

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

ORANGE COUNTY FAIR & EVENT CENTER  
BOARD OF DIRECTORS

Regarding )  
)  
)  
)  
BOARD OF DIRECTORS MEETING, )  
)  
)  
)  
)  
)  
)  
)  
\_\_\_\_\_)

OC Fair & Event Center  
Administration Building  
88 Fair Drive  
Costa Mesa, California

Thursday, March 22, 2018  
9:00 a.m.

Reported by:  
LUIS R. HERNANDEZ

1 APPEARANCES OF ATTENDEES:

2 BOARD OF DIRECTORS:

3 CHAIR BARBARA BAGNERIS

4 VICE CHAIR RUIZ

5 DIRECTOR BERARDINO

6 DIRECTOR MOUET

7 DIRECTOR STANLEY TKACZYK

8 DIRECTOR DOUGLAS LA BELLE

9 DIRECTOR SANDRA CERVANTES

10 DIRECTOR NEWTON PHAM

11

12 ALSO PRESENT:

13 KATHY KRAMER

14 JOSH CAPLAN, ESQ.

15 MICHELE RICHARDS

16 KEN KARNS

17 ADAM CARLETON

18 SUMMER ANGUS

19 WILLIAM R. "BILL" KELLY

20

21

22

23

24

25

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

I N D E X

	Page
Proceedings	4

E X H I B I T S

None

1 Costa Mesa, California, Thursday, March 22, 2018

2 9:00 a.m.

3  
4  
5  
6 CHAIR BAGNERIS: It's 9:00 o'clock. We're going to  
7 get the meeting started; call it to order. All matters  
8 noticed on this agenda in any category may be considered  
9 for action as listed. Any item not so noticed may not be  
10 considered. Items listed on this item may be considered  
11 in any order at the discretion of the Chair person.

12 The mission of the OCFEC is celebration of Orange  
13 County's communities, interests, agriculture, and heritage  
14 with results justifying resources expended. And with  
15 that, we're going to ask Director Berardino to give us a  
16 Pledge of Allegiance.

17 DIRECTOR BERARDINO: Thank you. Madam Chair, we lost  
18 a veteran who was instrumental here helping us in the  
19 Fairgrounds -- worked with us in every Veterans Day event,  
20 raised an enormous amount of money for those Veteran's Day  
21 events. Also, major contributor and helper to Heroes  
22 Hall. He was a very strong supporter. He was an U.S.  
23 Army veteran who passed away in unforeseen circumstances.  
24 So in his honor, Alan Dean Clow, I would ask to lead the  
25 Pledge of Allegiance. Ready, begin.

Page 4

1 (Pledge of Allegiance recited)  
2 Thank you, Madam Chair.  
3 CHAIR BAGNERIS: Thank you, Director Berardino.  
4 Can I have the roll called.  
5 MADAM SECRETARY: Chair Bagneris?  
6 CHAIR BAGNERIS: Here.  
7 MADAM SECRETARY: Vice Chair Ruiz?  
8 VICE CHAIR RUIZ: Here.  
9 MADAM SECRETARY: Directed Berardino?  
10 DIRECTOR BERARDINO: Here.  
11 MADAM SECRETARY: Director Mouet? Director Aitken?  
12 DIRECTOR AITKEN: Here.  
13 MADAM SECRETARY: Director Tkaczyk?  
14 DIRECTOR TKACZYK: Here.  
15 MADAM SECRETARY: Director La Belle?  
16 DIRECTOR LA BELLE: Here.  
17 MADAM SECRETARY: Director Cervantes? And  
18 Director Pham?  
19 DIRECTOR PHAM: Here.  
20 CHAIR BAGNERIS: We're now going to have our CEO  
21 operational announcements and updates.  
22 MS. KRAMER: Good morning. Thank you, Chair Bagneris.  
23 Good morning, everyone. At the Costa Mesa State of the  
24 City Event last year, OC Fair & Event Center was honored  
25 to receive the "Pillar of Costa Mesa" award for our

1 outstanding contributions to the community. We received  
2 several commendations -- including from the Mayor of  
3 Costa Mesa -- several legislative offices and from County  
4 Supervisor, Michelle Steel.

5 We will proudly display these on our boardroom  
6 walls for everyone to enjoy. These commendations  
7 reenforce that OC Fair & Event Center is an integral part  
8 of the community and our giveback efforts are truly having  
9 an impact and are being recognized.

10 Speaking of giveback programs, we officially  
11 "hatched" Hatch Culinary Kitchen Lab. Our first group of  
12 students arrived on Wednesday, February 28th, welcoming  
13 students from two Anaheim high schools. Staff was lined  
14 up to greet the students and cheered them as they exited  
15 their yellow school buses. Chef Ryan Wagner, as your can  
16 see from our image on the screen, wasted no time getting  
17 them started with their training. After they donned they  
18 their white chef coats, it was onto knife skills.

19 A whole lot of vegetables were chopped with the  
20 utmost precision that morning, teaching the students basic  
21 knife skills and techniques. The media really rallied and  
22 embraced this event. We had great local coverage, as well  
23 as the L.A. Times Sunday Edition. The word keeps  
24 spreading about this great community giveback program.  
25 Over the last couple of weeks, two community radio

1 programs have invited us to speak. Chef Annie's Pots and  
2 Pan program on KOCI and SoCal Restaurants Show with Andy  
3 Harris on Sports Radio AM 30.

4 We also had representatives from the Orange  
5 County ROP program that heard about Hatch Culinary Lab  
6 through our social media outreach and showed up to learn  
7 how they could get involved.

8 I want to thank the Board of Directors for  
9 supporting this concept during last year's budgeting  
10 process. This provided us the funding to make this  
11 program a reality.

12 Next Saturday, March 31st, is Cesar Chavez Day  
13 and is celebrated as a California Department of  
14 Agriculture State holiday. In commemoration of this  
15 special day, staff has created a four-panelled stand-up  
16 monument, which will be installed at the Table of Dignity  
17 Agricultural Workers Memorial. In both English and  
18 Spanish, the monument tells the story of Cesar Chavez and  
19 his fight for agricultural workers throughout the state of  
20 California.

21 We encourage everyone to stop by the Table of  
22 Dignity to learn more about the work of Cesar Chavez.  
23 Depending on the rain, we want to have it up a week before  
24 and a week after to allow window.

25 We also have over 130 RSPVs for the Women's

1 History Month event tonight at Heroes Hall. The  
2 festivities have been moved inside with a small tented  
3 area directly for reception service. In honor of Women's  
4 History Month, we will be recognizing women veterans for  
5 their service -- past, present, and future. The reception  
6 begins at 5:30, followed by a short speaker's program  
7 including Board Chair Barbara Bagneris and Board Member  
8 Ashleigh Aitken. Guests will then have an opportunity to  
9 enjoy the current exhibition at Heroes Hall featuring the  
10 work of veteran photojournalist, Kimberly Millet.

11 And now, I'd like to turn it over to  
12 Adam Carleton, VP of Finance, to provide the February  
13 financials.

14 MR. CARLETON: Thank you. Thank you, Board. For  
15 February 2018, early in the year, we're favorable in the  
16 budget. Our year-to-date actual revenue is 1,761,000  
17 versus a budget of 1,548,000. So we're just over \$212,000  
18 positive variance on revenue. For expenses, we had a  
19 budget -- we have an actual of 3,241,000 versus a budget  
20 of 4,281,000, so we're favorable just over a million on  
21 expenses. So for the year-to-date net proceeds were  
22 favorable by the budget by 1,253,000.

23 The second slide, please. And again, we're very  
24 fortunate. Our cash and equivalent position on February  
25 2018 was 43,324,000. This time last year, the



1 organization had \$36,460,000. So we had a great February  
2 to help the revenues. And so year's starting out just  
3 fine. And that concludes my report. Thank you.

4 MS. KRAMER: Thank you, Adam. At this time, I want to  
5 ask Ken Karns, VP of Operations, to give operational  
6 update.

7 MR. KARNS: Thank you, Kathy. Just one quick update  
8 to the Board this month on our "No Smoking" initiatives.  
9 Over the past few months, with the help of Thane Hollman,  
10 our Customer Services Supervisor, we have been working on  
11 further enhancements of our Fair time "No Smoking"  
12 initiatives.

13 With the creation of our "No Smoking Team," we'll  
14 have the following: A "No Smoking Team" present on the  
15 grounds all day and all evening. Team to identify "hot  
16 spots" will report back to their supervisor for any needs  
17 for any of those locations. The team will focus on being  
18 present at known and convenient smoking areas at busy  
19 times. The team will be wearing "No Smoking," as well as  
20 "No Smoking" banners and backpacks. Those are the one's  
21 that you could see as line busters -- things like "Where's  
22 Waldo?"

23 So also, "No Smoking" shirts will be supplied to  
24 several teams that have high guest interaction. All staff  
25 will be provided with verbiage that the communications

1 team has put together, so we train everyone in regards to  
2 the proper interaction with our guests.

3 We will have lollipops to hand out as we ask  
4 people not to ask and remind them we are smoke-free, and  
5 when needed, encourage smokers to go to the locations  
6 available outside of our gates. Smoking locations are  
7 being identified outside of our gates. All signage has  
8 been reviewed and will be installed around the grounds,  
9 and we will have surplus signage available and at our  
10 teams disposal for installment. That's all I have.

11 MS. KRAMER: Thank you, Ken. Michele? I'd like to  
12 ask Michele Richards, VP of Business Development, to  
13 provide an upcoming events update.

14 MS. RICHARDS: I'll be happy to. All right. We're  
15 going to start off April with Fight Club OC, Pro Boxing  
16 and Pro MMA show, featuring a 40-foot big screen with  
17 instant replay, an outdoor cigar lounge, 14 VIP suites,  
18 and about the most fun you could have on a Thursday night  
19 in Orange County. That will be Thursday, April 5th, from  
20 7:00 to 10:30 in the Hangar. Admission is \$60.

21 We're holding another Centennial Farm class.  
22 They've become hugely popular. Our food preservation  
23 class will take place on Saturday, April 7th. It's a  
24 workshop, hands-on lesson in steam canning during which  
25 participants will make morning cheer marmalade. You will

1 leave the class with three canning jars of marmalade to  
2 enjoy at home, give as a gift, or enter in the 2018 OC  
3 Fair competition.

4 And again, that's Saturday, April 7th, starting  
5 at 9:30. Cost is \$55, which covers the cost of the  
6 handouts and the materials for the class. You need to  
7 register online at [ocfair.com](http://ocfair.com).

8 Same weekend, Sand Sports Super Swap. This is a  
9 one day opportunity for off-road enthusiasts to swap their  
10 sand toys and equipment. Sellers of new and used quads,  
11 dune buggies, motorcycles, tires, engine parts, helmets,  
12 and anything for the off-road enthusiast are welcomed.  
13 Sunday, April 8th, 7:00 to 2:00. Adults are \$10, kids 12  
14 and younger are free.

15 And then for the first time at the OC Fair, we  
16 have a new event called the Inflatable Run. It's an  
17 all-ages family event featuring a 5K inflatable obstacle  
18 course, plus fun games, shows, and attractions in the  
19 festival area. There are free activities for kids and  
20 interactive attractions available the entire day. That's  
21 Saturday, April 21st, from 8:00 to 4:00. The cost is  
22 between 15 and \$65 depending on the package. Kids 12 and  
23 younger are free.

24 And Imaginology coming up Friday through Sunday,  
25 April 13th through 15th. I'll say a little bit more about

1 that in a few minutes. On the weekend of April 27th  
2 through the 29th, we welcome back again America's Family  
3 Pet Expo. This is a huge show at the OC Fair. It's the  
4 29th Annual America's Family Pet Expo.

5 It's the largest pet and pet product expo.  
6 Exhibits include retailers, groomers, hobbyists, rescue  
7 organizations, breeders, and pet experts. That is Friday  
8 from 10:00 to 6:00; Saturday, 10:00 to 7:00; Sunday, the  
9 29th, 10:00 to 6:00. Fifteen dollars for general  
10 admission for that show.

11 And then just a reminder that Centennial Farm is  
12 open and free to the public Monday through Friday 1:00 to  
13 4:00, and on the weekends 9:00 to 4:00. Heroes Hall is  
14 opened Wednesday through Sunday, free to the public 11:00  
15 to 5:00. And the Orange County Market Place, Saturdays  
16 and Sundays from 8:00 to 3:00. And Farmers Market in  
17 front of the Pacific Amphitheater box office, Thursdays,  
18 9:00 to 1:00.

19 And I'd like to roll right into Imaginology if  
20 that's okay. Once again, the OC Fair & Event Center is  
21 inviting kids, their parents, and families to attend the  
22 5th Annual Imaginology. Our biggest community giveback of  
23 the year.

24 Have you ever wondered how math can help you  
25 cook? Or what causes a rainbow? Or how baby chicks know

1 when it's time to hatch? Power your imagination at  
2 OC Fair's Imaginology April 13th through the 15th, where  
3 science, technology, engineering, art, and math come alive  
4 in the most fun and exciting ways.

5 We wanted to share with you a quote that we  
6 received from a mom who attended with her children last  
7 year. She sent us this great comment:

8  
9 "This event changed my kids past several years  
10 ago. They fell in love with STEAM and it has changed  
11 everything for them. My oldest is a junior now in high  
12 school and is looking at biomedical engineering. The  
13 triplets are sophomores and they want to study  
14 architecture, engineering, and graphic arts. The youngest  
15 is an 8th grader and he wants to study computer  
16 engineering with a minor in business. And it all started  
17 at Imaginology."

18  
19 So if there's any doubt about the impact that  
20 this event is having on the families of Orange County,  
21 there you have it.

22  
23 So what's new this year at Imaginology? We're  
24 very excited about a new partnership this year with Arts  
25 Orange County and Media Arts Santa Ana to bring to the

1 community the 7th Annual OC Dia del Nino -- or Day of the  
2 Child Festival -- and that will be on Sunday, April 15th  
3 during Imaginology.

4 Dia del Nino -- or Day of the Child -- is a  
5 traditional family holiday celebrated in Mexico in April  
6 that honors children, celebrates their importance in  
7 society, and promotes their well-being. Dia del Nino will  
8 provide fun and free art activities and experiences that  
9 can be enjoyed by the whole family and children of all  
10 ages and skill levels.

11 The Dia del Nino stage will feature performances  
12 by professional artists, local arts organizations,  
13 schools, and community groups. This year's Dia del Nino  
14 Festival will be held the last day of Imaginology in the  
15 County Meadows area and we're very excited you'll come and  
16 join us.

17 Also new this year to Imaginology will be the  
18 Pacific Symphony youth orchestra who will be performing on  
19 the visual arts stage. We're also welcoming performers  
20 from Vanguard University who will entertain Imaginology  
21 attendees on the main stage. It's all part of our  
22 continuing educational partnerships with Pacific Symphony  
23 and Vanguard University.

24 We'll also be building excitement for the 2018 OC  
25 Fair at Imaginology as we invite people to "free your

1 inner farmer" in the OC Fair photo booth. And with over  
2 1,500 part-time summer jobs to fill with the fair, our  
3 team will also be out in force telling people to "grab the  
4 best summer job ever!" And apply for work at the 2018  
5 OC Fair.

6 So we hope everyone can join us April 13th  
7 through the 15th at Imaginology. That concludes my  
8 report.

9 MS. KRAMER: Thank you, Michele. And that concludes  
10 the CEO update.

11 CHAIR BAGNERIS: Thank you very much. So this is the  
12 timeline that we wanted. I believe we're on time so that  
13 we can get you out here and we get done early if we stay  
14 on task. I think we could do it. And so at this time,  
15 we're going to move into a matters of public comment.

16 Public comment is allowed on issues not on the  
17 current agenda; however, let me say that again, public  
18 comment is allowed on issues not on the current agenda;  
19 however, no debate by the Board shall be permitted on such  
20 public comments, and no action will be taken on such  
21 public comment items at this time, as law requires formal  
22 public notice prior to any action on a docket item.

23 Speakers are requested to sign in prior to the  
24 start and are limited to three minutes. Comments will be  
25 accepted on agenda items during the meetings. Speakers

1 wishing to address the Board on items on the agenda are  
2 requested to sign in prior to the start of the meeting and  
3 identify the agenda items on which you desire to address  
4 the Board. Speakers are limited to three minutes.

5 So I'm going to ask, are any more cards for  
6 public comment? Thank you. Any more cards for public  
7 comment? Thank you. Last call for the cards for public  
8 comment. Thank you. Anna V?

9 MS. ANNA: Sorry about that. Good morning. As I  
10 was looking at the CEQA process, specifically page 12,  
11 part four -- the Statement of Work to be Performed -- I  
12 couldn't find that the deliverables be enumerated or are a  
13 requirement that an EIR be prepared. So on, and if I  
14 missed it, my apologies. But on that note, I'd like to  
15 say that while the 30 second -- examining range of  
16 alternatives, it appears they're not considering the  
17 environmental consequences of those alternatives.

18 Together with the Public Records Act, CEQA is one  
19 of the pillars of informed self-government in California.  
20 In adopting California Environmental Quality Act, CEQA,  
21 California Legislature has declared that the maintenance  
22 of a quality environment for the people of this state now  
23 and in the future is a matter of statewide concern and be  
24 it as necessary to provide high quality environment that  
25 at all times is helpful and pleasing to the senses and



1 intellect of man.

2 The Legislature declared further in Section 21001  
3 that it is the policy of the State to A) develop and  
4 maintain a high quality environment now and in the future,  
5 and take all action necessary to protect, rehabilitate,  
6 and enhance the environment quality of the State, B) take  
7 all action necessary to provide the people of this state  
8 with clean air and water, enjoyment of aesthetic natural  
9 scenic, and restoring environmental qualities and freedom  
10 from excessive noise.

11 There's a couple more things. I don't think I'll  
12 have time for everything. One of the foremost operating  
13 principles in administration CEQA is that the act to be  
14 interpreted in such a manner as to afford the full  
15 responsible protection to the environment within the  
16 reasonable scope of the statutory language, and that's  
17 Friends of Mammoth v. Board of Supervisors court case.

18 So also, the process must be prepared as early as  
19 possible in the planning process, not at the end of the  
20 line when most, if not, all of the substantive decisions  
21 have been made. The EIR is also intended to demonstrate  
22 to an apprehensive citizenry. The agency has, in fact,  
23 analyzed and considered the implications of its actions.  
24 Since the EIR must be certified or rejected by public  
25 officials, it is a document of accountability.

1           If CEQA is -- followed the public will note the  
2 basis on which it's responsible officials either approve  
3 or reject environmentally significant action and the  
4 public being duly informed can respond accordingly to  
5 action with which it disagrees. The EIR process protects  
6 not only the environment, but also self government. Thank  
7 you.

8           CHAIR BAGNERIS: Lisa Sabo. Is it Sabo or Sabo?

9           MS. SABO: Sabo. Good morning. I want to thank you  
10 guys. And I just want to give a quick equestrian center  
11 report. We're doing great. We have a lot of therapy  
12 programs going on. The Pony Club is growing -- a lot of  
13 things. And the equestrians want to say we feel like we  
14 had a large role in saving the Fairgrounds back in 2009 --  
15 keeping it and maintaining it as public property. And we  
16 feel that it's necessary in the communities to have  
17 agricultural horses and animals because they're a great  
18 asset to the community.

19           So we kind of want to say we have our hands up.  
20 We're here waiting and ready and when the Master Plan  
21 process moves forward, we want to be a part of it. And we  
22 want to thank you guys for your time and effort. Thank  
23 you.

24           CHAIR BAGNERIS: We're now to going to the minutes  
25 from our Board meeting on February 22nd for action.

1 DIRECTOR CERVANTES: I move.

2 CHAIR BAGNERIS: It's been moved. Can I get a second  
3 before we take it to discussion.

4 VICE CHAIR RUIZ: Second.

5 CHAIR BAGNERIS: It's been moved and second. Any  
6 discussion? Director Aitken?

7 DIRECTOR AITKEN: Yes. I just had a couple of  
8 questions and I apologized that I was traveling last month  
9 and was not here. It says in the minutes that  
10 Director Berardino had brought up the questions that have  
11 been raised from the public -- obviously both to him and  
12 probably to several of us -- about the gun shows that we  
13 are having at the Fairgrounds. And I was wondering, did  
14 we -- it doesn't seem like we made any plans to put this  
15 on the agenda and actually discuss the policy part, and  
16 whether that's cohesive with some of the recent policies  
17 that we passed.

18 CHAIR BAGNERIS: It wasn't placed on this month's, and  
19 I think if you look at the minutes, it says that we do  
20 plan on having that discussion, just not at this time.

21 DIRECTOR AITKEN: Okay. Can we agendize that?  
22 Obviously next month, the schedule looks pretty full, but  
23 just so the public has advanced notice and they can weigh  
24 in on it.

25 CHAIR BAGNERIS: Definitely take that into

1 consideration.

2 DIRECTOR AITKEN: Is that a "yes"?

3 CHAIR BAGNERIS: Well, it is a "yes." It's just which  
4 meeting.

5 DIRECTOR AITKEN: Okay.

6 CHAIR BAGNERIS: Because I know the next two are  
7 pretty full. Master Site Plan -- I don't know if we want  
8 to have that discussions at the same time as the Master  
9 Site Plan. I'm not sure. So give me another couple of  
10 weeks to sort that all out and it will happen. It's going  
11 to happen.

12 DIRECTOR AITKEN: I know we had one in January. Do we  
13 have another one?

14 CHAIR BAGNERIS: This weekend.

15 DIRECTOR AITKEN: Okay. And then when's the one  
16 schedule for that?

17 MS. KRAMER: June? Okay.

18 CHAIR BAGNERIS: So maybe the May meeting, we'll  
19 probably end up putting it on the agenda at that time.

20 DIRECTOR AITKEN: Okay.

21 CHAIR BAGNERIS: We're definitely going to have that  
22 discussion.

23 DIRECTOR AITKEN: Okay.

24 CHAIR BAGNERIS: Thank you. Any other discussion on  
25 the minutes? With that, no further questions, I'll call

1 the roll.

2 MADAM SECRETARY: Chair Bagneris?

3 CHAIR BAGNERIS: Yes.

4 MADAM SECRETARY: Vice Chair Ruiz?

5 VICE CHAIR RUIZ: Abstain.

6 MADAM SECRETARY: Director Berardino?

7 DIRECTOR BERARDINO: Yes.

8 MADAM SECRETARY: Director Mouet?

9 DIRECTOR MOUET: Yes.

10 MADAM SECRETARY: Director Aitken?

11 DIRECTOR AITKEN: Abstain.

12 MADAM SECRETARY: Director Tkaczyk?

13 DIRECTOR TKACZYK: Yes.

14 MADAM SECRETARY: Director La Belle?

15 DIRECTOR LA BELLE: Yes.

16 MADAM SECRETARY: Director Cervantes?

17 DIRECTOR CERVANTES: Yes.

18 MADAM SECRETARY: And Director Pham?

19 DIRECTOR PHAM: Abstain.

20 CHAIR BAGNERIS: We're now going to cover the entire  
21 Consent Calendar. I know we had a couple we're going to  
22 pull, but all matters listed under Consent Calendar are  
23 operational matters about which the Board has governing  
24 policies, implementation of which is delegated to the CEO.  
25 They will be enacted in one motion. There will be no

1 discussion of these items prior to the time the Board of  
2 Directors votes on the motion, unless members of the  
3 Board, staff, or public request specific items to be  
4 discussed separately and/or removed from this section.

5 Any member of the public who wishes to discuss  
6 Consent Calendar items should notify the Chair of the  
7 Board at the time requested and be recognized by  
8 invitation of the Chair to address the Board. So I  
9 understand we do have some that we want to pull.

10 MS. KRAMER: I'll turn it over to VP Karns to talk  
11 about one of the contracts we are going to call and bring  
12 back next month.

13 MR. KARNS: Thank you, Kathy. I'd to like pull  
14 contract SA-096-17YR, that's UTP Productions, Inc. Staff  
15 would like a little bit of time to reevaluate and bring  
16 this back to the Board.

17 CHAIR BAGNERIS: So that's the one under "Amendments"?  
18 Under "B"? Is that the one we just called? I have a hard  
19 time trying to locate while you're saying it.

20 MR. KARNS: Yes, it's under "D." It's the last one.

21 CHAIR BAGNERIS: Very good. Any Board members have  
22 any that need to be pulled or would like to be pulled?

23 DIRECTOR BERARDINO: I have a discussion. Once the  
24 motion is made, I have a discussion.

25 CHAIR BAGNERIS: Okay. No others should be pulled.

1           DIRECTOR LA BELLE: I'd like to pull SA-128-16FT.  
2 That's the agreement of contract for the rental of golf  
3 carts.

