thank you.
 19 MR. CALLAHAN: Thank you.
 20 Mr. Leshner.
 21 MR. LESHER: Yes, absolutely. Thank you.

Page 29

1 Everything that Councilman Stepp said.
 2 MR. CALLAHAN: Okay.
 3 MS. MIELKE: Yes. I'd like to
 4 congratulate you on all that you do. Your
 5 dedication to our community is priceless.
 6 MR. CALLAHAN: Yup, yup.
 7 MS. VANHOOSER: Thank you.
 8 MS. HAYTHE: I'm biased. So you know how
 9 I feel about the profession. Hardest job in
 10 the world.
 11 MS. VANHOOSER: It is hard.
 12 MS. HAYTHE: But I thank you for all that
 13 you do.
 14 MS. VANHOOSER: Thank you.
 15 MR. CALLAHAN: I'll do the same. You
 16 really are a bright light. You're really the
 17 face of the community and you serve it well.
 18 That's for sure. And we really, really
 19 appreciate everything that you do. And there's
 20 not too many businesses in Talbot County that
 21 don't know you.

Page 30	Page 32
<p>1 MS. VANHOOSER: That's right.</p> <p>2 MR. CALLAHAN: So that just shows you</p> <p>3 dedication and loyalty to this county. We</p> <p>4 really do appreciate that.</p> <p>5 We got a little gift for you up here. So</p> <p>6 come on up here.</p> <p>7 MS. VANHOOSER: Do you want to read it?</p> <p>8 MR. CALLAHAN: Oh, I'm sorry. We ought to</p> <p>9 do that, too.</p> <p>10 SECRETARY: Proclamation, Economic</p> <p>11 Development Week, October 23rd through the</p> <p>12 27th, 2023.</p> <p>13 Whereas, economic stability and growth are</p> <p>14 key to the prosperity and quality of life of</p> <p>15 Talbot County and its citizens.</p> <p>16 And whereas, the staff of the Talbot</p> <p>17 County Department of Economic Development and</p> <p>18 Tourism, in partnership with members of the</p> <p>19 Economic Development Commission and the Tourism</p> <p>20 Board, champion the economic wellbeing of the</p> <p>21 business community by helping create, retain,</p>	<p>1 Talbot County by connecting businesses and</p> <p>2 nonprofit organizations with resources</p> <p>3 essential for grown and sustainability.</p> <p>4 And whereas, tourism and business</p> <p>5 development go hand in hand in Talbot County,</p> <p>6 with our people making it work to provide</p> <p>7 quality jobs and economic vitality.</p> <p>8 Now, therefore, we, the County Council of</p> <p>9 Talbot County, in keeping with the State of</p> <p>10 Maryland and jurisdictions throughout the</p> <p>11 State, do hereby proclaim the week of</p> <p>12 October 23rd through 27, 2023, as Economic</p> <p>13 Development Week in Talbot County and encourage</p> <p>14 all citizens to join with us in recognizing and</p> <p>15 reaffirming the importance of business</p> <p>16 development on a local and statewide basis.</p> <p>17 Given under our hands in the great seal of</p> <p>18 Talbot County this 24th day of October in the</p> <p>19 year of our Lord, 2023.</p> <p>20 MR. CALLAHAN: Thank you.</p> <p>21 MS. VANHOOSER: I have one special</p>
Page 31	Page 33
<p>1 and expand jobs, facilitating growth, enhancing</p> <p>2 wealth, and providing a stable tax base.</p> <p>3 And whereas, the Economic Development and</p> <p>4 Tourism staff and Economic Development</p> <p>5 Commission members work together to form</p> <p>6 strategic partnerships with employers,</p> <p>7 institutions of higher learning, and State</p> <p>8 agencies to attract and retain high quality</p> <p>9 talent, laying the groundwork for attracting</p> <p>10 and retaining the workforce of tomorrow.</p> <p>11 And whereas, the Talbot County Department</p> <p>12 of Economic Development and Tourism staff and</p> <p>13 its partners work to stimulate the community's</p> <p>14 entrepreneurial spirit while supporting the</p> <p>15 development of the next generation of small</p> <p>16 businesses and business leaders, setting the</p> <p>17 course for Talbot County's future.</p> <p>18 And whereas, the Talbot County Department</p> <p>19 of Economic Development and Tourism is</p> <p>20 recognized as an award-winning driver in</p> <p>21 igniting economic strength and stability for</p>	<p>1 request.</p> <p>2 MR. CALLAHAN: Sure.</p> <p>3 MS. VANHOOSER: So my colleague from the</p> <p>4 Small Business Development Center, Rich</p> <p>5 Loeffler, is here with my colleague Rich</p> <p>6 Setter. And I told the United States Senate</p> <p>7 Committee on small business and</p> <p>8 entrepreneurship that I would like to clone</p> <p>9 Rich Loeffler. He's that important to the work</p> <p>10 that we do.</p> <p>11 So I want to invite him up to have his</p> <p>12 picture made as well.</p> <p>13 MR. CALLAHAN: Absolutely. Come on up,</p> <p>14 all of you.</p> <p>15 MR. LESHNER: I would move the</p> <p>16 proclamation.</p> <p>17 MR. CALLAHAN: Okay.</p> <p>18 MR. STEPP: Second.</p> <p>19 MR. CALLAHAN: Okay. We got a motion and</p> <p>20 second. Madam Secretary, could you call the</p> <p>21 vote.</p>

Page 34	Page 36
<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. Leshner.</p> <p>6 MR. LESHNER: 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: Yup.</p> <p>12 MS. KILMON: All right. One, two, three.</p> <p>13 All right. Very nice, guys.</p> <p>14 MS. HAYTHE: Rich actually helped me and</p> <p>15 my husband write our first business plan.</p> <p>16 MR. CALLAHAN: Wow. That's good. That's</p> <p>17 good. Okay.</p> <p>18 Next on the agenda is presentation of the</p> <p>19 Chapel District Elementary School renovation</p> <p>20 and addition project design. One of my</p> <p>21 favorite guys. One of them, one of them.</p>	<p>1 we need her.</p> <p>2 So this evening, we come before the</p> <p>3 Council to present the design development</p> <p>4 submission, very high level presentation. And</p> <p>5 we are attempting to make it very brief.</p> <p>6 And Peter is going to be carrying the</p> <p>7 weight on the presentation. And I'm going to</p> <p>8 follow up with the estimated cost.</p> <p>9 So I'm going to jump right into the</p> <p>10 presentation.</p> <p>11 MR. WINEBRENNER: Go to the next one.</p> <p>12 I believe you're familiar with the project</p> <p>13 from when I was here two months ago. But just</p> <p>14 to brief you again, we are renovating the</p> <p>15 existing facility in its totality as well as</p> <p>16 creating new, several, three additions totaling</p> <p>17 about 16,600 square feet with a design capacity</p> <p>18 of 471 students in grades pre-k through five.</p> <p>19 Site is about 19 and a half acres, and</p> <p>20 there have been previous renovations and</p> <p>21 additions done, but it is certainly time to</p>
Page 35	Page 37
<p>1 How are you doing, Kevin?</p> <p>2 MR. SHAFER: Good.</p> <p>3 MR. CALLAHAN: Good.</p> <p>4 MR. SHAFER: Thank you, President</p> <p>5 Callahan.</p> <p>6 MR. CALLAHAN: Yup, yup.</p> <p>7 MR. SHAFER: Good evening, Members of the</p> <p>8 Council and staff.</p> <p>9 With me tonight is Peter Winebrenner,</p> <p>10 principal architect with Hord Coplan Macht,</p> <p>11 responsible for the design of the project.</p> <p>12 And get this thing...</p> <p>13 MR. WINEBRENNER: Good evening.</p> <p>14 SECRETARY: Is it on?</p> <p>15 MR. SHAFER: Susan, here we go again.</p> <p>16 MS. MORRIS: Go to slide show up top. And</p> <p>17 from the beginning all the way to the left.</p> <p>18 MR. SHAFER: Thank you. All right.</p> <p>19 So also with us tonight is Lindsay</p> <p>20 (Inaudible), manager from Whiting Turner.</p> <p>21 She's in the audience and we'll call on her if</p>	<p>1 bring it up to the level again.</p> <p>2 We certainly don't expect you to see all</p> <p>3 of this, but we're well on schedule and on</p> <p>4 track for our process of the design. Design</p> <p>5 development is the second of the three phases.</p> <p>6 It's where more detail gets introduced and it's</p> <p>7 a major milestone for the State's approval and</p> <p>8 funding process. And that will go in next</p> <p>9 week, pending approval and agreement by anyone</p> <p>10 else.</p> <p>11 Then we move into the final construction</p> <p>12 document phase, which will take us through</p> <p>13 March, and at which time we'll be developing</p> <p>14 the bids and the guaranteed maximum price,</p> <p>15 which White & Turner will be overseeing.</p> <p>16 Construction start then in the late summer</p> <p>17 following through until completion two years</p> <p>18 later.</p> <p>19 Just to remind everyone of the site. Most</p> <p>20 of you are probably familiar with it. The</p> <p>21 school sits close to Cordova Road and then</p>

Page 38

1 fields occupy the vast area in the back.
 2 Parking and bus loops surrounding the school as
 3 well. So that's the existing conditions.
 4 Our proposed site plan, you can see the
 5 location of the three additions, one in the
 6 lower right corner, one in the back, and then
 7 one in the back left. And we'll talk about
 8 those in more detail in a second.
 9 We're also revamping and expanding the
 10 drop-off area for parents and cars, and that
 11 will also include a dedicated zone for the
 12 Critchlow Adkins facility for drop-off,
 13 pick-up, and parking for that facility.
 14 As we get into the existing building, the
 15 main footprint will be remaining. We will be
 16 doing some reassigning of spaces and some minor
 17 wall relocation. So when we go to the new
 18 addition, you can see next slide, we have the
 19 major addition at the front, which will be a
 20 new entry and the new relocated media center,
 21 plus some administrative spaces.

Page 39

1 In the back right is the Critchlow Adkins
 2 component, relocating from its current location
 3 in the lower left of this plan. There's also
 4 some mechanical spaces added there as well as a
 5 new mechanical yard in that area.
 6 And then the third addition is small in
 7 the upper left, which allows us to right size
 8 all of the pre-k and k classrooms from their
 9 current size and requires a small addition in
 10 the back to facilitate those sizes and quantity
 11 of rooms.
 12 And then, as I said, we are mainly
 13 renovating in place the rest of the spaces with
 14 a few exceptions and few relocations.
 15 This is a conceptual view of the new entry
 16 roughly coming off from Cordova Road into the
 17 school. There's -- the entry is in this
 18 location now just set back further. So we're
 19 bringing that forward with the library and the
 20 canopy. And then you can see down the left
 21 side just off the screen is where the buses

Page 40

1 are. And that's currently where they pick up
 2 and drop off as well.
 3 And this is a view from the other corner
 4 looking back towards the Critchlow Adkins from
 5 the play fields, the new addition as well as
 6 the entry. And then you can just see the
 7 mechanical court just past that canopy. There
 8 will be a large water tank there for fire
 9 service, etc., as well as mechanical equipment.
 10 It's being enclosed by a wall. So there's
 11 access but not visible.
 12 And this is just a rendering of the
 13 inside, proposed inside of the new library.
 14 Lots of glass. Trying to make it very age
 15 appropriate for children. Playful but not too
 16 kitschy.
 17 So certainly we're in the process of
 18 continuing to refine these designs and colors.
 19 We have a really great group at the school
 20 that's helping guide us on this.
 21 MR. SHAFER: So that is the very, very,

Page 41

1 very quick summary of the design development
 2 submission.
 3 Obviously, Peter and his team have a very
 4 detailed submission that has to go to the
 5 State.
 6 As far as the cost estimate that will be
 7 accompanying the submission, the Council has
 8 that detailed cost estimate broken down by
 9 division for the DDC submission. This is just
 10 a very quick summary for the public
 11 presentation that breaks down the estimated
 12 cost by fiscal year labeled in gray there.
 13 And then the first green line is the
 14 25.182 million for the total estimated cost for
 15 construction and site work. And that would
 16 match the document that you have.
 17 The other costs above the construction and
 18 site work are listed there for a total
 19 estimated project cost of 28.975 million. And
 20 that is approximately a million less than what
 21 you saw at the last time you saw me at the

Page 42

1 Capital Improvement Plan presentation.
 2 So the design is being refined. We are
 3 working towards that. As Peter said, the
 4 construction document submission, which will be
 5 the next milestone. And then we would be
 6 bidding out the project.
 7 So once again, this is all cost estimating
 8 that we're doing in order to try to actively
 9 predict where this project is going to come out
 10 at.
 11 MR. CALLAHAN: That sounds great.
 12 MR. SHAFER: So that does conclude our
 13 presentation tonight. We can certainly answer
 14 any questions that the Council may have.
 15 I am asking that the Council consider
 16 providing a letter of support that would be
 17 part of the submission for the DDC submission
 18 to the State.
 19 MR. CALLAHAN: Okay.
 20 MR. LESHAR: So Mr. Shafer, you said
 21 you'll be moving toward bidding this out.

Page 43

1 With that said, the contract for
 2 construction manager at risk has already been
 3 awarded to White & Turner?
 4 MR. SHAFER: Correct. It has, yes.
 5 Now, the -- so we went to a solicitation
 6 process to bring on a construction management
 7 firm. So there will be a guaranteed maximum
 8 price process contract that will come out of
 9 the bid process.
 10 MR. LESHAR: Okay.
 11 MR. SHAFER: But their services have been
 12 acquired to do that.
 13 MR. LESHAR: I didn't ask this question
 14 before in earlier stages of this. But you have
 15 emphasized at various iterations about this the
 16 need to enlarge classrooms. And I know that a
 17 lot of what you're working with is the existing
 18 footprint of the school.
 19 And so you are moving interior walls in
 20 order to make that happen?
 21 MR. WINEBRENNER: We are primarily moving

Page 44

1 interior walls to enlarge the kindergarten and
 2 pre-k rooms.
 3 The existing grade level rooms are within
 4 the tolerance of sizes that are being
 5 recommended now by the State. So we're
 6 minimizing any wall movement in the bulk of the
 7 school.
 8 You saw the plan. The group of classrooms
 9 that runs along the left edge, those are pre-k.
 10 And most of the interior walls there are being
 11 relocated. But the rest of the building, most
 12 of those walls are remaining.
 13 MR. LESHAR: Great.
 14 MR. WINEBRENNER: We're trying to work
 15 with as many walls as we can.
 16 MR. LESHAR: I was toggling back and forth
 17 between the slides and trying to figure out
 18 where that --
 19 MR. WINEBRENNER: It can get a little
 20 confusing. Some of those darker blue rooms on
 21 the side, those are all, with the exception of

Page 45

1 the existing Critchlow Adkins room and the next
 2 room, those are where they are now. The rest,
 3 the other four rooms represent wall relocations
 4 to properly size those rooms for the smaller
 5 children.
 6 MR. LESHAR: And can you tell us where we
 7 are in the process with the State matching
 8 funding on this?
 9 MR. SHAFER: Yes, Mr. Leshar. So we have
 10 received schematic design approval for the
 11 first submission that we had previously, which
 12 was due September 1st.
 13 And with that was a cost estimate
 14 associated, it was associated with that
 15 submission.
 16 But the real crux of the issue comes to
 17 the Capital Improvement Plan, which you saw in
 18 my last presentation. And that it being
 19 considered right now by the IAC. And we have
 20 not received word back on that yet.
 21 But the design was a priority one project

Page 46

1 from the IAC. So usually that translates into
 2 funding, construction funding the following
 3 years.
 4 So as of right now, it's still up in the
 5 air. But we're hoping the support for the
 6 design is demonstrated as well from the State.
 7 MR. LESHEN: Thank you.
 8 MR. CALLAHAN: Okay.
 9 MS. MIELKE: No questions.
 10 MR. CALLAHAN: Mr. Stepp?
 11 Okay, guys. So you are asking for
 12 approval of the design?
 13 MR. SHAFER: Well, just a letter of
 14 support for the design development submission.
 15 MR. CALLAHAN: Okay. So is there --
 16 MR. LESHEN: I'll move for the letter of
 17 support.
 18 MS. MIELKE: Second.
 19 MR. CALLAHAN: Okay. There's a motion and
 20 second for a letter of support. Madam
 21 Secretary, could you call the vote, please.

Page 47

1 SECRETARY: Mr. Callahan.
 2 MR. CALLAHAN: Aye.
 3 SECRETARY: Mr. Stepp.
 4 MR. STEPP: Aye.
 5 SECRETARY: Mr. Leshen.
 6 MR. LESHEN: Aye.
 7 SECRETARY: Ms. Mielke.
 8 MS. MIELKE: Aye.
 9 MR. SHAFER: Thank you very much.
 10 MR. WINEBRENNER: Thank you for your time.
 11 MR. CALLAHAN: Thank you, guys.
 12 Appreciate it. Okay.
 13 Next on there. Okay. Golf course
 14 practice range and entertainment enhancement.
 15 Rich, you want to come on up. Tell us how
 16 we're making out.
 17 MR. SETTER: Sure. Cassandra already took
 18 the introduction of Mr. Loeffler. I can
 19 introduce him again if you would like.
 20 MR. CALLAHAN: Yeah. Go ahead.
 21 MR. SETTER: I've got Mr. Rich Loeffler

Page 48

1 with me from the Small Business Development
 2 Center. He is a business consultant, and he's
 3 here to just help me and talk a little bit
 4 about the project here.
 5 MR. CALLAHAN: Okay. Sounds good. He's
 6 going to help you make money.
 7 MR. SETTER: Absolutely.
 8 MR. CALLAHAN: Okay. That's good.
 9 MR. SETTER: Okay. Do I have -- is that
 10 up there?
 11 SECRETARY: Yes. It's on the bottom. No.
 12 Down. Yes, right there.
 13 MR. SETTER: Got it.
 14 So I sent you a wealth of information on
 15 this project, and I don't want to bog down the
 16 meeting by going over a lot of the details.
 17 But I would like to discuss some of the finer
 18 points in this project here.
 19 MR. STAMP: I'm sure you can get it done
 20 in 15 minutes, right?
 21 MR. SETTER: Actually, I've been told

Page 49

1 less.
 2 MR. STAMP: Good.
 3 MR. SETTER: No problem.
 4 MR. STAMP: Thank you.
 5 MR. SETTER: Got it. So the main thing on
 6 this thing is we talked about back in 2018,
 7 we've discussed this before, is in 2018 we
 8 received 96 inches of rain. And the business
 9 was kind of devastated financially because
 10 obviously golf is very weather dependent.
 11 So it got me thinking what can we do as a
 12 business to help insulate ourselves against
 13 this weather that we can't control anything
 14 about.
 15 And what we came up with is a couple of
 16 things that are not weather dependent. And
 17 this range entertainment enhancement project is
 18 something that is not related to the weather.
 19 It would be covered shelters where you can
 20 practice and play underneath the covered
 21 shelters.

Page 50

1 And you're not immune to only being able
 2 to generate revenue during the daylight hours
 3 like we are in golf also. You can generate
 4 revenue in the evening by lighting the
 5 facility.
 6 And these things are popping up over the
 7 place. I just found one today up in Elkton, if
 8 you're familiar with Patriots Glen Golf Course,
 9 small golf course up in Elkton which is
 10 building a 44-bay training center, learning
 11 enhancement facility. And Elkton is probably a
 12 little bit smaller in population than Easton.
 13 So these things are popping up everywhere.
 14 This is just a little rendering here of
 15 one. You can kind of see a clear vision there
 16 of what this facility might look like. A
 17 couple of tiers. We have enough space to put
 18 about 15 bays on the bottom and 15 bays on the
 19 top for people to use.
 20 The technology company that I'm
 21 recommending -- there's three of them that are

Page 51

1 out there. One is called Top Tracer, which is
 2 probably the most familiar name in golf.
 3 They're the ones that are used at the Top Golf
 4 facilities. There's another one called In
 5 Range, and then the third one here that would
 6 work best for our facility is called TrackMan
 7 Range. And basically that's the fee on a
 8 monthly basis to use that service.
 9 And the thing that's really neat about
 10 these things here is how they enhance hitting
 11 golf balls. You can see all the different
 12 things they do here. I'll go through them real
 13 quick.
 14 They have games, closest to the pin game,
 15 a bullseye game, hit it, capture the flag,
 16 magic pond for the kids. And then you can play
 17 virtual golf courses up to about 130, of which
 18 Hog Neck would be one of them you would be able
 19 to do.
 20 And of course, practice, practice range,
 21 and then tournaments, where we could have

Page 52

1 groups and organizations in there playing these
 2 virtual golf courses and having tournaments
 3 with it.
 4 Another one of the enhancements there is
 5 something called power tee. This is a really
 6 cool thing where you have a little hopper in
 7 there. You put the balls in it. And then they
 8 automatically tee up for you.
 9 We have an older clientele that play there
 10 at the golf course. This would be huge for the
 11 older folks. It would probably lengthen the
 12 time in which they can practice because there's
 13 no bending over to put the ball on the tee.
 14 It's also great for folks that are handicapped.
 15 That gives you a good little indication of
 16 what it looks like. There's the slide right
 17 there.
 18 So we have I know a gentleman named Rick
 19 down there who uses a prosthesis. He had some
 20 hand issues. So he has a hand club that's
 21 strapped to his hand that he can't take off

Page 53

1 when he plays. And this would be great for
 2 him. It would allow him to be able to hit golf
 3 balls and not have to worry about somebody
 4 having to tee up golf balls for him. So
 5 there's a lot of advantages to that.
 6 And then the third component going in
 7 there is trying to make it so that it's
 8 appealing to folks that don't even play golf.
 9 At these facilities around the country, these
 10 Drive Shacks and Top Golf facilities, the
 11 statistics tell us that 30 percent of people
 12 that go to these facilities don't even play
 13 golf. They go there just for the fun and the
 14 entertainment of it.
 15 And what better way to do that than to
 16 create a self-service stream wall, which
 17 doesn't increase our labor at all. And just
 18 makes it a lot of fun to drink different
 19 beverages. Any kind of beverage you can put in
 20 a keg. So it's not just beer. It's not just
 21 alcohol. It's any kind of beverages.