4           CHAIR BAGNERIS: Okay. Under "B." Okay. Any others?  
5 If not, I'll take a motion to accept. I'm sorry.

6           DIRECTOR BERARDINO: No. Once the motion to accept  
7 then I want to have a discussion prior to vote.

8           CHAIR BAGNERIS: Okay. So it's motioned.

9           DIRECTOR LA BELLE: Second.

10          CHAIR BAGNERIS: It's been moved and second it. A  
11 discussion on the --

12          DIRECTOR BERARDINO: Yes. My discussion is on these  
13 contracts. And this is directed to the CEO. I just want  
14 to be sure prior to my supporting any of these, Madam CEO,  
15 that you will be communicating to all those who are  
16 renting -- all the people that are providing services and  
17 others -- given the circumstances in which we live today,  
18 that everyone that does business here understands safety  
19 and guest security, and guest safety is the number one  
20 priority for this fair -- any productions, anything --  
21 that we live in some pretty difficult times.

22                 And that in order to guarantee the safety of our  
23 guests, it's a team effort. And all of us have to have  
24 our heads on a swivel -- be alert and aware -- and that's  
25 the number one priority for everybody, and for everybody

1 that's here for this coming fair -- is safety, security.  
2 Be aware, heads on a swivel, everybody watching.  
3 Everybody together, working together. And if I have that  
4 assurance from you, then I can support these.

5 MS. KRAMER: Absolutely, Director Berardino. We're  
6 not only incorporating some new safety procedures in the  
7 contract language, but it's going to be very robust  
8 through all of our training -- pre, post-fair. So we're  
9 all 100 percent supportive that safety and security is our  
10 number one priority.

11 DIRECTOR BERARDINO: Thank you.

12 CHAIR BAGNERIS: And this Board directs that. So any  
13 other comments? If not, I'd to like call for motion to  
14 the remaining.

15 DIRECTOR CERVANTES: I so moved.

16 CHAIR BAGNERIS: It's been moved.

17 DIRECTOR AITKEN: I second it.

18 CHAIR BAGNERIS: It's second it. Call for roll call.

19 MADAM SECRETARY: Chair Bagneris?

20 CHAIR BAGNERIS: Yes.

21 MADAM SECRETARY: Vice Chair Ruiz?

22 VICE CHAIR RUIZ: Yes.

23 MADAM SECRETARY: Director Berardino?

24 DIRECTOR BERARDINO: Yes.

25 MADAM SECRETARY: Director Mouet?



1 DIRECTOR MOUET: Yes.

2 MADAM SECRETARY: Director Aitken?

3 DIRECTOR AITKEN: Yes.

4 MADAM SECRETARY: Director Tkaczyk?

5 DIRECTOR TKACZYK: Yes.

6 MADAM SECRETARY: Director La Belle?

7 DIRECTOR LA BELLE: Yes.

8 MADAM SECRETARY: Director Cervantes?

9 DIRECTOR CERVANTES: Yes.

10 MADAM SECRETARY: And Director Pham?

11 DIRECTOR PHAM: Yes.

12 CHAIR BAGNERIS: Thank you, everyone. We'll now move  
13 to the Governance Process.

14 DIRECTOR LA BELLE: I actually wanted to -- I have a  
15 report on the green.

16 CHAIR BAGNERIS: I'm sorry.

17 DIRECTOR LA BELLE: If you just want to -- the golf  
18 cart.

19 CHAIR BAGNERIS: Okay. I thought we just wrote it on  
20 there. I missed it?

21 DIRECTOR MOUET: He pulled --

22 DIRECTOR LA BELLE: Yes. I wanted to just have the  
23 staff report on what entails. It's a \$90,000 agreement.  
24 What is the term? What does it include? Just kind of go  
25 through the specifics of that particular agreement, if you

1 would.

2 MR. KARNS: Sure. Inside that agreement, the  
3 contractor provides electric golf carts, gas golf carts,  
4 tour masters, electric flatbeds, utility carts. As the  
5 fair starts coming to life and the whole city of people  
6 that we hire and employ, the Administration Department  
7 utilizes tour master carts for transportation needs.

8 Employees, partners, vendors, guests, merchandise  
9 and clients -- our gate operations and admissions team  
10 utilizes tour master carts for the transportation of  
11 employees to all the gates, parking sales, and VIP  
12 operations.

13 Our Operations Team utilizes both tour master  
14 carts, flatbed utility carts in order to facilitate and  
15 maintain the property, and they're here 24/7. Our events  
16 and team utilizes flatbed utility carts in order to  
17 activate, design, and transport and install and remove and  
18 maintain all the festive areas of the entire facility and  
19 all the scenery that you see.

20 Parking utilizes tour master carts and flatbed  
21 utility carts in order to transport staff, barricades the  
22 cones, signage, and employees to all areas of the facility  
23 and my understanding that's an annual contract.

24 DIRECTOR LA BELLE: Do we own any carts ourselves?

25 MR. KARNS: We do.

1           DIRECTOR LA BELLE: How many are we renting versus how  
2 many do we own? If we look at the option of perhaps  
3 leasing these vehicles -- 90,000 is a chunk of change, and  
4 if we looked at other options in terms of -- well, it  
5 might be cost-effective in terms of -- we obviously need  
6 meet our needs, but if we look at other options?

7           MR. KARNS: I don't know the answer to that. I'll  
8 have to do an evaluation of how many we have in the  
9 Department in-house and what the needs are. I guess one  
10 of the items that we would consider is maintaining the  
11 storage of them year-round, pay-back versus the rental,  
12 the need -- again, a lot of those is as a result of a  
13 build up of the fair, and the rest of the year, that  
14 doesn't -- that need isn't here for us. So I am assuming  
15 on that evaluation in regards to cost benefit analysis to  
16 owning more and maintaining more for what would be that  
17 two, three-month period, and obviously the rest of the  
18 year.

19           DIRECTOR LA BELLE: Realizing that we need to forward  
20 with this at this time, but subject to the Board's  
21 direction, I'd like to see on a go-forward basis, taking a  
22 look at other options that might be more cost-effective or  
23 equally cost-effective on a go-forward basis.

24                       So if the Board is comfortable with that, I'm  
25 certainly willing to go ahead and move forward with

1 proofing this agreement.

2 CHAIR BAGNERIS: We'll ask the CEO to take us back to  
3 that next time --

4 VICE CHAIR RUIZ: I know he asked, but do you know off  
5 the top of your head how many carts that is that we rent  
6 for \$90,000?

7 MR. KARNS: Total of 106, sir.

8 VICE CHAIR RUIZ: That's a lot of carts.

9 MR. KARNS: It is. I know. Again, there's a  
10 percentage more that we might want to have and do a  
11 purchase through the capital each year and all that.

12 CHAIR BAGNERIS: Okay. We'll be looking into that.

13 DIRECTOR TKACZYK: I just want ask, I was just looking  
14 here and I don't see it. The term of that contract,  
15 that's just an annual contract?

16 MR. KARNS: Yes. And it's going into it's option  
17 year -- annually renew it.

18 DIRECTOR TKACZYK: Okay. I'm just asking because he's  
19 asking, and I'm just wondering when you guys look into it,  
20 where are we in relationship to the term of the contract.

21 MR. KARNS: It's this term is now. That's why it's in  
22 the Consent Calendar.

23 DIRECTOR LA BELLE: So regardless, we'll be looking at  
24 some sort of process to go forward if this is the last  
25 year of the contract. So at any rate, it's going to be

1 covered?

2 MR. KARNS: Sure.

3 DIRECTOR TKACZYK: That's all I was asking.

4 CHAIR BAGNERIS: Okay. All right. SA-096-17YR.

5 MR. KARNS: Yes.

6 CHAIR BAGNERIS: I've caught up now.

7 MR. KARNS: So if everybody is okay with that, staff  
8 would like a little time to do a little bit of an  
9 evaluation.

10 CHAIR BAGNERIS: And you'll bring them back?

11 MR. KARNS: And this will be brought back next month.

12 CHAIR BAGNERIS: So the only -- I need a motion.

13 VICE CHAIR RUIZ: So moved.

14 DIRECTOR CERVANTES: Second.

15 CHAIR BAGNERIS: It's been moved and second. Any  
16 further discussion? If not, we'll have roll call vote.

17 MADAM SECRETARY: Chair Bagneris?

18 CHAIR BAGNERIS: Yes.

19 MADAM SECRETARY: Vice Chair Ruiz?

20 VICE CHAIR RUIZ: Yes.

21 MADAM SECRETARY: Director Berardino?

22 DIRECTOR BERARDINO: Yes. And coincidence with the  
23 request made by Director La Belle.

24 MADAM SECRETARY: Director Mouet?

25 DIRECTOR MOUET: Yes.

1 MADAM SECRETARY: Director Aitken?

2 DIRECTOR AITKEN: Yes.

3 MADAM SECRETARY: Director Tkaczyk?

4 DIRECTOR TKACZYK: Yes.

5 MADAM SECRETARY: Director La Belle?

6 DIRECTOR LA BELLE: Yes.

7 MADAM SECRETARY: Director Cervantes?

8 DIRECTOR CERVANTES: Yes.

9 MADAM SECRETARY: And Director Pham?

10 DIRECTOR PHAM: Yes.

11 CHAIR BAGNERIS: All right. So now we'll move into

12 the Governance Process, and we do have some cards.

13 Reggie Mundekis, 9A. Before we start, any more cards for

14 this section? All right. Last call on the cards. Go

15 ahead.

16 MS. MUNDEKIS: Good morning. And thank you for this

17 opportunity to address you today. Regarding the Master

18 Site Plan Task Force, I request that Director Robert Ruiz

19 be recuse from any and all discussions regarding the

20 Master Site Plan until such time as conflicts of interest

21 have been resolved.

22 If Director Ruiz is permitted to act on the

23 Master Site Plan issues, the public should be provided

24 with documentation specifying the means, manner, and

25 motive, and date the resolution of conflicts of interests.

1 The Board is requested to state for the record the nature  
2 of the business to be conducted and the decisions to be  
3 made during the Master Site Plan presentation currently  
4 scheduled for the April 2018 Board meeting.

5 The RFP for the CEQA process for the Master Site  
6 Plan states that the Board may make a selection for the  
7 Master Site Plan proposal at the April 2018 meeting. I  
8 have not received copies of the environmental procedures  
9 required under statute or the work from the Master Site  
10 Plan plan contract with Johnson Consulting despite asking  
11 for these items numerous times.

12 Executive Management signed off on the Johnson  
13 Consulting invoices presented for payment, yet cannot find  
14 the work which was paid for. Concerned about fraud and  
15 request the assistance of the Board in locating the work  
16 produced by Johnson Consulting. I request that the April  
17 meeting scheduled for the Master Site Plan be postponed  
18 until such time that all the work from Johnson Consulting  
19 is produced in a timely manner so that the public who own  
20 this property and have paid for these bills have time to  
21 review that work. Thank you.

22 CHAIR BAGNERIS: We have public comment on 9D,  
23 Reggie Mundekis. I'm going to get these all done.

24 MS. MUNDEKIS: You're going to do all the 9s at once?

25 CHAIR BAGNERIS: This is not --

1 MS. MUNDEKIS: I'm just confused because --

2 CHAIR BAGNERIS: Although I would like to hear from  
3 you all at once, but I will wait. Okay. So we're going  
4 to go with Committee Reports. Committee Reports are only  
5 for the purpose of the Committee Chair, Task Force members  
6 or Liaison to provide a verbal update. Should the Board  
7 want to discuss any Committee work item not already on the  
8 agenda, those would need to be agendized for a further  
9 meeting.

10 We'll start with the Centennial Farm Foundation.  
11 Director Cervantes?

12 MADAM SECRETARY: Barbara, a member of the public also  
13 wanted to speak on the Master Site Plan portion.

14 CHAIR BAGNERIS: Does she have a card?

15 MADAM SECRETARY: Yes. She turned in a card.  
16 Although we're not at that Committee Report yet, but  
17 Reggie went.

18 CHAIR BAGNERIS: Well, she did 9A, and we're on 9A.  
19 And Reggie spoke on 9A.

20 MS. MUNDEKIS: Right. But it would have been a card  
21 from Anna V.

22 CHAIR BAGNERIS: Okay. I'll go ahead and take it.  
23 Anna?

24 MS. ANNA: My apologies. I tried to be extra clear  
25 because I wasn't sure. Also, I wanted to suggest that



1 maybe if the reports are done first and then the public  
2 can comment. I know in some of the other meetings that I  
3 go to it's that way because when speakers talk first and  
4 then the report is done, sometimes we might want to  
5 comment. We don't know what is going to be discussed in  
6 the report, so that might be a smoother way to go. So  
7 that's just a suggestion.

8 But regarding the Master Plan, I was at a city  
9 council meeting where CEO Kramer came and talked about  
10 some of the processes and things that were going on, and  
11 again, I was very appreciative of that. But I did have  
12 some clarification questions.

13 For example, she mentioned that certain parts,  
14 like the wind turbines or some of the other things that  
15 the public has criticized will not be -- being done. And  
16 to me, I'm confused because I thought there were three  
17 options and that those were still being considered and  
18 that at some later time, those were going to be decided  
19 on.

20 So this is the concerns that I have that stuff is  
21 being done behind closed doors that the public is not  
22 privy too if officials are saying one thing, but the  
23 process is still ongoing. So, again, if I'm  
24 misunderstanding, please clarify because I don't want to  
25 be casting stones where they're not due. But it just did

1 confuse me.

2 And also, I wanted to just mention about -- I was  
3 talking about CEQA and the EIR and we have these wonderful  
4 protections that were put in place for the public so all  
5 of us could have a good environment and nice places to  
6 live in, and I feel like there has been a very big push  
7 towards corporatization -- towards just talking about a  
8 single bottom line, which is financial, which is to me  
9 more acceptable when it's a private company.

10 Although the private work I do, I always focus on  
11 the dual bottom lines, but especially for a public agency,  
12 I feel the focus truly needs to be on the agriculture and  
13 educational components and not just giving things names  
14 and paying it lip service but really pushing kind of  
15 another more corporatizing money agenda.

16 And so I guess those are general comments that I  
17 would like you all to think about as you're working on  
18 selecting which piece of the Master Plan update.

19 CHAIR BAGNERIS: Theresa Sears.

20 MS. SEARS: Good morning, Board. I'm glad to be here  
21 and thank you for the opportunity to speak. I just want  
22 to give a little bit of an update on my role and the  
23 Equestrian Center portion, and it would be 7-7, Roman  
24 numeral five.

25 I am -- my due diligence so I just want to talk

1 about that. I did do a site visit with some of the  
2 equestrians this week on Monday and we've been talking  
3 over the time, and hopefully we will integrate with the  
4 other committee -- our two representatives from the  
5 Board -- at some point. But I have to tell you, these  
6 folks out there are not short on ideas. So they're just  
7 giving ideas over and over again.

8 And I'm trying to give them sort of like the  
9 framework of how to to convey those messages to the Board  
10 and to our committee as well. I've kind of suggested to  
11 them that we just discuss a footprint and not every little  
12 detail about the rust here or the problems over there.  
13 All those things do count, but my experience over time and  
14 dealing with land use 25 years -- lots of CEQA -- no one  
15 knows more about the CEQA process better than me, and  
16 whether I've had to participate in lawsuits or direct  
17 democracy -- we've done all of it.

18 But the best way sometimes is to convey the  
19 footprint. What are we talking about? What are the  
20 opportunities? I think we've already established that  
21 horses are super important. They're one of the reasons  
22 why we have the Fairgrounds and the time someone spends  
23 with a horse is invaluable. If you've never done it, it's  
24 a whole thing.

25 The process on the -- I'm sure we'll get more

1 details about the process going forward on the Master Site  
2 Plan, so I'm anxious to understand how we're going to move  
3 forward and we'll comply to every step there. Again, at  
4 all the various meetings, there's overwhelming support for  
5 horses.

6 And this is kind of a visioning thing. We're  
7 visioning an area that's sort of been neglected over the  
8 years and no reflection on this Board or staff -- it's  
9 just what has happened we go past that, but just like  
10 Imaginology -- it was a vision one day and someone decided  
11 to push it, push it, push it, and now we have a report of  
12 "wow. This is amazing."

13 But we are trying to do the same out at the  
14 Equestrian Center. How to incorporate it into the site --  
15 efficiently use space, opportunities to hope enhance the  
16 property, and then tie it all together as, like, what does  
17 that mission statement mean? And why do the horses count?  
18 So I'm here to serve. Just let me know.

19 CHAIR BAGNERIS: Centennial Farm Foundation.  
20 Director Cervantes?

21 DIRECTOR CERVANTES: Yes. There was a meeting that I  
22 attend last month and there's another meeting scheduled  
23 for today to, hopefully, finalize all the loose ends and  
24 the President will be scheduling a meeting to work on the  
25 MOU and schedule an appointment to meet with you as well

1 and hopefully address the entire Board and have it  
2 finalized within the next month, hopefully.

3 CHAIR BAGNERIS: Okay. So we did have this on the  
4 agenda. What item is that? 9C. So with that, we don't  
5 have an MOU on site. They're going to discuss it at  
6 tonight's meeting. We're probably going to table this  
7 until next month to get that report. But I think it needs  
8 to be clear. That's it. If there's no MOU by the next  
9 meeting, then the relationship changed.

10 DIRECTOR CERVANTES: And they understand that.

11 CHAIR BAGNERIS: Okay. So if I can get a motion to  
12 table 9C on the agenda.

13 DIRECTOR AITKEN: Second.

14 VICE CHAIR RUIZ: Second.

15 CHAIR BAGNERIS: Okay. It's been moved and second.  
16 Any other discussion on that? I'd like the roll call vote  
17 for table 9C.

18 MADAM SECRETARY: Chair Bagneris?

19 CHAIR BAGNERIS: Yes.

20 MADAM SECRETARY: Vice Chair Ruiz?

21 VICE CHAIR RUIZ: Yes.

22 MADAM SECRETARY: Director Berardino?

23 DIRECTOR BERARDINO: Yes.

24 MADAM SECRETARY: Director Mouet?

25 DIRECTOR MOUET: (No response).

1 MADAM SECRETARY: Director Aitken?

2 DIRECTOR AITKEN: Yes.

3 MADAM SECRETARY: Director Tkaczyk?

4 DIRECTOR TKACZYK: Yes.

5 MADAM SECRETARY: Director La Belle?

6 DIRECTOR LA BELLE: Yes.

7 MADAM SECRETARY: Director Cervantes?

8 DIRECTOR CERVANTES: Yes.

9 MADAM SECRETARY: And Director Pham?

10 DIRECTOR PHAM: Yes.

11 CHAIR BAGNERIS: Thank you for your work,  
12 Director Cervantes and staff who support the Centennial  
13 Farm Foundation. We look forward to your report next  
14 month. Heroes Hall Foundation. Director Berardino?

15 DIRECTOR BERARDINO: Yes. Thank you. So Heroes Hall  
16 Foundation has been meeting. We're planning some  
17 fundraising activities -- as we always do -- trying to do  
18 everything we can to raise money for the foundation.

19 We want to draw particular attention to the  
20 upcoming exhibit in conjunction with USC and we've been  
21 talking about it. We'll talk about it probably every  
22 meeting, which is called Brave Minds. And Brave Minds is  
23 about PTSD and PTSD awareness.

24 I don't know that everyone realizes -- I mean,  
25 this disease is so debilitating that it really is such an

1 awful thing for men and women who served their country for  
2 their rest of their lives to live with it. One veteran  
3 commits suicide every 65 minutes in the United States. We  
4 believe that number is going to get down to much more when  
5 the 2017 reports.

6 But every 65 minutes of them commit suicide.  
7 Many of them because of PTSD. And so this is going to be  
8 a great exhibit and I want to compliment, again, the staff  
9 that worked on our exhibits. They do such a wonderful,  
10 wonderful job and on behalf of -- I was officiating a  
11 suicide funeral recently of a vet.

12 And so I was talking to the family afterwards and  
13 I promised them that -- on behalf of them who lost their  
14 loved one because of PTSD -- that I would on behalf of the  
15 family, thank you Joan. Thank you Michele and tell you  
16 that what they said to say to you which is, you're doing  
17 God's work and thank you very much.

18 DIRECTOR LA BELLE: Nothing further.

19 CHAIR BAGNERIS: Thank you for that. Financial  
20 Monitoring. Director Pham?

21 DIRECTOR PHAM: Unfortunately, I was doing work  
22 travels and there was I believe some other scheduled  
23 conflicts and we weren't able to meet.

24 CHAIR BAGNERIS: Okay. Legislative Monitoring Task  
25 Force. Directors Berardino and Aitken?

1           DIRECTOR BERARDINO: I think it's going to be covered  
2 on item "D." In terms of our other bill, you know, it's  
3 we -- people think of March Madness in terms of  
4 basketball. Those of us that do this for a living think  
5 of March Madness in terms of legislative hearings,  
6 jockeying, amendments, and all the crazy stuff. So our bill  
7 is in that crazy process.

8           CHAIR BAGNERIS: Okay. Anything else? Okay. Master  
9 Site Plan Task Force. Directors La Belle and Ruiz?

10          DIRECTOR LA BELLE: Yes. Madam Chair, Ken had  
11 mentioned earlier that the CEQA RFP was released on March  
12 13th. The submittal deadline for that is April 3rd,  
13 subject to obviously the RPPs being received. We hope  
14 that staff has award basically by the middle of April and  
15 the matter will come back before this full Board for the  
16 award of that contract to whoever that firm maybe at your  
17 April Board meeting.

18                 Relative to the Master Site Plan concept, as I've  
19 indicated before, the objective is to have a workshop at  
20 the April Board meeting. Following that, the Committee is  
21 recommending that there be an evening meeting some time in  
22 early May and that at the May Board meeting, the draft  
23 concept will be, once again, reviewed by the Board.

24                 CEQA process will be obviously, once the draft  
25 concept has been reviewed, CEQA will then take place.



1 There will be no final decisions. I would emphasize,  
2 there will be no final decision made until the EIR has  
3 been completed, reviewed, and certified by this Board.

4 That process, I would estimate, obviously,  
5 there's scoping meetings, there's responding to comments  
6 that will be very -- it's hard to guess the length of that  
7 process, but it's probably a six to eight month process --  
8 hopefully, by the end of this year or early next year.

9 Also, the work product that is being completed by  
10 the Johnson Group will be made available to the full Board  
11 by no later than April 2nd and that will give the Board  
12 and interested public roughly three weeks to basically  
13 review that material. That material is a byproduct of the  
14 last workshop that the Board held last year, and as I've  
15 indicated at previous Board meetings, the intent is that  
16 various components that potentially could be in the final  
17 Master Plan or the Draft Master Plan -- it would be part  
18 of the Final Master Plan -- would be a part of that work  
19 product.

20 So we'll be able to work through and see if -- to  
21 do alternative A, it's this; B, this; C, this -- that sort  
22 of thing. I think it's important to note that in terms of  
23 CEQA that one the things that must to be completed is the  
24 consultant will need to look at alternatives to the  
25 project, and that will all take place as part of the six

1 to eight month CEQA review following the last discussion  
2 the Board will have in May. I'd be happy to answer any  
3 questions with that. I don't know if Ken has any  
4 further --

5 MR. KARNS: Just one little piece. When we send the  
6 draft to the entire Board, it will also be posted in our  
7 website for full access to the public.

8 VICE CHAIR RUIZ: And we're shooting for April 2nd?

9 MR. KARNS: The goal is April 2nd. That's the goal.

10 CHAIR BAGNERIS: Very good. Process is moving along.  
11 Thank you, Directors La Belle and Ruiz. Anything else?  
12 Tenant Liaison Committee. Directors Tkaczyk and  
13 Berardino?

14 DIRECTOR TKACZYK: We had a conversation in regards to  
15 our new forms that were started for the review process of  
16 contracts. So that's something that we talked about  
17 several months ago of implementing, and that  
18 implementation is taking effect. So I'm pleased to see  
19 that process started and that's my report.

20 CHAIR BAGNERIS: Thank you. At the last Board  
21 meeting, I made a comment about -- policies and there's a  
22 policy that directly affects your committee. So your  
23 committee will be around for a while. So thank you very  
24 much. Anybody else? Director Berardino, anything on  
25 that?

1 DIRECTOR BERARDINO: No.

2 CHAIR BAGNERIS: Okay. The Equestrian Center Task  
3 Force. Directors Aitken and Tkaczyk?

4 DIRECTOR AITKEN: Yes. So we touched on this earlier,  
5 but when we were meeting to really discuss our commitment  
6 to future equestrian use on the property and what are the  
7 opportunities that we can look at. And so we've been  
8 meeting with other equestrian facilities in San Juan  
9 Capistrano, looking at the Huntington Beach model to  
10 address some of the concerns of our equestrians when it  
11 comes to rental rates, working with our operator about  
12 costs, and really assessing the building life cycle.

13 But instead of doing two separate tracks, I think  
14 given the fact that we're having a Master Site Plan  
15 discussion, we're going to address some of our concerns  
16 and explore some of these opportunities as we actually do  
17 the global master sites. So we're going to try to jump  
18 into that wagon.

19 CHAIR BAGNERIS: That makes sense. Anything else?  
20 Pacific Amphitheater Operation Evaluation & Review Task  
21 Force. Directors Beardino and Tkaczyk?

22 DIRECTOR BERARDINO: Yes, Madam Chair. Thank you.  
23 Just very briefly, as you have directed today in terms of  
24 Board direction and policy -- it has to do with safety and  
25 security and that while the Task Force, of course, is very

1 interested in safety and security -- you know we have  
2 concerts here and we put 8,200 people in seats that are  
3 packed on top of each other and we're serving them  
4 alcohol.

5 And while we ply them with alcohol, we ply them  
6 with good music. And so our committee -- good to hear you  
7 discuss about safety and security is our number one  
8 priority. That, too, is the priority of the Committee and  
9 working with staff to ensure that happens.

10 CHAIR BAGNERIS: Thank you very much. So that  
11 concludes the Committee reports. We're now going to move  
12 to item 9B, and I don't see any cards. So OC Market Place  
13 update.

14 MS. KRAMER: I'm going to turn that over to  
15 Vice President Karns and he'll introduce a team from the  
16 Market Place for a presentation.

17 MR. KARNS: Yes. Thank you. Before we go into  
18 recommendation, we have Nick Nicora and Adela to give the  
19 Board and public some exciting news and updates on the OC  
20 Market Place.

21 MR. NICORA: Absolutely. Before we do that, I think  
22 that the Board needs to have an opportunity -- thank you  
23 for having us -- that Adela, generally, who's been with  
24 our team for many years as we made some transitions with  
25 the Market Place -- she had been elevated to our General

1 Manager position. And so now Adela has a much better  
2 perspective on the Weather Channel.

3 (Public laughs)

4 But I wanted to -- you all know her, but I wanted  
5 you all to know that she's -- and she went through an  
6 excessive process of evaluation. So we're very excited  
7 that she's in that position.

8 (Applause)

9 So on the Market Place, why don't you go ahead  
10 and give them my little update as to what's coming up.

11 MS. GENERALLY: Thank you all of you for having us  
12 here today. And I'd like to thank the Orange County  
13 Fairgrounds and the Board for their team sport of the  
14 Market Place throughout the years.

15 As Nick mentioned, we had some transitions  
16 happened, and while everyone is aware that the face of  
17 retail has changed, we at the Market Place still  
18 understand that the vendors are our core. But we're also  
19 moving on a slightly changed direction where we also  
20 embrace the community a little bit more becoming a  
21 gathering place for the Committee.

22 So on March 31st, we have our grand relaunch.  
23 And that relaunch will actually be a showcase of what's to  
24 come. We'll be focusing a lot on the arts, education,  
25 music and entertainment, entrepreneurship, community, and

1 food and beverage. So on the 31st, you're going to see a  
2 little bit of all of those elements. And each weekend  
3 moving forward, will be dedicated to one of those pillars.

4 On the 31st at 10:00 a.m., we'd like you to join  
5 us for our ribbon cutting That the Chamber of Commerce  
6 will be joining us for. We'll have some media out to  
7 hopefully bring some awareness that the Market Place is  
8 still there. We're not going anywhere. And we also will  
9 have an Easter egg hunt where we partnered with the  
10 Fairgrounds and have the Easter egg hunt at the Centennial  
11 Farm.

12 We will be working with COA, which is the  
13 Community Outreach Alliance. It is a non-profit  
14 organization in Orange County to help fight by against  
15 bullying and suicide by teaching children life skills,  
16 music, film, music production, et cetera. We also have a  
17 new kids area with jumpers, coloring, face painting, wine  
18 tasting, and pairings -- not in the kids area.

19 We'll also have a vintage -- have our vintage  
20 artist rogue. And we also have the Costa Mesa High School  
21 band performing at the ribbon cutting ceremony. They'll  
22 march down our main roads -- fashion ice cream, which they  
23 will fundraise it for their organization at that point.

24 We will have a revamp Farmers Market for everyone  
25 to come and buy their food prep items for the week. We'll

1 have vendor raffles. And while you're there, please take  
2 note of the updates that we've done to the building --  
3 repairs, paint, brand new sideage. And going forward,  
4 you'll see other programming.

5 As I said, really focusing on the community and  
6 we're partnering with the Small Business Association on  
7 growing small businesses, being a really incubator for  
8 those that are trying to get their businesses and products  
9 off the ground while also educating our current vendors on  
10 programs that are out there for them. So thank you for  
11 that. And welcome to your new Orange County Market Place.

12 (Applause)

13 MR. NICORA: Thank you. And with that, we also have  
14 an amendment before you. And basically, we believe that  
15 some of the things that we've been working with staff and  
16 individuals that are bringing events to shorten up the  
17 window a little to allow us to work together. We believe  
18 that in the long term, when we look backwards, there were  
19 some barriers that had to be put out to protect against  
20 different situations. And we believe now that our  
21 relationship is one that is coexistent in harmony and we  
22 want to continue that.

23 And when we start talking about how we blend and  
24 potentially work with other events to enhance the  
25 experience to the Market Place, that it may go outside the

1 window of our time and potentially days. So while this  
2 does shrink that a little bit to give us a little bit more  
3 autonomy to do that, all of the ability for us to do it is  
4 on your approval.

5 So there's no changing of approval. We're just  
6 going to have a little shorter window to be able to come  
7 and talk to the staff about blending an event and working  
8 together in a more cohesive way. We're very excited. It  
9 has been a challenge. The weather has been a challenge  
10 for us, but we're really super excited about going  
11 forward. We're really excited about Adela.

12 MS. KRAMER: Before, Adela, if I could, I think  
13 there's one thing, just for the record, it's important to  
14 recognize, I believe the admission is free on Saturday?

15 MS. GENERALLY: Yes. I did not mention that.  
16 Admission is free that day and in our partnership with the  
17 Fairgrounds and opening Centennial Farm, you'll also be  
18 able to see the brand new Cesar Chavez display that will  
19 be there. That's a great integration. Admission is free  
20 on March 31st and fingers crossed it does not rain.

21 MS. KRAMER: Yes. Thank you.

22 CHAIR BAGNERIS: Thank you very much. So the  
23 recommendation is that the contract relating to this --  
24 the timing of additional events from 90 to 45 days. So we  
25 need to take an action on that.



1 MS. KRAMER: Yes. Because we're asking to make a  
2 contract amendment to the existing Market Place --  
3 changing that language.

4 CHAIR BAGNERIS: So Board, what's your pleasure?

5 DIRECTOR BERARDINO: I so moved.

6 DIRECTOR MOUET: I second.

7 CHAIR BAGNERIS: Moved and second. Is there any  
8 discussion on this?

9 DIRECTOR LA BELLE: I certainly have no problem with  
10 that at all. We obviously want all of our tenants to be  
11 as successful as they can. I'd like to give it a little  
12 bit more flexibility. And I think from look oversight  
13 standpoint, I'd like to include the Tenant Liaison  
14 Committee in that process.

15 If something comes up on a Monday that could  
16 occur on a Saturday, if the Tenant Liaison Committee,  
17 which will be Director Berardino and Director Tkaczyk, if  
18 they're comfortable with it, I'm comfortable with it. So  
19 I'd like to add that as an additional thing to give a  
20 little more flexibility to the Market Place.

21 CHAIR BAGNERIS: I believe staff already has the  
22 authority.

23 MS. KRAMER: I'm looking at Ken -- the staff. Staff  
24 has the authority in the existing contract to work with  
25 them to move that through and that relationship.

1 MR. KARNIS: Yes, we do.

2 DIRECTOR LA BELLE: And I'd like to add, because I  
3 think from an oversight standpoint, I think it's important  
4 that the Tenant Liaison Committee begin that loop, and I  
5 think that gives us some assurance that something is not  
6 going to occur there that, from a Board perspective, don't  
7 want to occur.

8 And like I said, I'm very comfortable with the  
9 Tenant Liaison Committee to be included in that group. So  
10 I'd to like amend the motions to provide for that.

11 CHAIR BAGNERIS: Who made the motion?

12 DIRECTOR BERARDINO: I made it. And I would accept  
13 the amendment.

14 CHAIR BAGNERIS: So can you state what that amendment  
15 would be -- total language would be for the record.

16 DIRECTOR LA BELLE: The contract would be amended to  
17 go from 90 days to 45 days. And that the Tenant Liaison  
18 Committee will have the ability to waive that 45-day  
19 period to -- overnight for that matter, I guess -- but I  
20 would like the Tenant Liaison Committee to be involved in  
21 reviewing any activities that would be proposed by the  
22 Market Place from an oversight standpoint. I think that's  
23 important.

24 As we know, from time to time, we've had issues  
25 that we wished hadn't occurred. I think this is an

1 opportunity to make sure that what was occurring there  
2 would be consistent with the Board.

3 MS. KRAMER: If I may, while I can respect that we  
4 want the Tenant Liaison, we already have a mechanism. Can  
5 we maybe adjust that, and if it was outside -- if it's  
6 inside that 45 that staff is able to do -- work directly  
7 with them. We already have a policy for high-profile  
8 events. So if anything was at risk, that would trump --  
9 no pun on words -- that would trump any event that we  
10 would have a higher risk.

11 I worry about the flexibility and the timing of  
12 it. By the time we get everyone around, by the time they  
13 -- by the time Spectra gets to staff and planning and has  
14 to react very, very quickly, and I feel comfortable that  
15 staff can make that decision representing the Board and  
16 not put us at risk at any event that might be coming in  
17 that window. And if so, I would certainly reach out as a  
18 CEO if I even had a shadow of it to the Tenant Liaison.

19 I just worry about that the time -- because that  
20 timing window is a short-planning window. So I would  
21 really ask that the Board consider letting myself, the  
22 CEO, have that authority, under caveat, that if it even  
23 looks like a high-risk event, that I would reach out to  
24 the Tenant Liaison.

25 MR. CAPLAN: I'd also like to add that the challenge

1 of Director La Belle's proposal is -- you're not turning  
2 ad hoc committee into a committee with delegated  
3 authority. That is the authority for a two-person  
4 committee to make changes to a contract approved by the  
5 Board on an ad hoc basis. And because of that new  
6 authority, if that were to happen, those Tenant Liaison  
7 Committee meetings would need to be made public and would  
8 need to provide that 10-day notice period as well.

9 DIRECTOR AITKEN: I heard it differently. And correct  
10 me if I'm wrong. But would that situation still occur if  
11 we're not talking about authority to change contracts. I  
12 heard they just want notice when something was in. So  
13 that would just place a requirement on staff not to  
14 delegate their authority to the Tenant Liaison Committee,  
15 but just to provide them immediate notice when this is  
16 going on.

17 MR. CAPLAN: No. That wouldn't be an issue. The word  
18 that I heard from Director La Belle that triggered  
19 something in my mind was the ability to waive the 45-day  
20 period. Any time you're waving a contractual obligation,  
21 that is delegated authority. But if it's just a matter of  
22 internal operations -- staff communicating with the Tenant  
23 Liaison Committee as they usually do as issues come up --  
24 that's not making any fundamental or any changes to the  
25 contract itself, so I wouldn't have the same concern with

1 that.

2 DIRECTOR LA BELLE: Director Aitken said it much more  
3 eloquently than I did, and that's exactly what my intent  
4 was.

5 CHAIR BAGNERIS: Director Berardino?

6 DIRECTOR BERARDINO: Yes. Why I would, as a maker of  
7 the motion, amend the motion to require notice. If the  
8 second would join in that, then I think we can accept the  
9 amendment to vote.

10 DIRECTOR PHAM: Second.

11 MS. KRAMER: May I get clarification on that notice.  
12 So that notice would be, we're having a conversation with  
13 the Market Place, if it's in a 30-day window, I or someone  
14 from the staff would send the Tenant Liaison a quick  
15 email -- A, B, C events coming on this date. We don't see  
16 any problems, and send it out, and that would be the end  
17 of the notice process. Is that what I'm hearing?

18 DIRECTOR BERARDINO: I think that's all we can do.

19 MS. KRAMER: Good. I just want to be clear. Thank  
20 you.

21 DIRECTOR LA BELLE: Just so the Tenant Liaison  
22 Committee can get a heads up.

23 DIRECTOR AITKEN: And then any further developments as  
24 they occur. If it's going to be fluid then -- just  
25 keeping them in the loop.

1 MS. KRAMER: Okay.

2 CHAIR BAGNERIS: So the motion is strictly on going  
3 from 90 days to 45 days?

4 DIRECTOR BERARDINO: With now an amendment that's been  
5 accepted by the maker and the second that on these  
6 occasions that the Tenant Liaison Committee will be  
7 noticed.

8 CHAIR BAGNERIS: Okay. Josh, do I need to take the  
9 amendment now and vote on the amendment and then vote  
10 on -- because the motion did not have that initially, and  
11 they've agreed to add it? So I take the parliamentary  
12 procedure --

13 MR. CAPLAN: I think because Director Berardino that  
14 made the original motion, I think since he's amended his  
15 motion, I think it would be proper if you just vote on the  
16 amendment motion.

17 CHAIR BAGNERIS: Okay. Very good.

18 DIRECTOR AITKEN: I'm sorry. I'm going to be really  
19 annoying.

20 CHAIR BAGNERIS: That's okay.

21 DIRECTOR AITKEN: But do we need to actually put this  
22 amendment in the Spectra contract? Because I don't want  
23 it to be confusing that Spectra then has the duty to  
24 provide notice to the Tenant Liaison Committee. It's  
25 really more internal operations in our staff side.

1 MR. CAPLAN: I don't think you do. I think the  
2 amendment is approved in the contract as is that's  
3 provided with the Board today, with the caveat and the  
4 direction the staff that they communicate with the Tenant  
5 Liaison Committee.

6 CHAIR BAGNERIS: Okay. Everybody good with that? I  
7 go back and I read the minutes sometimes and I'm confused.  
8 What happened? Who did what to who? That's why I'm  
9 trying to make sure that it's all clear so when we read  
10 this next month, I remember exactly what happened. And so  
11 with that, if there's no more questions, we're going to  
12 have roll call vote on the amendment.

13 MADAM SECRETARY: Chair Bagneris?

14 CHAIR BAGNERIS: Yes.

15 MADAM SECRETARY: Vice Chair Ruiz?

16 VICE CHAIR RUIZ: Yes.

17 MADAM SECRETARY: Director Berardino?

18 DIRECTOR BERARDINO: Yes.

19 MADAM SECRETARY: Director Mouet?

20 DIRECTOR MOUET: Yes.

21 MADAM SECRETARY: Director Aitken?

22 DIRECTOR AITKEN: Yes.

23 MADAM SECRETARY: Director Tkaczyk?

24 DIRECTOR TKACZYK: Yes.

25 MADAM SECRETARY: Director La Belle?

1 DIRECTOR LA BELLE: Yes.

2 MADAM SECRETARY: Director Cervantes?

3 DIRECTOR CERVANTES: Yes.

4 MADAM SECRETARY: And Director Pham?

5 DIRECTOR PHAM: Yes.

6 CHAIR BAGNERIS: Very good. Thank you, everybody.

7 Thank you for your patience. We did table Item C. So 9D.

8 Yes, 9D. And we have comments from Reggie Mundekis.

9 MS. MUNDEKIS: Good morning. And thank you for this  
10 opportunity to address you again. I'm going to make this  
11 short because we all want to get out of here and we have a  
12 long meeting ahead of us. This bill is not needed.  
13 Against the interest of the public who owned the District  
14 Agricultural Association properties, not just this one,  
15 but all the ones statewide. And is the fast lane to  
16 correction -- self interest. The best excuse that our  
17 lobbyists who's also the lobbyist for the Los Angeles  
18 County Fair Association, which is only recently becoming  
19 not so scandal ridden, is that we can opt out of it if we  
20 don't it like. Maybe it's better to just not go there and  
21 to just kill the bill. So let's just find a way to make  
22 this bill go away because it's unneeded. Thanks.

23 CHAIR BAGNERIS: Okay. Madam CEO?

24 MS. KRAMER: I'd like to turn it over to  
25 Director Berardino.



1           DIRECTOR BERARDINO:  Yes.  We have -- and first of  
2           all, strong compliments to the CEO who has been working  
3           this bill tirelessly and having to object herself in March  
4           Madness, but we have looked at the bill.  One of the  
5           things that was concerning to our Board in our discussion  
6           was how many Board of Directors -- having Board of  
7           Directors involved in this mutual aide.

8           The author has accepted an amendment to carve out  
9           the directors.  And with that, we still want to be  
10          cautious.  We are interested in any of the hearings so we  
11          have a better understanding once the hearings are  
12          conducted on the bill.  And so with that, we would ask the  
13          Board respectfully to adopt the watch position.  So we  
14          will not, at this time, take a position to support, would  
15          not take the position to oppose.  But we want to weigh  
16          through the hearings before we are able to make a better  
17          recommendation request watch position on the bill.

18          CHAIR BAGNERIS:  Okay.

19          DIRECTOR BERARDINO:  And I think we would so move that  
20          we adopt watch position.

21          VICE CHAIR RUIZ:  Second.

22          CHAIR BAGNERIS:  It's been moved and second.  Any  
23          discussion?  No discussion on this side?  With that, we're  
24          going to take a roll call vote on the motion to go into  
25          watch position on this bill.

1 MADAM SECRETARY: Chair Bagneris?  
2 CHAIR BAGNERIS: Yes.  
3 MADAM SECRETARY: Vice Chair Ruiz?  
4 VICE CHAIR RUIZ: Yes.  
5 MADAM SECRETARY: Director Berardino?  
6 DIRECTOR BERARDINO: Yes.  
7 MADAM SECRETARY: Director Mouet?  
8 DIRECTOR MOUET: Yes.  
9 MADAM SECRETARY: Director Aitken?  
10 DIRECTOR AITKEN: Yes.  
11 MADAM SECRETARY: Director Tkaczyk?  
12 DIRECTOR TKACZYK: Yes.  
13 MADAM SECRETARY: Director La Belle?  
14 DIRECTOR LA BELLE: Yes.  
15 MADAM SECRETARY: Director Cervantes?  
16 DIRECTOR CERVANTES: Yes.  
17 MADAM SECRETARY: And Director Pham?  
18 DIRECTOR PHAM: Yes.  
19 CHAIR BAGNERIS: Thank you very much. So that gets us  
20 through 9D. And we had a schedule looking at 10:30. So  
21 what I'd like to do is -- I'm sorry. It's 10:15. So if  
22 we can take a short recess for the room reset and come  
23 back at 10:30, we'll be ahead of schedule and we'll keep  
24 moving.  
25 MR. KARNS: If I can ask the Chair to ask for

1 everyone -- for safety's sake -- if everyone could leave  
2 while we straighten the room.

3 CHAIR BAGNERIS: So I'm going to ask everybody to  
4 leave the room while we re-arrange the room and we will  
5 reconvene at 10:30.

6 (Recess)

7 CHAIR BAGNERIS: I'm going to call the meeting back to  
8 order. We're now going to have Board training session. A  
9 lot of this comes about after I went to the Western Fairs  
10 Convention. Again, I would say, if you have the  
11 opportunity to go, please go. There was a lot of great  
12 information shared -- things that I had no idea about --  
13 and as Chair that I needed to know.

14 And this is of one the recommendations that we do  
15 have; going to training. And I've served on other Boards  
16 and we always do it. So I'm really excited today that  
17 this is like a reset. We can all know what we're supposed  
18 to be doing and how we're doing it.

19 And we've had Bill Kelly with us before and we  
20 all have admired his work and what he's done with us with  
21 the strategic plan, which we'll see him again in a couple  
22 months. But right now, he is going to present this  
23 training on effective governance. And so I'll turn it  
24 over to Bill Kelly.

25 MR. KELLY: Thank you. I teach at USC. No offense,

1 Doug. Yeah?

2 CHAIR BAGNERIS: And I do have one public comment, and  
3 I think we should take it. And Reggie has a comment  
4 before you get started.

5 MS. MUNDEKIS: Withdrawn.

6 CHAIR BAGNERIS: Withdrawn?

7 MS. MUNDEKIS: Withdrawn.

8 MR. KELLY: I was going to say, I teach on the  
9 weekends -- Saturday and Sunday, twice -- and I always get  
10 my students racing some chocolate to keep them going for  
11 the eight hours each day. So you got food there, so I'm  
12 not too worried.

13 One of the things you're not supposed to do  
14 during a PowerPoint presentation is pass out the  
15 PowerPoint presentation because you tend to read ahead.  
16 But I want you to look at it and take notes. That's the  
17 goal. So just don't read ahead, please.

18 As Barbara said, kind of like a refresher, some  
19 of you will probably know some of this. Some of this may  
20 be new to some of you. So it's kind of like a reset  
21 button for bringing everybody back into current condition.

22 Part of it is, you're part of the California  
23 State system. A lot of people don't understand this is  
24 State property. You ask most citizens, they just know  
25 it's the Orange County Fair. They don't realize this is

1 State property, and so they're lost in the process.

2 So there's 52 AG districts, DAA. People don't  
3 understand you are an AG District besides being State  
4 property. There's a lot of confusion. So you need to  
5 follow State laws. This is the 32nd DAA. There's 22  
6 County fairs, either county or not for profit.

7 Example, L.A. County Fair is separate. People  
8 think that is a County fair under State law, but it's not.  
9 They operate under different rules and regulations. They  
10 can do things you can't do. So they have different  
11 opportunities and options that you're controlled by State  
12 law. So that's just kind of facts for you when you to  
13 talk the public. We're State property. We follow State  
14 rules. We're not the L.A. County. They can do what they  
15 want based upon their revenue base.

16 On top of that, you're in this category. You're  
17 over \$10,000,000 in operating revenue. There's only five  
18 fairs in California in that classification. Five. So  
19 you're the top of the stats. San Diego is in there. I  
20 think the L.A. County Fair is because of the revenue  
21 stream.

22 But you're the top of the stack. You're a big  
23 business, and a lot of people don't realize how important  
24 you are based upon that revenue stream. I would bet most  
25 of the citizens that come here don't have a clue -- your

1 state, how you're budgeted, how you spend money, or  
2 anything at all.

3 They come here for the fun. When you start  
4 trying to explain to them that we follow State rules and  
5 procedures -- it's like why? You're a County fair.  
6 There's a disconnect constantly in what people perceive  
7 this property is and what you can do. So the explanation  
8 of State rules and regulations -- they don't tend to  
9 understand or believe it sometimes.

10 Following that, I said before, you are a State  
11 agency. You're set up under the agricultural code. Your  
12 boundaries were set by that code. You're 150 acres. I  
13 think it's a big property in Orange County -- one of the  
14 biggest, besides the great park, et cetera. But you're  
15 part of the last remaining large acreage in this part of  
16 the county. You are significant. You are important. And  
17 that's part of the Site Master Plan and other things  
18 you're working on -- what do you do with your property?

19 You incorporated in 1949. That was when the  
20 District was formed. There's a lot of history going way  
21 back into the late 1800s. A lot of fairs were occurring  
22 all over the county, but there was no district formed  
23 until 1949, when you officially became the 32nd District.

24 And you all know you're appointed by the  
25 Governor. You serve the Governor's direction and control,

1 which can also be removed by the Governor, replaced, or  
2 you retire. So you have that addition of being government  
3 appointee -- governor appointee is serving at the  
4 Governor's discretion. So most of you have been  
5 reappointed, but the Governors can change even though it  
6 happens sometimes in Sacramento; right, Nick?

7 DIRECTOR BERARDINO: It's going to happen soon.

8 MR. KELLY: You have accountability. Also, you have  
9 immunity. As a State Official, actions you take as this  
10 Board protects you, provided in the statement of the  
11 boundaries. That's very important. Stay within the  
12 boundaries, and I'll come back and explain that better.

13 But you start out with immunity and/or liability  
14 and we use those terms.

15 Now, however, when you all took the oath of  
16 office and I think it's in the back of the room, I'm  
17 sorry. I made a copy of the conditions and terms you vote  
18 -- you signed when Governor's office swore you in. And it  
19 deals with these issues. You cannot use your position on  
20 the Board for prestige or influence. You can't improperly  
21 use fake resources, meaning Fair resources. You can't  
22 give out confidential information -- accept money,  
23 gifts -- from anyone or anything.

24 And not that this happens here, but it happens  
25 everywhere in California. Since you don't have to run for

1 reelection, but that is where a lot of places get in  
2 trouble. I can give you a list of cities under different  
3 set of laws, they have trouble in this category.

4 The City of Bell, for example, that's infamous  
5 for misuse in budget and salaries and everything else.  
6 Although you have that immunity or non-liability  
7 requirement, you still must follow these rules and be very  
8 careful about that.

9 And on top of that, you have to go through  
10 special training. You have to. Every two years, go  
11 through the Ethics Orientation for State Officials.  
12 That's online. You have to every four years go through  
13 Sexual Harassment and Prevention Training. That's  
14 requirement of the State law. That's just not the Board,  
15 it's the executive staff here, most of the managers. And  
16 this is statewide, whether it's a State or a county or a  
17 city or special district. All public agencies have one or  
18 more of these that elected officials and the appointed  
19 officials must follow.

20 MS. KRAMER: I'm sorry, Bill. I don't know if you're  
21 going to talk about that, I think it's important here just  
22 as a reminder that this -- that training is all online,  
23 and the oversight of that from ensuring that it happens  
24 and the recordkeeping happens through the CDFA -- the  
25 Fairs and Expositions Department.