Page 54

1 So we're going to create a fun atmosphere
 2 for families, adults, kids, everybody.
 3 Get into a slide here that shows you what
 4 it would look like for a wall right there.
 5 Basically behind the wall, your have your
 6 cooler units. The taps and in there behind it
 7 and everything comes through the wall and it's
 8 all done through self-service. So another fun
 9 unique item to draw more people in there.
 10 Any questions on it? I know you've all
 11 had a chance to look at that. Is there any
 12 questions from the PowerPoint? I know I went
 13 through everything real quickly, but you've
 14 seen a bunch of this stuff before from me. All
 15 right.
 16 MR. CALLAHAN: So Rich, just one quick
 17 question.
 18 MR. SETTER: Sure.
 19 MR. CALLAHAN: The beverages and stuff.
 20 We're going to have food in the same spot?
 21 MR. SETTER: Absolutely, yup. So we have

Page 55

1 our cafe there already in existence.
 2 MR. CALLAHAN: Right.
 3 MR. SETTER: So we don't have to recreate
 4 the wheel there. We would like to enhance
 5 those service a little bit.
 6 MR. CALLAHAN: Okay.
 7 MR. SETTER: Right now we do hot dogs and
 8 cold sandwiches. We'd like to put a fryer in
 9 there, a flattop grill, and one-speed oven.
 10 And that would allow us to do all kind of
 11 different types of pub menu, which is what
 12 people would enjoy in that environment.
 13 MR. CALLAHAN: That's great.
 14 MR. SETTER: And is the other slide in
 15 there, the spreadsheet, or no?
 16 SECRETARY: I just put the PowerPoint.
 17 MR. SETTER: Just the PowerPoint.
 18 SECRETARY: Just the PowerPoint, yes.
 19 MR. SHAFER: So you all got the
 20 spreadsheet that shows the business model.
 21 Is there any questions on any of that

Page 56

1 information I can answer for you?
 2 Mr. Loeffler is here to sort of reinforce
 3 what I put together there.
 4 I tried to be as conservative as possible
 5 in my financial numbers that I put in there.
 6 For example, I used a 40 percent food cost of
 7 sales, food and beverage cost of sales, which
 8 is much higher than what we track normally.
 9 For credit card fees and things like that,
 10 I used a five percent fee in there, which is
 11 much higher than we track. We're normally
 12 around three, three and a half percent.
 13 And I tried to be conservative with the
 14 revenue numbers as well just to show you that
 15 it is a very sound business model. And it
 16 would really help us going further to insulate
 17 ourselves against weather and create a very
 18 strong financial model there at the golf
 19 course.
 20 MR. STAMP: So Council, I'm not sure
 21 that -- I had to step out of the room.

Page 57

1 Obviously, this is a project Council is
 2 very aware of. Rich had put this in as a
 3 capital enabling project, part of a capital
 4 improvement program. And that has gone through
 5 one of the items that the Council wanted Rich
 6 to comment on was y'all wanted him to provide a
 7 business plan, feasibility study-type of
 8 material, come back to Council for
 9 consideration to move forward.
 10 But the program does have a green light as
 11 far as the capital enabling legislation at this
 12 point.
 13 I know that Rich reached out to
 14 Mr. Loeffler, who is certainly a prudent expert
 15 in the area of creating business plans.
 16 So thank you, Cassandra, for making that
 17 connection and, Mr. Loeffler, for helping Rich
 18 do this.
 19 So I think that as long as Council is
 20 comfortable that you put together a business
 21 plan and looked at the feasibility, that's the

Page 58

1 goal this evening. And if so, they could move
 2 in a vote to support it and the program could
 3 go forward.
 4 MR. CALLAHAN: Okay.
 5 MR. SETTER: If I can just say one more
 6 thing.
 7 MR. CALLAHAN: Sure.
 8 MR. SETTER: One more address. There was
 9 a letter that was brought to my knowledge. It
 10 was sent unanimously. Some folks in the
 11 community that didn't think this was the best
 12 use of resources for us here at the golf
 13 course.
 14 They thought that putting money into the
 15 cart paths and improvements in the parking lot
 16 and into the greens and things like that would
 17 be better use of the funds.
 18 And I agree with all of their things that
 19 they put in the letter. All those things are
 20 important, and we should be looking to put
 21 money into those. But none of those projects

Page 59

1 generate revenue. And this project here would
 2 generate substantial amount of revenue, which,
 3 in turn, would allow us to do those projects.
 4 MR. CALLAHAN: Right.
 5 MR. SETTER: So this is sort of the cart
 6 before the horse kind of thing.
 7 And then for any of those that are
 8 watching or listening, if they have questions
 9 or concerns, I ask them to reach out to me.
 10 I'd love to hear your concerns, anyone who has
 11 them. And I'd like to sit down and talk with
 12 them, and I can answer any questions that they
 13 might have going forward.
 14 MR. CALLAHAN: Sounds great.
 15 Ms. Mielke.
 16 MS. MIELKE: Yes. I think this is a great
 17 project for this county and actually the other
 18 counties.
 19 Having gone to Top Golf over the bridge,
 20 there were three generations of a family
 21 playing Top Golf and hitting balls. There was

Page 60

1 a mother with three pre-teen girls hitting
 2 balls.
 3 This is such a great entertainment,
 4 bonding of families. And as you pointed out,
 5 there aren't a lot of activities to do after
 6 dark in this county. And this fills that gap.
 7 And also, it instills, particularly in
 8 young people, the knowledge of golf. And golf
 9 is to me more than just exercise, physical
 10 exercise. But it's mental exercise, too. I
 11 mean if you go after work and play golf and
 12 you're hitting a ball and you keep going
 13 forward, and the rest of the day just washes
 14 behind you. And you're just focused on the
 15 game. So from the physical and a mental health
 16 standpoint, golf is great. And to introduce
 17 another generation to it is beyond measure.
 18 Thank you.
 19 MR. SETTER: When I'm teaching the kids,
 20 I'm always saying we're learning life-long
 21 lessons here, not just golf.

Page 61

1 MS. MIELKE: Right.
 2 MR. LESHHER: Couple of questions. Looking
 3 at the spreadsheet, am I reading this correctly
 4 that we're looking at maybe a 13-month return
 5 on investment?
 6 MR. LOEFFLER: Yeah.
 7 MR. SETTER: Exactly. Yeah. And
 8 definitely less than three seasons of work
 9 there where you're going to get your return on
 10 investment absolutely.
 11 MR. LESHHER: Net of labor, not expenses?
 12 MR. SETTER: Yes.
 13 MR. LESHHER: And the projections show even
 14 revenue per month.
 15 I'm curious whether that's simply an
 16 average figure. Do you expect some seasonality
 17 to the use of this?
 18 MR. SETTER: For that spreadsheet, I kept
 19 it even just for simplicity purposes.
 20 Obviously, we would have ebb and flow.
 21 And I anticipate that the months where the golf

Page 62

1 course is not as favorable, in the winter
 2 months, that the revenue would be higher in the
 3 entertainment facility. And then when we have
 4 it on the golf course where the golf course is
 5 accessible and playable, in the June, July,
 6 August, September months where it's very
 7 favorable to be out there, it wouldn't be as
 8 high.
 9 So you would have a little bit of ebb and
 10 flow in there. But overall, those numbers are
 11 still very solid.
 12 And the other thing, too, if people are
 13 listening, the facility would operate sort of
 14 business as usual during the golfing daylight
 15 time. You come there to play golf. You get a
 16 basket of balls, you go over to the facility to
 17 hit, you warm up, and you go play golf.
 18 And then in the evening hours, when the
 19 golf course is not available, that's when it
 20 would go to more of a entertainment facility.
 21 Charge by the hour. You get more of the larger

Page 63

1 groups in there. I envision groups of four or
 2 five. Ms. Mielke was talking about the three
 3 generations of families coming in there and
 4 participating at that point in time into the
 5 evening hours. And obviously, the business
 6 levels will dictate what those hours would be.
 7 MR. LESHHER: I have perhaps a finance
 8 question on this one, which has to do with as
 9 the county puts capital funding into this
 10 project upfront, as this pays back, clearly
 11 your intention with doing this is that we can
 12 bring the golf course closer to or even to a
 13 enterprise fund that is covering its expenses
 14 or better.
 15 Does ultimately any of that, that
 16 investment return back outside of the
 17 enterprise fund or does it remain inside the
 18 enterprise fund?
 19 MR. SETTER: Well, I know from the
 20 business model we have currently right now, we
 21 do just fine funding the operations.

Page 64

1 Where we struggle currently is when we
 2 have to fund capital projects. For example,
 3 irrigation systems, thing like that.
 4 So this business model helps us to better
 5 fund those projects. And hopefully, down the
 6 road, since we are an enterprise fund, we'd
 7 like to be able to stand on our own two feet
 8 and be able to take care of all of those
 9 capital fund projects within the operations of
 10 the golf course.
 11 MR. STAMP: So of course, Martha is here
 12 and she can speak in detail.
 13 But we've spoken of this, and it is our
 14 goal to ensure that enterprise funds are
 15 solvent and that the general fund is not
 16 subsidizing. So we will be working on a
 17 mechanism to ensure that any profitability will
 18 come back to pay off loans from the general
 19 fund and eventually getting it to a point where
 20 it's self-sufficient.
 21 MR. LESHHER: So you're reminding me that

Page 65

1 we're seeking to structure this as a loan from
 2 the general fund?
 3 MR. STAMP: Correct.
 4 MR. LESHHER: To the enterprise fund?
 5 MR. STAMP: That is correct.
 6 MR. LESHHER: Great. Are we being asked
 7 for any action tonight?
 8 MR. STAMP: Yes, you are. We are asking
 9 Council to take a vote to give a green light to
 10 move forward with the project once you're done
 11 with your questions.
 12 MR. LESHHER: (Inaudible.)
 13 MR. CALLAHAN: Mr. Stepp.
 14 MR. STEPP: That question kind of answers
 15 mine.
 16 I have a quick statement and a quick
 17 question. My statement was I love it.
 18 Question is when do we start?
 19 MR. SETTER: Hopefully tomorrow.
 20 MR. CALLAHAN: Mr. Loeffler, would you
 21 like to say a few words?

Page 66	Page 68
<p>1 MR. LOEFFLER: I would just comment that</p> <p>2 working with Rich and looking at the numbers he</p> <p>3 had originally put together, I usually use some</p> <p>4 conservative numbers.</p> <p>5 I got to tell you that his were more</p> <p>6 conservative than mine. So I felt good about</p> <p>7 that. Good and at times bad, because I'm</p> <p>8 saying all right, how much do you really need.</p> <p>9 But I think he did a great job in putting</p> <p>10 it together. I had at one place I want to say</p> <p>11 maybe 40 percent for the cost of goods. I</p> <p>12 think it was 35. He put in 45.</p> <p>13 It was just a good package, very clean,</p> <p>14 easy to read. He helped me look at it, made</p> <p>15 sure I knew where we were on the costs so I</p> <p>16 could see it. And I just thought it is great.</p> <p>17 Frankly, this says it can make some money.</p> <p>18 So thank you.</p> <p>19 MR. CALLAHAN: That sounds great.</p> <p>20 Well, Rich, you know, like I said a little</p> <p>21 while ago, you're doing a fantastic job.</p>	<p>1 season. Doing it this time of year, you got</p> <p>2 your fall league.</p> <p>3 MR. CALLAHAN: Right.</p> <p>4 MR. SETTER: In the evenings, you can be</p> <p>5 playing Pebble Beach one week and Carnoustie</p> <p>6 the next.</p> <p>7 MR. CALLAHAN: That would be fantastic.</p> <p>8 So there's just so many opportunities for this.</p> <p>9 MR. SETTER: There's a ton of</p> <p>10 opportunities.</p> <p>11 MR. CALLAHAN: I really want to commend</p> <p>12 you for doing that. And that's going to be,</p> <p>13 it's going to be huge. I really feel like it's</p> <p>14 going to be big.</p> <p>15 So being that's said, okay, Council, do we</p> <p>16 have a motion?</p> <p>17 MR. STEPP: Motion.</p> <p>18 MS. MIELKE: So moved.</p> <p>19 MR. CALLAHAN: Okay. We got a motion and</p> <p>20 second to go ahead and move this project</p> <p>21 forward. Madam Secretary, could you call the</p>
Page 67	Page 69
<p>1 I was at the tournament Sunday. And we</p> <p>2 had, what, 130, 140 people there. And really,</p> <p>3 you know, the whole course is in such great</p> <p>4 shape and the way you run it. And not only</p> <p>5 you, but all the employees and stuff, they're</p> <p>6 doing such a great job on the course. It's</p> <p>7 really hats off to you because that's tough</p> <p>8 taking care of that. Weather conditions,</p> <p>9 everything.</p> <p>10 And to come up with this plan, it shows</p> <p>11 your dedication and your creativity to make us</p> <p>12 money.</p> <p>13 Not only that, the community, you know,</p> <p>14 helping the community. Like Ms. Mielke said,</p> <p>15 in the evening it looks like you're going to be</p> <p>16 open to ten, 11 o'clock. And not only that, if</p> <p>17 you've got 30 little cubicles, it looks like to</p> <p>18 me that this could be an opportunity that the</p> <p>19 ongoing leagues could really do something</p> <p>20 league wise.</p> <p>21 MR. SETTER: That's the goal in the off</p>	<p>1 vote.</p> <p>2 SECRETARY: Mr. Callahan.</p> <p>3 MR. CALLAHAN: Aye.</p> <p>4 SECRETARY: Mr. Stepp.</p> <p>5 MR. STEPP: Aye.</p> <p>6 SECRETARY: Mr. Leshner.</p> <p>7 MR. LESHNER: Aye.</p> <p>8 SECRETARY: Ms. Mielke.</p> <p>9 MS. MIELKE: Aye.</p> <p>10 MR. CALLAHAN: You guys got the green</p> <p>11 light. And I really appreciate. You've been</p> <p>12 very good tonight, Rich, on your time.</p> <p>13 MR. SETTER: I was very made aware of</p> <p>14 that, sir.</p> <p>15 MR. CALLAHAN: I'm very proud of you.</p> <p>16 MR. LOEFFLER: Thank you.</p> <p>17 MR. SETTER: Thanks, everybody.</p> <p>18 Appreciate it.</p> <p>19 MR. STAMP: Congratulations.</p> <p>20 MR. CALLAHAN: Okay.</p> <p>21 MR. STAMP: Thank you, Rich.</p>

Page 70	Page 72
<p>1 MR. SETTER: Thank you.</p> <p>2 MR. CALLAHAN: Okay. Next on the agenda,</p> <p>3 we've got the public hearing on the Community</p> <p>4 Development Block Grant. Yup.</p> <p>5 MS. VERDERY: Good evening. Thank you</p> <p>6 very much for having us here this evening.</p> <p>7 While I hold this up, I just wanted to say</p> <p>8 real quickly as a United States Navy veteran,</p> <p>9 thank you very much for recognizing those who</p> <p>10 served.</p> <p>11 MR. CALLAHAN: Yeah.</p> <p>12 MS. VERDERY: Maybe.</p> <p>13 MR. STAMP: Is it on?</p> <p>14 MS. VERDERY: It says it's on.</p> <p>15 MR. STAMP: There you go.</p> <p>16 MS. VERDERY: There we go.</p> <p>17 MS. MORRIS: If you go up to slide show up</p> <p>18 top, right to the right a little bit.</p> <p>19 MR. STAMP: To the right, to the right.</p> <p>20 MS. MORRIS: Yes, that's good.</p> <p>21 MR. STAMP: Yeah.</p>	<p>1 completed the construction project. And</p> <p>2 they're hoping to serve 1,500 individuals as</p> <p>3 part of this project.</p> <p>4 We held a pre-bid conference in April of</p> <p>5 2022, and we had six bidders come to the site.</p> <p>6 We selected Beaver Dam Builders. Brandon</p> <p>7 Borrows is the -- operates the Beaver Dam</p> <p>8 Builders Construction and is supervising the</p> <p>9 project.</p> <p>10 They're working on some interior</p> <p>11 renovations. As you can see, an interior wall</p> <p>12 was removed and relocated. And as part of</p> <p>13 that, they've had to also put in some new</p> <p>14 supports and foundations associated with the</p> <p>15 project. So as they're getting into it,</p> <p>16 they're finding that they need to do a little</p> <p>17 more and a little more, as usual with a</p> <p>18 construction project.</p> <p>19 They've also replaced windows. They</p> <p>20 removed all the old windows and have inserted</p> <p>21 new replacement windows at this site. And</p>
Page 71	Page 73
<p>1 MS. VERDERY: We're getting there.</p> <p>2 MS. MORRIS: There you go.</p> <p>3 MS. VERDERY: All right. So we're here</p> <p>4 this evening for two public hearings, the</p> <p>5 second public hearing as required by the</p> <p>6 Department of Housing and Community Development</p> <p>7 for any CDBG grant, the Community Development</p> <p>8 Block Grant projects.</p> <p>9 The first is the Chesapeake Multicultural</p> <p>10 Resource Center. And I have with me Matthew</p> <p>11 Peters, the executive director. So I'll go</p> <p>12 through my little schpeel. And if you have any</p> <p>13 questions, I'm sure he can help fill in any</p> <p>14 questions that you may have.</p> <p>15 So this grant funding started in November</p> <p>16 of 2021 and will end November 30th of this</p> <p>17 year. The grant was for a community center</p> <p>18 with commercial kitchen, and they had \$119,000</p> <p>19 approved for the commercial kitchen</p> <p>20 installation, construction, equipment. And</p> <p>21 they need to track beneficiaries after they've</p>	<p>1 they've had to relocate and reroute some</p> <p>2 plumbing associated with relocating the kitchen</p> <p>3 equipment and taking out a bathroom that was in</p> <p>4 this area.</p> <p>5 They're also working on some exterior</p> <p>6 brickwork. As you can see, they are working to</p> <p>7 replace and repair some of the exterior bricks</p> <p>8 and pointing associated with the project.</p> <p>9 So for the new commercial kitchen and</p> <p>10 community service area, they are working on</p> <p>11 installing a grease trap, they are relocating</p> <p>12 plumbing lines, putting in the new windows.</p> <p>13 They are doing some demolition and replacement</p> <p>14 of walls and support beams. They are</p> <p>15 relocating the electrical service for the new</p> <p>16 appliances that they have already purchased,</p> <p>17 and they've already purchased the new flooring</p> <p>18 for this project.</p> <p>19 They are moving forward working on opening</p> <p>20 a vent through the exterior brick wall for the</p> <p>21 commercial kitchen oven. And they're working</p>

Page 74

1 on interior drywall and some more brickwork on
 2 the exterior part of the building.
 3 So this has been a challenge to get the
 4 project started, but we're very happy to see
 5 that it's moving along and we think that it
 6 will be an exceptional resource to the
 7 community.
 8 And I'll let Matthew speak a little bit on
 9 who is going to serve in the benefits of the
 10 program.
 11 MR. PETERS: Yeah. So over the past year,
 12 our center has been, being utilized more and
 13 more, even though if you've been to it, it's
 14 kind of small historic area building. So it's
 15 kind of awkward when you go inside. Lots of
 16 nooks and crannies, which gives it a nice homey
 17 feel but difficult to bring in a lot of people
 18 to that center. So having a much larger area
 19 will allow a lot of our partner agencies.
 20 We do host now AA for Hispanic community
 21 members. They meet almost nightly in our

Page 75

1 center. So they're going to really be able to
 2 utilize the space.
 3 We just started offering a big group of
 4 volunteers citizenship classes, which we now do
 5 three times a week. So we're going to be able
 6 to utilize that big open space now for a lot
 7 more classroom work in the community. And
 8 we've had lots of asks from other partner
 9 agencies because they see all the foot traffic,
 10 and especially in fall, spring, and summer
 11 months in front of our building, and they want
 12 to kind of tap into that. So we'll have more
 13 space for those partners to get in there and be
 14 face to face with a lot of the clients that use
 15 our services.
 16 MS. VERDERY: Okay.
 17 MR. CALLAHAN: Okay. That sounds great.
 18 MS. VERDERY: It's a public hearing. So I
 19 guess we need to open it up.
 20 MR. CALLAHAN: So do we want to open it
 21 up? Okay. So what we'll do here, we'll go

Page 76

1 ahead and open it up for three minutes for
 2 individuals and five minutes for businesses.
 3 We'll go ahead and open it up right now.
 4 So does anybody over here on my left here?
 5 Okay.
 6 Anybody here on my right want to come up
 7 and speak? Okay. All right.
 8 MR. LESHAR: Mr. Callahan, just while we
 9 have this open on the record, Council was
 10 given, we were given the opportunity to tour
 11 this facility not too long ago. So we've had
 12 the opportunity to see much of this work
 13 completed.
 14 And it really is impressive what has been
 15 done and how it's transformed that space.
 16 So it's good to see this funding doing
 17 such effective work in our community.
 18 MR. CALLAHAN: Thank you.
 19 Any other comments?
 20 MS. MIELKE: No.
 21 MR. CALLAHAN: Okay. All right. Okay.