1 MR. KELLY: And if you don't do it, you would get a  
2 nasty letter, probably from the Attorney General's Office  
3 for none-conformance. And if you don't do it quick  
4 enough, I guess you could be removed from none-compliance.  
5 So it isn't anything you can pass off. There's a  
6 recommended training. That's if you would like to go down  
7 that path.

8 It's interesting, everybody has gone to the  
9 online training. I took a look at the CDFA's requirements  
10 for the training, they now want me to finish it. That  
11 wasn't the goal. They rolled me just to understand what  
12 will be done. Now they're harassing me to finish the  
13 training. So Summer is going to get me off the hit list.

14 But it's interesting, I'm not sure how it works  
15 here -- but for teaching USC, you have to do it every  
16 other year. You have to do two hours on the computer.  
17 Even if you finish it in an hour, you have to mess around  
18 with the pointer for another hour. So it's an amazing  
19 process. It's more convenient and it's valuable, but it's  
20 interesting time consuming.

21 The public meeting law. Those of you that are  
22 familiar with the city side -- county side -- it's called  
23 the Brown Act. It's just a different version of the Brown  
24 Act in so many terms. It basically provides how you can  
25 operate as a State agency. And the issue of open meetings

1 is a transparency issue. It's open government -- public  
2 access -- the requirement that everything you do is open  
3 to the public absent certain closed session matters.

4 So you have to unconditional participation  
5 guarantee every meeting -- 10 days noticing, the document  
6 is on the web page. Agendas must be descriptive. They  
7 can't just say, "We're going to discuss 'X'." You have to  
8 add language enough so that's clearly understood what the  
9 Board will be reviewing. It can't be obscure.

10 This is really important here -- "matters on the  
11 agenda cannot be discussed." That gets confusing to the  
12 public. They come up to the podium, "I want to ask this  
13 question." Sometimes, if it's a simple question, like,  
14 "When will this be on the agenda?" Or something like  
15 that, that could be answered. But if moves into a policy  
16 discussion, it can't be discussed. It must be, "Does the  
17 Board take it in?" And then through the Chair, the Chair  
18 can decide whether or not it's given to staff, respond  
19 back to the person, or it could be a future agenda item.

20 But that's the confusing issue because unless it  
21 has been agendaized, you can't discuss it. I think, Josh,  
22 it may be an exception to special vote if an emergency  
23 were to come up after the agenda is published. You have  
24 the right to add something on certain findings under State  
25 law that came about after the agenda was published; is

1 that correct, Josh?

2 MR. CAPLAN: Yeah. Limited circumstances -- work  
3 stoppages, natural disasters, things like that.

4 MR. KELLY: So it's pretty rigid. It's like 99.9, if  
5 it's not on the agenda, it can't be added. Small  
6 exception as necessary. Access public records -- you must  
7 take minutes and violation of this can get the District  
8 and individuals in trouble. Violating these rules have  
9 penalties, and it doesn't happen very often.

10 I don't know how many cases the Attorney  
11 General's Office has, but the L.A. County counsel has all  
12 kinds cases running for violations of Brown Act. It's  
13 something you must be consciously aware of how you conduct  
14 business here. And feel free to ask me questions as I go  
15 through this. I don't want to go too fast.

16 And you have bylaws. They're in the back of your  
17 binder. Every meeting you got them, and they kind of  
18 discuss your meetings, what kind of meeting, the note  
19 taking, Chair, Vice Chair, election of officers. These  
20 are just more procedural issues, and you all got them.  
21 It's in your binder. You can reference them if you need  
22 them during a meeting.

23 CHAIR BAGNERIS: And it's probably time that we update  
24 those.

25 MR. KELLY: I think they're done in 2008. I think

1 that was the last time.

2 CHAIR BAGNERIS: Yeah. Some of the updates have  
3 been -- some policy things that we need to add or  
4 inconsistencies if they are not a part of Bagley-Keene.  
5 So we do need to go through that and probably going to  
6 have an ad hoc committee to take a look at that before the  
7 end of the year.

8 MR. KELLY: December 11th, 2008. More than 10 years.  
9 What can be changed?

10 DIRECTOR AITKEN: All of us.

11 MR. KELLY: Yeah. All of you. There's no one here  
12 from 2008; is that right? None of you.

13 DIRECTOR LA BELLE: Right.

14 MR. KELLY: So probably it needs to be looked at  
15 again.

16 CHAIR BAGNERIS: Definitely.

17 MR. KELLY: Effective Boards and Board members. How  
18 do you work together as a team? A couple of quotes that I  
19 took out of some other documents:

20

21 "Serving as the Board's Chief Governance Officer,  
22 the Board's Chair's job is to ensure the Board fulfilled  
23 its duties in a matter consistent with governing documents  
24 and policies and secondarily to represent the Board to  
25 outside parties."

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

Govern first, communicate second. That's important. Govern first, communicate second. And then the Board's job is to run the organization, but rather to ensure that it is run well. It's not just run it, but make sure that it runs efficiently. And I've been in enough Board meetings. I know that's your goal. I'm going to come back down and go further down to what that means and how you should be acting from my perspective.

Responsibilities -- develop, review, revise the Strategic Plan, Mission Statement, purpose, and vision. Now you're Strategic Plan is in process. That is going to come to the Board in May, I believe. That's the present schedule. We're drafting it right now. We're under that contract with the District. We've already interviewed, I think all of you to gather your input.

We've had a couple meetings. We're doing the financial analysis. We're doing the physical analysis at the Site Master Plan and working with Kathy on organizational matters. So it is an evolution, but your Strategic Plan is your roadmap. That's where you're going to go. And I want to come back and discuss that in more detail in the presentation.

DIRECTOR LA BELLE: Bill, a question on that. When the Strategic Plan comes back before the Board, will there

1 be a series of short-term, mid-term, long-term priorities  
2 in there for us to discuss?

3 MR. KELLY: Exactly. For those of you that were here  
4 when we did the Organizational Meeting Assessment, we had  
5 that exact process. There is short-term now, mid-term,  
6 like, one to three years, and then it's three plus. And  
7 then it was -- we also defined what it was. Who's going  
8 to work on it. When it was going to be done. And then it  
9 allowed for updates to the Board and the public, where you  
10 are on all these matters. So it will be qualitative and  
11 quantitative.

12 DIRECTOR LA BELLE: Thank you.

13 MR. KELLY: The second thing is to adopt the financial  
14 and administrative policies. Let me go back for a second.  
15 Your Mission Statement is up here behind the graphics.  
16 Whenever I ask a group and dealing with strategic  
17 planning, can you quote your mission statement? 95  
18 percent can't. They can't paraphrase it. They can't  
19 quote it. And I say, if you can't do that, how can you  
20 follow it?

21 That's a very important element. You have a  
22 definitive, short, understandable and direct mission  
23 statement. That's rare. I always say, what is LAPD's  
24 mission statement?

25 DIRECTOR BERARDINO: "Protect and serve."

1 MR. KELLY: "Protect and serve." One police  
2 department got funny and said, "we're cops, you're not."  
3 The point is, your mission statement is very clear. You  
4 always want to think about that: Does it change? You got  
5 very good purposes and visions with further formulated in  
6 your strategic plan to make sure you're still on target.  
7 So this is kind of like a reset on your big vision.

8 Look at your policies' procedures, at your  
9 bylaws -- one example. Balance operating budget. You do  
10 that every year. Look at your finances. Make sure you  
11 maintain viability. You also report back to the State  
12 Department and Finance so you get a lot of help balancing  
13 your budget and keeping it accurate.

14 You hire the CEO. You give clear goals and  
15 expectations. You support the full Board, and we come  
16 back to say you speak with one voice. I'll explain that  
17 further, but you support all the Board members equally.

18 Positive community business relations. You're  
19 very good at that. You really are reaching out everywhere  
20 right now. The Market Place presentation -- interesting  
21 to me. We used to come like every other month. We don't  
22 come anymore. It became boring. There's nothing there.  
23 It was dead. Now here, it's been reinvigorated. You make  
24 it exciting. And we talked about bringing the community  
25 and the special events. That is what works. You're

1 marketing against the computer. How do you make it work.

2 Make sure the Board -- look at your  
3 effectiveness. How effective is this Board functioning?  
4 How do your meetings go? Are they short and direct? Are  
5 the discussion concise and decisive? Guidance for the  
6 long-term goals and expectations. This is an important  
7 issue about how you govern this District.

8 DIRECTOR AITKEN: I have a question going back to the  
9 last slide. How do you in your experience see Boards  
10 develop annual goals and objectives? Is it more like a  
11 yearly planning meeting? It's obviously open to the  
12 public where people talk about what they want their  
13 priorities to be for the next year?

14 MR. KELLY: Well, part of it is going to come out of  
15 the five years, which is business planning. That is going  
16 to be your roadmap. That's the big vision and it will  
17 break down into the annual short-term, mid-term, long-term  
18 that we talked about. And those become what I would call  
19 "year-specific goals."

20 And let's say there's 20 specific goals, and you  
21 want to make sure those are looked at constantly to ensure  
22 they're being done. Whether it's every six months, at  
23 least once a year as part of your budget. Your budget  
24 could be driven partly by what your goals are, not just  
25 item budgeting, but how does your budget match up to



1 achieve your goals?

2 And it's explained -- the process for adopting  
3 that plan and you have to ensure that if you have 10 --  
4 let's say 20 specific goals -- you can't to every Board  
5 meeting add a new goal. You know why? Because then you  
6 get 90 percent of them done and not a hundred percent of  
7 the done.

8 It's very important that you adopt 20, you try  
9 and maintain the integrity of that 20, and not keep adding  
10 because then the staff doesn't get it all done. But that  
11 doesn't mean you can't change, take one off, and put a new  
12 one in place. You don't keep it consistent in that  
13 visioning, you will not be successful. And that is part  
14 of that annual measurement.

15 DIRECTOR AITKEN: So when you're looking at a  
16 short-term goals that we're working on, you see Board's  
17 trying to incorporate that idea. We always read our  
18 Mission Statement. We're always reaffirming the purpose  
19 of us being here -- kind of reiterating on a monthly basis  
20 what we're trying to accomplish this year. I like the  
21 concept. I'm just trying to see how other Boards keep the  
22 eye on the ball.

23 MR. KELLY: What we recommend is that when you  
24 adopt -- let's say your 20 goals and objectives -- every  
25 single agenda item has a statement. Goal fits in with

1 this project and in this fashion. You connect them  
2 constantly. What I sometimes, do I ask the body to put  
3 their 10 goals or 20 goals on the wall. You see it every  
4 meeting. The public sees it every meeting. It's in your  
5 handbook every meeting. It doesn't go away.

6 Because there's a proclivity to keep adding; a  
7 new idea, a new idea, a new idea. And that's not bad, but  
8 also could derail you being successful in the big picture.  
9 Because little chips at the base will wreck the complete  
10 goal and objective in big ways. Doug, do you have a  
11 question?

12 DIRECTOR LA BELLE: I was just going to say, in my  
13 past life -- Bill and I both have past lives -- we  
14 would -- once the properties were set for by the counsel  
15 for the organization, we would come back on a quarterly  
16 with a Consent Calendar item that had, "here's where we're  
17 at." Semi-annually, we would have more of an in-depth  
18 review, and then obviously, at the time the budget came  
19 through, it would be a full bone discussion and priorities  
20 would be changed as a result of the counsel's review and  
21 obviously staff input.

22 So once you decide what your priorities are, you  
23 have to have some method for making sure you stay on  
24 track.

25 MR. KELLY: And everybody stay focussed because it's

1 so easy to get into the weeds. And that's a problem with  
2 bodies. They want to go into the weeds and get back and  
3 implementation versus policy. By focusing on the 20  
4 objectives every meeting, every quarter, every half year,  
5 every year -- you stay focussed.

6 You can change it. Circumstances change. A goal  
7 you may have may not work; change the goal. Do you all  
8 know who Peter Drucker is? Peter Drucker was the premier  
9 business consultant in the 60s, 70s, and 80s. He coined  
10 the phrase, "Management by objectives." Create the  
11 objectives and manage to the end. And it is loop a  
12 process. You start, you process, you get at where you  
13 think you want to be you. Look back and say, "Did we meet  
14 the target?"

15 A lot of organizations do strategic planning, it  
16 goes in the shelf, and at the end of the year, we didn't  
17 get anything done. Because we're not checking on the  
18 success of failure. And failures aren't bad. Ideas can  
19 change. But that lopping process and reporting keeps this  
20 Board focused on, "This is our big vision." Not the small  
21 stuff sometimes. But the small stuff can consume  
22 everything you're doing and you'll lose track of the big  
23 picture. Yes, Barbara?

24 CHAIR BAGNERIS: I wanted to reiterate when you talk  
25 about the budget. That's setting a lot of our priority.

1 Because when we move to the community focus, more  
2 community vote, we made sure that it was in the budget.  
3 Security concerns, all those things, we put it in the  
4 budget. So that kind of sets your direction as well. And  
5 we do that annually.

6 MR. KELLY: Robert's Rules of Order. Your bylaws say  
7 you should follow Robert's Rules of Order. They're going  
8 to say, "have to, it should." I think it's a good policy  
9 to follow it as much as you can. I watched this morning's  
10 meeting. Your motion, second, discussion. You modified,  
11 motion, second, discussion. Barbara asked, "Do I go back  
12 and do then have to vote the second?"

13 It is a very, very formal process. It is rigid  
14 deliberately to keep the process in place and  
15 understandable because sometimes -- as Barbara said -- if  
16 your motions aren't clear, that give Summer a problem --  
17 to our secretary -- try and figure out what was said.  
18 Clarifying motions is critical. I think you said several  
19 times, "What are you saying? What do you mean?"

20 Never vote for something you're not sure about.  
21 Make sure it's clear. Because you know have an official  
22 record. You don't want to come back in six months and  
23 say, "I don't know what we did. It's not clear enough."  
24 I really suggest you follow Robert's Rules of Order as  
25 close as you can.

1           And between Josh and Kathy, they can help you  
2 process. Barbara has got the handbook. It is a very good  
3 press. It's a business-meeting process and it works, and  
4 it's very successful. Don't let the rigidity or confusion  
5 get in your way, but follow it just to make sure you stay  
6 in line.

7           CHAIR BAGNERIS: I found a great example of what the  
8 basic principles for parliamentary procedure:

9  
10           "Parliamentary law exists to enforce the will or  
11 the majority and protect the rights of the minority."  
12

13           So it ensures justice for all. So I think that's  
14 a real key point there and why Robert's Rules can be very  
15 handy and I'm glad that we're able to follow it.

16           MR. KELLY: One of the things that gets difficult  
17 sometimes would be staff presentation and then a few  
18 questions being asked when you start drifting into  
19 discussion, versus a motion to do something, it is second  
20 to the motion, then have discussion. Otherwise, you can  
21 go through half an hour of discussion, and then not get a  
22 motion because nobody wants to do anything. You just  
23 wasted all the time and didn't bring a solution.

24           So it's always good to the Chair -- sometimes  
25 say, "I need to get a motion." And it's not to force a

1 decision, but it's to move from motion and second to then  
2 more formal discussion. Because there is no motion or  
3 second if you don't talk about it. And that just kind of  
4 stops the issue right there. Otherwise you'll go on for a  
5 long time. Does that make sense?

6 DIRECTOR LA BELLE: It helps to focus, too.

7 MR. KELLY: It does. It does focus. Now your  
8 individual responsibilities. Consider other points of  
9 view. Make constructive suggestions. Help the Board make  
10 decisions. This is one of those things I always tell  
11 bodies -- public and private -- it is good to have public  
12 -- it's good to have debate. It's very good policy to  
13 have debate. It's okay to disagree, but not be  
14 disagreeable. And that's the key difference. Don't be  
15 disagreeable. I've watched a lot of city councils get in  
16 fights during a meeting. A couple of them throwing chairs  
17 because they get out of control because it was becoming  
18 personal, not on the policy.

19 So disagreements are okay. Discussions are okay.  
20 Debate is okay. And that's healthy for an organization.  
21 If you start saying a Board having everything unanimous  
22 every single vote, you start to wonder, what is going on?  
23 And sometimes that happens because of good staff work to  
24 the Board, questions asked of staff before a meeting  
25 sometimes so that the staff is prepared. It makes a big

1 difference.

2 If you're going to bring something up at the  
3 meeting and surprise us, we won't be happy because we're  
4 caught off the hook. And if you can tells in advance,  
5 you'll get to ask the question. Maybe I'll give you the  
6 answer in advance or you want to bring it up at the  
7 meeting for purpose of explaining to the public what it  
8 is. And you'll look good and the staff looks good because  
9 you asked the question and we have the answer. It's one  
10 of those things I always profess, don't surprise your  
11 staff.

12 And things will happen at the meeting sometimes,  
13 but if you have a question on the agenda before, I really  
14 encourage you to call Kathy, so that Kathy can get it  
15 ready for you at the meeting, so that you don't waste time  
16 in thinking it could go quicker and faster by trying to  
17 ease the communication.

18 As I said, sometimes during the meeting, you get  
19 a new question and that's normal, but please, if you can  
20 call your staff in advance. It really helps the process  
21 and that's good communication. That's respecting each  
22 other's roles. You do not want to surprise your staff.

23 I've been to some cities and districts where an  
24 elected official does it deliberately to embarrass the  
25 staff. Different agenda, but that's not real positive.

1 You're an ambassador for the district -- positive image,  
2 support activities, avoid micromanaging.

3 Conflict of interest. You have no authority as  
4 one member. I can't tell you how many times I've been to  
5 a city council, talked to a council member -- "I got  
6 elected. Now I can do what I want." They haven't counted  
7 to three yet because there's five of them; right, Doug?

8 All of a sudden they can do what they want. You  
9 are a team. None of you can do anything independent of  
10 the Board working with you. I think you all know that now  
11 because. That's not a big surprise. But this is written  
12 for people who don't always understand that.

13 Follow the Board majority decision. When you  
14 walk out of this room, even if you disagree with the  
15 decision, you espouse the Board's decision. If someone  
16 asked you in a Chamber of Commerce meeting or something  
17 else -- what the Board do? The Board voted this way.  
18 Even if you disagree. If you say, "I voted against that  
19 matter," you're causing a division to the public with this  
20 Board. And that's dangerous.

21 Then they say, "Well, who do you represent? Are  
22 you here for the Board or you're here for yourselves?"  
23 And that's why things can be very divisive. You represent  
24 the decision of the full Board, even if you don't like  
25 what was done. Unless otherwise authorized, only the



1 Chair and the CEO speak. Newspaper calls, refer it to the  
2 Chair, refer it to Kathy. You do not want to be quoted  
3 without the Chair or Kathy saying, "Okay. Talk to them."

4 It has to be direct communications. That's very,  
5 very important. Because you may be picked off by a  
6 reporter who wants to play games. And then you call one  
7 Board member and get answer "X" and then they'll get  
8 answer "Y," and that sells newspapers. Divisiveness in  
9 the Board. You want to maintain communication going out.

10 DIRECTOR LA BELLE: I think that's articulated also in  
11 our policies. The Board policies are very, clear on that.  
12 That the Chair speaks for the full Board.

13 CHAIR BAGNERIS: And those policies are in the back of  
14 the book as well.

15 DIRECTOR LA BELLE: Right.

16 CHAIR BAGNERIS: Probably another thing we want to  
17 start looking at a annual basis.

18 MR. KELLY: You weren't the only agency the adoption  
19 rules regulations and overtime just put in the book of  
20 books and you forget.

21 Leadership versus management. Leadership is  
22 visioning. You're the leaders. The implementation is the  
23 staff. So this business strategic plan you're going to be  
24 working on, that's your leadership role. The big picture.  
25 The visioning. Once you go through that and get your

1 goals and objectives and those details which the staff  
2 will help you develop with you, that's their job. Then  
3 they carry it out.

4 I tell my students, "If I ask you, are you a  
5 leader or a manager?" And the answer to a student is  
6 you're both. If you have two employees, you're the leader  
7 first, but a manager second. Your role is leadership.  
8 Leadership. Not managing the function, day-to-day of the  
9 operation here. That's Kathy and the staff. And that's  
10 where the lines get blurred.

11 Sometimes, it's easy to want to get into the  
12 operations. It's one of those things, and I actually use  
13 this quote, "If you got an issue, ask don't tell. Ask  
14 don't tell." Ask about what this means versus say I want  
15 this changed. Be very clear. You're not the implementer.  
16 You don't have that authority. Ask, don't tell.

17 DIRECTOR LA BELLE: What I would add to that Bill,  
18 from a leadership standpoint, Charlie Thompson, my boss at  
19 Huntington Beach, he used to say, "You get what you  
20 inspect, now what you expect." So from a leadership  
21 standpoint, making sure that there's a proper oversight of  
22 the priorities that have been set.

23 MR. KELLY: Nick?

24 DIRECTOR BERARDINO: Well, I think since the City of  
25 Bell, I think this dynamic has changed a great deal. City

1 managers and the city managers association hate it.

2 DIRECTOR LA BELLE: It's not our shining star.

3 DIRECTOR BERARDINO: Well, that happened in Bell --  
4 but I'm talking about oversight -- it's a new world. And  
5 what we find -- at least in the 43 public jurisdictions  
6 I've been involved in -- there's a shift. And one of the  
7 things that I'm concerned about and I've mentioned is the  
8 city manager type biased that, you know, existed.

9 There's no question that Board members should not  
10 be in the minutiae of the operation by any stretch. Nor  
11 should they be getting involved in staff decisions, nor  
12 should they be getting involved in telling the CEO how to  
13 operate, what a city manager how to operate. And the  
14 Board chooses the CEO and the city manager and make that  
15 possible.

16 But city managers, county CEOs -- CEOs love to  
17 tell oversight people or keep things from oversight  
18 people. It's very, very common. It's not unusual. It's  
19 standard operating procedures. I'm not here to -- any way  
20 insult you Doug, but if we're going to do this, let's keep  
21 our eyes wide open. And those that have been in the game  
22 a long time, know the game. And that's the game and  
23 that's how it's played. It's played everywhere that way.

24 But I think since the City of bell, there has  
25 been, in terms of public debate, and as we look at this

1 issue, there should be much more oversight than a CEO,  
2 city manager, CAO, or in my case when I was a general  
3 manager with the Board, likes, or appreciates. So I don't  
4 want to lose sight of good government.

5 And, I mean, really good government involves --  
6 at least in my 43 years or 45 years of doing it --  
7 involves debate, involves passionate debate, involves  
8 exchange, it involves questioning -- and so while it's  
9 true that the line is very clear and it needs to be  
10 maintained, I think we've evolved from the days when city  
11 managers, CAOs, and other people, "Let's keep this from  
12 the Board. Let's handle it. Let's do it. Let's control  
13 it. Let's not get ambushed." That kind of thing.

14 I think we have a very evolving dynamic with  
15 local government. State government has always been  
16 ambushed -- the financial director and everybody else. I  
17 have a biased towards this and every city manager has a  
18 biased towards it. And I just think we should not lose  
19 site of some very strong lessons we've had in recent  
20 history. If the old way of doing this doesn't work,  
21 hasn't worked, and we have to evolve from that time. I  
22 just want to make that comment.

23 MR. KELLY: I can appreciate the comment and I've been  
24 doing this for almost 50 years. I think it's an  
25 evolution. I think a lot of the elected or appointees are

1 more active in participating in the process and it's not a  
2 hard line. This isn't a hard line. I think the really  
3 important issue is the communication between the Board and  
4 the Chief Executive Officer.

5 If there's a good communication line -- and I got  
6 a handout here that tells you what the CEO does and what  
7 you do -- if you understand the boundaries and you have  
8 good communication, you don't need a line. It's  
9 understood who does what. Now, would there be gray areas?  
10 Yes. It's going to happen all the time.

11 But if that relationship issue that can negate  
12 some of these prior issues that occurred, whether there is  
13 a conflict between the decision-makers and the manager or  
14 CEO, I'm just agreeing on principle with you, but it has  
15 been an evolution to where you had city councils just  
16 walked in and just did what the city manager said. That's  
17 long gone.

18 DIRECTOR BERARDINO: And it is. Like I said, I've  
19 worked in 43 jurisdictions, and what we're seeing is that  
20 this has been going on for a long time as we know  
21 when there's issues that come up. But policymakers now  
22 are held much more accountable for oversight in litigation  
23 than they've ever been. Since Bell, in particular. I  
24 think it changed the dynamic here in California. I don't  
25 know if that spread to other places. You're in a lot of

1 public jurisdictions. And that's a big change.

2 And that tension between staff and elected and  
3 appointed oversight has existed for years. We've seen it.  
4 Like you've said, we've seen a lot of that. But I think  
5 it's a healthy tension as long as it doesn't get personal  
6 and I agree 100 percent. I agree. That's a healthy  
7 tension. But I think much more oversight is required by  
8 Board's elected officials than before.

9 And I know in terms of elected officials when  
10 they're running for office and they're trying to be, that  
11 now is a threshold issue with many community groups,  
12 community organizations, community activists -- they  
13 expect that. And they should expect that because  
14 government, under the old system, failed us in so many  
15 way.

16 We have a new dynamic, a new time, and we all  
17 have to adjust to it. And I feel very, very strongly  
18 about that.

19 MR. KELLY: Well, it needs to be an evolution, not a  
20 revolution. I think the real issue is communication is  
21 critical and the second is trust. Those two have to go  
22 hand and in hand. If you talk with each other and trust  
23 each other, if you disagree, that's okay. It's that you  
24 can't go beyond that. And that's why I said, if you have  
25 something before a meeting, it helps to tell Kathy.

1 That's communication and trust.

2 If you want to look successful, the staff wants  
3 to look successful. In any way you work as a team, to  
4 communicate is really critical. I don't disagree on the  
5 evolutionary change. It has changed dramatically, and a  
6 few of these cities have gotten in trouble because they  
7 changed oversight significantly.

8 DIRECTOR BERARDINO: Well, we have the biggest example  
9 in the United States right here in Orange County with the  
10 bankruptcy where no oversight was executed and \$2.2  
11 billion later.

12 MS. KRAMER: The Orange County Bankruptcy?

13 DIRECTOR BERARDINO: Yes. And there's no oversight  
14 for that Board and Board members were indicted because of  
15 that.

16 MR. KELLY: There will always be problems like that.  
17 It's inevitable to organizations.

18 CHAIR BAGNERIS: Part of that communication is the  
19 policy that you said and why I've been trying to push that  
20 we have ad hoc committees. When you go out and bring a  
21 policy back or bring a recommendation and action, and they  
22 talked about that a lot in the convention that a lot of  
23 Boards they just come, and they meet -- it's their happy  
24 hour and then they go home. As opposed to having action  
25 meetings.

1           And so if you notice, there's action in our  
2 agenda because we should be doing things. But when you  
3 set that policy, then you have oversight to that policy.  
4 And if things aren't done or outside of the realm of that  
5 policy, then you can take action. And I know that in a  
6 lot of our organizations that we have all these risk  
7 management boards now because things have changed.

8           And if you don't have clear, concise direction  
9 for people to follow, it can get tangled and mangled and  
10 that kind of thing. So part of that vision and that  
11 leadership is to make sure that we have the policies, and  
12 that's why we really need to review our policies and make  
13 sure that they're up to date, or if we need more that are  
14 more clearly defined for what we want to see happen.

15           DIRECTOR BERARDINO: And Bill and Doug, because you've  
16 been doing it 50 years, it was an evolution. Because the  
17 old days, I can remember it was staff and elected  
18 officials. Elected officials, they would chew your ass  
19 out privately, but when it came to the public meeting,  
20 they were there standing shoulder to shoulder. Let me  
21 tell you, that's changed now, too.

22           Because chewing somebody's ass out, you can't do  
23 it. You can't have it both ways. You can't have it, "No,  
24 I don't I want you do this to me privately, but publicly  
25 you got to embrace it." It doesn't go both ways. And I



1 think now, what we see, is a more evolving situation to  
2 more public confrontation than when we grew up in the  
3 business. That's how it worked. And it worked that way  
4 and then you go out together and you hold hands.

5 MR. KELLY: And there's still good government and  
6 toxic government. And toxic are growing, unfortunately,  
7 for a number of reasons. But the goal of the this Board  
8 is to make sure -- that's kind of like the reason I'm  
9 doing this today. You're moving up in terms of what  
10 you're trying to achieve. Up. You're already at close to  
11 the top, if not the top. You want to go higher and that's  
12 the goal.

13 DIRECTOR TKACZYK: Let me say another thing here. You  
14 mentioned about management and leadership. We had a Board  
15 here that seems to be very active with management, and  
16 I'll give you a case precisely that took place here during  
17 the fair.

18 We had a no smoking policy here. And Director  
19 Bagneris brought it to the attention of management that it  
20 wasn't being followed. That there was a lot of areas that  
21 people were still smoking in, specifically, in the Pacific  
22 Amphitheater, so the Board members and staff went out  
23 there to observe it together and found that there were  
24 some very efficient issues that existed.

25 But it was because of the pro-activeness of the

1 Board bringing it to the attention of staff and then  
2 physically going out there and participating. So this has  
3 been a Board that has shown that it's very active out  
4 there on these issues.

5 MR. KELLY: Well, I was going to talk about and  
6 there's another example. I guess I heard there was a  
7 performance and one of the members were there, and it's a  
8 discussion of where's all the exiting out of this thing  
9 for the people. And there was some suggestion that it  
10 wasn't adequate and that's an excellent Board observation.

11 The difference is this goes back to discussions.  
12 If you talk about it as an issue, you don't discuss what  
13 to do, you're consistent with the law. It's when you have  
14 a full discussion with the four of you, "Well, we're going  
15 to go and get this on the agenda and we're going to get  
16 this fixed." You broke the law in a technical  
17 perspective.

18 Observations, back to staff, perfect. That's  
19 seeing a problem and looking at a process to solve a  
20 problem. You're exactly right, Stan. That's how it's  
21 supposed to be: Observe and pass back. Because you don't  
22 want to get into a violation of discussing things which  
23 could be a violation of too many discussing. But I want  
24 to come back to that, but that's a good point you made.

25 CHAIR BAGNERIS: And the end result, today we heard

1 robust things we're going to do.

2 MR. KELLY: But that is a process. That is where the  
3 Board and stuff work collaboratively. Someone had an  
4 observation, you talked about it, you went and observed it  
5 and you changed the rule. That's a perfect process.

6 Five-year plan. We'll talk a little bit about  
7 that. You're going to see the Master Site Plan in April  
8 because that dovetails into our plan. I think we'll be  
9 presenting a draft of some version of the five-year plan  
10 in May. That's where it's scheduled right now. We'll  
11 bring the pieces back together. That's why this piece is  
12 sort of floating out. We're not done yet. It's going to  
13 get back into the puzzle.

14 Right now, you sort of got -- I say a puzzle on a  
15 table, you got all the pieces on the table, you just don't  
16 have box tops. You don't know what you're trying to put  
17 together. And you're in that condition right now. You  
18 have the pieces, but what's the big picture to make it  
19 fit.

20 DIRECTOR LA BELLE: That's a very good analogy. It's  
21 always hard to put the puzzle together if you don't have  
22 the box top.

23 MR. KELLY: Exactly. And that all goes back to the  
24 goal. If you know what the picture looks like, you got  
25 tell goal to follow to achieve it. That's very important.

1 How many times do you get into a process, whether it's  
2 here or somewhere else, where you know the details and  
3 somebody says, "What was the goal?" You're into the  
4 details, but what was the goal? And that's what Peter  
5 Drucker process. You always have to be back to the goal.  
6 Sometimes, the details obscure the goal.

7 We sort of started talking about some of these  
8 things already. Responsibility, work together for  
9 financial and function, the plan and the budget. You said  
10 policies, turn to CEO and get it to management. We kind  
11 of walked through this already in prior discussion.

12 The Board job creates a vision and staff  
13 implements. You want to set a clear criteria. And that  
14 goes back to the who, what, when, where -- mid-term,  
15 short-term, long-term. Clarify boundaries. Treat the  
16 staff. You do that now, so that's good. This is for  
17 everybody's benefit. Keep these in mind.

18 Lead with one voice. We already talked about  
19 that. There's one voice for this district. When it's  
20 decided, that is the word so-to-speak. If you want your  
21 CEO's performance, you do an annual evaluation. Focus on  
22 results and accountability. That's just a philosophy.  
23 Focus on results. That's what Kathy does with the staff.  
24 Focus on results and accountability.

25 DIRECTOR BERARDINO: Can I -- I'd like to address

1 something there, too. Because I think and that's good and  
2 you know our CEO is rated very highly by this Board,  
3 something like this has been -- I'm played with the safety  
4 and security agenda. I'm plagued with it. It's never  
5 going to happen to us.

6 And one of the things, and I don't know what's  
7 the best way to handle this, but I would like to see -- in  
8 terms of accountability for safety and security that Kathy  
9 and the team here with the Chair and maybe with Josh -- to  
10 look at adding pressure to accountability for safety and  
11 security in the sense that ultimately, you know, when  
12 we're watching all these things happening all around us  
13 and you could watch the analysis, sometimes it's a  
14 breakdown, sometimes it's just craziness.

15 That's number one here as directed by our Chair  
16 this morning. And if there's a way to put that from Kathy  
17 because it's going to ultimately, she and Chair will be  
18 the ones that have to answer to any problems that are  
19 going to be here and the rest of us will be riding along.

20 We all know that we have a lot of people that  
21 come through and here we have a lot of activities and we  
22 have a lot of alcohol. We have a lot of things that are  
23 pointed towards, if we're going to say it's never going to  
24 happen here, we've problem taken the wrong approach given  
25 our circumstances.

1           And what I'm talking about, if there's a failure  
2           and I'm talking about everybody on a team effort.  
3           Everybody kind of on a swivel, you know, active  
4           supervision in areas of our Fairgrounds. I think we ought  
5           to put "tax on chairs," so if anybody was supposed to be  
6           actively supervising sits on a chair and wake up, "Oh, I I  
7           have to be actively supervising."

8           But the message comes down, Bill, and maybe it's  
9           something that you can work on, too, as we wring more out  
10          of you for your contract.

11          MR. KELLY: It's almost dry.

12                   (Public laughing)

13          DIRECTOR BERARDINO: But we got a little more wringing  
14          to do. But that there's strong accountability. That if  
15          there's a security breakdown here at any point, people are  
16          held responsible and responsible immediately. None of  
17          this, "Well, you know, we're kind of in the middle of the  
18          fair. We can't really do anything right now." Or, "I  
19          don't want to lose my top guy." Or, "I don't want to do  
20          this, or I don't want to do that."

21                 It's, like, this is no game. This is as serious  
22          as it gets and we are a big fat target. And I mean -- I  
23          don't care if you're the Vice President or you're a  
24          manager or whatever, that it's in under your  
25          responsibility, and you may just find yourself bounced.

1           But something that we can do, Bill, special, to  
2           create -- and I believe create an urgency. Because I know  
3           Kathy's commitment is to it. And she and I talk about it  
4           all the time. She is not hesitant. I mean, not hesitant  
5           to say, "Number one priority."

6           But I mean to have something that -- now, in our  
7           collective bargaining agreements, that's a whole different  
8           story, but at that management level so that we can and I  
9           can -- and I'm speaking for me as an individual Board  
10          member -- that I can -- and I always say this because I  
11          know my PSTD gets kicked in on this thing, and I'll talk  
12          about that openly and freely because my shrink keeps  
13          telling me that if I keep doing this, someday I'll be  
14          healed. It hasn't happened yet.

15          But I want to go to bed at 9:00 knowing everybody  
16          is here responsible. If there is a breakdown, this is not  
17          business as usual. This isn't, "Oh, okay. We're going to  
18          go through the sequence of discipline here." No. We're  
19          in a whole different world. We are a big fat target in  
20          that world in that it's immediate. It's swift. No ifs,  
21          ands, or buts. I don't care if you're my friend. You're  
22          a great person. I'll embrace you. "Oh, you've done so  
23          well. We love you." None of that matters. It doesn't  
24          count. It's not a game anymore.

25          And I just wanted to bring that up and see, Bill,

1 if there's a way -- Josh -- you know, who knows, there are  
2 obviously restrictions to Kathy and the Chair to get  
3 together and to say, "Look the accountability level now,  
4 given the circumstances and the world we live in and given  
5 the type of our operation, the accountability level here  
6 is -- no joke -- high, high accountability."

7 And it can mean any number of things. If there's  
8 a failure, and the point is it's your failure. And I'd  
9 like your input on that.

10 MR. KELLY: I have discussed that with Kathy as part  
11 of the five-year plan and development issue. It's a  
12 cultural shift, number one. Accountability, you know, has  
13 to go from the Board, the CEO, and down. But it's  
14 cultural -- Doug probably understands this, too. When you  
15 issue a directive, it may get followed reluctantly. If  
16 you change the culture about all employees are to be  
17 safely-minded, and "when you see something, say  
18 something."

19 You've heard that quote about Air Force -- it's  
20 training everybody to understand -- regardless of your  
21 position -- to see something, do something. I think the  
22 best example of a culture, that is ultimate customer  
23 service: Safety, training, and development is Disney.  
24 You cannot find an organization that hasn't trained every  
25 single employee -- from the CEO to the lowest employed



1 worker -- who understand they're all ambassadors of  
2 customer service.

3 But Disney has honed this from day one. One the  
4 case studies I used from Harvard Business Review is how  
5 they recruit people is getting the right psychology and  
6 recruitment. So they come in with the right attitude,  
7 then they reinforce it. If it is a cultural shift,  
8 sometimes, you have to understand you're all  
9 responsibility for safety. It's that if you see  
10 something, say something.

11 Kathy has talked about it. It takes a while to  
12 drift down. It takes employees to understand that every  
13 time they see a problem and it's fixed, that removes  
14 potential liability problem that costs money, that hurts  
15 everybody. But I think it's understood what the goal is,  
16 and I think that's all just part of the cultural training  
17 to come out of the five-year plan.

18 That should be a specific objective, and it could  
19 start today, in theory. Just by telling employees, "if  
20 you see something, do something." It doesn't just happen  
21 quickly, but you can start. Kathy, you want to add  
22 anything to that?

23 MS. KRAMER: No. It's top priority. Everything you  
24 said.

25 DIRECTOR BERARDINO: I want to get back to the

1 accountability issue. Look --

2 MR. KELLY: Let me just say something for a second.

3 DIRECTOR BERARDINO: Okay.

4 MR. KELLY: We're drifting off the agenda. I don't  
5 want discount your comments. But I don't want to get too  
6 far into solving a problem. Thank you for the thought and  
7 we'll go further with that.

8 DIRECTOR BERARDINO: Okay.

9 MR. KELLY: Okay. Several slides in the packet that  
10 started explaining responsibility, what the CEO does, and  
11 the Board does. And I'm encouraging you to -- and I think  
12 I sent to Summer the large PowerPoint, which has these  
13 individual --

14 MS. KRAMER: It's also on the CDFA website there.  
15 That whole website that the Board members all have access  
16 to, correct.

17 MR. KELLY: Look that in your Board pocket, your  
18 bylaws. Look at it. If you're not quite sure who does  
19 what, these page will tell you who does what. And I think  
20 that's very helpful. There's just so much going on at  
21 times, and you may think you can get involved staff  
22 grievances, number one, you don't, and you don't want to.

23 Not a place you want to be. It draws you into a  
24 controversy that could hurt the District by your  
25 involvement even listening to the complaint. It could get

1 you and the District in trouble. So each one of these is  
2 put together to try and give you and everyone else  
3 understanding of who does what. It's interesting, this is  
4 sort of discussed a little bit today about how you handle  
5 quick decisions. The CEO does those kind of things.

6 CHAIR BAGNERIS: I like the idea of having that in  
7 there in our books; quick reference. I like that.

8 MR. KELLY: Policy development. So the proactive or  
9 reactive. So what's an example of a proactive policy?

10 DIRECTOR AITKEN: The "no smoking" policy.

11 MR. KELLY: Exactly. And then if it's not working,  
12 enforcing it. Don't enact rules and regulations if you  
13 don't enforce. Don't do policies at whatever level if you  
14 don't follow. What is reactive?

15 DIRECTOR AITKEN: Responding to a situation that is  
16 already occurred.

17 MR. KELLY: Exactly. The problem is already there.

18 MS. KRAMER: Good job.

19 (Public laughing)

20 MR. KELLY: We didn't talk. We didn't rehearse this  
21 little act; right, Ashleigh? And both of them work. I  
22 mean, that's the reality of what you're doing. You do  
23 want to ignore one or the other. It's, like, if you see  
24 something, say something. Exciting out of the Pac Am, you  
25 saw a problem. That's sort of both reactive and

1 proactive, but solve the problem. Review the policies  
2 annually. That's the bylaws -- everything you're doing  
3 annually.

4 And policies are developed with no transparency.  
5 So if you're here, you get information from the staff and  
6 the community. You're the ultimate control point of how  
7 that evolves.

8 Development cycle. Let's take the "no smoking"  
9 thing. You saw the problem -- ask staff to research it,  
10 staff brought back the policy, you reviewed it. And I've  
11 been here for several means, you've been talking about it,  
12 the Board approved it, that implements it. Now you say  
13 that wasn't working or it wasn't being enforced. That's  
14 the evolution. That's how you go through from what to do,  
15 to getting it down. That's very important.

16 Each person, each -- you have a role and the  
17 staff has a role. And the ultimate thing is right here.  
18 You approve it and the staff makes sure it's happened and  
19 then you look at it, whether it's annually or whatever to  
20 make sure it works. Does that make sense as a process?  
21 It's also pretty straightforward and direct.

22 Committees. We really have standing and ad hoc  
23 committees for a reason. They're a valuable place to  
24 assign a task. You got several committees on your agenda.  
25 As you go through every single meeting to deal with

1 specific issues. You sort that job description. You know  
2 where you're going. You report out and how you act. So  
3 when you're going through this, this evolution.

4 Ad hoc is what you call Task Forces, and I am  
5 recommending that you drop the term "Task Force" and call  
6 them ad hoc committees. That's more commonly understood  
7 phraseology in government. Task Force is kind of a staff  
8 function, ad hoc committees are more formalized from a  
9 policy point of view. So I am recommending that you drop  
10 "Task Force" and form ad hoc committees.

11 CHAIR BAGNERIS: So noted.

12 MR. KELLY: They're permanent committees; therefore,  
13 you must follow back; right, Josh?

14 MR. CAPLAN: Well, if you have three or more.

15 MR. KELLY: Three or more, right. Two of you can meet  
16 as an ad hoc committee and make decisions and bring if you  
17 bring in three, it's an agendized notice as public  
18 meeting. The Chair appoints --

19 MS. KRAMER: Bill, I'm sorry. I just want to make  
20 sure I heard you. Two or more of you can meet and make  
21 decisions?

22 MR. KELLY: Not make decisions.

23 MS. KRAMER: Yeah. There we go. Thank you.

24 MR. KELLY: Thank you. To make recommendations.  
25 Thank you, Kathy. Make recommendations. And it goes to

1 the full Board for discussion and vote. So your Task  
2 Force is now suggesting to moving to ad hoc committees.

3 CHAIR BAGNERIS: I think the new thing here is where  
4 it talks about appointing a Committee Chair, and I think  
5 when we talked about the financial monitoring, and I said  
6 I wanted you to be the Chair on that, so we have that one  
7 person that we can focus one that's going to take the  
8 committee through it's process, and we can look to that  
9 person to bring that back.

10 MR. KELLY: They either get the credit or the blame.

11 DIRECTOR LA BELLE: Well, the Financial Monitoring  
12 Committee has a annual workshop prior to the budget. And  
13 then that gives notice as a public meeting. Some Board  
14 members -- maybe even all at some point in time -- can end  
15 that, but still a Financial Monitoring Committee.

16 CHAIR BAGNERIS: Exactly. Yeah. But it has a Chair?

17 DIRECTOR LA BELLE: It has a Chair. Correct.

18 MR. KELLY: Now, your ad hoc committees -- using the  
19 new phraseology -- appointed by the Chair, two members,  
20 and it's for a specific assignment. The intention is  
21 based on these will go on forever. Like Heroes Hall -- it  
22 started, it's evolving. At some point in time, as it  
23 evolves, you won't need to have that place.

24 There's a proclivity at times that once you form  
25 a committee, it never dies. Some organizations put some

1 set clauses on it, at least for a discussion, after two  
2 years; should we still have a committee? I believe that  
3 it's more formal to create a sunset provision to at least  
4 there's a timeframe ideally that work will get done.

5 If it doesn't get done, you can extend the  
6 timeframe but don't let them go on forever. The question  
7 is, is the goal set for the committee done? Are you  
8 simply now managing the process? You don't need the  
9 committee to continue doing the work. Not just a  
10 subjective decision by putting a timeframe when formed,  
11 you tend to be able to then keeping it accountable for  
12 everybody; so a beginning and an end. And extend the end.  
13 If you don't put an end, it could go on forever.

14 The Committee. Do the work. Make sure you know  
15 what you're doing -- heavy lifting. Committee Chair,  
16 agendas, recommendations brought back to the Board for  
17 discussions and vote. The Board can vote a  
18 recommendation, that's obvious. Once a recommendation is  
19 made, it can go back and be changed. If it has to be  
20 redone, it will come back as an annual report item or  
21 something to that effect. Does that make sense? It's a  
22 process.

23 Let the Committees do the work. Make sure that  
24 when the Board Chair has referred to the Committee a  
25 timeline and reporting mechanism. You do that now in

1 every meeting and that helps, but it goes back to the  
2 sunseting. Make sure there's a reason to keep going  
3 forward.

4 Board protocols. One voice -- consistent voice  
5 gives the Board the integrity that you're consistent,  
6 you're open, and you're direct and transparent. That's  
7 important. One voice. Dissent is okay. It's healthy.  
8 But don't do it in the parking lot when you don't it like  
9 like some city councils do. That's when the PD shows up  
10 and you have arresting two council members for assault and  
11 battery. But we never heard about that have we, Doug?

12 DIRECTOR LA BELLE: No, never.

13 MR. KELLY: One voice. I can't say that enough.  
14 Adhere to policies, practices -- we talked about who  
15 answers to the public, the newspapers, the media. It's  
16 the Chair and then the CEO. What you should not do,  
17 again, no multiple voices. One voice. One decision. One  
18 comment. Micromanaging the CEO, misguided or misplaced  
19 motivations, transparency is not there. You're working on  
20 this one already. That's an obvious one, but varying from  
21 vision to vision. Once you establish goals, objectives,  
22 and missions -- state on it.

23 DIRECTOR LA BELLE: Bill, can I make a comment on the  
24 Mission Statement. We said it earlier and every single  
25 Board meeting, the Chair recites the Mission Statement.



1 That's exactly the way to do it.

2 In the last organization I was in, you got to get  
3 everybody to buy into the Mission Statement. The way we  
4 did it there is we started at the bottom and worked up.  
5 Obviously, the city council made the ultimate decisions of  
6 what our Mission Statement was going to be in this  
7 community. But by the time it got to the council,  
8 literally, every single employee had had the opportunity  
9 to provide input and suggestions as to what that Mission  
10 Statement ought to be.

11 And every single thing that we did in the budget  
12 and every single staff report mentioned earlier referred  
13 back to the fact that it was consistent with that Mission  
14 Statement, and we have no business doing anything that  
15 doesn't tie in with that Mission Statement. But it's got  
16 to be a living document. Periodically, we need to kind of  
17 rethink and make sure we're still in the direction that  
18 we're heading, and I think that's very important. So when  
19 we come back with a Strategic Plan, I think that needs to  
20 be something that we need to focus on.

21 MR. KELLY: Mission Statements can change over time  
22 depending on where you're going. Yours is pretty clear  
23 and direct. Again, it goes back that if the Board  
24 understands it and follows it, then you have to drill it  
25 down to the staff. It's kind of like the football teams

1 that have their mottos or something. They come out of the  
2 locker room through the tunnel and they slap their mission  
3 statement. Or at SC, we kick the bottom of the flagpole.

4 It's understood and it's followed. That's why  
5 LAPD has it inside of their cars. You see it everyday,  
6 you follow it. It's like getting it in every office.  
7 Everywhere you see it. It's intrinsic to your  
8 understanding and you need to do it, but it needs to be  
9 reevaluated. Just like you're doing your bylaws. We  
10 still believe in this Mission Statement as the Board and  
11 staff. Good point.

12 Your ultimate goal. Your ultimate goal should be  
13 to leave the organization better than when founded with  
14 strive for greater excellence. If you're a five-star, you  
15 want to be a five-plus star. Some of you may remember  
16 when I did the ONA presentation, and if you were here, I  
17 said, when I started the process, you were a battleship  
18 resulting from the dissolution of the District by the then  
19 governor.

20 You were being shot at and shooting back  
21 preservation. The goal of the ONA, which has now been  
22 instituted, obviously, is you want to be the best cruise  
23 ship out there, not battle ship. The best cruise ship.  
24 If you're going down the path, be the best cruise ship.  
25 Perhaps not the ones that are having problems right now,

1 but you want to be the best cruise ship. You want to go  
2 from better to best. And that's the goal.

3 And finally -- adjourned. Now we finished a  
4 little faster because you got started faster. Is there  
5 anything else you want to talk about in terms of Board  
6 training, development, governance. This is an opportunity  
7 to say, "What didn't I bring up?" Questions you have?

8 DIRECTOR AITKEN: So earlier in the slides and you  
9 were talking about staffing -- and that's all in the realm  
10 of the CEO -- but what about when you look at as a whole?  
11 How your organization is reflecting the population that  
12 it's supposed to be serving? So I'm thinking of gender  
13 equity, minority hiring, things like that. That are  
14 really hiring the staffing decisions, but I think also  
15 have a policy element to it. Same with income quality.