Page 77

1 At this time, I'll go ahead and close the
 2 public hearing on this.
 3 MS. VERDERY: Yup. Okay.
 4 MS. MIELKE: Thank you.
 5 MR. CALLAHAN: Thank you. Appreciate it.
 6 MR. STAMP: Thank you, Matt.
 7 MS. VERDERY: So we have one more public
 8 hearing.
 9 MR. CALLAHAN: Yup, yup.
 10 MS. VERDERY: I want to welcome Meredith
 11 Girard, the executive director of what was Mid
 12 Shore Pro Bono when we started this project and
 13 is now Shore Legal Access.
 14 MR. CALLAHAN: Okay.
 15 MS. VERDERY: So in January of 2023, Mid
 16 Shore Pro Bono adopted a plan to change their
 17 name to be inclusive of all eight counties that
 18 they serve on the Eastern Shore and the
 19 services that they are providing. They also
 20 recently relocated to Idlewild Avenue.
 21 Again, this grant started in 2021, and

Page 78

1 will end next month, November 30th of '23.
 2 And they were approved for \$50,000 through
 3 the CDBG funding for salaries, legal costs, and
 4 outreach.
 5 They needed to track beneficiaries to meet
 6 500 low to moderate income persons, which they
 7 have exceeded.
 8 So since the grant started, they have
 9 expanded their outreach and have reached over
 10 770 Talbot County residents so far with limited
 11 financial means to service. And they since
 12 July 1st, they've done 340 residents.
 13 And they provide a wide variety of
 14 services. So they have monthly life planning
 15 clinics at the Brookletts Senior Center, they
 16 have monthly debtor assistance projects, and
 17 they provide the same-day representation for
 18 tenants in Talbot County District Court every
 19 day of the week.
 20 In April of 2023, they also expanded their
 21 criminal record expungement work. They held

Page 79

1 two clinics in May and October, and they have a
 2 know your rights event scheduled for
 3 November 7th for the information about the
 4 changes in the criminal record expungement
 5 laws. So that was upcoming. So we wanted to
 6 make sure we announce that as well.
 7 And again, I'd like to give Meredith an
 8 opportunity to provide you with a little bit
 9 about what this grant funding has allowed them
 10 to do.
 11 MR. CALLAHAN: Well, welcome.
 12 MS. GIRARD: Thank you. Thank you so much
 13 for having me tonight. And especially thank
 14 you to you all for the support. This
 15 investment in the community has made a
 16 tremendous difference for Talbot County
 17 residents.
 18 You know, when folks need legal help,
 19 these struggles are really invisible. And so
 20 when they call us, it's an opportunity to help
 21 them with financial legal issues that make a

Page 80

1 long-lasting impact on their lives and for the
 2 community.
 3 Collectively, our clients just last year
 4 were able to reduce their debt by \$1.3 million.
 5 And you know, that's just the beginning of the
 6 benefits that the services have. So we're so
 7 appreciative of this support.
 8 A lot of the funding really helped us to
 9 expand our services in Talbot County. Since we
 10 moved to Idlewild Avenue, we've had a big jump
 11 in the number of folks who are visiting us and
 12 seeking services, which is really great to see.
 13 And in addition, this funding specifically
 14 helped us with folks who really struggle with
 15 property-related and homeowner issues, heirs
 16 property and title challenges. Those are
 17 things that are really complicated and tough
 18 for folks to resolve on their own. So we
 19 really appreciate this investment because it
 20 really makes a difference for folks.
 21 From our perspective, legal representation

Page 81

1 should be available to everyone, regardless of
 2 their financial means. And so when folks visit
 3 us, they're going to walk away with a lawyer in
 4 their court, in their corner. And your
 5 investment benefits everyone in our community.
 6 So thank you for that.
 7 Happy to answer any questions about this
 8 project or our programs generally.
 9 MR. CALLAHAN: Okay.
 10 MR. LESHER: Again, several Council
 11 members had the opportunity at your invitation
 12 to visit at the time of the rollout of your new
 13 name and new identity. Congratulations on
 14 that.
 15 But it also afforded us the opportunity to
 16 speak with a number of your staff. And
 17 certainly deepened my appreciation for the
 18 breadth of your services in the community. So
 19 thank you for that.
 20 MR. CALLAHAN: Mr. Stepp.
 21 MR. STEPP: I'll echo the thanks.

Page 82

1 MR. CALLAHAN: Yup.

2 MS. MIELKE: I've been around long enough

3 to remember when Mid Shore Pro Bono started.

4 And what y'all have done to help the

5 citizens of Talbot County, now many counties,

6 is just wonderful. And two of my very good

7 friends offer their services to you, one legal

8 and one accounting. And they're very blessed

9 to work with you all and render that service.

10 So keep up the good work.

11 MS. GIRARD: Thank you.

12 MR. CALLAHAN: Yup. And like my

13 colleagues said, I really appreciate everything

14 you've done, and your colleagues too. Okay.

15 So at this time, we'll go ahead and open

16 it up for the public hearing. We'll give three

17 minutes to somebody who wants to speak and five

18 minutes for a group or organization that wants

19 to comment on it.

20 And at this time, I'll open it up.

21 Anybody here on the left want to come on up?

Page 83

1 Anybody here on the right? Martha, you

2 want to come up? Okay.

3 At that point, anybody else would like to

4 come up and mention anything? If not, I'll go

5 ahead and close the public hearing. Okay.

6 MS. VERDERY: I'd just like to thank you

7 again for your support for these local

8 nonprofits and for your partnership with

9 Community Development Block Grant funding.

10 We've been able to do a few amazing things, and

11 we're continuing to do that with the

12 partnerships that we have now. So thank you

13 very much.

14 MR. CALLAHAN: Not only that, you're

15 amazing, too, to get us to this point and being

16 able to do this for us and the community and

17 these organizations that need our help. So

18 you're doing such a fantastic job.

19 MS. VERDERY: Thank you very much.

20 MR. CALLAHAN: Really appreciate it.

21 MS. VERDERY: Appreciate that. Thank you.

Page 84

1 MR. CALLAHAN: Okay. All right. So now

2 we're going to open another public hearing.

3 MS. MORRIS: Yes.

4 MR. CALLAHAN: Okay. So Madam Secretary,

5 you want to go ahead and read Resolution 350

6 for us, please.

7 SECRETARY: Resolution Number 350, a

8 resolution to place questions on the ballot at

9 the 2024 general election to amend Section 102

10 of the Charter of Talbot County to provide that

11 the citizens of Talbot County shall be accorded

12 equal treatment in all matters under the

13 jurisdiction of the county government

14 regardless of age, disability, health, or

15 genetic information in addition to race, creed,

16 sex, or national origin.

17 MR. CALLAHAN: Okay. Thank you, Madam

18 Secretary.

19 Mr. Thomas, you want to just go ahead and

20 brief us on this, if you would, please.

21 MR. THOMAS: Yes. So I think the title

Page 85

1 pretty much explains what the resolution is

2 intended to do.

3 But as this is a proposed Charter

4 amendment, it has to be adopted by at least

5 four-fifths of the Council.

6 MR. CALLAHAN: Okay.

7 MR. THOMAS: And if that happens, then it

8 would go on the ballot at the election in

9 November 2024 for a vote by the citizens.

10 MR. CALLAHAN: Okay. That's great.

11 So I guess at this time, we'll go ahead

12 and open it up to the public hearing. Three

13 minutes for individuals and five minutes for an

14 organization wants to come up and talk about

15 it.

16 So let's start over here to the left here.

17 Anybody want to come on up and talk about

18 Resolution 350? Okay.

19 Anybody to the right here want to come on

20 up and talk about Resolution 350? Okay.

21 I guess at this time, I think we have

Page 86	Page 88
<p>1 Council -- Keasha had to leave tonight. So it</p> <p>2 might be best, we don't have to vote on this</p> <p>3 tonight, do we?</p> <p>4 MR. THOMAS: We do not. It's eligible for</p> <p>5 vote. After the second reader, public hearing,</p> <p>6 vote, but it does not have to be done tonight.</p> <p>7 In fact, I believe the deadline to submit</p> <p>8 a ballot request to the County Board of</p> <p>9 Elections is roughly summer of '24. So we have</p> <p>10 a little time.</p> <p>11 MR. CALLAHAN: Okay. That's good. So if</p> <p>12 Council is okay with waiting until all five of</p> <p>13 us are here. Is that okay?</p> <p>14 MR. LESHER: I'm perfectly content.</p> <p>15 MR. CALLAHAN: Is that okay?</p> <p>16 MR. STEPP: Do we need a motion for that?</p> <p>17 MR. THOMAS: I don't believe so, no.</p> <p>18 MR. LESHER: I don't think it requires a</p> <p>19 motion.</p> <p>20 MR. CALLAHAN: No. So we'll just kind of</p> <p>21 wait until all five of us are here and we're</p>	<p>1 one or more bonds. Authorizing the refunding</p> <p>2 of such bonds and relating generally to the</p> <p>3 issuance and sale of such bonds for such</p> <p>4 purposes.</p> <p>5 MR. CALLAHAN: Okay. So I'll go ahead and</p> <p>6 open this up. Anybody --</p> <p>7 (Cross talk.)</p> <p>8 MR. CALLAHAN: I'm sorry. So this is</p> <p>9 eligible for vote. So --</p> <p>10 MR. STEPP: President Callahan, real</p> <p>11 quick. Just for public record, could we get</p> <p>12 just a quick synopsis?</p> <p>13 Mr. Thomas, can you provide that for us</p> <p>14 just so everyone knows what we're voting on?</p> <p>15 MR. CALLAHAN: Yeah.</p> <p>16 MR. THOMAS: Mr. Clarke, you want to</p> <p>17 address this?</p> <p>18 MR. CLARKE: That would be fine.</p> <p>19 MR. CALLAHAN: Okay.</p> <p>20 MR. CLARKE: Council, this is associated</p> <p>21 with the sewer collection system work we're</p>
Page 87	Page 89
<p>1 all ready to vote.</p> <p>2 MR. THOMAS: Right. So we'll just have</p> <p>3 that on the agenda for the next meeting.</p> <p>4 MR. CALLAHAN: Okay. Sounds great. All</p> <p>5 right.</p> <p>6 Moving on, Madam Secretary, you want to go</p> <p>7 ahead and eligible for vote, Bill 1548. You</p> <p>8 want to go ahead and read that into the record.</p> <p>9 SECRETARY: Bill Number 1548, a bill to</p> <p>10 authorize Talbot County, Maryland, the county,</p> <p>11 to borrow not more than \$800,000 in order to</p> <p>12 finance and refinance improvements to certain</p> <p>13 wastewater facilities in the county and to</p> <p>14 effect such borrowing by the issuance and sale</p> <p>15 of one or more series of its general obligation</p> <p>16 bonds payable from ad valorem taxes to be</p> <p>17 levied by the county. Exempting the bonds from</p> <p>18 the provisions of sections 19-205 and 19-207 of</p> <p>19 the Local Government Article of the Annotated</p> <p>20 Code of Maryland. Authorizing the</p> <p>21 consolidation of separate series of bonds into</p>	<p>1 doing down in St. Michael's. So this is</p> <p>2 through Rural Development.</p> <p>3 And once we -- we're in the process of</p> <p>4 trying to close the loans. We've already</p> <p>5 completed the work. So this is kind of the</p> <p>6 last step in securing that funding. So this is</p> <p>7 ultimately allowing us to borrow up to \$880,000</p> <p>8 of money that was utilized in upgrading the</p> <p>9 sewer collection system.</p> <p>10 MR. CALLAHAN: Okay. Any other questions</p> <p>11 from Council?</p> <p>12 MS. MIELKE: No.</p> <p>13 MR. LESHER: So I know that we've done</p> <p>14 well with improving our bond rating or</p> <p>15 maintaining our good bond rating. And I</p> <p>16 presume that with this, we'll continue to</p> <p>17 get -- we expect to get favorable bond rates.</p> <p>18 We probably won't know until this is actually</p> <p>19 put out to the market.</p> <p>20 MS. SPARKS: I can probably speak to this,</p> <p>21 too. Martha Sparks, finance director of Talbot</p>

Page 90	Page 92
<p>1 County.</p> <p>2 Actually, these bonds are being issued by</p> <p>3 this loan is from USDA Rural Development. So</p> <p>4 they're not going out into the open market.</p> <p>5 MR. CALLAHAN: Sounds great. Okay. Thank</p> <p>6 you.</p> <p>7 MR. LESHHER: And that presumably means</p> <p>8 favorable rates that we get through USDA?</p> <p>9 MS. SPARKS: Yes.</p> <p>10 MR. CALLAHAN: Okay.</p> <p>11 MR. STAMP: Paid for by.</p> <p>12 MS. SPARKS: Yes. And it is paid for by</p> <p>13 through the fees for the sewer users.</p> <p>14 MR. CALLAHAN: Got you.</p> <p>15 MS. SPARKS: So this is not paid for with</p> <p>16 county tax dollars. It's paid for by the users</p> <p>17 of the sewer system.</p> <p>18 MR. LESHHER: But we still want the best</p> <p>19 deal for our rate payers.</p> <p>20 MS. SPARKS: We do, we do. And generally</p> <p>21 we receive that from USDA and Rural Development</p>	<p>1 MR. STAMP: Your voice is deep.</p> <p>2 MR. CALLAHAN: All right. It's Clay's</p> <p>3 stuff.</p> <p>4 MR. STAMP: Good evening, Council.</p> <p>5 MR. CALLAHAN: Good evening.</p> <p>6 MR. STAMP: We have our county manager</p> <p>7 report this evening. The first I have is board</p> <p>8 and committee appointments for Council</p> <p>9 consideration.</p> <p>10 The first one is for the Mid-Shore</p> <p>11 Behavioral Health Regional Behavioral Health</p> <p>12 Advisory Committee. Requesting the</p> <p>13 reappointment of Mr. Tim Haynes and Ms. Sharon</p> <p>14 Dundon to that board.</p> <p>15 MR. LESHHER: I'll move the reappointments</p> <p>16 as requested by the board.</p> <p>17 MS. MIELKE: Second.</p> <p>18 MR. CALLAHAN: Okay. We got a motion and</p> <p>19 second. Madam Secretary, could you call the</p> <p>20 vote.</p> <p>21 SECRETARY: Mr. Callahan.</p>
Page 91	Page 93
<p>1 and MDE when they have those.</p> <p>2 MR. CALLAHAN: Okay. Thank you,</p> <p>3 Ms. Sparks.</p> <p>4 Any other questions?</p> <p>5 MS. MIELKE: No.</p> <p>6 MR. CALLAHAN: You're smiling anyway.</p> <p>7 That's good. Okay. So we'll go ahead and --</p> <p>8 any other questions or anything? Okay.</p> <p>9 So it's eligible for vote. Madam</p> <p>10 Secretary, could you call the vote please on</p> <p>11 1548.</p> <p>12 SECRETARY: Mr. Callahan.</p> <p>13 MR. CALLAHAN: Aye.</p> <p>14 SECRETARY: Mr. Stepp.</p> <p>15 MR. STEPP: Aye.</p> <p>16 SECRETARY: Mr. Leshher.</p> <p>17 MR. LESHHER: Aye.</p> <p>18 SECRETARY: Ms. Mielke.</p> <p>19 MS. MIELKE: Aye.</p> <p>20 SECRETARY: Ms. Haythe.</p> <p>21 MR. THOMAS: Aye.</p>	<p>1 MR. CALLAHAN: Aye.</p> <p>2 SECRETARY: Mr. Stepp.</p> <p>3 MR. STEPP: Aye.</p> <p>4 SECRETARY: Mr. Leshher.</p> <p>5 MR. LESHHER: Aye.</p> <p>6 SECRETARY: Ms. Mielke.</p> <p>7 MS. MIELKE: Aye.</p> <p>8 MR. STAMP: The second, requesting the</p> <p>9 appointment of Dory Gow Lambert to the Social</p> <p>10 Services Board of Directors.</p> <p>11 MR. CALLAHAN: Okay.</p> <p>12 MR. LESHHER: I'll move the appointment as</p> <p>13 requested by the board.</p> <p>14 MS. MIELKE: Second.</p> <p>15 MR. CALLAHAN: Okay. We got a motion and</p> <p>16 second. Madam Secretary, could you call the</p> <p>17 vote, please.</p> <p>18 SECRETARY: Mr. Callahan.</p> <p>19 MR. CALLAHAN: Aye.</p> <p>20 SECRETARY: Mr. Stepp.</p> <p>21 MR. STEPP: Aye.</p>

Page 94	Page 96
<p>1 SECRETARY: Mr. Lesher.</p> <p>2 MR. LESHES: Aye.</p> <p>3 SECRETARY: Ms. Mielke.</p> <p>4 MS. MIELKE: Aye.</p> <p>5 MR. STAMP: And the next is Upper Shore</p> <p>6 Aging, Incorporated Board of Directors.</p> <p>7 Mr. Bill Shrieves has submitted his</p> <p>8 resignation. I know Council will probably want</p> <p>9 to bring him in at a later date to just honor</p> <p>10 him for his years of service to the community.</p> <p>11 They are requesting the appointment of his</p> <p>12 replacement, Pamela Limberry.</p> <p>13 MR. LESHES: I'll move the appointment of</p> <p>14 Pamela Limberry as requested by that board.</p> <p>15 MS. MIELKE: Second.</p> <p>16 MR. CALLAHAN: Okay. We got a motion and</p> <p>17 second. Madam Secretary, could you call the</p> <p>18 vote.</p> <p>19 SECRETARY: Mr. Callahan.</p> <p>20 MR. CALLAHAN: Aye.</p> <p>21 SECRETARY: Mr. Stepp.</p>	<p>1 Economic Development and Tourism for a</p> <p>2 recommendation of award of Bid Number 2306,</p> <p>3 Talbot County Visitors Center feasibility</p> <p>4 study. And I'm going to turn it over to</p> <p>5 Cassandra, and I'll fill in any blanks that</p> <p>6 might surface.</p> <p>7 MS. VANHOOSER: Great. Thank you. Hello</p> <p>8 again.</p> <p>9 So we received grant funding from the</p> <p>10 Maryland Rural Economic Development Fund. You</p> <p>11 keep hearing those projects come through. We</p> <p>12 have 14 of those, and this is one of the ones</p> <p>13 we received funding for.</p> <p>14 We put out an RFP. We accepted bids. We</p> <p>15 received four. And we conducted interviews</p> <p>16 with each of the candidates.</p> <p>17 And ultimately, it was a very difficult</p> <p>18 decision because they were all very qualified,</p> <p>19 but we selected Becker Morgan Group as the one</p> <p>20 we felt could create the product that we are</p> <p>21 looking for for both phases one and two.</p>
Page 95	Page 97
<p>1 MR. STEPP: Aye.</p> <p>2 SECRETARY: Mr. Leshes.</p> <p>3 MR. LESHES: Aye.</p> <p>4 SECRETARY: Ms. Mielke.</p> <p>5 MS. MIELKE: Aye.</p> <p>6 MR. STAMP: And finally, under boards and</p> <p>7 committee appointments, I just want to announce</p> <p>8 that there is an upcoming vacancy for the</p> <p>9 Planning Commission. Should you be interested</p> <p>10 in serving, please complete a request for</p> <p>11 appointment form found on the county's website</p> <p>12 and submit to the county manager's office by</p> <p>13 Wednesday, November 8, 2023, at noon that day.</p> <p>14 And that's for an opening for a member of the</p> <p>15 Planning Commission.</p> <p>16 And that completes the board and committee</p> <p>17 appointments.</p> <p>18 Council, I'll move into a number of items</p> <p>19 I'm looking for your request. I'd invite</p> <p>20 Cassandra to come forward.</p> <p>21 We have a request from the Department of</p>	<p>1 Phase one is the research, and phase two</p> <p>2 is site selection. And we believe that they're</p> <p>3 the best candidate for this.</p> <p>4 I had a committee of Tourism Board members</p> <p>5 and staff members to do the interviews, and we</p> <p>6 all agreed that's the right candidate.</p> <p>7 MR. STAMP: The only thing I'll add,</p> <p>8 Council, as far as funding, this is a CIP</p> <p>9 project that Council did approve \$37,500 in</p> <p>10 grant and the remainder of \$11,000 Cassandra</p> <p>11 would be able to supply in her tourism budget</p> <p>12 for total a \$48,500.</p> <p>13 MR. CALLAHAN: Okay.</p> <p>14 MR. LESHES: I'll move for the letter of</p> <p>15 support as requested.</p> <p>16 MR. CALLAHAN: Okay.</p> <p>17 MS. MIELKE: Second.</p> <p>18 MR. CALLAHAN: Okay. Got a motion and</p> <p>19 second for a letter of support. Madam</p> <p>20 Secretary, could you call the vote, please.</p> <p>21 SECRETARY: Mr. Callahan.</p>

Page 98

1 MR. CALLAHAN: Aye.
 2 SECRETARY: Mr. Stepp.
 3 MR. STEPP: Aye.
 4 SECRETARY: Mr. Lesher.
 5 MR. LESHHER: Aye.
 6 SECRETARY: Ms. Mielke.
 7 MS. MIELKE: Aye.
 8 MR. STAMP: And while Cassandra is up
 9 here, we have a request from the Eastern Shore
 10 Entrepreneurship Center for a letter of support
 11 for economic development administrative public
 12 works grant.
 13 And I'm going to turn it over to Cassandra
 14 on this as well.
 15 MS. VANHOOSER: Thank you, sir.
 16 I submitted this request on behalf of
 17 ESEC, Eastern Shore Entrepreneurship Center.
 18 They requested a letter of support, and I let
 19 them know that we have to go through Council
 20 for those.
 21 And he feels that it will strengthen his

Page 99

1 application to the Economic Development
 2 Administration of the United States of America.
 3 And that's for the public works grant of
 4 \$500,000. That will match the grant also given
 5 to them through the Rural Maryland Economic
 6 Development fund.
 7 MR. STAMP: The only thing I'll add,
 8 there's no county dollars going toward this
 9 request.
 10 MS. VANHOOSER: Correct.
 11 MR. CALLAHAN: Okay.
 12 MR. LESHHER: I'll move the letter of
 13 support.
 14 MS. MIELKE: Second.
 15 MR. CALLAHAN: Okay. We got a motion and
 16 second for a support letter. Madam Secretary,
 17 could you call the vote, please.
 18 SECRETARY: Mr. Callahan.
 19 MR. CALLAHAN: Aye.
 20 SECRETARY: Mr. Stepp.
 21 MR. STEPP: Aye.