16 MR. KELLY: I think because you're a State agency,  
17 you're following a lot of the State laws about reaching  
18 out to the community for diversity -- ethnically -- in  
19 every other category income, and I think you follow the  
20 State laws and you can go beyond that to reach out more.  
21 It's more of how you do your communication out. Maybe,  
22 Kathy, you can respond better than I do.

23 MS. KRAMER: We do very aggressive communications.  
24 Not only fair time, but even to some of our newer  
25 positions to Hispanic markets, the Asian community -- to

1 make sure we're visible in locations where they might be  
2 reading or finding information to do that. So yeah.

3 MR. KELLY: Have I overwhelmed you?

4 CHAIR BAGNERIS: Great information.

5 VICE CHAIR RUIZ: Very informative.

6 DIRECTOR BERARDINO: Going to follow up with Ashleigh  
7 on staffing, you know, Board members, can't say, "Hey, you  
8 should hire so and so." Or, "You should -- this is what  
9 the staff should do." But I think the Board -- what's  
10 your thoughts about his -- the Board ought to feel free to  
11 share comments about staff or staffing situations with the  
12 CEO, knowing the CEO is the ultimate arbiter of that.

13 But if you do see things that may be evident to  
14 and maybe pose a public risk or a concern regarding that,  
15 or maybe we're going to go put out a certain team to do a  
16 certain thing, and in your view, you may be "Oh, gosh, I  
17 don't know if that's a great idea." Ultimately, the CEO  
18 or the City Manager takes responsibility. The wrong team  
19 is put out there and there's a problem with  
20 responsibility.

21 Communicating that to the CEO, I think -- again,  
22 it's kind of the oversight thing -- with the  
23 understanding, all you're doing is sharing an observation.  
24 Maybe sharing it -- what's your feelings about that?

25 MR. KELLY: Well, I guess, like I said, if you see

1 something, say something. If you see a safety problem or  
2 you have an idea, it's simply, "Kathy, what do you think?"  
3 That doesn't mean Kathy has to act. It's, like, ask don't  
4 tell. "I saw something. What do you think?"

5 One of these successes with the teams that I've  
6 worked with is when a Board and the CEO or city council or  
7 city managers -- that communication linkage. Some of you  
8 might have what you think it's a very great idea, and ask  
9 Kathy and she says, "We've done that already." You're  
10 just not aware or maybe we should think about it more.

11 And let the staff do some quick analysis and it  
12 goes on a future agenda. That's that communication.  
13 There is no bad idea initially. It may not pan out, but  
14 again, it's that communication. Trusting each other. The  
15 more you work collaboratively out of this this room to  
16 look at issues, solve problems, be creative -- I think if  
17 you see something, you have an idea, you go to your CEO.  
18 That's how it works. And then the CEO decides what to do  
19 with it. Go back and let policies circle. Remember, it  
20 may not need to be done or it was tried and failed, or  
21 there's a different way of approaching it.

22 But the biggest thing is that, two of you can  
23 talk about something, three can't. As soon as you go to  
24 three, you pushed the envelope. And more importantly, if  
25 you're at a social gathering and there's six or seven of

1 you, the appearance at times could suggest that you're  
2 talking about decision-making. Doesn't mean you are. But  
3 it's one of those things you have to be careful of  
4 clustering.

5 I have seen electeds -- there's two standing and  
6 the third walks up, one walks away. In the wrong  
7 environment, it could be misunderstood. I'm not saying go  
8 crazy and don't talk to each other. Just be careful about  
9 the appearance. It's okay. Two to talk an idea. "I have  
10 an idea. What do you think?" That's okay. "What do you  
11 think?"

12 Then you have to go to Kathy and say, "Okay.  
13 What can we do with this?" Then it goes through the  
14 process of policy to see whether or not it should go  
15 forward. And the Chair will play a big role in that.  
16 Kathy and the share, "How do we take this idea and figure  
17 what to do with it?" But it's that appearance issue  
18 sometimes can also be a problem. And I think at the Pac  
19 Am, if you're all there at one time is a social gathering.  
20 But watch and see who's watching you to see what it looks  
21 like.

22 DIRECTOR LA BELLE: On Nick's comment, I think it's  
23 very well taken. The key is we only direct as a Board,  
24 but we can observe as an individual. I think it's our  
25 obligation if we're out in the fair or Imaginology or any

1 of the other events there, and we observe something that  
2 looks troubling or looks to be potentially an issue, we  
3 could share that observation with Kathy.

4 We only have one employee, and that's Kathy. And  
5 what she does with it then that becomes her -- but the  
6 observation, I think is part of our responsibility.

7 MR. KELLY: And back to Nick's point, every employee  
8 should be doing the same thing: See something, say  
9 something. One of the city's I worked for, I told the  
10 fire department, you ride everywhere looking at  
11 everything. If you see a code enforcement problem -- you  
12 see something that right away is a problem -- fix and  
13 handle it.

14 Every single employee, regardless of function, is  
15 a safety officer. You're not just a firefighter. You got  
16 eyes. Turn it in. It's a liability problem. It's a  
17 jurisdiction. Do something. Don't just, "Oh, it's  
18 somebody else's job." That's a classic organization.  
19 "Somebody else's job. Somebody else will figure it out."  
20 But you're changing culture. It doesn't just happen over  
21 night, especially with public safety people.

22 DIRECTOR AITKEN: Now, we've been having the  
23 discussion about culture shift. You mentioned Disney, and  
24 it's so true. There's a gold standard on customer  
25 service. They're the gold standard on safety. They

1 changed it up all the time and we responsive to whatever  
2 the current needs are. And you'll see people beyond  
3 custodial staff that are picking up trash and throwing it  
4 away. And that's a whole mindset that they do really  
5 well.

6 MS. KRAMER: I have to say, one of the things when I  
7 arrived here and noticed that we were doing it, but it  
8 lived in different departments. We created a whole other  
9 development. We have a guest experience supervisor now  
10 that that's oversight for. It's integrated and training.  
11 We talked about that. Service and safety -- our common  
12 conversations from orientations, to ongoing staff about  
13 doing the right thing, from the customer is always right.  
14 And many, many of those conversations.

15 DIRECTOR AITKEN: I've seen you pick up trash, and I  
16 appreciate that. I'll do the same thing.

17 MR. KELLY: Employees see you when you're picking up  
18 the trash. Just by example, but again, it's changing a  
19 culture. It's empowerment. Every employee is responsible  
20 for everything on this property.

21 DIRECTOR BERARDINO: But I think Kathy is patting  
22 herself on the back. When she came here, she started  
23 wanding, wanding, wanding. Before she came here, you  
24 could walk in this place and who knows what you were here  
25 for.



1 MR. KELLY: Well, it's never going to be perfect. It  
2 will get better, get better, get better. It's that  
3 business quote now, "If you aren't changing and improving,  
4 you'll be going off course and you will fail."

5 DIRECTOR TKACZYK: When you see something, say  
6 something, and that's what you're advocating?

7 MR. KELLY: Yes.

8 DIRECTOR TKACZYK: What if you don't?

9 MR. KELLY: If you don't say something? Then you're  
10 responsible if something goes wrong. That's a personal  
11 liability. If you don't tell anybody else you saw it,  
12 "That's not my job." That happens all the time. If I see  
13 a problem, I don't turn it in -- who's wrong? If the  
14 employee doesn't fix it, then it will cause a break, cause  
15 a problem. It's explaining that everything that happens  
16 here is everybody's job, not just the custodian or the  
17 plumber or whatever. It's everybody's job to talk about  
18 these issues.

19 DIRECTOR AITKEN: I'm just going say that it's okay to  
20 be wrong. If you see something that you reported and  
21 you're wrong --

22 MR. KELLY: Do something.

23 DIRECTOR TKACZYK: The consequences are far worse by  
24 silence than by speaking up.

25 DIRECTOR BERARDINO: As a fiduciary, let me tell you,

1 as you know, Bill, as a fiduciary, in this modern world,  
2 particularly with -- Josh and I have had this discussion  
3 with local DAs and people -- if you see something, you  
4 don't call it if something happens. You got issues.

5 MR. KELLY: Probably Doug and I can talk about tree  
6 limbs falling. If the city wasn't aware of the tree limb  
7 falling, you got some immunity. But if somebody calls and  
8 complained about it and it wasn't trimmed, what happens?  
9 You get sued because you knew about it and didn't fix it.

10 And that goes back to the thing, if you turn it  
11 in and it gets to the problem, you did something. But  
12 it's doing something is the important part of this  
13 discussion.

14 MS. KRAMER: And Bill, as you're talking about his, we  
15 just talked about that I'm the one employee of the Board  
16 so that that protocol so that I know it comes to my  
17 attention in a timely fashion and can then can have the  
18 resolution process that that funnel, it comes directly to  
19 the CEO. We don't want -- because I wouldn't even know  
20 about it if it didn't.

21 So I need any of those things to come directly to  
22 me and depending on it, the Board Chair will be involved  
23 and then we will go down that process you've been talking  
24 about.

25 DIRECTOR TKACZYK: Taking what Kathy is saying, if you

1 see something, and you feel -- just as you said -- that  
2 there's an imminent problem here, and you talked to the  
3 people that are immediately in that area, and then later  
4 on talk to the CEO.

5 MR. KELLY: And that's kind of situational, for  
6 example, if you see a broken water pipe and it's causing  
7 flooding and people are starting to slip and fall, you  
8 find somebody go find a maintenance worker to get it  
9 fixed.

10 Sometimes it isn't an immediate problem, then  
11 it's back to Kathy. It's situational. If it's an  
12 immediate and you have to do something quickly with the  
13 maintenance worker --

14 DIRECTOR TKACZYK: Health and safety issues --

15 MR. KELLY: Yeah. But it is situational. The  
16 important thing is do something. But Kathy still needs to  
17 be aware of it, even if it was fixed by the maintenance  
18 worker. You need a record of all this stuff. But the  
19 primary focus, when I was city manager, I'd like to know  
20 all the complaints turned in.

21 I want to know status because of the exposure and  
22 liability. I want to know who turned in, got it, and  
23 what's going on. You want to have that process like  
24 Peter Drucker. Get lose. You can't always -- depending  
25 on what it is, the important thing is to go see Kathy. "I

1 turned it in and it got fixed." Kathy needs to know;  
2 right, Kathy?

3 MS. KRAMER: Yes, absolutely.

4 CHAIR BAGNERIS: So at this point --

5 MR. KELLY: You are the best. You want to get better.  
6 Focus on communication and trust and keep your meetings  
7 followed by Robert's Rules of Order. I think you're a  
8 healthy Board. I was here for a long time before Kathy.  
9 I was brought in -- well, Doug brought me in to the  
10 pre-ONA process. We had four city managers and other  
11 people. What went wrong? There's an evolution.

12 DIRECTOR LA BELLE: That was the Fair Sale --

13 MR. KELLY: That's right. That's right. Thank you.  
14 But the evolution os this Board --

15 DIRECTOR LA BELLE: Five city managers that are no  
16 longer my friends.

17 (Public laughing)

18 MR. KELLY: Only a couple meetings. It won't take any  
19 time. He's a good sales person. But it's a very healthy  
20 environment. I watched your meetings. You're dialoguing.  
21 You're debating. Again, disagree, don't be disagreeable.  
22 And now have lunch.

23 CHAIR BAGNERIS: And I want to thank Bill for his  
24 time.

25 (Applause)

1           We're going to start seeing training on a more  
2 consistent basis. A lot of us are getting reacquainted.  
3 How about that? So this will follow along with us. We're  
4 already happy. But as new people come on board as well.  
5 So we do want to thank you for doing the training day.

6           And I've noticed that they gave us our lunch, and  
7 we have lunch for everyone behind us as well. And so that  
8 we don't prolong, I'd like to go ahead and wrap up the  
9 meeting so we can -- unless there's something else? Am I  
10 forgetting anything? Our matters of information and go  
11 ahead and adjourned and we can just sit around and eat.  
12 Okay. So I'll start with you, Nick.

13           DIRECTOR BERARDINO: I want thank you very much.  
14 Great meeting. Thank you, Bill. I thought that was very  
15 instructive.

16           MR. KELLY: My pleasure. You're of one the clients I  
17 love working with.

18           DIRECTOR BERARDINO: I would like to follow up with  
19 public safety being number one and whether it's in  
20 schools, churches, and old veterans homes. And the  
21 accountability standards how law enforcement, you know --  
22 two city managers and you've talked about that -- how the  
23 military handles it and we are in a military organization  
24 or we are not a law enforcement organization.

25           But the accountability on that is swift. And it

1 has to be swift. And it has to really start from the top.  
2 And I know from a military operation, your mission  
3 sensitive to whatever that mission is. And I'll tell you,  
4 somebody messes up, there isn't this, "Well, you know,  
5 we're really busy right now and we have a lot of things  
6 going on."

7 So, I mean, it's swift. And that pressure and  
8 that accountability creates everybody being on their toes.  
9 I mean everybody is on their toes. And I would like you,  
10 Madam Chair, to consider meeting with the CEO, meeting  
11 with our counsel and to talk about and maybe even -- Bill,  
12 I don't know what his availability is -- it's so important  
13 to me for anything we do on security items. I say spend  
14 it.

15 At this point in time in our society, but to see  
16 about exploring how we would have immediate accountability  
17 so it's clear, it's fast, it's swift. And we can go to  
18 the general public and to our guests and to taxpayers that  
19 own this property to know that there are standards in  
20 place and people are held regardless of rank, name, or  
21 serial number. They are held accountable, immediate,  
22 swift, and vigorous. So I would like you to explore that,  
23 Madam Chair, if you will. Thank you. That's it.

24 DIRECTOR PHAM: Yeah. Thanks, Bill. As a newer Board  
25 member, that helped me bring everything. It's really

1 helpful. Thank you for that. I appreciate you for having  
2 the meeting, Madam Chair.

3 DIRECTOR CERVANTES: Yes. Thank you for the great,  
4 great information. And I wanted to congratulate  
5 Director Pham and Director Ruiz and obviously our  
6 Chair Bagneris for their reappointment by the Governor.  
7 Very well deserved. And then just looking forward to  
8 Imaginology and celebrating the Dia del Nino. I'm excited  
9 about that. And thank you to the staff.

10 VICE CHAIR RUIZ: Again, Bill, thank you. Great  
11 presentation. Very informative. I look forward to other  
12 training sessions as well. And I want to congratulate  
13 Newton for being reappointed. I look forward to working  
14 with all of you for another four years. I'm excited. I  
15 look forward to the fair. And it's going to be an  
16 exciting year. Thank you.

17 DIRECTOR TKACZYK: Thank you, Bill. I look forward to  
18 the work that's ahead of us.

19 DIRECTOR AITKEN: Thank you. It was wonderful.

20 DIRECTOR LA BELLE: Thanks, Bill. I appreciate it. A  
21 couple things: I want to also congratulate Barbara and  
22 Robert and Newton on their reappointment to Board.

23 I think what makes this Board an excellent Board  
24 is we all work together well. We agree to disagree from  
25 time to time, and that's important. We've all been here

1 long enough to kind of know the issues and I think that's  
2 really very critical.

3 Also, I would like to -- I know we have probably  
4 at next month's meeting or the meeting after, we'll get  
5 that whole agreements for the various concessioners that  
6 will be at the fair this year.

7 I mentioned to Kathy previously -- and I think we  
8 talked about this a couple of years ago -- but the vendors  
9 that barbecued the turkey legs and all the other stuff and  
10 all the smoke that's created by that, I'd really like to  
11 have staff come back with a report, kind of share with us  
12 the kinds of things that we're doing to monitor those  
13 uses.

14 Maybe location of uses is something we have to  
15 look at. I know last year, several occasions get out on  
16 the midway there and it's pretty impressive. I know what  
17 they're trying to barbecue and sell their products, but  
18 really kind of inundated a whole bunch of things around  
19 that and so we need to look at that and see what we can do  
20 to monitor that. I would like to have a report back on  
21 that, subject to the Chair's approval of that request.  
22 And that's my comments.

23 CHAIR BAGNERIS: And with that, whenever we got your  
24 comments during this time, what I'm asking Kathy to do is  
25 if we can address them during our CEO reports, and that's



1       how we get our updates.  So some of these items, we shall  
2       talk about and say we definitely want that on the agenda  
3       so that we can get a report out.

4             DIRECTOR LA BELLE:  One thing back on how we  
5       communicate, we used to have a system where I was at where  
6       if something got raised by Council Member A or Resident B  
7       or whatever, we got on this master list of things to do.  
8       And the objective was -- staff's objective was to get it  
9       off the list as soon as we could.  And we would circulate  
10      that list periodically to the council and others saying,  
11      "Here's where we're at.  Here's the the status of this and  
12      so on and so forth."  So I think things like that can be  
13      an useful tool.

14            MR. KELLY:  We had the same thing called the "monkey  
15      list."  You'll get the "monkey" off your back.  First  
16      person to talk had to buy donuts for the staff meeting  
17      every single week if it was still on top.  Definitely.  
18      Get it done.  But that's a recordkeeping system.  That's a  
19      good idea.

20            MS. KRAMER:  We do that internally after the Board  
21      meetings.  Absolutely.

22            CHAIR BAGNERIS:  So in my remarks, if you need to see  
23      Summer, if she doesn't have your Form 700, you need to see  
24      her.  And I think pass by her desk before you leave here.  
25      She has something else to give you from Western Fairs.  So

1 make sure you see Summer before you leave.

2 And congratulations on all the awards. That  
3 stack of awards came from one event. I expect to see one  
4 little plaque or something, but we have a whole stack of  
5 them. So I know, as the CEO, Kathy is probably sticking  
6 her chest out as she walked away carrying those awards.

7 So congratulations to the staff on those awards.  
8 The next meetings, too, I want us to update on where we  
9 are on public records request. Give us an update status  
10 because I know we did hire a new part-time person. So  
11 let's see how we're coming along with that. And if you  
12 haven't been out in the hall to see the Board of Directors  
13 display that's hanging up on the wall, make sure you go  
14 out that way so you could see it.

15 And also, we did get our email of the -- message  
16 about our email addresses and that's April 1st. That  
17 takes effect. So all communications should come through  
18 those email addresses. So we're trying to check the boxes  
19 as we go. We have a lot on our plate this year, and I  
20 want to get through all of it.

21 But the big thing right now is that we  
22 acknowledge it. I have a nephew flying down from Oregon  
23 just to come to Imaginology. And then the fair. So all  
24 eyes on the fair. Thank this Board. Our next Board  
25 meeting time, as I heard my last Chair, April 26th for our

1 next Board meeting. And if there's nothing else --

2 DIRECTOR AITKEN: See you all tonight.

3 MS. KRAMER: See you tonight.

4 CHAIR BAGNERIS: Oh Tonight. Absolutely. We're  
5 going to be there tonight at 5:30. If nothing else, we're  
6 going to adjourn. So be it.

7 (Meeting adjourned at 12:09 p.m.)

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

[& - achieve]

<b>&amp;</b>	<b>2</b>	84:6	<b>9:30</b> 11:5
<b>&amp;</b> 1:1,13 5:24 6:7 12:20 43:20	<b>2.2</b> 87:10	<b>4:00</b> 11:21 12:13 12:13	<b>9a</b> 30:13 32:18,18 32:19
<b>0</b>	73:24 74:3 75:3	<b>5</b>	<b>9b</b> 44:12
<b>096-17yr</b> 22:14 29:4	<b>2008</b> 67:25 68:8,12	<b>50</b> 84:24 88:16	<b>9c</b> 37:4,12,17
<b>1</b>	<b>2009</b> 18:14	<b>52</b> 61:2	<b>9d</b> 31:22 56:7,8 58:20
<b>1,253,000</b> 8:22	<b>2017</b> 39:5	<b>55</b> 11:5	<b>9s</b> 31:24
<b>1,500</b> 15:2	<b>2018</b> 1:18 4:1 8:15 8:25 11:2 14:24	<b>5:00</b> 12:15	<b>a</b>
<b>1,548,000</b> 8:17	15:4 31:4,7	<b>5:30</b> 8:6 123:5	<b>a.m.</b> 1:19 4:2 46:4
<b>1,761,000</b> 8:16	<b>21001</b> 17:2	<b>5k</b> 11:17	<b>ability</b> 48:3 50:18 52:19
<b>10</b> 11:13 52:8 66:5 68:8 73:3 74:3	<b>212,000</b> 8:17	<b>5th</b> 10:19 12:22	<b>able</b> 39:23 41:20 48:6,18 51:6 57:16 77:15 103:11
<b>10,000,000</b> 61:17	<b>21st</b> 11:21	<b>6</b>	<b>absent</b> 66:3
<b>100</b> 24:9 86:6	<b>22</b> 1:18 4:1 61:5	<b>60</b> 10:20	<b>absolutely</b> 24:5 44:21 116:3 121:21 123:4
<b>106</b> 28:7	<b>22nd</b> 18:25	<b>60s</b> 75:9	<b>abstain</b> 21:5,11,19
<b>10:00</b> 12:8,8,9 46:4	<b>24/7</b> 26:15	<b>65</b> 11:22 39:3,6	<b>accept</b> 23:5,6 50:12 53:8 63:22
<b>10:15</b> 58:21	<b>25</b> 35:14	<b>6:00</b> 12:8,9	<b>acceptable</b> 34:9
<b>10:30</b> 10:20 58:20 58:23 59:5	<b>26th</b> 122:25	<b>7</b>	<b>accepted</b> 15:25 54:5 57:8
<b>11th</b> 68:8	<b>27th</b> 12:1	<b>7-7</b> 34:23	<b>access</b> 42:7 66:2 67:6 98:15
<b>12</b> 11:13,22 16:10	<b>28th</b> 6:12	<b>700</b> 121:23	<b>accomplish</b> 73:20
<b>128-16ft</b> 23:1	<b>29th</b> 12:2,4,9	<b>70s</b> 75:9	<b>accountability</b> 17:25 63:8 92:22 92:24 93:8,10 94:14 96:3,5,6,12 98:1 117:21,25 118:8,16
<b>12:09</b> 123:7	<b>2:00</b> 11:13	<b>7:00</b> 10:20 11:13 12:8	<b>accountable</b> 85:22 103:11 118:21
<b>130</b> 7:25	<b>2nd</b> 41:11 42:8,9	<b>7th</b> 10:23 11:4 14:1	<b>accurate</b> 71:13
<b>13th</b> 11:25 13:2 15:6 40:12	<b>3</b>	<b>8</b>	<b>achieve</b> 73:1 89:10 91:25
<b>14</b> 10:17	<b>3,241,000</b> 8:19	<b>8,200</b> 44:2	
<b>15</b> 11:22	<b>30</b> 7:3 16:15 53:13	<b>80s</b> 75:9	
<b>150</b> 62:12	<b>31st</b> 7:12 45:22 46:1,4 48:20	<b>88</b> 1:15	
<b>15th</b> 11:25 13:2 14:2 15:7	<b>32nd</b> 61:5 62:23	<b>8:00</b> 11:21 12:16	
<b>1800s</b> 62:21	<b>36,460,000</b> 9:1	<b>8th</b> 11:13 13:15	
<b>1949</b> 62:19,23	<b>3:00</b> 12:16	<b>9</b>	
<b>1:00</b> 12:12,18	<b>3rd</b> 40:12	<b>90</b> 48:24 50:17 54:3 73:6	
<b>1st</b> 122:16	<b>4</b>	<b>90,000</b> 25:23 27:3 28:6	
	<b>4</b> 3:3	<b>95</b> 70:17	
	<b>4,281,000</b> 8:20	<b>99.9</b> 67:4	
	<b>40</b> 10:16	<b>9:00</b> 1:19 4:2,6 12:13,18 95:15	
	<b>43</b> 83:5 84:6 85:19		
	<b>43,324,000</b> 8:25		
	<b>45</b> 48:24 50:17,18 51:6 52:19 54:3		

[acknowledge - amount]

<p><b>acknowledge</b> 122:22</p> <p><b>acreage</b> 62:15</p> <p><b>acres</b> 62:12</p> <p><b>act</b> 16:18,20 17:13 30:22 65:23,24 67:12 99:21 101:2 109:3</p> <p><b>acting</b> 69:9</p> <p><b>action</b> 4:9 15:20 15:22 17:5,7 18:3 18:5,25 48:25 87:21,24 88:1,5</p> <p><b>actions</b> 17:23 63:9</p> <p><b>activate</b> 26:17</p> <p><b>active</b> 85:1 89:15 90:3 94:3</p> <p><b>actively</b> 94:6,7</p> <p><b>activeness</b> 89:25</p> <p><b>activists</b> 86:12</p> <p><b>activities</b> 11:19 14:8 38:17 50:21 80:2 93:21</p> <p><b>actual</b> 8:16,19</p> <p><b>ad</b> 52:2,5 68:6 87:20 100:22 101:4,6,8,10,16 102:2,18</p> <p><b>adam</b> 2:17 8:12 9:4</p> <p><b>add</b> 49:19 50:2 51:25 54:11 66:8 66:24 68:3 73:5 82:17 97:21</p> <p><b>added</b> 67:5</p> <p><b>adding</b> 73:9 74:6 93:10</p> <p><b>addition</b> 63:2</p> <p><b>additional</b> 48:24 49:19</p>	<p><b>address</b> 16:1,3 22:8 30:17 37:1 43:10,15 56:10 92:25 120:25</p> <p><b>addresses</b> 122:16 122:18</p> <p><b>adela</b> 44:18,23 45:1 48:11,12</p> <p><b>adequate</b> 90:10</p> <p><b>adhere</b> 104:14</p> <p><b>adjourn</b> 123:6</p> <p><b>adjourned</b> 107:3 117:11 123:7</p> <p><b>adjust</b> 51:5 86:17</p> <p><b>administration</b> 1:14 17:13 26:6</p> <p><b>administrative</b> 70:14</p> <p><b>admired</b> 59:20</p> <p><b>admission</b> 10:20 12:10 48:14,16,19</p> <p><b>admissions</b> 26:9</p> <p><b>adopt</b> 57:13,20 70:13 73:8,24</p> <p><b>adopting</b> 16:20 73:2</p> <p><b>adoption</b> 81:18</p> <p><b>adults</b> 11:13</p> <p><b>advance</b> 79:4,6,20</p> <p><b>advanced</b> 19:23</p> <p><b>advocating</b> 113:6</p> <p><b>aesthetic</b> 17:8</p> <p><b>afford</b> 17:14</p> <p><b>ag</b> 61:2,3</p> <p><b>agencies</b> 64:17</p> <p><b>agency</b> 17:22 34:11 62:11 65:25 81:18 107:16</p> <p><b>agenda</b> 4:8 15:17 15:18,25 16:1,3 19:15 20:19 32:8</p>	<p>34:15 37:4,12 66:11,14,19,23,25 67:5 73:25 79:13 79:25 88:2 90:15 93:4 98:4 100:24 109:12 121:2</p> <p><b>agendas</b> 66:6 103:16</p> <p><b>agendize</b> 19:21</p> <p><b>agendized</b> 32:8 66:21 101:17</p> <p><b>ages</b> 11:17 14:10</p> <p><b>aggressive</b> 107:23</p> <p><b>ago</b> 13:10 42:17 120:8</p> <p><b>agree</b> 86:6,6 119:24</p> <p><b>agreed</b> 54:11</p> <p><b>agreeing</b> 85:14</p> <p><b>agreement</b> 23:2 25:23,25 26:2 28:1</p> <p><b>agreements</b> 95:7 120:5</p> <p><b>agricultural</b> 7:17 7:19 18:17 56:14 62:11</p> <p><b>agriculture</b> 4:13 7:14 34:12</p> <p><b>ahead</b> 27:25 30:15 32:22 45:9 56:12 58:23 60:15,17 117:8,11 119:18</p> <p><b>aide</b> 57:7</p> <p><b>air</b> 17:8 96:19</p> <p><b>aitken</b> 5:11,12 8:8 19:6,7,21 20:2,5 20:12,15,20,23 21:10,11 24:17 25:2,3 30:1,2 37:13 38:1,2</p>	<p>39:25 43:3,4 52:9 53:2,23 54:18,21 55:21,22 58:9,10 68:10 72:8 73:15 99:10,15 107:8 111:22 112:15 113:19 119:19 123:2</p> <p><b>alan</b> 4:24</p> <p><b>alcohol</b> 44:4,5 93:22</p> <p><b>alert</b> 23:24</p> <p><b>alive</b> 13:3</p> <p><b>allegiance</b> 4:16,25 5:1</p> <p><b>alliance</b> 46:13</p> <p><b>allow</b> 7:24 47:17</p> <p><b>allowed</b> 15:16,18 70:9</p> <p><b>alternative</b> 41:21</p> <p><b>alternatives</b> 16:16 16:17 41:24</p> <p><b>amazing</b> 36:12 65:18</p> <p><b>ambassador</b> 80:1</p> <p><b>ambassadors</b> 97:1</p> <p><b>ambushed</b> 84:13 84:16</p> <p><b>amend</b> 50:10 53:7</p> <p><b>amended</b> 50:16 54:14</p> <p><b>amendment</b> 47:14 49:2 50:13,14 53:9 54:4,9,9,16 54:22 55:2,12 57:8</p> <p><b>amendments</b> 22:17 40:6</p> <p><b>america's</b> 12:2,4</p> <p><b>amount</b> 4:20</p>
---	---	---	--

[amphitheater - back]

<p><b>amphitheater</b> 12:17 43:20 89:22  <b>ana</b> 13:25  <b>anaheim</b> 6:13  <b>analogy</b> 91:20  <b>analysis</b> 27:15  69:18,18 93:13  109:11  <b>analyzed</b> 17:23  <b>ands</b> 95:21  <b>andy</b> 7:2  <b>angeles</b> 56:17  <b>angus</b> 2:18  <b>animals</b> 18:17  <b>anna</b> 16:8,9 32:21  32:23,24  <b>annie's</b> 7:1  <b>announcements</b>  5:21  <b>annoying</b> 54:19  <b>annual</b> 12:4,22  14:1 26:23 28:15  72:10,17 73:14  81:17 92:21  102:12 103:20  <b>annually</b> 28:17  74:17 76:5 100:2  100:3,19  <b>answer</b> 27:7 42:2  79:6,9 81:7,8 82:5  93:18  <b>answered</b> 66:15  <b>answers</b> 104:15  <b>anxious</b> 36:2  <b>anybody</b> 42:24  94:5 113:11  <b>anymore</b> 71:22  95:24  <b>apologies</b> 16:14  32:24</p>	<p><b>apologized</b> 19:8  <b>appearance</b> 110:1  110:9,17  <b>appearances</b> 2:1  <b>appears</b> 16:16  <b>applause</b> 45:8  47:12 116:25  <b>apply</b> 15:4  <b>appointed</b> 62:24  64:18 86:3 102:19  <b>appointee</b> 63:3,3  <b>appointees</b> 84:25  <b>appointing</b> 102:4  <b>appointment</b>  36:25  <b>appoints</b> 101:18  <b>appreciate</b> 84:23  112:16 119:1,20  <b>appreciates</b> 84:3  <b>appreciative</b> 33:11  <b>apprehensive</b>  17:22  <b>approach</b> 93:24  <b>approaching</b>  109:21  <b>approval</b> 48:4,5  120:21  <b>approve</b> 18:2  100:18  <b>approved</b> 52:4  55:2 100:12  <b>april</b> 10:15,19,23  11:4,13,21,25 12:1  13:2 14:2,5 15:6  31:4,7,16 40:12,14  40:17,20 41:11  42:8,9 91:7  122:16,25  <b>arbiter</b> 108:12  <b>architecture</b> 13:14</p>	<p><b>area</b> 8:3 11:19  14:15 36:7 46:17  46:18 115:3  <b>areas</b> 9:18 26:18  26:22 85:9 89:20  94:4  <b>army</b> 4:23  <b>arrange</b> 59:4  <b>arresting</b> 104:10  <b>arrived</b> 6:12 112:7  <b>art</b> 13:3 14:8  <b>articulated</b> 81:10  <b>artist</b> 46:20  <b>artists</b> 14:12  <b>arts</b> 13:14,24,25  14:12,19 45:24  <b>ashleigh</b> 8:8 99:21  108:6  <b>asian</b> 107:25  <b>asked</b> 28:4 76:11  77:18 78:24 79:9  80:16  <b>asking</b> 28:18,19  29:3 31:10 49:1  120:24  <b>ass</b> 88:18,22  <b>assault</b> 104:10  <b>assessing</b> 43:12  <b>assessment</b> 70:4  <b>asset</b> 18:18  <b>assign</b> 100:24  <b>assignment</b> 102:20  <b>assistance</b> 31:15  <b>association</b> 47:6  56:14,18 83:1  <b>assuming</b> 27:14  <b>assurance</b> 24:4  50:5  <b>attend</b> 12:21 36:22  <b>attended</b> 13:6</p>	<p><b>attendees</b> 2:1  14:21  <b>attention</b> 38:19  89:19 90:1 114:17  <b>attitude</b> 97:6  <b>attorney</b> 65:2  67:10  <b>attractions</b> 11:18  11:20  <b>author</b> 57:8  <b>authority</b> 49:22,24  51:22 52:3,3,6,11  52:14,21 80:3  82:16  <b>authorized</b> 80:25  <b>autonomy</b> 48:3  <b>availability</b>  118:12  <b>available</b> 10:6,9  11:20 41:10  <b>avoid</b> 80:2  <b>award</b> 5:25 40:14  40:16  <b>awards</b> 122:2,3,6  122:7  <b>aware</b> 23:24 24:2  45:16 67:13  109:10 114:6  115:17  <b>awareness</b> 38:23  46:7  <b>awful</b> 39:1</p>
<b>b</b>			
<p><b>b</b> 3:9 17:6 22:18  23:4 41:21 53:15  121:6  <b>baby</b> 12:25  <b>back</b> 9:16 12:2  18:14 22:12,16  27:11 28:2 29:10  29:11 40:15 55:7</p>			

<p>58:23 59:7 60:21 62:21 63:12,16 66:19 67:16 69:8 69:22,25 70:14 71:11,16 72:8 74:15 75:2,13 76:11,22 81:13 87:21 90:11,18,21 90:24 91:11,13,23 92:5,14 97:25 100:10 101:13 102:9 103:16,19 103:20 104:1 105:13,19,23 106:20 109:19 111:7 112:22 114:10 115:11 120:11,20 121:4 121:15</p> <p><b>backpacks</b> 9:20 <b>backwards</b> 47:18 <b>bad</b> 74:7 75:18 109:13 <b>bagley</b> 68:4 <b>bagneris</b> 2:3 4:6 5:3,5,6,20,22 8:7 15:11 18:8,24 19:2,5,18,25 20:3 20:6,14,18,21,24 21:2,3,20 22:17,21 22:25 23:4,8,10 24:12,16,18,19,20 25:12,16,19 28:2 28:12 29:4,6,10,12 29:15,17,18 30:11 31:22,25 32:2,14 32:18,22 34:19 36:19 37:3,11,15 37:18,19 38:11 39:19,24 40:8 42:10,20 43:2,19</p>	<p>44:10 48:22 49:4 49:7,21 50:11,14 53:5 54:2,8,17,20 55:6,13,14 56:6,23 57:18,22 58:1,2,19 59:3,7 60:2,6 67:23 68:2,16 75:24 77:7 81:13 81:16 87:18 89:19 90:25 99:6 101:11 102:3,16 108:4 116:4,23 119:6 120:23 121:22 123:4</p> <p><b>balance</b> 71:9 <b>balancing</b> 71:12 <b>ball</b> 73:22 <b>band</b> 46:21 <b>bankruptcy</b> 87:10 87:12 <b>banners</b> 9:20 <b>barbara</b> 2:3 8:7 32:12 60:18 75:23 76:11,15 77:2 119:21 <b>barbecue</b> 120:17 <b>barbecued</b> 120:9 <b>bargaining</b> 95:7 <b>barricades</b> 26:21 <b>barriers</b> 47:19 <b>base</b> 61:15 74:9 <b>based</b> 61:15,24 102:21 <b>basic</b> 6:20 77:8 <b>basically</b> 40:14 41:12 47:14 65:24 <b>basis</b> 18:2 27:21 27:23 52:5 73:19 81:17 117:2 <b>basketball</b> 40:4</p>	<p><b>battery</b> 104:11 <b>battle</b> 106:23 <b>battleship</b> 106:17 <b>beach</b> 43:9 82:19 <b>beardino</b> 43:21 <b>becoming</b> 45:20 56:18 78:17 <b>bed</b> 95:15 <b>beginning</b> 103:12 <b>begins</b> 8:6 <b>behalf</b> 39:10,13,14 <b>believe</b> 15:12 39:4 39:22 47:14,17,20 48:14 49:21 62:9 69:13 95:2 103:2 106:10 <b>bell</b> 64:4 82:25 83:3,24 85:23 <b>belle</b> 2:8 5:15,16 21:14,15 23:1,9 25:6,7,14,17,22 26:24 27:1,19 28:23 29:23 30:5 30:6 38:5,6 39:18 40:9,10 42:11 49:9 50:2,16 52:18 53:2,21 55:25 56:1 58:13 58:14 68:13 69:24 70:12 74:12 78:6 81:10,15 82:17 83:2 91:20 102:11 102:17 104:12,23 110:22 116:12,15 119:20 121:4 <b>belle's</b> 52:1 <b>benefit</b> 27:15 92:17 <b>berardino</b> 2:5 4:15,17 5:3,9,10 19:10 21:6,7</p>	<p>22:23 23:6,12 24:5,11,23,24 29:21,22 37:22,23 38:14,15 39:25 40:1 42:13,24 43:1,22 49:5,17 50:12 53:5,6,18 54:4,13 55:17,18 56:25 57:1,19 58:5,6 63:7 70:25 82:24 83:3 85:18 87:8,13 88:15 92:25 94:13 97:25 98:3,8 108:6 112:21 113:25 117:13,18 <b>best</b> 15:4 35:18 56:16 93:7 96:22 106:22,23,24 107:1,2 116:5 <b>bet</b> 61:24 <b>better</b> 35:15 45:1 56:20 57:11,16 63:12 106:13 107:2,22 113:2,2,2 116:5 <b>beverage</b> 46:1 <b>beyond</b> 86:24 107:20 112:2 <b>biased</b> 84:18 <b>biassed</b> 83:8 84:17 <b>big</b> 10:16 34:6 61:22 62:13 71:7 72:16 74:8,10 75:20,22 78:25 80:11 81:24 86:1 91:18 94:22 95:19 110:15 122:21 <b>biggest</b> 12:22 62:14 87:8 109:22</p>
--	--	--	--

[bill - call]

<p><b>bill</b> 2:19 40:2,6 56:12,21,22 57:3,4 57:12,17,25 59:19 59:24 64:20 69:24 74:13 82:17 88:15 94:8 95:1,25 101:19 104:23 114:1,14 116:23 117:14 118:11,24 119:10,17,20 <b>billion</b> 87:11 <b>bills</b> 31:20 <b>binder</b> 67:17,21 <b>biomedical</b> 13:12 <b>bit</b> 11:25 22:15 29:8 34:22 45:20 46:2 48:2,2 49:12 91:6 99:4 <b>blame</b> 102:10 <b>blend</b> 47:23 <b>blending</b> 48:7 <b>blurred</b> 82:10 <b>board</b> 1:2,8 2:2 7:8 8:7,7,14 9:8 15:19 16:1,4 17:17 18:25 21:23 22:1,3,7,8,16,21 24:12 27:24 31:1 31:4,6,15 32:6 34:20 35:5,9 36:8 37:1 40:15,17,20 40:22,23 41:3,10 41:11,14,15 42:2,6 42:20 43:24 44:19 44:22 45:13 49:4 50:6 51:2,15,21 52:5 55:3 57:5,6,6 57:13 59:8 63:10 63:20 64:14 66:9 66:17 68:17,22,24 69:7,13,25 70:9</p>	<p>71:15,17 72:2,3 73:4 75:20 78:9 78:21,24 80:10,13 80:17,17,20,22,24 81:7,9,11,12 83:9 83:14 84:3,12 85:3 87:14,14 89:7,14,22 90:1,3 90:10 91:3 92:12 93:2 95:9 96:13 98:11,15,17 100:12 102:1,13 103:16,17,24 104:4,5,25 105:23 106:10 107:5 108:7,9,10 109:6 110:23 114:15,22 116:8,14 117:4 118:24 119:22,23 119:23 121:20 122:12,24,24 123:1 <b>board's</b> 27:20 68:21,22 69:4 73:16 80:15 86:8 <b>boardroom</b> 6:5 <b>boards</b> 59:15 68:17 72:9 73:21 87:23 88:7 <b>bodies</b> 75:2 78:11 <b>body</b> 74:2 <b>bone</b> 74:19 <b>book</b> 81:14,19 <b>books</b> 81:20 99:7 <b>booth</b> 15:1 <b>boring</b> 71:22 <b>boss</b> 82:18 <b>bottom</b> 34:8,11 105:4 106:3 <b>bounced</b> 94:25</p>	<p><b>boundaries</b> 62:12 63:11,12 85:7 92:15 <b>box</b> 12:17 91:16 91:22 <b>boxes</b> 122:18 <b>boxing</b> 10:15 <b>brand</b> 47:3 48:18 <b>brave</b> 38:22,22 <b>break</b> 72:17 113:14 <b>breakdown</b> 93:14 94:15 95:16 <b>breeders</b> 12:7 <b>briefly</b> 43:23 <b>bring</b> 13:25 22:11 22:15 29:10 46:7 77:23 79:2,6 87:20,21 91:11 95:25 101:16,17 102:9 107:7 118:25 <b>bringing</b> 47:16 60:21 71:24 90:1 <b>broke</b> 90:16 <b>broken</b> 115:6 <b>brought</b> 19:10 29:11 89:19 100:10 103:16 116:9,9 <b>brown</b> 65:23,23 67:12 <b>budget</b> 8:16,17,19 8:19,22 64:5 71:9 71:13 72:23,23,25 74:18 75:25 76:2 76:4 92:9 102:12 105:11 <b>budgeted</b> 62:1 <b>budgeting</b> 7:9 72:25</p>	<p><b>buggies</b> 11:11 <b>build</b> 27:13 <b>building</b> 1:14 14:24 43:12 47:2 <b>bullying</b> 46:15 <b>bunch</b> 120:18 <b>buses</b> 6:15 <b>business</b> 10:12 13:16 23:18 31:2 47:6 61:23 67:14 71:18 72:15 75:9 77:3 81:23 89:3 95:17 97:4 105:14 113:3 <b>businesses</b> 47:7,8 <b>busters</b> 9:21 <b>busy</b> 9:18 118:5 <b>but</b> 95:21 <b>button</b> 60:21 <b>buy</b> 46:25 105:3 121:16 <b>bylaws</b> 67:16 71:9 76:6 98:18 100:2 106:9 <b>byproduct</b> 41:13</p> <hr/> <p style="text-align: center;"><b>c</b></p> <p><b>c</b> 41:21 53:15 56:7 <b>calendar</b> 21:21,22 22:6 28:22 74:16 <b>california</b> 1:16 4:1 7:13,20 16:19,20 16:21 60:22 61:18 63:25 85:24 <b>call</b> 4:7 16:7 20:25 22:11 24:13,18,18 29:16 30:14 37:16 55:12 57:24 59:7 72:18 79:14,20 81:6 101:4,5 114:4</p>
---	---	--	--



[called - chavez]

<p><b>called</b> 5:4 11:16 22:18 38:22 65:22 121:14 <b>calls</b> 81:1 114:7 <b>canning</b> 10:24 11:1 <b>cao</b> 84:2 <b>caos</b> 84:11 <b>capistrano</b> 43:9 <b>capital</b> 28:11 <b>caplan</b> 2:14 51:25 52:17 54:13 55:1 67:2 101:14 <b>card</b> 32:14,15,20 <b>cards</b> 16:5,6,7 30:12,13,14 44:12 <b>care</b> 94:23 95:21 <b>careful</b> 64:8 110:3 110:8 <b>carleton</b> 2:17 8:12 8:14 <b>carry</b> 82:3 <b>carrying</b> 122:6 <b>cars</b> 106:5 <b>cart</b> 25:18 <b>carts</b> 23:3 26:3,3,4 26:7,10,14,14,16 26:20,21,24 28:5,8 <b>carve</b> 57:8 <b>case</b> 17:17 84:2 89:16 97:4 <b>cases</b> 67:10,12 <b>cash</b> 8:24 <b>casting</b> 33:25 <b>category</b> 4:8 61:16 64:3 107:19 <b>caught</b> 29:6 79:4 <b>cause</b> 113:14,14 <b>causes</b> 12:25 <b>causing</b> 80:19 115:6</p>	<p><b>cautious</b> 57:10 <b>caveat</b> 51:22 55:3 <b>cdfa</b> 64:24 98:14 <b>cdfa's</b> 65:9 <b>celebrated</b> 7:13 14:5 <b>celebrates</b> 14:6 <b>celebrating</b> 119:8 <b>celebration</b> 4:12 <b>centennial</b> 10:21 12:11 32:10 36:19 38:12 46:10 48:17 <b>center</b> 1:1,13 5:24 6:7 12:20 18:10 34:23 36:14 43:2 <b>ceo</b> 5:20 15:10 21:24 23:13,14 28:2 33:9 51:18 51:22 56:23 57:2 71:14 81:1 83:12 83:14 84:1 85:6 85:14 92:10 93:2 96:13,25 98:10 99:5 104:16,18 107:10 108:12,12 108:17,21 109:6 109:17,18 114:19 115:4 118:10 120:25 122:5 <b>ceo's</b> 92:21 <b>ceos</b> 83:16,16 <b>ceqa</b> 16:10,18,20 17:13 18:1 31:5 34:3 35:14,15 40:11,24,25 41:23 42:1 <b>ceremony</b> 46:21 <b>certain</b> 33:13 66:3 66:24 108:15,16 <b>certainly</b> 27:25 49:9 51:17</p>	<p><b>certified</b> 17:24 41:3 <b>cervantes</b> 2:9 5:17 19:1 21:16,17 24:15 25:8,9 29:14 30:7,8 32:11 36:20,21 37:10 38:7,8,12 56:2,3 58:15,16 119:3 <b>cesar</b> 7:12,18,22 48:18 <b>cetera</b> 46:16 62:14 <b>chair</b> 2:3,4 4:6,11 4:17 5:2,3,5,6,7,8 5:20,22 8:7 15:11 18:8,24 19:2,4,5 19:18,25 20:3,6,14 20:18,21,24 21:2,3 21:4,5,20 22:6,8 22:17,21,25 23:4,8 23:10 24:12,16,18 24:19,20,21,22 25:12,16,19 28:2,4 28:8,12 29:4,6,10 29:12,13,15,17,18 29:19,20 30:11 31:22,25 32:2,5,14 32:18,22 34:19 36:19 37:3,11,14 37:15,18,19,20,21 38:11 39:19,24 40:8,10 42:8,10,20 43:2,19,22 44:10 48:22 49:4,7,21 50:11,14 53:5 54:2,8,17,20 55:6 55:13,14,15,16 56:6,23 57:18,21 57:22 58:1,2,3,4 58:19,25 59:3,7,13</p>	<p>60:2,6 66:17,17 67:19,19,23 68:2 68:16 75:24 77:7 77:24 81:1,2,3,12 81:13,16 87:18 90:25 93:9,15,17 94:6 96:2 99:6 101:11,18 102:3,4 102:6,16,16,17,19 103:15,24 104:16 104:25 108:4,5 110:15 114:22 116:4,23 118:10 118:23 119:2,6,10 120:23 121:22 122:25 123:4 <b>chair's</b> 68:22 120:21 <b>chairs</b> 78:16 94:5 <b>challenge</b> 48:9,9 51:25 <b>chamber</b> 46:5 80:16 <b>change</b> 27:3 52:11 63:5 71:4 73:11 75:6,6,7,19 86:1 87:5 96:16 105:21 <b>changed</b> 13:9,10 37:9 45:17,19 68:9 74:20 82:15 82:25 85:24 87:5 87:7 88:7,21 91:5 103:19 112:1 <b>changes</b> 52:4,24 <b>changing</b> 48:5 49:3 111:20 112:18 113:3 <b>channel</b> 45:2 <b>charlie</b> 82:18 <b>chavez</b> 7:12,18,22 48:18</p>
---	--	--	--

[check - community]