Page 100

1 SECRETARY: Mr. Lesher.
 2 MR. LESHHER: Aye.
 3 SECRETARY: Ms. Mielke.
 4 MS. MIELKE: Aye.
 5 MS. VANHOOSER: Thank you so much.
 6 MR. CALLAHAN: Thank you. Good job.
 7 MR. STAMP: Thank you, Cassandra.
 8 Next, I'll bring your county engineer
 9 forward, Ray Clarke. We have a request from
 10 the Department of Public Works. Recommendation
 11 to award Bid 2307, Talbot County Public Safety
 12 Complex phase one, building renovations,
 13 Easton, Talbot County, Maryland.
 14 As you read in your agenda packet, the
 15 Department of Public Works is seeking approval
 16 to award to the lowest responsive bidder,
 17 Willow Construction, in the amount of
 18 \$3,170,000. A total of five bids were
 19 received.
 20 The county engaged Willow Construction in
 21 value engineering for the project, resulting in

Page 101

1 a cost saving of \$730,000 by using the existing
 2 HVAC system.
 3 There are sufficient funds in the budget
 4 for this project.
 5 Ray is here to add any additional
 6 information for Council. Ray.
 7 MR. CLARKE: I'm good.
 8 MR. CALLAHAN: Any questions from Council?
 9 MR. LESHHER: Well, I just, I'm grateful
 10 that we've managed to get through this process
 11 and get this really significant cost reduction.
 12 And I want to congratulate all involved who
 13 were able to identify the opportunity there to
 14 get us to this point so that we will be within
 15 budget. So thank you.
 16 Thank you for you and your team's good
 17 work on this.
 18 MR. CLARKE: We appreciate Willow as well
 19 as Davis, Bowen & Friedel as part of the team
 20 as well.
 21 MR. CALLAHAN: Go ahead.

Page 102

1 MS. MIELKE: And I know that it's been
 2 published.
 3 But just for the record, for anybody who
 4 is tuning in, could you say where the building
 5 is and what it's for?
 6 MR. CLARKE: Sure, sure. This is the
 7 building is actually located at 28640
 8 St. Mary's -- I'm sorry. Not St. Mary's.
 9 Marys Court. I keep saying St. Mary's.
 10 Marys Court in Easton.
 11 This is going to be the new Public Safety
 12 Complex, which will house the Sheriff's Office
 13 on the first floor and Department of Emergency
 14 Services on the second floor. So it's kind of
 15 exciting for us.
 16 MR. STAMP: Let me just piggyback just
 17 because of public safety background.
 18 This is very exciting for Talbot County.
 19 This is a very nice building that's going to
 20 serve for the next probably 30 years for our
 21 public safety sector. It's going to be a new

Page 103

1 office for the Sheriff's Office, and it's going
 2 to be a new 911 Center. And it will be
 3 something we're very proud of.
 4 And this is the first step in that
 5 process. We're glad that we have Willow
 6 Construction, who has done us well in the past.
 7 And clearly, the effort for value engineering,
 8 and, Chuck, I have to recognize you for your
 9 help on that. You know a little bit about
 10 construction.
 11 MR. CALLAHAN: A little bit.
 12 MR. STAMP: And Ray's help. So it's
 13 exciting.
 14 So Ms. Mielke, thanks for allowing me to
 15 give some background.
 16 MS. MIELKE: Just another question. What
 17 is the time frame for this project?
 18 MR. CLARKE: Actually because we're
 19 utilizing the HVAC system, the existing HVAC
 20 system, we're actually going to be able to
 21 accelerate the project.

Page 104

1 So we're hoping that we could probably see
 2 the first floor renovations being completed
 3 probably by the summer, if not earlier.
 4 The other thing, just so the Council is
 5 aware, too, and the general public, Willow is a
 6 local contractor, which is also a benefit for
 7 us as well.
 8 MR. STAMP: And this is tied into the
 9 demolition of the old Black and Decker
 10 facility. We have to move the sheriff's
 11 operation out of there. The sheriff will be
 12 the first to move in. And we hope to have that
 13 happen by summer of 2024. Fall, summer.
 14 MR. CLARKE: I think we were talking fall.
 15 About this time next year.
 16 MR. STAMP: And then we'll be moving
 17 forward to initially make the second floor a
 18 backup 911 Center. And then in time,
 19 eventually transition that to a primary 911
 20 Center with another backup being identified.
 21 So this is a phased approach, but that's a

Page 105

1 little bit of the schedule.
 2 MR. CALLAHAN: And I just want to chime
 3 in, too. Ray, you've done such an excellent
 4 job. And putting the whole team together.
 5 We've had several meetings. And you took the
 6 lead on a lot of that stuff. And you know, I
 7 really commend Willow for coming back and
 8 really trying to help the county to value
 9 engineer all this stuff.
 10 And Clay, really appreciate you leading
 11 the pack on that, too.
 12 So it took a team to get it to where it's
 13 at.
 14 MR. CLARKE: It did.
 15 MR. CALLAHAN: Like you say, this is
 16 something that's going to be there for 30, 40
 17 years. So it's a big deal. And you've done a
 18 great job. And I'm excited for our safety
 19 program.
 20 MR. CLARKE: I think we're all excited.
 21 MR. CALLAHAN: We are.

Page 106

1 MR. CLARKE: I would say at this point in
 2 time, we have a good team with Willow, Davis,
 3 Bowen & Friedel, and the county and all the
 4 different departments that are involved.
 5 MR. CALLAHAN: Exactly. So that being
 6 said, is there a motion?
 7 MR. LESHHER: I'll move to award the bid as
 8 recommended.
 9 MS. MIELKE: Second.
 10 MR. CALLAHAN: Okay. We got a motion and
 11 second to go ahead and award the bid. Madam
 12 Secretary, could you call the vote, please.
 13 SECRETARY: Mr. Callahan.
 14 MR. CALLAHAN: Aye.
 15 SECRETARY: Mr. Stepp.
 16 MR. STEPP: Aye.
 17 SECRETARY: Mr. Leshher.
 18 MR. LESHHER: Aye.
 19 SECRETARY: Ms. Mielke.
 20 MS. MIELKE: Aye.
 21 MR. STAMP: Thank you, Ray.

Page 107

1 MR. CALLAHAN: Okay. Thank you. Ray.
 2 MR. STAMP: And I'll have Preston come up,
 3 your director of Parks and Recreation.
 4 The first item that Preston has, let's see
 5 here, we have a request from the Department of
 6 Parks and Recreation to award change order for
 7 Bid Number 2215.
 8 As you read in your agenda packet,
 9 Department of Parks and Recreation is seeking
 10 Council approval to award change order to
 11 Willow Construction, LLC in the amount of
 12 \$99,501.69 related to parking lot lighting.
 13 And I'm going to let him finish that off.
 14 Funding for this project would come from
 15 contingency. And there are adequate funds in
 16 contingency to cover the cost.
 17 MR. CALLAHAN: Okay.
 18 MR. PEPER: So this was part of the
 19 project that was not I would say clearly
 20 explained in the RFP. There was some open to
 21 interpretation as to who was responsible for

Page 108

1 the lights.
 2 Ultimately, Willow was not responsible.
 3 So this is a change order for that.
 4 What's nice is that Willow already has an
 5 electrician on site. All the work is to be
 6 done there. So probably this is the quickest
 7 way to get it done because otherwise there
 8 probably wouldn't be an electrician that would
 9 be able to do it in the short amount of time.
 10 MR. CALLAHAN: Sure. Right. Okay. Any
 11 questions from Council?
 12 MS. MIELKE: Nope.
 13 MR. CALLAHAN: Okay. Is there a motion?
 14 MR. STEPP: So moved.
 15 MR. CALLAHAN: Okay.
 16 MS. MIELKE: Second.
 17 MR. CALLAHAN: Okay. We got a motion and
 18 second to move forward with the electric and
 19 the lights. Madam Secretary, could you call
 20 the vote, please.
 21 SECRETARY: Mr. Callahan.

Page 109

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 MR. STAMP: And we have another request
 9 from the Department of Parks and Recreation to
 10 award contracts for two jobs related to Bid
 11 Number 22-15, Talbot County Community Center
 12 gymnasium addition.
 13 As you read in your agenda packet, Parks
 14 and Recreation Department is seeking Council
 15 approval to award contract to two jobs
 16 associated with the gym addition.
 17 I'm going to hand it over to Preston and
 18 I'll fill in any blanks.
 19 MR. PEPER: So again, this had to do with
 20 some of the earth work that was being done
 21 around the building. Some of it's with the

Page 110

1 entrance obviously with the new gymnasium.
 2 One of the entrances aims right at the
 3 gymnasium. So we didn't think it was prudent
 4 to leave that road there. So taking that out,
 5 taking some sidewalks out and then moving some
 6 of the light poles and light fixtures to add
 7 some more parking around front.
 8 So going this route, we have a savings of
 9 about \$62,000.
 10 MR. STAMP: And just want to highlight
 11 Preston's due diligence on this. He could have
 12 come forward with a change order for
 13 \$129,855.63. But instead, he went out and he
 14 came up with a solution that which he requests
 15 this evening for it \$45,345.66. So because of
 16 his due diligence, he's saving the county tax
 17 payers money. So want to recognize that.
 18 MR. CALLAHAN: Good. Any questions?
 19 MS. MIELKE: No questions.
 20 MR. LESHER: This, too, is coming out of
 21 contingency?

Page 111

1 MR. STAMP: No. There is --
 2 MR. PEPER: No. So this was actually
 3 being piggybacked on another Program Open Space
 4 project. So this would be covered by State
 5 grant funds.
 6 MR. CALLAHAN: Any other questions from
 7 Council?
 8 MS. MIELKE: No.
 9 MR. CALLAHAN: Okay. Is there a motion?
 10 MR. STEPP: So moved.
 11 MS. MIELKE: Second.
 12 MR. CALLAHAN: Okay. We got a motion and
 13 second to go ahead and do some dirt work and
 14 various things.
 15 SECRETARY: Mr. Callahan.
 16 MR. CALLAHAN: Aye.
 17 SECRETARY: Mr. Stepp.
 18 MR. STEPP: Aye.
 19 SECRETARY: Mr. Leshner.
 20 MR. LESHER: Aye.
 21 SECRETARY: Ms. Mielke.

Page 112

1 MS. MIELKE: Aye.
 2 MR. PEPER: Thank you. A couple of
 3 things.
 4 First off, we are, just shameless plug, we
 5 are having our Halloween event tomorrow night
 6 for the kids and adults. So if anybody wants
 7 to come out from six to eight tomorrow night.
 8 And you probably should put Cassandra's
 9 Visitors Center right there out by the
 10 Community Center. That solves that second part
 11 of that problem.
 12 MR. CALLAHAN: Okay. Thank you, Preston.
 13 I appreciate it.
 14 MR. STAMP: We'll have a Community Center,
 15 a hospital, and a Visitors Center.
 16 MR. CALLAHAN: There you go.
 17 MS. MIELKE: (Inaudible.)
 18 MR. STAMP: And Council, the last thing I
 19 have, and I just want to make an announcement.
 20 The Midshore Household Hazardous Waste Dropoff
 21 Day is scheduled for Saturday, October 28,

Page 113

1 2023, eight a.m. to two p.m. at 26375 Hobbs
 2 Road in Denton, Maryland.
 3 MR. CALLAHAN: Okay.
 4 MR. STAMP: And that completes your county
 5 manager report for the week. Thank you,
 6 Council.
 7 MR. CALLAHAN: Okay. Thank you,
 8 Mr. Stamp. Good job. I appreciate it. Okay.
 9 Next on the agenda is public comment.
 10 Mr. Leshner, who do we have?
 11 MR. LESHER: We have just one signed up in
 12 advance for public comment, and that is
 13 Terrence Bernard.
 14 MR. CALLAHAN: Come on up, Terrence.
 15 MR. BERNARD: Terrence Bernard.
 16 MR. CALLAHAN: Good evening.
 17 MR. BERNARD: Easton resident. Greeting,
 18 Council.
 19 Last evening at 8:15, I was heading home
 20 from a CERT class at the Talbot County
 21 emergency building on Port Street at the

Page 114

1 bypass. For information about that, I
 2 volunteer to take a seven-week community
 3 emergency response training course.
 4 Now to continue with heading out of there.
 5 I headed on Port Street to Idlewild Park.
 6 Streets at this evening time were not lighted
 7 well. And I noticed two bicyclers riding on
 8 the opposite side of the road and heading in
 9 the incorrect direction.
 10 They were riding on the wrong side of the
 11 road. The bicycles did not have rear lights or
 12 front head lamps. They did not have on
 13 light-colored clothing to aid in visibility at
 14 night.
 15 Bicycles are to ride with the direction of
 16 traffic and obey traffic laws.
 17 Then as I am at Idlewild Park at
 18 Dutchman's Lane, there were two different
 19 bicyclers riding on the wrong side of the road
 20 and in the wrong direction without front or
 21 rear lights.

Page 115

1 I am still concerned there's not enough
 2 concern about bicyclers in this county or city.
 3 I regularly see someone on a battery-operated
 4 bicycle without a helmet, and those are
 5 required on battery-operated bicycles.
 6 Whom in the county or city is going to
 7 ensure bicyclers get trained or follow
 8 procedures?
 9 Everyone does not live on Facebook. I am
 10 not a Facebook fan or use it regularly. I hope
 11 there is a plan other than posting something on
 12 Facebook and consider it resolved.
 13 There are young, old, and aged out on
 14 bicycles.
 15 Do schools educate bicyclers about rules
 16 and regulations? Does of the MVA educate
 17 street-riding bicyclers about rules and
 18 regulation? Does the county and city hold
 19 bicycle education?
 20 I do not see much prevention towards
 21 bicyclers, the rules, safety, with seeing all

Page 116

1 these unsafe bicycle-related conditions.
 2 After weeks of CERT classes on protecting,
 3 responding, caring for the injured to protect
 4 citizens people, then notice four bicyclers
 5 riding at night on bikes without headlights,
 6 front or rear, these are injuries waiting to
 7 happen. Plus no head protection.
 8 The fire chief last night gave an example
 9 of how his hard helmet saved him when a brick
 10 fell from an overhead breakdown of a fire he
 11 was putting out. How forgiving is asphalt
 12 going to be against someone's head on an impact
 13 from a vehicle because the bicycler was in the
 14 wrong place at the wrong time?
 15 That's all. I've mentioned a few comments
 16 before. It's been a couple months probably
 17 here. So it's just a continuation presenting
 18 to the Council. You want to save lives and
 19 people. I see less and less about the
 20 bicyclers out there.
 21 Coming on Dutchman's Lane here, at 5:30 I

Page 117

1 was on the road headed for this meeting, and
 2 there was a motorcyclist going towards the dump
 3 that direction, no helmet on. There's just a
 4 lot of looseness around here.
 5 I heard the term that we're a small town.
 6 But you know, there must be odds. You have to
 7 have so many accidents or deaths, fatalities
 8 before something can be instilled or start
 9 working on program. I don't know. If we have
 10 30,000 residents here in Talbot County, then
 11 there must be quotas.
 12 MR. CALLAHAN: Well, we really appreciate
 13 that information.
 14 MR. BERNARD: You're welcome.
 15 MR. CALLAHAN: And I would suggest with
 16 that great information that you get us, you
 17 might want to think about going to one of the
 18 town meetings and make sure they understand
 19 some of that information you've got there.
 20 Maybe it could help on their behalf with the
 21 town. Okay?

Page 118

1 MR. BERNARD: Okay. Thank you.

2 MR. CALLAHAN: Okay. Thank you. Okay.

3 MR. LESHER: That's all we have signed up

4 in advance.

5 MR. CALLAHAN: Okay. So I'm just going to

6 open it up. Would anybody like to come on up

7 here and say a few words? Okay.

8 So I guess we'll end it up with Council

9 comments. Who wants to say something?

10 Mr. Stepp, how about you?

11 MR. STEPP: I will lead us off.

12 MR. CALLAHAN: Okay.

13 MR. STEPP: A lot of big events coming up

14 here before our next County Council meeting.

15 We've got our Board of Education open

16 meeting. We talked about that earlier. So we

17 talked about the legislation, how we're going

18 to move forward with that. That's this

19 upcoming Monday at five p.m.

20 Keep me honest, guys. Right here in this

21 room.

Page 119

1 MR. STAMP: Library.

2 MS. MORRIS: We don't know yet.

3 MR. STEPP: To be determined.

4 Halloween, I would like to wish all of our

5 kids and parents, the entire county, a good,

6 happy, and safe Halloween next Tuesday.

7 We, of course, have Veterans Day. What's

8 more important, again, to have our veterans in

9 here to recognize them. But I want to make

10 sure we recognize all of our men and women in

11 uniform, both past and present.

12 And then also, a successful and safe

13 waterfowl weekend, which is coming up a couple

14 weekends from now.

15 So wish everyone a safe and happy time.

16 MR. CALLAHAN: That's good.

17 Mr. Leshner.

18 MR. LESHER: Just a note that I was

19 thoroughly impressed with the turnout for

20 Talbot County Resource Day, Saturday,

21 October 14th, at Easton Elementary School. And

Page 120

1 I want to offer my congratulations and thanks

2 to Catherine Poe and all the volunteers who

3 pulled that event together, along with the many

4 organizations who I think reached a lot of

5 potential clients through that event.

6 Congratulations to all.

7 MR. CALLAHAN: Thank you, Mr. Leshner.

8 Ms. Mielke.

9 MS. MIELKE: I'd just like to state with

10 all the international turmoil, that we pray in

11 our way for peace in this world.

12 MR. CALLAHAN: I would agree with that.

13 So I'll end it. I just want to thank

14 everybody for coming tonight. I want to thank

15 staff for all you do for us as Council.

16 And Cassandra out there, you did great

17 tonight. You're hard at work. You got a lot

18 of good things that are happening here in the

19 town and the county. And we really appreciate

20 you looking out for us. That's for sure.

21 So being that's said, Mr. Leshner, you want

Page 121

1 to go ahead.

2 MR. LESHER: The County Council's next

3 meeting will be held on November 14th beginning

4 at six o'clock p.m. The Council will be

5 convening in open session at 4:30 p.m. and then

6 adjourning into closed session, as listed on

7 the statement for closing that meeting.

8 On Tuesday, November 7th, at

9 three o'clock p.m., the County Council will be

10 meeting with representatives from the Maryland

11 Department of Transportation for the annual

12 consolidated transportation plan meeting.

13 Following that meeting, Council will be

14 meeting with the local delegation, Senator

15 Mautz, Delegate Adams, and Delegate Hutchinson,

16 to discuss the upcoming legislative session.

17 Both meetings are open to the public and

18 will take place at the Talbot County Free

19 Library, 100 West Dover Street in Easton.

20 Therefore, is there a motion to adjourn

21 this meeting and reconvene as noted?

1 MR. STEPP: So moved.
 2 MS. MIELKE: Second.
 3 MR. CALLAHAN: Okay. We got a motion and
 4 second. Madam Secretary, could you call the
 5 vote.
 6 SECRETARY: Mr. Callahan.
 7 MR. CALLAHAN: Aye.
 8 SECRETARY: Mr. Stepp.
 9 MR. STEPP: Aye.
 10 SECRETARY: Mr. Leshner.
 11 MR. LESHNER: Aye.
 12 SECRETARY: Ms. Mielke.
 13 MS. MIELKE: Aye.
 14 MR. CALLAHAN: Okay. Good night,
 15 everybody. Thank you.
 16 MS. MIELKE: Thank you.
 17 (Meeting concluded at: 7:48 p.m.)
 18
 19
 20
 21

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 Notarial Seal this 30th
 day of October, 2023, at Easton, MD.



Diane Houlihan
 Notary Public

My commission expires September 16, 2025

&	19-205 87:18	28.975 41:19	6
& 37:15 43:3 101:19 106:3	19-207 87:18	28640 102:7	6 14:21
1	1st 45:12 78:12	3	62,000 110:9
1,457 27:12	2	3,170,000	6:00 1:7
1,500 72:2	2 27:13	100:18	6th 16:4
1-800 17:21	200,000 13:16	30 53:11 67:17	7
19:14	2008 17:14	102:20 105:16	72 13:18
1-877-770-4...	2018 49:6,7	30,000 117:10	730,000 101:1
19:15	2021 71:16	30th 71:16 78:1	770 78:10
1.3 80:4	77:21	123:13	770-4801 21:9
100 23:5	2022 72:5	315 21:10	7:48 122:17
121:19	2023 1:7 14:21	340 78:12	7th 79:3 121:8
102 84:9	15:1,4 30:12	35 66:12	8
11 67:16	32:12,19 77:15	350 84:5,7	8 95:13
11,000 97:10	78:20 95:13	85:18,20	800,000 87:11
119,000 71:18	113:1 123:13	37,500 97:9	880,000 89:7
12 15:1	2024 2:19 84:9	382-0781 19:18	8:15 113:19
129,855.63.	85:9 104:13	4	9
110:13	2025 123:19	4,364 27:14	90 13:21
12th 16:5	22-15 109:11	40 56:6 66:11	911 103:2
13 61:4	2215 107:7	105:16	104:18,19
130 51:17 67:2	23 78:1	410 19:18 21:9	96 49:8
1362 123:15	2306 96:2	44 13:18 50:10	99,501.69
14 96:12	2307 100:11	45 66:12	107:12
140 67:2	23rd 30:11	45,345.66.	a
14th 119:21	32:12	110:15	a.m. 113:1
121:3	24 1:7 86:9	471 36:18	aa 74:20
15 48:20 50:18	24/7 17:21	48,500 97:12	able 50:1 51:18
50:18	24th 11:19 15:3	4:30 121:5	53:2 64:7,8
1548 87:7,9	32:18	5	75:1,5 80:4
91:11	25.182 41:14	50,000 78:2	83:10,16 97:11
16 123:19	26375 113:1	500 78:6	101:13 103:20
16,600 36:17	26th 11:14	500,000 99:4	108:9
17th 11:19	27 32:12	52 13:14	above 41:17
19 36:19	27th 30:12	5:30 116:21	abroad 24:2
	28 112:21		

<p>absolutely 6:1 28:21 33:13 48:7 54:21 61:10 accelerate 103:21 accept 12:5 accepted 11:17 96:14 access 13:13 16:1 17:2 40:11 77:13 accessible 62:5 accidents 117:7 accompanying 41:7 accorded 14:14 84:11 accounting 82:8 accurate 123:7 achieve 23:13 acquired 43:12 acres 36:19 action 9:12 65:7 123:12 active 15:21 18:1,15 actively 42:8 activities 60:5 actually 6:12 20:18 25:9 34:14 48:21 59:17 89:18 90:2 102:7 103:18,20 111:2</p>	<p>ad 87:16 adams 121:15 add 4:21 97:7 99:7 101:5 110:6 added 39:4 addition 34:20 38:18,19 39:6 39:9 40:5 80:13 84:15 109:12,16 additional 101:5 additions 2:14 11:15,21 36:16 36:21 38:5 address 58:8 88:17 adequate 107:15 adjourn 121:20 adjourning 121:6 adkins 38:12 39:1 40:4 45:1 administration 99:2 administrative 38:21 98:11 admiration 12:16 adopted 77:16 85:4 adult 21:14 adults 21:17 54:2 112:6 advance 113:12 118:4</p>	<p>advantages 53:5 advisory 92:12 afforded 81:15 afghanistan 22:5 afterward 9:13 age 40:14 84:14 aged 115:13 agencies 31:8 74:19 75:9 agenda 2:13,15 2:17 3:2 34:18 70:2 87:3 100:14 107:8 109:13 113:9 agents 27:17 aging 94:6 ago 26:15 36:13 66:21 76:11 agree 58:18 120:12 agreed 3:21 97:6 agreement 37:9 ah 26:12,17 ahead 2:3,6 3:2 3:20 4:7 12:11 47:20 68:20 76:1,3 77:1 82:15 83:5 84:5,19 85:11 87:7,8 88:5 91:7 101:21 106:11 111:13 121:1</p>	<p>aid 114:13 aims 110:2 air 46:5 airplanes 22:11 alcohol 53:21 alisha 20:3 allegiance 2:7,9 alliance 16:14 allow 10:12 53:2 55:10 59:3 74:19 allowed 79:9 allowing 89:7 103:14 allows 39:7 amazing 19:1 83:10,15 amend 84:9 amendment 2:17,18 85:4 amendments 9:14 america 99:2 american 13:9 amount 18:9 23:19 59:2 100:17 107:11 108:9 anne 20:16 annotated 87:19 announce 79:6 95:7 announcement 112:19 annual 121:11 annually 13:17</p>
---	---	---	---

answer 42:13 56:1 59:12 81:7	117:12 120:19	asphalt 116:11	106:7,11 107:6
answers 5:6 65:14	appreciates 14:11	assist 17:15 18:12 19:12	107:10 109:10 109:15
anticipate 61:21	appreciation 26:15 81:17	assistance 19:10 78:16	awarded 22:20 43:3
anybody 18:20 20:1 21:18 76:4,6 82:21 83:1,3 85:17 85:19 88:6 102:3 112:6 118:6	appreciative 80:7	assisted 18:7 123:7	aware 57:2 69:13 104:5
anyway 6:11 6:15 22:20 91:6	approach 104:21	associated 45:14,14 72:14 73:2,8 88:20 109:16	awkward 74:15
appealing 53:8	approaching 23:12	association 14:7	aye 3:6,8,10,12 3:14 11:4,8,10 11:12 34:2,4,6 34:8,10 47:2,4 47:6,8 69:3,5,7 69:9 91:13,15 91:17,19,21 93:1,3,5,7,19 93:21 94:2,4 94:20 95:1,3,5 98:1,3,5,7 99:19,21 100:2 100:4 106:14 106:16,18,20 109:1,3,5,7 111:16,18,20 112:1 122:7,9 122:11,13
appeared 123:3	approve 97:9	astounding 27:14	
appliances 73:16	approved 71:19 78:2	atmosphere 54:1	b
application 99:1	approximately 13:16 41:20	attempting 36:5	back 6:6 22:6 25:5 28:12 38:1,6,7 39:1 39:10,18 40:4 44:16 45:20 49:6 57:8 63:10,16 64:18 105:7
appointment 93:9,12 94:11 94:13 95:11	architect 35:10	attended 16:17	
appointments 92:8 95:7,17	area 18:4 38:1 38:10 39:5 57:15 73:4,10 74:14,18	attract 31:8	
appreciate 2:11,12 12:12 22:1 28:15 29:19 30:4 47:12 69:11,18 77:5 80:19 82:13 83:20,21 101:18 105:10 112:13 113:8	april 72:4 78:20	attracting 31:9	
	armed 12:19 13:1	audience 35:21	
	article 2:18 4:1 87:19	audio 123:3	
	asked 65:6	august 62:6	
	asking 42:15 46:11 65:8	authorize 87:10	
	asks 75:8	authorizing 87:20 88:1	
		automatically 52:8	
		available 62:19 81:1	
		avenue 77:20 80:10	
		average 61:16	
		award 31:20 96:2 100:11,16	

background 102:17 103:15	20:10,21 21:14 21:15 92:11,11	115:14	boards 95:6
backup 104:18 104:20	belief 26:21	bid 43:9 72:4 96:2 100:11 106:7,11 107:7 109:10	bog 48:15
bad 66:7	believe 4:14,17 36:12 86:7,17 97:2	bidder 100:16	bond 89:14,15 89:17
ball 52:13 60:12	believes 14:13	bidders 72:5	bonding 60:4
ballot 84:8 85:8 86:8	bending 52:13	bidding 42:6 42:21	bonds 87:16,17 87:21 88:1,2,3 90:2
balls 51:11 52:7 53:3,4 59:21 60:2 62:16	beneficiaries 71:21 78:5	bids 37:14 96:14 100:18	bono 77:12,16 82:3
baltimore 123:2	benefit 104:6	big 18:16 68:14 75:3,6 80:10 105:17 118:13	book 17:1
base 31:2	benefits 13:15 74:9 80:6 81:5	bikes 116:5	boroughs 14:9
basically 51:7 54:5	bernard 113:13,15,15 113:17 117:14 118:1	bill 9:17,21 87:7,9,9 94:7	borrow 87:11 89:7
basis 32:16 51:8	best 19:11 51:6 58:11 86:2 90:18 97:3	billion 13:14	borrowing 87:14
basket 62:16	better 25:15 53:15 58:17 63:14 64:4	bit 16:12 48:3 50:12 55:5 62:9 70:18 74:8 79:8 103:9,11 105:1	borrows 72:7
bathroom 73:3	beverage 53:19 56:7	black 104:9	bottom 48:11 50:18
battery 115:3,5	beverages 53:19,21 54:19	blanks 96:5 109:18	bowen 101:19 106:3
bay 50:10	beyond 60:17	blessed 82:8	brandon 72:6
bays 50:18,18	biased 29:8	block 70:4 71:8 83:9	breadth 81:18
beach 68:5	bicycle 115:4 115:19 116:1	black 104:9	breakdown 116:10
beams 73:14	bicycler 116:13	blacks 96:5 109:18	breaks 41:11
beaver 72:6,7	bicyclers 114:7 114:19 115:2,7 115:15,17,21 116:4,20	blessed 82:8	brick 73:20 116:9
becker 96:19	bicycles 114:11 114:15 115:5	block 70:4 71:8 83:9	bricks 73:7
beer 53:20		blue 44:20	brickwork 73:6 74:1
beginning 35:17 80:5 121:3		board 4:5,15 5:17 6:7 8:4,7 8:19 9:3,13 30:20 86:8 92:7,14,16 93:10,13 94:6 94:14 95:16 97:4 118:15	bridge 59:19
behalf 98:16 117:20			brief 36:5,14 84:20
behavioral 15:10,14,20 16:1 18:11			bright 29:16
			bring 37:1 43:6 63:12 74:17 94:9 100:8

bringing 39:19	bypass 114:1	59:4,14 65:13	120:12 122:3,6
broken 18:7	c	65:20 66:19	122:7,14
41:8	cafe 55:1	68:3,7,11,19	called 51:1,4,6
brooklets	call 3:3 11:1	69:2,3,10,15	52:5
78:15	18:2 21:19	69:20 70:2,11	calls 19:9
brought 58:9	33:20 35:21	75:17,20 76:8	candidate 97:3
brown 17:15	46:21 68:21	76:18,21 77:5	97:6
budget 97:11	79:20 91:10	77:9,14 79:11	candidates
101:3,15	92:19 93:16	81:9,20 82:1	96:16
builders 72:6,8	94:17 97:20	82:12 83:14,20	canopy 39:20
building 38:14	99:17 106:12	84:1,4,17 85:6	40:7
44:11 50:10	108:19 122:4	85:10 86:11,15	capacity 36:17
74:2,14 75:11	callahan 1:14	86:20 87:4	capital 42:1
100:12 102:4,7	2:3,10,20 3:1,5	88:5,8,10,15	45:17 57:3,3
102:19 109:21	3:6,15,20 4:20	88:19 89:10	57:11 63:9
113:21	5:1,4,10,19	90:5,10,14	64:2,9
bulk 44:6	6:12 7:3,9 8:1	91:2,6,12,13	capture 51:15
bullseye 51:15	8:8,11,20	92:2,5,18,21	card 19:7 56:9
bunch 54:14	10:17,21 11:3	93:1,11,15,18	care 24:20 28:2
burden 7:6	11:4,13 12:4	93:19 94:16,19	64:8 67:8
bureau 27:12	15:5 17:6,8	94:20 97:13,16	career 26:10
bus 38:2	19:13,16,19,21	97:18,21 98:1	caregivers 17:1
buses 39:21	20:6 21:12	99:11,15,18,19	caring 116:3
business 14:21	22:1 23:7 24:4	100:6 101:8,21	carnoustie 68:5
26:8,14,18	25:17,21 28:9	103:11 105:2	caroline 20:16
27:1,4,20 28:6	28:19 29:2,6	105:15,21	carrying 36:6
30:21 31:16	29:15 30:2,8	106:5,10,13,14	cars 38:10
32:4,15 33:4,7	32:20 33:2,13	107:1,17	cart 58:15 59:5
34:15 48:1,2	33:17,19 34:1	108:10,13,15	case 20:12
49:8,12 55:20	34:2,11,16	108:17,21	cassandra 26:1
56:15 57:7,15	35:3,5,6 42:11	109:1 110:18	28:12 47:17
57:20 62:14	42:19 46:8,10	111:6,9,12,15	57:16 95:20
63:5,20 64:4	46:15,19 47:1	111:16 112:12	96:5 97:10
businesses 27:9	47:2,11,20	112:16 113:3,7	98:8,13 100:7
27:12,21 29:20	48:5,8 54:16	113:14,16	120:16
31:16 32:1	54:19 55:2,6	117:12,15	cassandra's
76:2	55:13 58:4,7	118:2,5,12	112:8
		119:16 120:7	

catherine 120:2 cdbg 71:7 78:3 census 27:11 center 33:4 38:20 48:2 50:10 71:10,17 74:12,18 75:1 78:15 96:3 98:10,17 103:2 104:18,20 109:11 112:9 112:10,14,15 centers 20:21 centreville 16:19 cert 113:20 116:2 certain 19:1 87:12 certainly 7:5 36:21 40:17 42:13 57:14 81:17 certainty 37:2 certify 123:3,5 123:8,10 chair 11:16 12:5 challenge 18:14 74:3 challenges 80:16 chambers 1:10 champion 30:20 chance 54:11	change 3:2 77:16 107:6,10 108:3 110:12 changes 79:4 chapel 34:19 charge 62:21 charter 84:10 85:3 chesapeake 71:9 chief 116:8 children 40:15 45:5 chime 105:2 chuck 1:14 103:8 cip 97:8 citizens 13:3 14:17 30:15 32:14 82:5 84:11 85:9 116:4 citizenship 75:4 city 115:2,6,18 123:2 civil 13:10 civilian 13:17 13:20 clarify 10:16 clarke 88:16,18 88:20 100:9 101:7,18 102:6 103:18 104:14 105:14,20 106:1 class 113:20	classes 75:4 116:2 classroom 75:7 classrooms 39:8 43:16 44:8 clay 105:10 clay's 92:2 clean 66:13 clear 50:15 clearly 63:10 103:7 107:19 clientele 52:9 clients 75:14 80:3 120:5 clinics 78:15 79:1 clone 33:8 close 37:21 77:1 83:5 89:4 closed 121:6 closer 63:12 closest 51:14 closing 121:7 clothing 114:13 club 52:20 clubs 17:1 code 87:20 coffee 10:18 16:18 cold 55:8 colleague 33:3 33:5 colleagues 82:13,14 collection 88:21 89:9	collectively 80:3 colored 114:13 colors 40:18 combat 16:16 combining 10:11 come 5:12 6:2 12:9 18:21 24:12,13 25:14 25:19 30:6 33:13 36:2 42:9 43:8 47:15 57:8 62:15 64:18 67:10 72:5 76:6 82:21 83:2,4 85:14 85:17,19 95:20 96:11 107:2,14 110:12 112:7 113:14 118:6 comes 45:16 54:7 comfortable 57:20 coming 39:16 63:3 105:7 110:20 116:21 118:13 119:13 120:14 commend 68:11 105:7 comment 57:6 66:1 82:19 113:9,12 comments 76:19 116:15
--	---	--	--

118:9 commercial 71:18,19 73:9 73:21 commission 30:19 31:5 95:9,15 123:19 commitment 15:16 16:11 17:13 committed 15:20 committee 33:7 92:8,12 95:7 95:16 97:4 communicati... 6:7 communities 26:11 community 6:8 12:19 13:9 26:8,19 27:1,4 27:21 28:7 29:5,17 30:21 58:11 67:13,14 70:3 71:6,7,17 73:10 74:7,20 75:7 76:17 79:15 80:2 81:5,18 83:9 83:16 94:10 109:11 112:10 112:14 114:2 community's 31:13 company 50:20 compensation 13:15	competent 16:3 complete 4:9 95:10 completed 72:1 76:13 89:5 104:2 completes 95:16 113:4 completion 37:17 complex 100:12 102:12 complicated 80:17 component 39:2 53:6 computer 123:7 conceptual 39:15 concern 115:2 concerned 115:1 concerns 59:9 59:10 concise 4:9 8:5 conclude 42:12 concluded 122:17 conditions 38:3 67:8 116:1 conducted 96:15 conference 72:4 confusing 44:20	congratulate 29:4 101:12 congratulatio... 69:19 81:13 120:1,6 connect 18:3 connecting 32:1 connection 19:4 57:17 consent 11:18 12:5 conservative 56:4,13 66:4,6 consider 5:11 42:15 115:12 consideration 4:12 57:9 92:9 considerations 20:14 considered 45:19 consolidated 121:12 consolidation 87:21 construction 37:11,16 41:15 41:17 42:4 43:2,6 46:2 71:20 72:1,8 72:18 100:17 100:20 103:6 103:10 107:11 consultant 48:2 consultants 27:17	contact 19:8,17 contained 123:9 content 86:14 contingency 107:15,16 110:21 continuation 116:17 continue 13:8 24:1 89:16 114:4 continuing 40:18 83:11 contract 43:1,8 109:15 contractor 104:6 contractors 27:16 contracts 109:10 contributions 12:20 control 49:13 convening 121:5 cool 52:6 cooler 54:6 coordinator 15:10 17:11,12 18:4 21:14 coplan 35:10 cordova 37:21 39:16 corner 38:6 40:3 81:4
--	---	---	--

correct 9:16 43:4 65:3,5 99:10	council's 9:1 9:12 121:2	115:18 117:10 118:14 119:5 119:20 120:19 121:2,9,18 123:2,3	created 17:14
corrections 2:15 11:15,21	councilman 29:1	county's 31:17 95:11	creating 36:16 57:15
correctly 61:3	counsel 123:4,9 123:10,11	couple 27:8 49:15 50:17 61:2 112:2 116:16 119:13	creativity 67:11
cost 4:13 6:17 6:21 7:5 36:8 41:6,8,12,14 41:19 42:7 45:13 56:6,7 66:11 101:1,11 107:16	counties 14:8,8 17:19 20:17 27:21 59:18 77:17 82:5	course 31:17 47:13 50:8,9 51:20 52:10 56:19 58:13 62:1,4,4,19 63:12 64:10,11 67:3,6 114:3 119:7	credit 56:9 creed 84:15 criminal 78:21 79:4
costly 6:18	countless 13:5	courses 51:17 52:2	crisis 18:9
costs 41:17 66:15 78:3	country 12:18 23:21 24:1 53:9	court 20:18 40:7 78:18 81:4 102:9,10	critchlow 38:12 39:1 40:4 45:1
council 1:1,4 1:10,13 10:1 11:20 22:3 25:20 32:8 35:8 36:3 41:7 42:14,15 56:20 57:1,5,8,19 65:9 68:15 76:9 81:10 85:5 86:1,12 88:20 89:11 92:4,8 94:8 95:18 97:8,9 98:19 101:6,8 104:4 107:10 108:11 109:14 111:7 112:18 113:6,18 116:18 118:8 118:14 120:15 121:4,9,13 123:3	county 1:1,1 12:15,19 13:4 13:11 14:11,17 15:3,13 20:16 20:19 23:11 26:3,9 27:3,10 28:15,18 29:20 30:3,15,17 31:11,18 32:1 32:5,8,9,13,18 59:17 60:6 63:9 78:10,18 79:16 80:9 82:5 84:10,11 84:13 86:8 87:10,10,13,17 90:1,16 92:6 95:12 96:3 99:8 100:8,11 100:13,20 102:18 105:8 106:3 109:11 110:16 113:4 113:20 115:2,6	cover 17:18 107:16	crux 88:7 cross 88:7 crux 45:16 cubicles 67:17 culturally 16:2 curious 61:15 current 39:2,9 currently 40:1 63:20 64:1
			d
		covered 49:19 49:20 111:4	dam 72:6,7 dark 60:6 darker 44:20 date 94:9 dave 1:18 25:7 25:9 davis 101:19 106:2
		covering 63:13 covid 27:18 crannies 74:16 create 4:7 21:7 30:21 53:16 54:1 56:17 96:20	day 15:3 32:18 60:13 78:17,19 95:13 112:21 119:7,20 123:13 daylight 50:2 62:14

<p>ddc 41:9 42:17 deadline 86:7 deal 90:19 105:17 deaths 117:7 debt 80:4 debtor 78:16 decide 4:8 decided 22:10 decision 5:9 6:21 9:1 96:18 decker 104:9 dedicated 38:11 dedication 29:5 30:3 67:11 deep 92:1 deepened 81:17 definitely 61:8 delegate 121:15,15 delegation 9:2 121:14 deletions 2:14 11:15,21 demolition 73:13 104:9 demonstrated 46:6 denton 113:2 dentures 18:7 department 20:11 28:7 30:17 31:11,18 71:6 95:21 100:10,15 102:13 107:5,9</p>	<p>109:9,14 121:11 departments 106:4 dependent 49:10,16 deploy 14:1 design 34:20 35:11 36:3,17 37:4,4 41:1 42:2 45:10,21 46:6,12,14 designs 40:18 desperately 23:3 detail 37:6 38:8 64:12 detailed 41:4,8 details 48:16 detention 20:20 determined 119:3 devastated 49:9 developing 14:4 37:13 development 25:18 26:3 28:14 30:11,17 30:19 31:3,4 31:12,15,19 32:5,13,16 33:4 36:3 37:5 41:1 46:14 48:1 70:4 71:6 71:7 83:9 89:2 90:3,21 96:1</p>	<p>96:10 98:11 99:1,6 diane 1:21 123:2,16 dictate 63:6 difference 79:16 80:20 different 18:13 51:11 53:18 55:11 106:4 114:18 difficult 74:17 96:17 digested 5:8 diligence 110:11,16 dina 16:11 17:10 22:17 23:15 direction 7:14 7:16 10:12 114:9,15,20 117:3 directly 19:18 director 18:15 26:2,16 71:11 77:11 89:21 107:3 directors 93:10 94:6 dirt 111:13 disability 13:14 84:14 disbursements 11:19 12:1 discharge 18:12</p>	<p>discuss 3:18 4:4 9:4 48:17 121:16 discussed 49:7 discussion 3:17 4:2 5:14 10:3 disorder 14:4 displaying 14:20 district 4:14 34:19 78:18 division 41:9 document 37:12 41:16 42:4 documentation 6:19 dogs 55:7 doing 22:11 23:17 27:6 35:1 38:16 42:8 63:11 66:21 67:6 68:1,12 73:13 76:16 83:18 89:1 dollars 90:16 99:8 domestic 24:2 donuts 16:18 16:21 dorchester 20:16,19 dory 93:9 dover 121:19 draw 54:9 drink 10:18 53:18</p>
---	--	---	---

drive 53:10 driver 31:20 drop 38:10,12 40:2 dropoff 112:20 drywall 74:1 due 45:12 110:11,16 dump 117:2 dundon 92:14 dunkin 16:18 16:21 dutchman's 114:18 116:21 duty 15:21 18:1	31:21 32:7,12 96:1,10 98:11 99:1,5 ed 6:8 edge 44:9 educate 115:15 115:16 education 4:1,6 8:4,7,19 9:3 115:19 118:15 educational 2:18 effect 87:14 effective 76:17 effort 103:7 eight 77:17 112:7 113:1 elected 6:8 election 4:13 4:14 6:18,20 84:9 85:8 elections 4:15 86:9 electric 108:18 electrical 73:15 electrician 108:5,8 elementary 34:19 119:21 eligible 86:4 87:7 88:9 91:9 elkton 50:7,9 50:11 emergency 102:13 113:21 114:3 emphasized 43:15	employee 27:13 123:11 employees 67:5 employer 27:15 employers 31:6 enable 21:6 enabling 57:3 57:11 enclosed 40:10 encourage 32:13 encourages 14:8,17 engage 5:17 engaged 100:20 engaging 5:20 engineer 100:8 105:9 engineering 100:21 103:7 enhance 51:10 55:4 enhancement 47:14 49:17 50:11 enhancements 52:4 enhancing 31:1 enjoy 55:12 enjoyed 13:2 enlarge 43:16 44:1 ensure 64:14 64:17 115:7 entered 123:9	enterprise 63:13,17,18 64:6,14 65:4 entertainment 47:14 49:17 53:14 60:3 62:3,20 entire 119:5 entrance 110:1 entrances 110:2 entrepreneurial 31:14 entrepreneur... 33:8 98:10,17 entry 38:20 39:15,17 40:6 environment 55:12 envision 63:1 equal 84:12 equipment 40:9 71:20 73:3 esec 98:17 especially 75:10 79:13 essential 32:3 establishments 27:15 estate 27:16 estimate 41:6,8 45:13 estimated 13:21 36:8 41:11,14,19 estimating 42:7
e			
earlier 43:14 104:3 118:16 early 26:10 earth 109:20 eastern 16:8,20 17:10,19 28:1 77:18 98:9,17 easton 1:10 50:12 100:13 102:10 113:17 119:21 121:19 123:13 easy 66:14 ebb 61:20 62:9 echo 81:21 economic 25:18 26:2 28:14 30:10,13 30:17,19,20 31:3,4,12,19			

evaluations 20:12 evening 21:13 25:20,21 35:7 35:13 36:2 50:4 58:1 62:18 63:5 67:15 70:5,6 71:4 92:4,5,7 110:15 113:16 113:19 114:6 evening's 2:5 evenings 68:4 event 14:3 79:2 112:5 120:3,5 events 15:9 118:13 eventually 64:19 104:19 everybody 2:4 2:12 24:20 54:2 69:17 120:14 122:15 exactly 6:20 7:4 20:6 61:7 106:5 examination 123:5 example 56:6 64:2 116:8 exceeded 78:7 excellent 105:3 exception 44:21 exceptional 74:6 exceptions 39:14	excited 15:11 105:18,20 exciting 102:15 102:18 103:13 executive 71:11 77:11 exempting 87:17 exercise 60:9 60:10,10 existence 55:1 existing 36:15 38:3,14 43:17 44:3 45:1 101:1 103:19 expand 16:20 31:1 80:9 expanded 78:9 78:20 expanding 15:16 38:9 expansion 15:13 expect 37:2 61:16 89:17 expenses 61:11 63:13 experience 14:2 experiencing 13:18 expert 57:14 expires 123:19 explain 16:12 18:5 explained 107:20	explains 85:1 express 21:19 expungement 78:21 79:4 extension 21:9 exterior 73:5,7 73:20 74:2 f f 1:14 face 29:17 75:14,14 facebook 115:9 115:10,12 facilitate 39:10 facilitating 31:1 facilities 20:20 51:4 53:9,10 53:12 87:13 facility 36:15 38:12,13 50:5 50:11,16 51:6 62:3,13,16,20 76:11 104:10 fact 86:7 fall 68:2 75:10 104:13,14 familiar 36:12 37:20 50:8 51:2 families 18:2 18:19 21:16 54:2 60:4 63:3 family 16:21 59:20 fan 115:10	fantastic 66:21 68:7 83:18 far 41:6 57:11 78:10 97:8 fatalities 117:7 favorable 62:1 62:7 89:17 90:8 favorite 34:21 feasibility 57:7 57:21 96:3 federal 13:14 fee 51:7 56:10 feel 29:9 68:13 74:17 feels 98:21 fees 56:9 90:13 feet 36:17 64:7 fell 116:10 fellow 13:13 felt 66:6 96:20 fields 38:1 40:5 fifths 85:5 figure 44:17 61:16 fill 8:6 71:13 96:5 109:18 fills 60:6 final 37:11 finally 95:6 finance 63:7 87:12 89:21 financial 28:2 56:5,18 78:11 79:21 81:2 financially 49:9
--	--	---	---

find 4:11,13 6:17 27:14	follow 24:4 26:5 36:8 115:7	four 45:3 63:1 85:5 96:15 116:4	111:5
finding 18:8 72:16	following 14:6 17:4 37:17 46:2 121:13	frame 103:17	further 5:6 9:4 39:18 56:16 123:5,8,10
fine 63:21 88:18	food 54:20 56:6 56:7	frankly 66:17	future 31:17
finer 48:17	foot 75:9	free 121:18	g
finish 107:13	footprint 38:15 43:18	freedom 13:6 14:19	game 51:14,15 60:15
fire 40:8 116:8 116:10	forces 12:19 13:1	freedoms 13:2	games 51:14
firm 43:7	foreign 13:10	friedel 101:19 106:3	gap 60:6
first 12:7 14:6 34:15 41:13 45:11 71:9 92:7,10 102:13 103:4 104:2,12 107:4 112:4	forensic 20:4 20:10,12	friends 21:16 82:7	general 64:15 64:18 65:2 84:9 87:15 104:5
fiscal 41:12	forgive 26:13	front 25:4 38:19 75:11 110:7 114:12 114:20 116:6	generally 81:8 88:2 90:20
five 36:18 56:10 63:2 76:2 82:17 85:13 86:12,21 100:18 118:19	forgiving 116:11	fryer 55:8	generate 50:2,3 59:1,2
fixtures 110:6	form 31:5 95:11	fun 53:13,18 54:1,8	generation 31:15 60:17
flag 2:8 51:15	former 13:13	functioning 13:11	generations 59:20 63:3
flattop 55:9	forth 44:16	fund 63:13,17 63:18 64:2,5,6 64:9,15,19 65:2,4 96:10 99:6	genetic 84:15
floor 5:15 8:12 102:13,14 104:2,17	forward 39:19 57:9 58:3 59:13 60:13 65:10 68:21 73:19 95:20 100:9 104:17 108:18 110:12 118:18	funding 15:17 37:8 45:8 46:2 46:2 63:9,21 71:15 76:16 78:3 79:9 80:8 80:13 83:9 89:6 96:9,13 97:8 107:14	gentleman 52:18
flooring 73:17	found 26:19 27:7 50:7 95:11	funds 18:10 58:17 64:14 101:3 107:15	gentlemen 18:17
flow 61:20 62:10	foundation 27:1		getting 64:19 71:1 72:15
focused 60:14	foundations 72:14		gift 30:5
folks 52:11,14 53:8 58:10 79:18 80:11,14 80:18,20 81:2			girard 77:11 79:12 82:11
			girls 60:1
			give 26:8 28:6 28:11 65:9 79:7 82:16 103:15

<p>given 15:2 32:17 76:10,10 99:4</p> <p>gives 52:15 74:16</p> <p>glad 23:1 103:5</p> <p>glass 40:14</p> <p>glen 50:8</p> <p>go 2:3,6 3:2,20 4:7 12:10 25:6 25:7 32:5 35:15,16 36:11 37:8 38:17 41:4 47:20 51:12 53:12,13 58:3 60:11 62:16,17,20 68:20 70:15,16 70:17 71:2,11 74:15 75:21 76:3 77:1 82:15 83:4 84:5,19 85:8 85:11 87:6,8 88:5 91:7 98:19 101:21 106:11 111:13 112:16 121:1</p> <p>goal 58:1 64:14 67:21</p> <p>going 6:20 7:5 7:17 9:7,9 15:15 16:14 18:16 24:11 25:7,10 36:6,7 36:9 42:9 48:6 48:16 53:6 54:1,20 56:16</p>	<p>59:13 60:12 61:9 67:15 68:12,13,14 74:9 75:1,5 81:3 84:2 90:4 96:4 98:13 99:8 102:11,19 102:21 103:1 103:20 105:16 107:13 109:17 110:8 115:6 116:12 117:2 117:17 118:5 118:17</p> <p>golf 47:13 49:10 50:3,8,9 51:2,3,11,17 52:2,10 53:2,4 53:8,10,13 56:18 58:12 59:19,21 60:8 60:8,11,16,21 61:21 62:4,4 62:15,17,19 63:12 64:10</p> <p>golfing 62:14</p> <p>good 8:9 13:7 15:18 16:17 20:2 21:13 23:19 25:20,21 34:16,17 35:2 35:3,7,13 48:5 48:8 49:2 52:15 66:6,7 66:13 69:12 70:5,20 76:16 82:6,10 86:11 89:15 91:7</p>	<p>92:4,5 100:6 101:7,16 106:2 110:18 113:8 113:16 119:5 119:16 120:18 122:14</p> <p>goods 66:11</p> <p>government 22:7 84:13 87:19</p> <p>governor 17:15</p> <p>governor's 15:16 18:14</p> <p>gow 93:9</p> <p>grade 44:3</p> <p>grades 36:18</p> <p>grant 70:4 71:7 71:8,15,17 77:21 78:8 79:9 83:9 96:9 97:10 98:12 99:3,4 111:5</p> <p>grateful 22:9 101:9</p> <p>gratitude 12:17 21:4</p> <p>gray 41:12</p> <p>grease 73:11</p> <p>great 8:11 12:9 12:16 15:2,6 16:16 17:6 19:19 22:1 32:17 40:19 42:11 44:13 52:14 53:1 55:13 59:14,16 60:3,16 65:6 66:9,16,19</p>	<p>67:3,6 75:17 80:12 85:10 87:4 90:5 96:7 105:18 117:16 120:16</p> <p>green 12:8,13 14:9,16,20 15:12 16:6 23:9 41:13 57:10 65:9 69:10</p> <p>greens 58:16</p> <p>greeting 113:17</p> <p>grill 55:9</p> <p>groundwork 31:9</p> <p>group 24:19 40:19 44:8 75:3 82:18 96:19</p> <p>groups 13:10 16:16 52:1 63:1,1</p> <p>grown 17:18 32:3</p> <p>growth 30:13 31:1</p> <p>guarantied 37:14 43:7</p> <p>guess 25:14 75:19 85:11,21 118:8</p> <p>guide 40:20</p> <p>guys 12:9 24:5 24:7,12,13 25:12,13,14 34:13,21 46:11</p>
---	---	--	---

47:11 69:10 118:20 gym 109:16 gymnasium 109:12 110:1,3	5:18 6:1,4,16 7:4,21 8:2,16 9:6,16 10:4,8 11:11,12 12:2 22:4,15 29:8 29:12 34:9,10 34:14 91:20	hello 96:7 helmet 115:4 116:9 117:3 help 13:12 18:10 19:3 21:6,16,20 22:8 23:13 48:3,6 49:12 56:16 71:13 79:18,20 82:4 83:17 103:9,12 105:8 117:20 helped 34:14 66:14 80:8,14 helping 24:8 30:21 40:20 57:17 67:14 helps 64:4 heroes 21:3 24:5 hesitate 19:11 hi 15:8 20:3 high 13:18 14:5 31:8 36:4 62:8 higher 14:3 31:7 56:8,11 62:2 highlight 110:10 highlighting 17:4 hispanic 74:20 historic 74:14 hit 51:15 53:2 62:17 hitting 51:10 59:21 60:1,12	hobbs 113:1 hog 51:18 hold 70:7 115:18 home 113:19 homeowner 80:15 homey 74:16 honest 118:20 honor 13:4 18:19 94:9 honoring 14:18 hope 23:13 104:12 115:10 hopefully 64:5 65:19 hoping 46:5 72:2 104:1 hopper 52:6 hord 35:10 horse 59:6 hospital 112:15 hospitality 28:14 host 74:20 hot 55:7 houlihan 1:21 123:2,16 hour 62:21 hours 50:2 62:18 63:5,6 house 102:12 household 112:20 housing 18:8,9 71:6 hub 28:2
h	hazardous 112:20 head 114:12 116:7,12 headed 114:5 117:1 heading 113:19 114:4,8 headlights 116:5 health 13:14 15:10,14,20 16:2 18:11 20:4,10,11,21 21:14,15 28:2 60:15 84:14 92:11,11 hear 2:6 4:6 23:1 59:10 heard 26:13 117:5 hearing 11:16 12:4 70:3 71:5 75:18 77:2,8 82:16 83:5 84:2 85:12 86:5 96:11 hearings 71:4 heirs 80:15 held 72:4 78:21 121:3		
hah 26:12,17 half 36:19 56:12 halloween 112:5 119:4,6 hand 32:5,5 52:20,20,21 109:17 123:13 handicapped 52:14 hands 15:2 32:17 happen 10:3 27:2 43:20 104:13 116:7 happening 120:18 happens 85:7 happy 74:4 81:7 119:6,15 hard 26:4 28:16 29:11 116:9 120:17 hardest 29:9 harm's 13:6 hats 67:7 haven 27:18 haynes 92:13 haythe 1:16 2:16 3:13,14 3:18,21 5:13			

huge 15:13 52:10 68:13	improving 89:14	installation 71:20	79:15 80:19 81:5
husband 34:15	inaudible 20:5 35:20 65:12	installing 73:11	invisible 79:19
hutchinson 121:15	112:17	instilled 117:8	invitation 81:11
hvac 101:2 103:19,19	inches 49:8	instills 60:7	invite 33:11 95:19
i	include 38:11	institutions 31:7	involved 101:12 106:4
iac 45:19 46:1	inclusive 77:17	insulate 49:12 56:16	irrigation 64:3
identified 104:20	income 78:6	intended 85:2	issuance 87:14 88:3
identify 101:13	incorporated 94:6	intention 5:21 63:11	issue 7:17 45:16
identity 81:13	incorrect 114:9	interested 95:9 123:12	issued 90:2
idlewild 77:20 80:10 114:5,17	increase 53:17	interior 43:19 44:1,10 72:10	issues 52:20 79:21 80:15
igniting 31:21	independent 27:16	72:11 74:1	item 54:9 107:4
immeasurable 14:19	independently 27:19	international 120:10	items 57:5 95:18
immune 50:1	indication 52:15	interpretation 107:21	iterations 43:15
impact 80:1 116:12	individuals 13:5 72:2 76:2 85:13	interrogated 123:4	j
importance 14:18 32:15	info 16:15	interviews 96:15 97:5	january 77:15
important 23:8 26:6 33:9 58:20 119:8	information 4:16,18 7:2 8:3 19:8 22:14 48:14 56:1 79:3 84:15 101:6 114:1 117:13,16,19	introduce 19:21 47:19 60:16	job 21:20 28:13 29:9 66:9,21 67:6 83:18 100:6 105:4,18 113:8
impressed 119:19	informed 5:9	introduced 37:6	jobs 31:1 32:7 109:10,15
impression 6:9	initially 104:17	introduction 47:18	join 32:14
impressive 76:14	injured 116:3	investigate 7:17	july 62:5 78:12
improvement 42:1 45:17 57:4	injuries 116:6	investigation 5:6 7:19	jump 22:11 36:9 80:10
improvements 58:15 87:12	inserted 72:20	investment 61:5,10 63:16	june 62:5
	inside 20:19 40:13,13 63:17 74:15		

jurisdiction 84:13	73:21	law 123:4	9:20 10:19
jurisdictions 32:10	kitschy 40:16	laws 79:5 114:16	11:7,8 23:7,8 24:17 28:20,21 33:15 34:5,6 42:20 43:10,13 44:13,16 45:6 45:9 46:7,16 47:5,6 61:2,11 61:13 63:7 64:21 65:4,6 65:12 69:6,7 76:8 81:10 86:14,18 89:13 90:7,18 91:16 91:17 92:15 93:4,5,12 94:1 94:2,13 95:2,3 97:14 98:4,5 99:12 100:1,2 101:9 106:7,17 106:18 109:4,5 110:20 111:19 111:20 113:10 113:11 118:3 119:17,18 120:7,21 121:2 122:10,11
k	knew 66:15	lawyer 81:3	lessons 60:21
k 36:18 39:8,8 44:2,9	know 4:11 7:4 8:15,17 15:18 16:19 17:7 18:8 20:1 22:19 23:3,9 24:9 27:3 29:8 29:21 43:16 52:18 54:10,12 57:13 63:19 66:20 67:3,13 79:2,18 80:5 89:13,18 94:8 98:19 102:1 103:9 105:6 117:6,9 119:2	laying 31:9	letter 6:11 7:15 9:13 42:16 46:13,16,20 58:9,19 97:14 97:19 98:10,18 99:12,16
karpf 17:7,9,10 19:15,17,20 22:13 24:15 25:16	knowledge 58:9 60:8	lead 105:6 118:11	level 36:4 37:1 44:3
keasha 1:16 5:7 86:1	knows 88:14	leaders 26:18 31:16	levels 13:19 63:6
keep 60:12 82:10 96:11 102:9 118:20	l	leading 105:10	
keeping 32:9	l 1:17	league 67:20 68:2	
keg 53:20	labeled 41:12	leagues 67:19	
kent 20:15	labor 53:17 61:11	learning 31:7 50:10 60:20	
kept 61:18	ladies 23:16	leave 19:7 86:1 110:4	
kevin 35:1	lambert 93:9	left 35:17 38:7 39:3,7,20 44:9 76:4 82:21 85:16	
key 30:14	lamps 114:12	legal 77:13 78:3 79:18,21 80:21 82:7	
kids 51:16 54:2 60:19 112:6 119:5	lane 114:18 116:21	legion 13:9	
kilmon 25:6,12 34:12	large 40:8	legislation 9:2 9:5 57:11 118:17	
kind 49:9 50:15 53:19,21 55:10 59:6 65:14 74:14,15 75:12 86:20 89:5 102:14	larger 62:21 74:18	legislative 2:19 121:16	
kindergarten 44:1	lasting 80:1	legislator 4:1	
kitchen 71:18 71:19 73:2,9	late 37:16	legislators 4:19	
		legislature 4:10 8:6	
		lengthen 52:11	
		lesher 1:15 3:9 3:10 5:10,11 5:16 7:14 9:12	

levied 87:17	little 30:5	looking 21:20	99:16 106:11
library 39:19	44:19 48:3	40:4 58:20	108:19 122:4
40:13 119:1	50:12,14 52:6	61:2,4 66:2	made 10:4,8
121:19	52:15 55:5	95:19 96:21	13:5 14:18
lieutenant	62:9 66:20	120:20	33:12 66:14
17:15	67:17 70:18	looks 52:16	69:13 79:15
life 13:2,17,20	71:12 72:16,17	67:15,17	magic 51:16
30:14 60:20	74:8 79:8	loops 38:2	main 38:15
78:14	86:10 103:9,11	looseness 117:4	49:5
light 12:8,14	105:1	lord 15:4 32:19	maintaining
14:9,16 15:12	live 28:18	lot 16:15 43:17	13:1 89:15
23:9 29:16	115:9	48:16 53:5,18	major 37:7
57:10 65:9	lives 80:1	58:15 60:5	38:19
69:11 110:6,6	116:18	74:17,19 75:6	make 5:8 6:21
114:13	living 21:7	75:14 80:8	7:1 8:5 22:13
lighted 114:6	llc 107:11	105:6 107:12	25:11 36:5
lighting 16:6	loan 65:1 90:3	117:4 118:13	40:14 43:20
24:10 50:4	loans 64:18	120:4,17	48:6 53:7
107:12	89:4	lots 40:14	66:17 67:11
lights 14:20	local 9:2 32:16	74:15 75:8	79:6,21 104:17
108:1,19	83:7 87:19	love 59:10	112:19 117:18
114:11,21	104:6 121:14	65:17	119:9
limberry 94:12	located 102:7	low 78:6	makes 28:17
94:14	location 38:5	lower 38:6 39:3	53:18 80:20
limited 78:10	39:2,18	lowest 100:16	making 6:16
lindsay 35:19	loeffler 33:5,9	loyalty 30:3	15:20 32:6
line 41:13	47:18,21 56:2	lynn 1:17	47:16 57:16
lines 73:12	57:14,17 61:6	m	man 28:12
link 21:16,21	65:20 66:1	macht 35:10	managed
22:8	69:16	madam 3:3	101:10
linkage 21:5	long 57:19	8:13 10:21	management
linkages 21:7	60:20 76:11	12:10 15:5	43:6
lisa 21:13	80:1 82:2	33:20 46:20	manager 20:4
listed 41:18	look 50:16 54:4	68:21 84:4,17	20:11,12 35:20
121:6	54:11 66:14	87:6 91:9	43:2 92:6
listening 59:8	looked 26:17	92:19 93:16	113:5
62:13	57:21	94:17 97:19	manager's
			95:12

manner 123:7	123:7	menu 55:11	120:9 122:2,12
march 37:13	measure 60:17	meredith 77:10	122:13,16
market 89:19	mechanical	79:7	milestone 37:7
90:4	39:4,5 40:7,9	michael's 89:1	42:5
marketing 15:9	mechanism	mid 15:10,19	military 13:20
married 22:18	64:17	20:10 21:15,18	14:1,6,12 16:8
martha 64:11	media 16:7	25:2,2 77:11	16:13 18:1,18
83:1 89:21	38:20	77:15 82:3	19:2 21:3
mary's 102:8,8	meet 8:4,18 9:3	92:10	million 41:14
102:9	9:13 16:18	midshore	41:19,20 80:4
maryland 1:1	74:21 78:5	20:15 112:20	mind 25:9
1:10 16:10	meeting 1:4 2:5	mielke 1:17	mine 65:15
32:10 87:10,20	3:21 4:5 6:6,10	2:21 3:11,12	66:6
96:10 99:5	48:16 87:3	4:21 5:2,5 7:10	minimizing
100:13 113:2	117:1 118:14	7:16 9:10,17	44:6
121:10 123:1,2	118:16 121:3,7	10:6,10,15,18	minor 38:16
maryland's	121:10,12,13	10:20 11:9,10	minutes 11:13
17:12	121:14,21	12:3 22:18	11:16,17 48:20
marys 102:9,10	122:17	29:3 34:7,8	76:1,2 82:17
match 41:16	meetings 105:5	46:9,18 47:7,8	82:18 85:13,13
99:4	117:18 121:17	59:15,16 61:1	missing 21:5
matching 45:7	member 5:12	63:2 67:14	misuse 18:11
material 57:8	18:1 19:10	68:18 69:8,9	model 55:20
matt 77:6	95:14	76:20 77:4	56:15,18 63:20
matter 18:12	members 1:13	82:2 89:12	64:4
123:7	13:13,17 14:1	91:5,18,19	moderate 78:6
matters 84:12	15:21 17:1	92:17 93:6,7	moment 26:12
matthew 71:10	30:18 31:5	93:14 94:3,4	26:17
74:8	35:7 74:21	94:15 95:4,5	monday 118:19
mautz 121:15	81:11 97:4,5	97:17 98:6,7	money 48:6
maximum	men 12:17	99:14 100:3,4	58:14,21 66:17
37:14 43:7	119:10	102:1 103:14	67:12 89:8
md 123:13	mental 20:4,11	103:16 106:9	110:17
mde 91:1	60:10,15	106:19,20	month 61:4,14
mean 22:7 23:3	mention 83:4	108:12,16	78:1
60:11	mentioned	109:6,7 110:19	monthly 51:8
means 78:11	116:15	111:8,11,21	78:14,16
81:2 90:7		112:1,17 120:8	

months 36:13 61:21 62:2,6 75:11 116:16 morgan 96:19 morris 25:11 35:16 70:17,20 71:2 84:3 119:2 mother 22:4 60:1 motion 3:1 4:3 5:11,15 7:10 8:2,12,14,18 8:21 10:5,8 11:1 33:19 46:19 68:16,17 68:19 86:16,19 92:18 93:15 94:16 97:18 99:15 106:6,10 108:13,17 111:9,12 121:20 122:3 motorcycler 117:2 move 33:15 37:11 46:16 57:9 58:1 65:10 68:20 92:15 93:12 94:13 95:18 97:14 99:12 104:10,12 106:7 108:18 118:18 moved 68:18 80:10 108:14 111:10 122:1	movement 44:6 moves 11:16 12:5 moving 42:21 43:19,21 73:19 74:5 87:6 104:16 110:5 multicultural 71:9 mva 115:16 <hr/> n <hr/> n 1:16 name 15:9 17:10 51:2 77:17 81:13 named 52:18 123:3 nation 13:12 national 14:7 84:16 navigate 21:17 navy 70:8 neat 51:9 neck 51:18 need 5:2 7:1 18:5 19:17 21:1,19 24:8 36:1 43:16 66:8 71:21 72:16 75:19 79:18 83:17 86:16 needed 23:3 78:5 needs 18:20 19:8,9 22:19	neighboring 20:17 net 61:11 new 10:12 23:10 36:16 38:17,20,20 39:5,15 40:5 40:13 72:13,21 73:9,12,15,17 81:12,13 102:11,21 103:2 110:1 nice 25:13 34:13 74:16 102:19 108:4 night 112:5,7 114:14 116:5,8 122:14 nightly 74:21 nina 15:8,9 19:7 nine 17:18 non 27:15 nonprofit 32:2 nonprofits 27:5 83:8 nooks 74:16 noon 95:13 nope 108:12 normally 56:8 56:11 notary 123:2 123:17 note 119:18 noted 121:21 notes 123:6 notice 116:4	noticed 114:7 notorial 123:13 november 14:21 15:1 16:4 71:15,16 78:1 79:3 85:9 95:13 121:3,8 number 17:21 18:2,3 19:1,14 21:9 22:20 27:9,13 80:11 81:16 84:7 87:9 95:18 96:2 107:7 109:11 numbers 19:5 56:5,14 62:10 66:2,4 <hr/> o <hr/> o'clock 67:16 121:4,9 oaf 17:16 obey 114:16 obligation 87:15 observance 14:15 obviously 16:5 41:3 49:10 57:1 61:20 63:5 110:1 occasion 16:6 occupy 38:1 october 1:7 11:19 15:3 30:11 32:12,18 79:1 112:21
---	--	---	--

<p>119:21 123:13 odds 117:6 oef 17:17 offer 16:3 19:3 82:7 120:1 offering 23:2 75:3 office 95:12 102:12 103:1,1 officers 13:12 offices 18:21 oftentimes 17:19 21:4 oh 30:8 okay 2:3,10,13 2:20 3:1,15 4:20 5:4,10,18 7:3,9 8:1,11 10:21 11:13,16 11:18 12:4,6 17:8 19:16,19 22:3,15 25:16 25:17 29:2 33:17,19 34:17 42:19 43:10 46:8,11,15,19 47:12,13 48:5 48:8,9 55:6 58:4 68:15,19 69:20 70:2 75:16,17,21 76:5,7,21,21 77:3,14 81:9 82:14 83:2,5 84:1,4,17 85:6 85:10,18,20 86:11,12,13,15 87:4 88:5,19</p>	<p>89:10 90:5,10 91:2,7,8 92:18 93:11,15 94:16 97:13,16,18 99:11,15 106:10 107:1 107:17 108:10 108:13,15,17 111:9,12 112:12 113:3,7 113:8 117:21 118:1,2,2,5,7 118:12 122:3 122:14 old 72:20 104:9 115:13 older 52:9,11 once 42:7 65:10 89:3 ones 16:2 51:3 96:12 ongoing 67:19 open 3:16 6:7 67:16 75:6,19 75:20 76:1,3,9 82:15,20 84:2 85:12 88:6 90:4 107:20 111:3 118:6,15 121:5,17 opening 73:19 95:14 operate 62:13 operated 115:3 115:5 operates 72:7 operation 12:8 12:13 14:9,16</p>	<p>15:12 23:9 104:11 operations 14:2 63:21 64:9 opportunities 68:8,10 opportunity 23:10 67:18 76:10,12 79:8 79:20 81:11,15 101:13 opposite 114:8 optimal 21:6 order 6:21 17:15 42:8 43:20 87:11 107:6,10 108:3 110:12 organization 82:18 85:14 organizations 27:6 32:2 52:1 83:17 120:4 origin 84:16 original 5:20 originally 66:3 ought 30:8 outcome 123:12 outreach 78:4 78:9 outside 25:14 63:16 oven 55:9 73:21 overall 62:10</p>	<p>overhead 116:10 overseeing 37:15 owe 21:4 own 64:7 80:18</p> <p style="text-align: center;">p</p> <p>p.m. 1:7 113:1 118:19 121:4,5 121:9 122:17 pack 105:11 package 66:13 packet 100:14 107:8 109:13 paid 90:11,12 90:15,16 pamela 94:12 94:14 parents 38:10 119:5 parishes 14:8 park 114:5,17 parking 38:2 38:13 58:15 107:12 110:7 parks 107:3,6,9 109:9,13 part 9:8 15:11 18:14 42:17 57:3 72:3,12 74:2 101:19 107:18 112:10 participating 63:4 particularly 60:7</p>
---	---	--	---

<p>parties 123:11 123:11</p> <p>partner 74:19 75:8</p> <p>partnering 16:10</p> <p>partners 31:13 75:13</p> <p>partnership 17:12 30:18 83:8</p> <p>partnerships 31:6 83:12</p> <p>passed 7:13 9:18</p> <p>past 15:14 18:6 40:7 74:11 103:6 119:11</p> <p>paths 58:15</p> <p>patriots 50:8</p> <p>pause 4:4 6:5</p> <p>pay 64:18</p> <p>payable 87:16</p> <p>payers 90:19 110:17</p> <p>pays 63:10</p> <p>peace 120:11</p> <p>pebble 68:5</p> <p>pending 37:9</p> <p>people 15:18 19:2 25:4,5 27:18 32:6 50:19 53:11 54:9 55:12 60:8 62:12 67:2 74:17 116:4,19</p>	<p>peper 107:18 109:19 111:2 112:2</p> <p>percent 13:18 13:18,21 23:5 53:11 56:6,10 56:12 66:11</p> <p>perfect 8:20</p> <p>perfectly 86:14</p> <p>personally 123:3</p> <p>personnel 14:13</p> <p>persons 78:6</p> <p>perspective 80:21</p> <p>pete 1:15</p> <p>peter 35:9 36:6 41:3 42:3</p> <p>peters 71:11 74:11</p> <p>phase 37:12 97:1,1 100:12</p> <p>phased 104:21</p> <p>phases 37:5 96:21</p> <p>phenomenal 28:13</p> <p>physical 60:9 60:15</p> <p>pick 38:13 40:1</p> <p>picture 24:14 33:12</p> <p>pictures 25:15</p> <p>piggyback 102:16</p> <p>piggybacked 111:3</p>	<p>pin 4:4 51:14</p> <p>place 14:20 28:5,18 39:13 50:7 66:10 84:8 116:14 121:18 123:4</p> <p>placing 13:6</p> <p>plan 7:11 34:15 38:4 39:3 42:1 44:8 45:17 57:7,21 67:10 77:16 115:11 121:12</p> <p>planning 78:14 95:9,15</p> <p>plans 57:15</p> <p>play 40:5 49:20 51:16 52:9 53:8,12 60:11 62:15,17</p> <p>playable 62:5</p> <p>playful 40:15</p> <p>playing 52:1 59:21 68:5</p> <p>plays 53:1</p> <p>please 3:4 8:14 11:2 12:12 19:10 24:14 46:21 84:6,20 91:10 93:17 95:10 97:20 99:17 106:12 108:20</p> <p>pledge 2:7,9</p> <p>plug 112:4</p> <p>plumbing 73:2 73:12</p>	<p>plus 38:21 116:7</p> <p>poe 120:2</p> <p>point 27:9 57:12 63:4 64:19 83:3,15 101:14 106:1</p> <p>pointed 60:4</p> <p>pointing 73:8</p> <p>points 48:18</p> <p>poles 110:6</p> <p>pond 51:16</p> <p>popping 50:6 50:13</p> <p>population 50:12</p> <p>port 113:21 114:5</p> <p>possible 56:4</p> <p>post 14:4</p> <p>posting 115:11</p> <p>potential 120:5</p> <p>power 26:19 27:7 52:5</p> <p>powerpoint 54:12 55:16,17 55:18</p> <p>practice 47:14 49:20 51:20,20 52:12</p> <p>pray 120:10</p> <p>prayer 2:7,9</p> <p>pre 36:18 39:8 44:2,9 60:1 72:4</p> <p>predict 42:9</p> <p>prepare 7:14</p>
---	--	---	--

<p>presence 123:9 present 36:3 119:11 presentation 34:18 36:4,7 36:10 41:11 42:1,13 45:18 presented 5:8 presenting 116:17 preserve 14:19 president 2:16 35:4 88:10 preston 107:2 107:4 109:17 112:12 preston's 110:11 presumably 90:7 presume 89:16 pretty 85:1 prevention 115:20 previous 36:20 previously 45:11 price 37:14 43:8 priceless 29:5 primarily 43:21 primary 104:19 principal 35:10 printed 123:6 priority 45:21</p>	<p>pro 77:12,16 82:3 probably 37:20 50:11 51:2 52:11 89:18,20 94:8 102:20 104:1,3 108:6 108:8 112:8 116:16 problem 10:17 17:9 49:3 112:11 procedures 115:8 proceedings 2:1 process 4:7 6:3 6:13 8:6 9:9,15 37:4,8 40:17 43:6,8,9 45:7 89:3 101:10 103:5 proclaim 32:11 proclamation 12:7,13 25:18 30:10 33:16 product 96:20 profession 29:9 profitability 64:17 program 17:14 17:18 20:4,11 23:5 57:4,10 58:2 74:10 105:19 111:3 117:9 programs 81:8</p>	<p>project 34:20 35:11 36:12 41:19 42:6,9 45:21 48:4,15 48:18 49:17 57:1,3 59:1,17 63:10 65:10 68:20 72:1,3,9 72:15,18 73:8 73:18 74:4 77:12 81:8 97:9 100:21 101:4 103:17 103:21 107:14 107:19 111:4 projections 61:13 projects 58:21 59:3 64:2,5,9 71:8 78:16 96:11 proper 7:1 22:8 properly 45:4 property 80:15 80:16 proposed 2:18 9:1 38:4 40:13 85:3 proposing 9:4 prosperity 30:14 prosperous 26:11 27:3 prosthesis 52:19 protect 116:3 protecting 24:6 116:2</p>	<p>protection 116:7 proud 69:15 103:3 provide 4:15 28:8 32:6 57:6 78:13,17 79:8 84:10 88:13 providers 21:1 providing 31:2 42:16 77:19 provisions 87:18 prudent 57:14 110:3 ptsd 16:16 pub 55:11 public 41:10 70:3 71:4,5 75:18 77:2,7 82:16 83:5 84:2 85:12 86:5 88:11 98:11 99:3 100:10,11,15 102:11,17,21 104:5 113:9,12 121:17 123:2 123:17 published 102:2 pulled 120:3 purchased 73:16,17 purposes 61:19 88:4 put 3:15 4:4,4 5:14 7:6 50:17</p>
---	---	--	--

<p>52:7,13 53:19 55:8,16 56:3,5 57:2,20 58:19 58:20 66:3,12 72:13 89:19 96:14 112:8 puts 63:9 putting 4:18 58:14 66:9 73:12 105:4 116:11</p>	<p>quickly 54:13 70:8 quotas 117:11</p>	<p>really 16:15,17 17:2 26:4,7 27:14 29:16,16 29:18,18 30:4 40:19 51:9 52:5 56:16 66:8 67:2,7,19 68:11,13 69:11 75:1 76:14 79:19 80:8,12 80:14,17,19,20 82:13 83:20 101:11 105:7,8 105:10 117:12 120:19</p>	<p>recognizing 19:6 32:14 70:9 recommenda... 8:5 96:2 100:10 recommenda... 20:13 recommended 44:5 106:8 recommending 50:21 reconsider 2:17 5:3 reconsidering 9:19 reconvene 121:21 record 12:11 76:9 78:21 79:4 87:8 88:11 102:3 recorded 123:6 recreate 55:3 recreation 107:3,6,9 109:9,14 reduce 80:4 reduction 101:11 refinance 87:12 refine 40:18 refined 42:2 refunding 88:1 regardless 81:1 84:14</p>
<p>q</p>	<p>race 84:15 rain 49:8 range 47:14 49:17 51:5,7 51:20 rate 90:19 rates 89:17 90:8 rating 89:14,15 ray 100:9 101:5,6 105:3 106:21 107:1 ray's 103:12 reach 19:11 59:9 reached 57:13 78:9 120:4 read 8:13 12:11 30:7 66:14 84:5 87:8 100:14 107:8 109:13 reader 86:5 reading 61:3 ready 87:1 reaffirming 32:15 real 27:16 45:16 51:12 54:13 70:8 88:10 realize 19:3</p>	<p>reappointment 92:13 reappointme... 92:15 rear 114:11,21 116:6 reassigning 38:16 receive 90:21 received 45:10 45:20 49:8 96:9,13,15 100:19 recently 77:20 recognition 14:13 recognize 14:9 14:17 103:8 110:17 119:9 119:10 recognized 31:20</p>	

<p>regional 17:11 18:3 92:11 regularly 115:3 115:10 regulation 115:18 regulations 115:16 reinforce 56:2 related 49:18 80:15 107:12 109:10 116:1 123:11 relating 88:2 religious 13:10 relocate 73:1 relocated 38:20 44:11 72:12 77:20 relocating 39:2 73:2,11,15 relocation 38:17 relocations 39:14 45:3 remain 63:17 remainder 97:10 remaining 38:15 44:12 remember 82:3 remind 37:19 reminding 64:21 remotely 27:19 removed 72:12 72:20</p>	<p>render 82:9 rendering 40:12 50:14 renovating 36:14 39:13 renovation 34:19 renovations 36:20 72:11 100:12 104:2 reordering 9:15 repair 73:7 repeat 8:16 repeating 26:14 replace 73:7 replaced 72:19 replacement 72:21 73:13 94:12 report 92:7 113:5 reported 1:20 represent 45:3 representation 78:17 80:21 representatives 121:10 representing 28:13 request 33:1 86:8 95:10,19 95:21 98:9,16 99:9 100:9 107:5 109:8 requested 92:16 93:13</p>	<p>94:14 97:15 98:18 requesting 5:7 92:12 93:8 94:11 requests 110:14 required 71:5 115:5 requires 39:9 86:18 reroute 73:1 rescind 5:5 7:12,18 8:2,18 8:21 9:11 10:5 10:7,9,12 research 97:1 reserves 22:11 residence 14:21 resident 113:17 residents 12:15 78:10,12 79:17 117:10 resignation 94:8 resolution 7:12 10:1 84:5,7,8 85:1,18,20 resolve 80:18 resolved 14:15 115:12 resource 17:11 18:4 71:10 74:6 119:20 resources 15:14,18 17:3 21:17 32:2</p>	<p>58:12 respect 12:16 responding 116:3 response 114:3 responsible 35:11 107:21 108:2 responsive 100:16 rest 39:13 44:11 45:2 60:13 result 5:9 resulting 100:21 retail 28:2 retain 30:21 31:8 retaining 31:10 return 61:4,9 63:16 returning 17:16 revamping 38:9 revenue 50:2,4 56:14 59:1,2 61:14 62:2 review 11:20 rfp 96:14 107:20 rich 33:4,5,9 34:14 47:15,21 54:16 57:2,5 57:13,17 66:2 66:20 69:12,21</p>
---	---	--	--

rick 52:18 ride 114:15 riding 114:7,10 114:19 115:17 116:5 right 6:1,4,4,11 25:12,13 28:12 30:1 34:12,13 35:18 36:9 38:6 39:1,7 45:19 46:4 48:12,20 52:16 54:4,15 55:2,7 59:4 61:1 63:20 66:8 68:3 70:18,18 70:19,19 71:3 76:3,6,7,21 83:1 84:1 85:19 87:2,5 92:2 97:6 108:10 110:2 112:9 118:20 rights 79:2 risk 14:3,5 43:2 road 37:21 39:16 64:6 110:4 113:2 114:8,11,19 117:1 role 18:16 21:16 rollout 81:12 room 23:20 26:18 45:1,2 56:21 118:21 rooms 39:11 44:2,3,20 45:3	45:4 roughly 39:16 86:9 route 110:8 rules 115:15,17 115:21 run 25:10 67:4 runs 44:9 rural 89:2 90:3 90:21 96:10 99:5 s sacrifices 12:21 13:5 14:12,19 safe 119:6,12 119:15 safety 100:11 102:11,17,21 105:18 115:21 salaries 78:3 sale 87:14 88:3 sales 56:7,7 salisbury 20:3 20:3,7 sandwiches 55:8 saturday 112:21 119:20 save 116:18 saved 116:9 saving 101:1 110:16 savings 110:8 saw 26:18 41:21,21 44:8 45:17	saying 8:15,17 60:20 66:8 102:9 says 66:17 70:14 schedule 37:3 105:1 scheduled 79:2 112:21 schematic 45:10 school 34:19 37:21 38:2 39:17 40:19 43:18 44:7 119:21 schools 115:15 schpeel 71:12 screen 39:21 seal 15:2 32:17 123:13 searched 26:10 season 68:1 seasonality 61:16 seasons 61:8 second 2:21 3:2 11:1 33:18,20 37:5 38:8 46:18,20 68:20 71:5 86:5 92:17,19 93:8 93:14,16 94:15 94:17 97:17,19 99:14,16 102:14 104:17 106:9,11 108:16,18	111:11,13 112:10 122:2,4 seconding 10:19 secretary 3:3,5 3:7,9,11,13 8:13,17 10:21 11:3,5,7,9,11 12:10,13 15:5 24:18 30:10 33:20 34:1,3,5 34:7,9 35:14 46:21 47:1,3,5 47:7 48:11 55:16,18 68:21 69:2,4,6,8 84:4 84:7,18 87:6,9 91:10,12,14,16 91:18,20 92:19 92:21 93:2,4,6 93:16,18,20 94:1,3,17,19 94:21 95:2,4 97:20,21 98:2 98:4,6 99:16 99:18,20 100:1 100:3 106:12 106:13,15,17 106:19 108:19 108:21 109:2,4 109:6 111:15 111:17,19,21 122:4,6,8,10 122:12 section 84:9 sections 87:18 sector 102:21
--	---	--	---

securing 89:6	62:6 123:19	58:8 59:5	77:12,13,16,18
see 15:15 23:19	series 87:15,21	60:19 61:7,12	82:3 92:10
25:6 37:2 38:4	serve 13:8	61:18 63:19	94:5 98:9,17
38:18 39:20	18:19 29:17	65:19 67:21	short 21:13,13
40:6 50:15	72:2 74:9	68:4,9 69:13	25:4 26:4
51:11 66:16	77:18 102:20	69:17 70:1	108:9
72:11 73:6	served 12:18	setting 31:16	show 35:16
74:4 75:9	12:21 18:18	seven 114:2	56:14 61:13
76:12,16 80:12	19:2 21:2 22:5	several 18:13	70:17
104:1 107:4	70:10	26:15 36:16	shows 30:2
115:3,20	service 13:11	81:10 105:5	54:3 55:20
116:19	13:12,13,16	sewer 88:21	67:10
seeing 115:21	14:1,6 15:21	89:9 90:13,17	shrieves 94:7
seek 9:14	18:1 19:10	sex 84:16	side 25:7 39:21
seeking 23:14	21:11 40:9	shacks 53:10	44:21 114:8,10
65:1 80:12	51:8 53:16	shafer 35:2,4,7	114:19
100:15 107:9	54:8 55:5	35:15,18 40:21	sidewalks
109:14	73:10,15 78:11	42:12,20 43:4	110:5
seeks 13:4	82:9 94:10	43:11 45:9	signature
seen 15:13	services 16:2,3	46:13 47:9	123:15
54:14	16:7 21:5,15	55:19	signed 113:11
selected 72:6	21:18 22:6,9	shameless	118:3
96:19	23:2,9 28:3,8	112:4	significant
selection 97:2	43:11 75:15	shape 67:4	101:11
self 53:16 54:8	77:19 78:14	sharing 16:7	simplicity
64:20	80:6,9,12	16:15	61:19
selflessly 12:18	81:18 82:7	sharon 92:13	simply 9:15
senate 33:6	93:10 102:14	she'll 16:12	10:1 61:15
senator 121:14	serving 95:10	shelters 49:19	sir 24:21 69:14
send 4:1,9,19	session 2:19	49:21	98:15
6:10 9:1,12	4:6 121:5,6,16	sheriff 104:11	sit 59:11
22:14	set 39:18 123:4	sheriff's 102:12	site 36:19
senior 78:15	setter 33:6	103:1 104:10	37:19 38:4
sent 48:14	47:17,21 48:7	shore 15:10,19	41:15,18 72:5
58:10	48:9,13,21	16:8,20 17:5	72:21 97:2
separate 87:21	49:3,5 54:18	17:19 20:10	108:5
september	54:21 55:3,7	21:15,18 25:2	sits 37:21
11:14 45:12	55:14,17 58:5	25:2 28:1	

<p>six 72:5 112:7 121:4</p> <p>size 39:7,9 45:4</p> <p>sizes 39:10 44:4</p> <p>slide 35:16 38:18 52:16 54:3 55:14 70:17</p> <p>slides 44:17</p> <p>small 18:9 31:15 33:4,7 39:6,9 48:1 50:9 74:14 117:5</p> <p>smaller 45:4 50:12</p> <p>smiling 91:6</p> <p>social 16:7 93:9</p> <p>solicitation 43:5</p> <p>solid 62:11</p> <p>solution 110:14</p> <p>solvent 64:15</p> <p>solves 112:10</p> <p>somebody 53:3 82:17</p> <p>someone's 116:12</p> <p>sorry 30:8 88:8 102:8</p> <p>sort 56:2 59:5 62:13</p> <p>sound 56:15</p> <p>sounds 5:16 19:19 42:11 48:5 59:14 66:19 75:17</p>	<p>87:4 90:5</p> <p>source 26:20 27:7</p> <p>space 25:10 50:17 75:2,6 75:13 76:15 111:3</p> <p>spaces 38:16 38:21 39:4,13</p> <p>sparks 89:20 89:21 90:9,12 90:15,20 91:3</p> <p>speak 17:7 64:12 74:8 76:7 81:16 82:17 89:20</p> <p>speaker 25:1</p> <p>special 4:12,13 6:18,20 24:11 32:21</p> <p>specialty 20:14 20:18</p> <p>specific 14:13</p> <p>specifically 20:18 80:13</p> <p>spectacular 28:4</p> <p>speed 55:9</p> <p>spirit 31:14</p> <p>spoken 64:13</p> <p>spot 54:20</p> <p>spreadsheet 55:15,20 61:3 61:18</p> <p>spring 75:10</p> <p>square 36:17</p> <p>st 89:1 102:8,8 102:9</p>	<p>stability 30:13 31:21</p> <p>stable 31:2</p> <p>staff 7:14,16 28:16 30:16 31:4,12 35:8 81:16 97:5 120:15</p> <p>stages 43:14</p> <p>stamp 9:21 10:11 25:4 48:19 49:2,4 56:20 64:11 65:3,5,8 69:19 69:21 70:13,15 70:19,21 77:6 90:11 92:1,4,6 93:8 94:5 95:6 97:7 98:8 99:7 100:7 102:16 103:12 104:8 104:16 106:21 107:2 109:8 110:10 111:1 112:14,18 113:4,8 119:1</p> <p>stand 2:6 25:11 64:7</p> <p>standpoint 60:16</p> <p>start 12:11 15:11 37:16 65:18 85:16 117:8</p> <p>started 2:4,13 71:15 74:4 75:3 77:12,21 78:8 82:3</p>	<p>state 17:20 31:7 32:9,11 41:5 42:18 44:5 45:7 46:6 111:4 120:9 123:1,2</p> <p>state's 37:7</p> <p>statement 65:16,17 121:7</p> <p>states 14:12 27:11 33:6 70:8 99:2</p> <p>statewide 32:16</p> <p>statistics 27:8 53:11</p> <p>stenographic 123:6</p> <p>stenographic... 123:6</p> <p>step 6:5 56:21 89:6 103:4</p> <p>stepp 1:18 2:7 2:11 3:7,8 5:20 6:2,9,14 9:7 10:2 11:5,6 23:16 24:20 28:10,11 29:1 33:18 34:3,4 46:10 47:3,4 65:13,14 68:17 69:4,5 81:20 81:21 86:16 88:10 91:14,15 93:2,3,20,21 94:21 95:1 98:2,3 99:20 99:21 106:15</p>
---	--	--	--

106:16 108:14 109:2,3 111:10 111:17,18 118:10,11,13 119:3 122:1,8 122:9 stimulate 31:13 stipulations 123:8 story 26:12 strapped 52:21 strategic 17:11 31:6 stream 53:16 street 113:21 114:5 115:17 121:19 streets 114:6 strength 31:21 strengthen 98:21 stress 13:19 14:4 strong 26:21 27:20 56:18 structure 65:1 struggle 64:1 80:14 struggles 79:19 students 36:18 study 57:7 96:4 stuff 16:21 54:14,19 67:5 92:3 105:6,9 submission 36:4 41:2,4,7,9 42:4,17,17 45:11,15 46:14	submit 86:7 95:12 submitted 94:7 98:16 subsidizing 64:16 substance 18:11 substantial 59:2 successful 119:12 sufficient 64:20 101:3 suggest 117:15 suicide 14:5 18:15 summary 41:1 41:10 summer 37:16 75:10 86:9 104:3,13,13 summit 26:15 sunday 67:1 supervising 72:8 supply 97:11 support 16:14 16:16 23:5 26:8 28:6 42:16 46:5,14 46:17,20 58:2 73:14 79:14 80:7 83:7 97:15,19 98:10 98:18 99:13,16 supporting 31:14	supports 72:14 supposed 6:10 6:12 sure 3:20 5:1 6:16 15:21 22:13 24:6 25:11 29:18 33:2 47:17 48:19 54:18 56:20 58:7 66:15 71:13 79:6 102:6,6 108:10 117:18 119:10 120:20 surface 96:6 surrounding 38:2 susan 35:15 sustainability 32:3 swag 22:14 sweet 26:4 synopsis 88:12 system 88:21 89:9 90:17 101:2 103:19 103:20 systems 64:3 t take 7:7 24:14 25:15 37:12 52:21 64:8 65:9 114:2 121:18 taken 24:20 talbot 1:1 12:15,18 13:4	14:11,16 15:3 15:12 20:16 23:11 26:3,9 27:2,10 28:15 29:20 30:15,16 31:11,17,18 32:1,5,9,13,18 78:10,18 79:16 80:9 82:5 84:10,11 87:10 89:21 96:3 100:11,13 102:18 109:11 113:20 117:10 119:20 121:18 123:3 talent 31:9 talk 18:21 20:1 38:7 48:3 59:11 85:14,17 85:20 88:7 talked 49:6 118:16,17 talking 63:2 104:14 tall 25:4 tank 40:8 tap 75:12 taps 54:6 tax 31:2 90:16 110:16 taxes 87:16 taxpayers 7:6 teaching 60:19 team 41:3 101:19 105:4 105:12 106:2
--	--	---	---

team's 101:16	98:15 100:5,6	thinking 49:11	times 66:7 75:5
technology 50:20	100:7 101:15 101:16 106:21	third 39:6 51:5 53:6	title 80:16 84:21
tee 52:5,8,13 53:4	107:1 112:2,12 113:5,7 118:1	thomas 8:8,10 8:21 9:6 10:14	today 23:20 50:7
teen 60:1	118:2 120:7,13	84:19,21 85:7	together 4:18
tell 18:6 45:6 47:15 53:11 66:5	120:14 122:15 122:16	86:4,17 87:2 88:13,16 91:21	31:5 56:3 57:20 66:3,10 105:4 120:3
tells 6:19	thankful 24:7	thoroughly 119:19	toggling 44:16
ten 18:6 67:16	thanks 21:8 22:17 28:11,13	thought 6:14 58:14 66:16	told 26:12 33:6 48:21
tenants 78:18	69:17 81:21 103:14 120:1	thoughts 4:7	tolerance 44:4
term 117:5	thing 8:15 24:5 35:12 49:5,6	three 25:13 34:12 36:16	tomorrow 31:10 65:19 112:5,7
terrence 113:13,14,15	51:9 52:6 58:6 59:6 62:12	37:5 38:5 50:21 56:12,12	ton 68:9
thank 2:10 9:6 15:5,8 18:17 19:6,20 20:7 21:10,12 22:5 22:15,16 23:6 23:12,15,16,17 23:20 24:2,3 24:15,15,15 26:7 28:5,9,18 28:19,21 29:7 29:12,14 32:20 35:4,18 46:7 47:9,10,11 49:4 57:16 60:18 66:18 69:16,21 70:1 70:5,9 76:18 77:4,5,6 79:12 79:12,13 81:6 81:19 82:11 83:6,12,19,21 84:17 90:5 91:2 96:7	64:3 97:7 99:7 104:4 112:18 things 18:8,10 20:9 22:21 27:2 28:17 49:16 50:6,13 51:10,12 56:9 58:16,18,19 80:17 83:10 111:14 112:3 120:18 think 6:5 7:1 7:11 25:2,8 28:4 57:19 58:11 59:16 66:9,12 74:5 84:21 85:21 86:18 104:14 105:20 110:3 117:17 120:4	59:20 60:1 61:8 63:2 75:5 76:1 82:16 85:12 121:9 tied 104:8 tiers 50:17 tim 92:13 time 11:20 16:4 19:4 36:21 37:13 41:21 47:10 52:12 62:15 63:4 68:1 69:12 77:1 81:12 82:15,20 85:11 85:21 86:10 103:17 104:15 104:18 106:2 108:9 114:6 116:14 119:15 123:4	tonight 2:14 12:7 22:16 35:9,19 42:13 65:7 69:12 79:13 86:1,3,6 120:14,17 tonight's 2:15 took 5:3 47:17 105:5,12 top 25:10 35:16 50:19 51:1,3 53:10 59:19,21 70:18 total 41:14,18 97:12 100:18 totaling 36:16 totality 36:15 touch 28:1 tough 67:7 80:17

tour 76:10	translates 46:1	types 55:11	used 51:3 56:6
tourism 26:3	transportation	u	56:10
26:16 28:3,14	121:11,12	ultimately	users 90:13,16
30:18,19 31:4	trap 73:11	63:15 89:7	uses 52:19
31:12,19 32:4	traumatic 14:3	96:17 108:2	using 16:4
96:1 97:4,11	14:4	unanimous	101:1
tournament	treatment	11:17 12:5	usual 62:14
67:1	20:13 84:12	unanimously	72:17
tournaments	tremendous	58:10	usually 46:1
51:21 52:2	79:16	under 15:2	66:3
toward 42:21	tried 56:4,13	32:17 84:12	utilize 15:19
99:8	true 18:19 21:3	95:6	75:2,6
towards 40:4	123:7	underneath	utilized 74:12
42:3 115:20	truly 24:5	49:20	89:8
117:2	26:21 27:7	understand	utilizing
town 117:5,18	try 42:8	117:18	103:19
117:21 120:19	trying 16:19	uniform	utmost 12:16
tracer 51:1	17:2 40:14	119:11	v
track 37:4 56:8	44:14,17 53:7	unique 54:9	va 19:5,5
56:11 71:21	89:4 105:8	united 14:12	vacancy 7:8
78:5	tuesday 119:6	27:11 33:6	8:6 95:8
trackman 51:6	121:8	70:8 99:2	valorem 87:16
traffic 75:9	tuning 102:4	units 54:6	value 100:21
114:16,16	turmoil 120:10	unsafe 116:1	103:7 105:8
trained 115:7	turn 59:3 96:4	upcoming 79:5	vamsa 16:13
training 50:10	98:13	95:8 118:19	vanhooser
114:3	turner 35:20	121:16	25:20 26:1,2
transcribed	37:15 43:3	upfront 63:10	29:7,11,14
123:6	turnout 119:19	upgrading 89:8	30:1,7 32:21
transcript 2:1	two 25:12	upper 39:7	33:3 96:7
transcription	34:12 36:13	94:5	98:15 99:10
123:7	37:17 64:7	usda 90:3,8,21	100:5
transformed	71:4 79:1 82:6	use 50:19 51:8	variety 16:3
76:15	96:21 97:1	58:12,17 61:17	78:13
transition	109:10,15	66:3 75:14	various 43:15
13:17,19	113:1 114:7,18	115:10	111:14
104:19	type 57:7		

<p>vast 38:1 vehicle 116:13 vent 73:20 verdery 70:5 70:12,14,16 71:1,3 75:16 75:18 77:3,7 77:10,15 83:6 83:19,21 veteran 16:13 19:9 22:5,19 70:8 veterans 12:8 12:14 13:8,9 13:11 14:10,16 16:1,9,11 17:5 17:13,16 18:7 20:19 21:17 23:4,18,19 24:13 26:5 119:7,8 vietnam 22:19 view 39:15 40:3 virtual 51:17 52:2 visibility 23:10 23:14 114:13 visible 40:11 vision 50:15 visit 81:2,12 visiting 80:11 visitors 96:3 112:9,15 vital 13:1 vitality 32:7 voice 92:1</p>	<p>volunteer 114:2 volunteers 75:4 120:2 vote 3:3 5:3 7:7 7:12,18,19 8:3 8:18 9:11 10:1 10:6,11,13 11:2 33:21 46:21 58:2 65:9 69:1 85:9 86:2,5,6 87:1,7 88:9 91:9,10 92:20 93:17 94:18 97:20 99:17 106:12 108:20 122:5 voted 5:12 7:18 voters 7:7 voting 88:14 vow 6:7</p> <hr/> <p style="text-align: center;">w</p> <hr/> <p>w 27:13 wait 86:21 waiting 10:2 86:12 116:6 walk 81:3 wall 38:17 40:10 44:6 45:3 53:16 54:4,5,7 72:11 73:20 walls 43:19 44:1,10,12,15 73:14 want 2:4 3:15 3:16 7:5,8 12:9</p>	<p>18:17 19:21 20:1 21:6 24:14 25:14,19 28:5 30:7 33:11 47:15 48:15 66:10 68:11 75:11,20 76:6 77:10 82:21 83:2 84:5,19 85:17 85:19 87:6,8 88:16 90:18 94:8 95:7 101:12 105:2 110:10,17 112:19 116:18 117:17 119:9 120:1,13,14,21 wanted 10:15 27:9 57:5,6 70:7 79:5 wants 82:17,18 85:14 112:6 118:9 war 17:17 warm 62:17 wars 13:10 washes 60:13 waste 112:20 wastewater 87:13 watching 59:8 water 40:8 waterfowl 119:13 way 7:6 13:2,6 26:5 35:17 53:15 67:4</p>	<p>108:7 120:11 123:11 ways 18:13 we've 16:10 49:7 64:13 70:3 75:8 76:11 80:10 83:10 89:4,13 101:10 105:5 118:15 wealth 31:2 48:14 weather 49:10 49:13,16,18 56:17 67:8 website 95:11 wednesday 95:13 week 25:18 30:11 32:11,13 37:9 68:5 75:5 78:19 113:5 114:2 weekend 119:13 weekends 119:14 weekly 16:17 weeks 116:2 weight 36:7 welcome 2:4 15:7 77:10 79:11 117:14 wellbeing 30:20 went 43:5 54:12 110:13</p>
---	---	---	--

<p>west 121:19 wheel 55:4 white 37:15 43:3 whiting 35:20 wide 78:13 willing 18:21 willow 100:17 100:20 101:18 103:5 104:5 105:7 106:2 107:11 108:2,4 windows 72:19 72:20,21 73:12 winebrenner 35:9,13 36:11 43:21 44:14,19 47:10 winning 31:20 winter 62:1 wise 67:20 wish 119:4,15 witness 14:2 123:13 woman 12:17 women 119:10 wonderful 23:5 27:2,6 28:18 82:6 word 45:20 words 65:21 118:7 work 4:6 22:9 27:6,19,19 28:16 31:5,13 32:6 33:9 41:15,18 44:14 51:6 60:11</p>	<p>61:8 75:7 76:12,17 78:21 82:9,10 88:21 89:5 101:17 108:5 109:20 111:13 120:17 workforce 31:10 working 20:19 42:3 43:17 64:16 66:2 72:10 73:5,6 73:10,19,21 117:9 works 98:12 99:3 100:10,15 world 26:10 29:10 120:11 worry 53:3 wow 34:16 write 34:15 wrong 114:10 114:19,20 116:14,14</p>	<p>80:3 104:15 years 15:15 18:6 26:15 37:17 46:3 94:10 102:20 105:17 young 60:8 115:13 yup 25:3 29:6,6 34:11 35:6,6 54:21 70:4 77:3,9,9 82:1 82:12</p>
		z
		zone 38:11
	y	
	<p>y'all 57:6 82:4 yard 39:5 yeah 3:20 5:13 5:19 6:14,16 10:10 24:18 47:20 61:6,7 70:11,21 74:11 88:15 year 13:15 14:6 15:4,12 32:19 41:12 68:1 71:17 74:11</p>	