<p><b>check</b> 122:18  <b>checking</b> 75:17  <b>cheer</b> 10:25  <b>cheered</b> 6:14  <b>chef</b> 6:15,18 7:1  <b>chest</b> 122:6  <b>chew</b> 88:18  <b>chewing</b> 88:22  <b>chicks</b> 12:25  <b>chief</b> 68:21 85:4  <b>child</b> 14:2,4  <b>children</b> 13:6 14:6  14:9 46:15  <b>chips</b> 74:9  <b>chocolate</b> 60:10  <b>chooses</b> 83:14  <b>chopped</b> 6:19  <b>chunk</b> 27:3  <b>churches</b> 117:20  <b>cigar</b> 10:17  <b>circle</b> 109:19  <b>circulate</b> 121:9  <b>circumstances</b>  4:23 23:17 67:2  75:6 93:25 96:4  <b>cities</b> 64:2 79:23  87:6  <b>citizenry</b> 17:22  <b>citizens</b> 60:24  61:25  <b>city</b> 5:24 26:5 33:8  64:4,17 65:22  78:15 80:5 82:24  82:25 83:1,8,13,14  83:16,24 84:2,10  84:17 85:15,16  104:9 105:5  108:18 109:6,7  114:6 115:19  116:10,15 117:22</p>	<p><b>city's</b> 111:9  <b>clarification</b> 33:12  53:11  <b>clarify</b> 33:24  92:15  <b>clarifying</b> 76:18  <b>class</b> 10:21,23 11:1  11:6  <b>classic</b> 111:18  <b>classification</b>  61:18  <b>clauses</b> 103:1  <b>clean</b> 17:8  <b>clear</b> 32:24 37:8  53:19 55:9 71:3  71:14 76:16,21,23  81:11 82:15 84:9  88:8 92:13 105:22  118:17  <b>clearly</b> 66:8 88:14  <b>clients</b> 26:9 117:16  <b>close</b> 76:25 89:10  <b>closed</b> 33:21 66:3  <b>clow</b> 4:24  <b>club</b> 10:15 18:12  <b>clue</b> 61:25  <b>clustering</b> 110:4  <b>coa</b> 46:12  <b>coats</b> 6:18  <b>code</b> 62:11,12  111:11  <b>coexistent</b> 47:21  <b>cohesive</b> 19:16  48:8  <b>coincidence</b> 29:22  <b>coined</b> 75:9  <b>collaboratively</b>  91:3 109:15  <b>collective</b> 95:7  <b>coloring</b> 46:17</p>	<p><b>come</b> 13:3 14:15  40:15 45:24 46:25  48:6 52:23 58:22  61:25 62:3 63:12  66:12,23 69:8,13  69:22 71:15,21,22  72:14 74:15 76:22  85:21 87:23 90:24  93:21 97:6,17  103:20 105:19  106:1 114:21  117:4 120:11  122:17,23  <b>comes</b> 43:11 49:15  59:9 69:25 94:8  114:16,18  <b>comfortable</b> 27:24  49:18,18 50:8  51:14  <b>coming</b> 11:24 24:1  26:5 45:10 51:16  53:15 122:11  <b>commemoration</b>  7:14  <b>commendations</b>  6:2,6  <b>comment</b> 13:7  15:15,16,18,21  16:6,7,8 31:22  33:2,5 42:21 60:2  60:3 84:22,23  104:18,23 110:22  <b>comments</b> 15:20  15:24 24:13 34:16  41:5 56:8 98:5  108:11 120:22,24  <b>commerce</b> 46:5  80:16  <b>commit</b> 39:6  <b>commitment</b> 43:5  95:3</p>	<p><b>commits</b> 39:3  <b>committee</b> 32:4,4  32:5,7,16 35:4,10  40:20 42:12,22,23  44:6,8,11 45:21  49:14,16 50:4,9,18  50:20 52:2,2,4,7  52:14,23 53:22  54:6,24 55:5 68:6  101:16 102:4,8,12  102:15,25 103:2,7  103:9,14,15,24  <b>committees</b> 87:20  100:22,23,24  101:6,8,10,12  102:2,18 103:23  <b>common</b> 83:18  112:11  <b>commonly</b> 101:6  <b>communicate</b> 55:4  69:2,3 87:4 121:5  <b>communicating</b>  23:15 52:22  108:21  <b>communication</b>  79:17,21 81:9  85:3,5,8 86:20  87:1,18 107:21  109:7,12,14 116:6  <b>communications</b>  9:25 81:4 107:23  122:17  <b>communities</b> 4:13  18:16  <b>community</b> 6:1,8  6:24,25 12:22  14:1,13 18:18  45:20,25 46:13  47:5 71:18,24  76:1,2 86:11,12,12  100:6 105:7</p>
---	--	---	--

[community - cover]

<p>107:18,25  <b>company</b> 34:9  <b>competition</b> 11:3  <b>complained</b> 114:8  <b>complaint</b> 98:25  <b>complaints</b> 115:20  <b>complete</b> 74:9  <b>completed</b> 41:3,9  41:23  <b>compliance</b> 65:4  <b>compliment</b> 39:8  <b>compliments</b> 57:2  <b>comply</b> 36:3  <b>components</b> 34:13  41:16  <b>computer</b> 13:15  65:16 72:1  <b>concept</b> 7:9 40:18  40:23,25 73:21  <b>concern</b> 16:23  52:25 108:14  <b>concerned</b> 31:14  83:7  <b>concerning</b> 57:5  <b>concerns</b> 33:20  43:10,15 76:3  <b>concerts</b> 44:2  <b>concessioners</b>  120:5  <b>concise</b> 72:5 88:8  <b>concludes</b> 9:3 15:7  15:9 44:11  <b>condition</b> 60:21  91:17  <b>conditions</b> 63:17  <b>conduct</b> 67:13  <b>conducted</b> 31:2  57:12  <b>cones</b> 26:22  <b>confidential</b> 63:22</p>	<p><b>conflict</b> 80:3 85:13  <b>conflicts</b> 30:20,25  39:23  <b>conformance</b> 65:3  <b>confrontation</b>  89:2  <b>confuse</b> 34:1  <b>confused</b> 32:1  33:16 55:7  <b>confusing</b> 54:23  66:11,20  <b>confusion</b> 61:4  77:4  <b>congratulate</b>  119:4,12,21  <b>congratulations</b>  122:2,7  <b>conjunction</b> 38:20  <b>connect</b> 74:1  <b>consciously</b> 67:13  <b>consent</b> 21:21,22  22:6 28:22 74:16  <b>consequences</b>  16:17 113:23  <b>consider</b> 27:10  51:21 78:8 118:10  <b>consideration</b> 20:1  <b>considered</b> 4:8,10  4:10 17:23 33:17  <b>considering</b> 16:16  <b>consistent</b> 51:2  68:23 73:12 90:13  104:4,5 105:13  117:2  <b>constantly</b> 62:6  72:21 74:2  <b>constructive</b> 78:9  <b>consultant</b> 41:24  75:9  <b>consulting</b> 31:10  31:13,16,18</p>	<p><b>consume</b> 75:21  <b>consuming</b> 65:20  <b>continue</b> 47:22  103:9  <b>continuing</b> 14:22  <b>contract</b> 22:14  23:2 24:7 26:23  28:14,15,20,25  31:10 40:16 48:23  49:2,24 50:16  52:4,25 54:22  55:2 69:15 94:10  <b>contractor</b> 26:3  <b>contracts</b> 22:11  23:13 42:16 52:11  <b>contractual</b> 52:20  <b>contributions</b> 6:1  <b>contributor</b> 4:21  <b>control</b> 62:25  78:17 84:12 100:6  <b>controlled</b> 61:11  <b>controversy</b> 98:24  <b>convenient</b> 9:18  65:19  <b>convention</b> 59:10  87:22  <b>conversation</b>  42:14 53:12  <b>conversations</b>  112:12,14  <b>convey</b> 35:9,18  <b>cook</b> 12:25  <b>copies</b> 31:8  <b>cops</b> 71:2  <b>copy</b> 63:17  <b>core</b> 45:18  <b>corporatization</b>  34:7  <b>corporatizing</b>  34:15</p>	<p><b>correct</b> 52:9 67:1  98:16 102:17  <b>correction</b> 56:16  <b>cost</b> 11:5,5,21 27:5  27:15,22,23  <b>costa</b> 1:16 4:1 5:23  5:25 6:3 46:20  <b>costs</b> 43:12 97:14  <b>council</b> 33:9 80:5  80:5 104:10 105:5  105:7 109:6 121:6  121:10  <b>councils</b> 78:15  85:15 104:9  <b>counsel</b> 67:11  74:14 118:11  <b>counsel's</b> 74:20  <b>count</b> 35:13 36:17  95:24  <b>counted</b> 80:6  <b>country</b> 39:1  <b>county</b> 1:1 6:3 7:5  10:19 12:15 13:20  13:25 14:15 45:12  46:14 47:11 56:18  60:25 61:6,6,7,8  61:14,20 62:5,13  62:16,22 64:16  65:22 67:11 83:16  87:9,12  <b>county's</b> 4:13  <b>couple</b> 6:25 17:11  19:7 20:9 21:21  59:21 68:18 69:17  78:16 116:18  119:21 120:8  <b>course</b> 11:18  43:25 113:4  <b>court</b> 17:17  <b>cover</b> 21:20</p>
--	--	--	--

[coverage - directly]

<p><b>coverage</b> 6:22  <b>covered</b> 29:1 40:1  <b>covers</b> 11:5  <b>craziness</b> 93:14  <b>crazy</b> 40:6,7 110:8  <b>cream</b> 46:22  <b>create</b> 75:10 95:2  95:2 103:3  <b>created</b> 7:15 112:8  120:10  <b>creates</b> 92:12  118:8  <b>creation</b> 9:13  <b>creative</b> 109:16  <b>credit</b> 102:10  <b>criteria</b> 92:13  <b>critical</b> 76:18  86:21 87:4 120:2  <b>criticized</b> 33:15  <b>crossed</b> 48:20  <b>cruise</b> 106:22,23  106:24 107:1  <b>culinary</b> 6:11 7:5  <b>cultural</b> 96:12,14  97:7,16  <b>culture</b> 96:16,22  111:20,23 112:19  <b>current</b> 8:9 15:17  15:18 47:9 60:21  112:2  <b>currently</b> 31:3  <b>custodial</b> 112:3  <b>custodian</b> 113:16  <b>customer</b> 9:10  96:22 97:2 111:24  112:13  <b>cutting</b> 46:5,21  <b>cycle</b> 43:12 100:8</p>	<p style="text-align: center;"><b>d</b></p> <p><b>d</b> 3:1 22:20 40:2  <b>daa</b> 61:2,5  <b>dangerous</b> 80:20  <b>das</b> 114:3  <b>date</b> 8:16,21 30:25  53:15 88:13  <b>day</b> 4:19,20 7:12  7:15 9:15 11:9,20  14:1,4,14 36:10  48:16 50:18 52:8  52:19 53:13 60:11  82:8,8 97:3 117:5  <b>days</b> 48:1,24 50:17  50:17 54:3,3 66:5  84:10 88:17  <b>dead</b> 71:23  <b>deadline</b> 40:12  <b>deal</b> 82:25 100:25  <b>dealing</b> 35:14  70:16  <b>deals</b> 63:19  <b>dean</b> 4:24  <b>debate</b> 15:19  78:12,13,20 83:25  84:7,7  <b>debating</b> 116:21  <b>debilitating</b> 38:25  <b>december</b> 68:8  <b>decide</b> 66:18 74:22  <b>decided</b> 33:18  36:10 92:20  <b>decides</b> 109:18  <b>decision</b> 41:2  51:15 78:1 80:13  80:15,15,24 85:13  103:10 104:17  110:2  <b>decisions</b> 17:20  31:2 41:1 78:10  83:11 99:5 101:16</p>	<p>101:21,22 105:5  107:14  <b>decisive</b> 72:5  <b>declared</b> 16:21  17:2  <b>dedicated</b> 46:3  <b>defined</b> 70:7 88:14  <b>definitely</b> 19:25  20:21 68:16 121:2  121:17  <b>definitive</b> 70:22  <b>del</b> 14:1,4,7,11,13  119:8  <b>delegate</b> 52:14  <b>delegated</b> 21:24  52:2,21  <b>deliberately</b> 76:14  79:24  <b>deliverables</b> 16:12  <b>democracy</b> 35:17  <b>demonstrate</b>  17:21  <b>department</b> 7:13  26:6 27:9 64:25  71:2,12 111:10  <b>departments</b>  112:8  <b>depending</b> 7:23  11:22 105:22  114:22 115:24  <b>depth</b> 74:17  <b>derail</b> 74:8  <b>description</b> 101:1  <b>descriptive</b> 66:6  <b>deserved</b> 119:7  <b>design</b> 26:17  <b>desire</b> 16:3  <b>desk</b> 121:24  <b>despite</b> 31:10  <b>detail</b> 35:12 69:23</p>	<p><b>details</b> 36:1 82:1  92:2,4,6  <b>develop</b> 17:3  69:10 72:10 82:2  <b>developed</b> 100:4  <b>development</b>  10:12 96:11,23  99:8 100:8 107:6  112:9  <b>developments</b>  53:23  <b>dia</b> 14:1,4,7,11,13  119:8  <b>dialoguing</b> 116:20  <b>diego</b> 61:19  <b>dies</b> 102:25  <b>difference</b> 78:14  79:1 90:11  <b>different</b> 47:20  61:9,10 64:2  65:23 79:25 95:7  95:19 109:21  112:8  <b>differently</b> 52:9  <b>difficult</b> 23:21  77:16  <b>dignity</b> 7:16,22  <b>diligence</b> 34:25  <b>direct</b> 35:16 70:22  72:4 81:4 100:21  104:6 105:23  110:23  <b>directed</b> 5:9 23:13  43:23 93:15  <b>direction</b> 27:21  43:24 45:19 55:4  62:25 76:4 88:8  105:17  <b>directive</b> 96:15  <b>directly</b> 8:3 42:22  51:6 114:18,21</p>
--	---	--	--

[director - drive]

<p><b>director</b> 2:5,6,7,8 2:9,10 4:15,17 5:3 5:10,11,11,12,13 5:14,15,16,17,18 5:19 19:1,6,7,10 19:21 20:2,5,12,15 20:20,23 21:6,7,8 21:9,10,11,12,13 21:14,15,16,17,18 21:19 22:23 23:1 23:6,9,12 24:5,11 24:15,17,23,24,25 25:1,2,3,4,5,6,7,8 25:9,10,11,14,17 25:21,22 26:24 27:1,19 28:13,18 28:23 29:3,14,21 29:22,23,24,25 30:1,2,3,4,5,6,7,8 30:9,10,18,22 32:11 36:20,21 37:10,13,22,23,24 37:25 38:1,2,3,4,5 38:6,7,8,9,10,12 38:14,15 39:18,20 39:21 40:1,10 42:14,24 43:1,4,22 49:5,6,9,17,17 50:2,12,16 52:1,9 52:18 53:2,2,5,6 53:10,18,21,23 54:4,13,18,21 55:17,18,19,20,21 55:22,23,24,25 56:1,2,3,4,5,25 57:1,19 58:5,6,7,8 58:9,10,11,12,13 58:14,15,16,17,18 63:7 68:10,13 69:24 70:12,25 72:8 73:15 74:12</p>	<p>78:6 81:10,15 82:17,24 83:2,3 84:16 85:18 87:8 87:13 88:15 89:13 89:18 91:20 92:25 94:13 97:25 98:3 98:8 99:10,15 102:11,17 104:12 104:23 107:8 108:6 110:22 111:22 112:15,21 113:5,8,19,23,25 114:25 115:14 116:12,15 117:13 117:18 118:24 119:3,5,5,17,19,20 121:4 123:2 <b>directors</b> 1:2,8 2:2 7:8 22:2 39:25 40:9 42:11,12 43:3,21 57:6,7,9 122:12 <b>directs</b> 24:12 <b>disagree</b> 78:13 80:14,18 86:23 87:4 116:21 119:24 <b>disagreeable</b> 78:14,15 116:21 <b>disagreements</b> 78:19 <b>disagrees</b> 18:5 <b>disasters</b> 67:3 <b>discipline</b> 95:18 <b>disconnect</b> 62:6 <b>discount</b> 98:5 <b>discretion</b> 4:11 63:4 <b>discuss</b> 19:15 22:5 32:7 35:11 37:5 43:5 44:7 66:7,21</p>	<p>67:18 69:22 70:2 90:12 <b>discussed</b> 22:4 33:5 66:11,16 96:10 99:4 <b>discussing</b> 90:22 90:23 <b>discussion</b> 19:3,6 19:20 20:22,24 22:1,23,24 23:7,11 23:12 29:16 37:16 42:1 43:15 49:8 57:5,23,23 66:16 72:5 74:19 76:10 76:11 77:19,20,21 78:2 90:8,14 92:11 102:1 103:1 111:23 114:2,13 <b>discussions</b> 20:8 30:19 78:19 90:11 103:17 <b>disease</b> 38:25 <b>disney</b> 96:23 97:3 111:23 <b>display</b> 6:5 48:18 122:13 <b>disposal</b> 10:10 <b>dissent</b> 104:7 <b>dissolution</b> 106:18 <b>district</b> 56:13 61:3 62:20,22,23 64:17 67:7 69:15 72:7 80:1 92:19 98:24 99:1 106:18 <b>districts</b> 61:2 79:23 <b>diversity</b> 107:18 <b>division</b> 80:19 <b>divisive</b> 80:23 <b>divisiveness</b> 81:8</p>	<p><b>docket</b> 15:22 <b>document</b> 17:25 66:5 105:16 <b>documentation</b> 30:24 <b>documents</b> 68:19 68:23 <b>doing</b> 18:11 39:16 39:21 43:13 59:18 59:18 69:17,18 75:22 84:6,20,24 88:2,16 89:9 95:13 99:22 100:2 103:9,15 105:14 106:9 108:23 111:8 112:7,13 114:12 117:5 120:12 <b>dollars</b> 12:9 <b>donned</b> 6:17 <b>donuts</b> 121:16 <b>doors</b> 33:21 <b>doubt</b> 13:19 <b>doug</b> 60:1 74:10 80:7 83:20 88:15 96:14 104:11 114:5 116:9 <b>douglas</b> 2:8 <b>dovetails</b> 91:8 <b>draft</b> 40:22,24 41:17 42:6 91:9 <b>drafting</b> 69:14 <b>dramatically</b> 87:5 <b>draw</b> 38:19 <b>draws</b> 98:23 <b>drift</b> 97:12 <b>drifting</b> 77:18 98:4 <b>drill</b> 105:24 <b>drive</b> 1:15</p>
--	---	--	--

[driven - events]

<p><b>driven</b> 72:24  <b>drop</b> 101:5,9  <b>drucker</b> 75:8,8  92:5 115:24  <b>dry</b> 94:11  <b>due</b> 33:25 34:25  <b>duel</b> 34:11  <b>duly</b> 18:4  <b>dune</b> 11:11  <b>duties</b> 68:23  <b>duty</b> 54:23  <b>dynamic</b> 82:25  84:14 85:24 86:16</p>	<p><b>efforts</b> 6:8  <b>egg</b> 46:9,10  <b>eight</b> 41:7 42:1  60:11  <b>eir</b> 16:13 17:21,24  18:5 34:3 41:2  <b>either</b> 18:2 61:6  102:10  <b>elected</b> 64:18  79:24 80:6 84:25  86:2,8,9 88:17,18  <b>electeds</b> 110:5  <b>election</b> 67:19  <b>electric</b> 26:3,4  <b>element</b> 70:21  107:15  <b>elements</b> 46:2  <b>elevated</b> 44:25  <b>eloquently</b> 53:3  <b>else's</b> 111:18,19  <b>email</b> 53:15  122:15,16,18  <b>embarrass</b> 79:24  <b>embrace</b> 45:20  88:25 95:22  <b>embraced</b> 6:22  <b>emergency</b> 66:22  <b>emphasize</b> 41:1  <b>employ</b> 26:6  <b>employed</b> 96:25  <b>employee</b> 96:25  105:8 111:4,7,14  112:19 113:14  114:15  <b>employees</b> 26:8,11  26:22 82:6 96:16  97:12,19 112:17  <b>empowerment</b>  112:19  <b>enact</b> 99:12</p>	<p><b>enacted</b> 21:25  <b>encourage</b> 7:21  10:5 79:14  <b>encouraging</b> 98:11  <b>ends</b> 36:23  <b>enforce</b> 77:10  99:13  <b>enforced</b> 100:13  <b>enforcement</b>  111:11 117:21,24  <b>enforcing</b> 99:12  <b>engine</b> 11:11  <b>engineering</b> 13:3  13:12,14,16  <b>english</b> 7:17  <b>enhance</b> 17:6  36:15 47:24  <b>enhancements</b>  9:11  <b>enjoy</b> 6:6 8:9 11:2  <b>enjoyed</b> 14:9  <b>enjoyment</b> 17:8  <b>enormous</b> 4:20  <b>ensure</b> 44:9 68:22  69:5 72:21 73:3  <b>ensures</b> 77:13  <b>ensuring</b> 64:23  <b>entails</b> 25:23  <b>enter</b> 11:2  <b>entertain</b> 14:20  <b>entertainment</b>  45:25  <b>enthusiast</b> 11:12  <b>enthusiasts</b> 11:9  <b>entire</b> 11:20 21:20  26:18 37:1 42:6  <b>entrepreneurship</b>  45:25  <b>enumerated</b> 16:12  <b>envelope</b> 109:24</p>	<p><b>environment</b>  16:22,24 17:4,6,15  18:6 34:5 110:7  116:20  <b>environmental</b>  16:17,20 17:9  31:8  <b>environmentally</b>  18:3  <b>equally</b> 27:23  71:17  <b>equestrian</b> 18:10  34:23 36:14 43:2  43:6,8  <b>equestrians</b> 18:13  35:2 43:10  <b>equipment</b> 11:10  <b>equity</b> 107:13  <b>equivalent</b> 8:24  <b>especially</b> 34:11  111:21  <b>espouse</b> 80:15  <b>esq</b> 2:14  <b>establish</b> 104:21  <b>established</b> 35:20  <b>estimate</b> 41:4  <b>et</b> 46:16 62:14  <b>ethics</b> 64:11  <b>ethnically</b> 107:18  <b>evaluation</b> 27:8,15  29:9 43:20 45:6  92:21  <b>evening</b> 9:15  40:21  <b>event</b> 1:1,13 4:19  5:24,24 6:7,22 8:1  11:16,17 12:20  13:9,20 48:7 51:9  51:16,23 122:3  <b>events</b> 4:21 10:13  26:15 47:16,24</p>
<p><b>e</b></p>			
<p><b>e</b> 3:1,9  <b>earlier</b> 40:11 43:4  104:24 105:12  107:8  <b>early</b> 8:15 15:13  17:18 40:22 41:8  <b>ease</b> 79:17  <b>easter</b> 46:9,10  <b>easy</b> 75:1 82:11  <b>eat</b> 117:11  <b>edition</b> 6:23  <b>educating</b> 47:9  <b>education</b> 45:24  <b>educational</b> 14:22  34:13  <b>effect</b> 42:18  103:21 122:17  <b>effective</b> 27:5,22  27:23 59:23 68:17  72:3  <b>effectiveness</b> 72:3  <b>efficient</b> 89:24  <b>efficiently</b> 36:15  69:6  <b>effort</b> 18:22 23:23  94:2</p>			

[events - festive]

<p>48:24 51:8 53:15 71:25 111:1 <b>everybody</b> 23:25 23:25 24:2,3 29:7 55:6 56:6 59:3 60:21 65:8 74:25 84:16 94:2,3 95:15 96:20 97:15 103:12 105:3 118:8,9 <b>everybody's</b> 92:17 113:16,17 <b>everyday</b> 106:5 <b>evident</b> 108:13 <b>evolution</b> 69:20 84:25 85:15 86:19 88:16 100:14 101:3 116:11,14 <b>evolutionary</b> 87:5 <b>evolve</b> 84:21 <b>evolved</b> 84:10 <b>evolves</b> 100:7 102:23 <b>evolving</b> 84:14 89:1 102:22 <b>exact</b> 70:5 <b>exactly</b> 53:3 55:10 70:3 90:20 91:23 99:11,17 102:16 105:1 <b>examining</b> 16:15 <b>example</b> 33:13 61:7 64:4 71:9 77:7 87:8 90:6 96:22 99:9 112:18 115:6 <b>excellence</b> 106:14 <b>excellent</b> 90:10 119:23 <b>exception</b> 66:22 67:6</p>	<p><b>excessive</b> 17:10 45:6 <b>exchange</b> 84:8 <b>excited</b> 13:24 14:15 48:8,10,11 59:16 119:8,14 <b>excitement</b> 14:24 <b>exciting</b> 13:4 44:19 71:24 99:24 119:16 <b>excuse</b> 56:16 <b>executed</b> 87:10 <b>executive</b> 31:12 64:15 85:4 <b>exhibit</b> 38:20 39:8 <b>exhibition</b> 8:9 <b>exhibits</b> 12:6 39:9 <b>existed</b> 83:8 86:3 89:24 <b>existing</b> 49:2,24 <b>exists</b> 77:10 <b>exited</b> 6:14 45:6 <b>exiting</b> 90:8 <b>expect</b> 82:20 86:13 86:13 122:3 <b>expectations</b> 71:15 72:6 <b>expended</b> 4:14 <b>expenses</b> 8:18,21 <b>experience</b> 35:13 47:25 72:9 112:9 <b>experiences</b> 14:8 <b>experts</b> 12:7 <b>explain</b> 62:4 63:12 71:16 <b>explained</b> 73:2 <b>explaining</b> 79:7 98:10 113:15 <b>explanation</b> 62:7 <b>explore</b> 43:16 118:22</p>	<p><b>exploring</b> 118:16 <b>expo</b> 12:3,4,5 <b>expositions</b> 64:25 <b>exposure</b> 115:21 <b>extend</b> 103:5,12 <b>extra</b> 32:24 <b>eye</b> 73:22 <b>eyes</b> 83:21 111:16 122:24</p> <p style="text-align: center;"><b>f</b></p> <p><b>face</b> 45:16 46:17 <b>facilitate</b> 26:14 <b>facilities</b> 43:8 <b>facility</b> 26:18,22 <b>fact</b> 17:22 43:14 105:13 <b>facts</b> 61:12 <b>fail</b> 113:4 <b>failed</b> 86:14 109:20 <b>failure</b> 75:18 94:1 96:8,8 <b>failures</b> 75:18 <b>fair</b> 1:1,13,15 5:24 6:7 9:11 11:3,15 12:3,20 14:25 15:1,2,5 23:20 24:1,8 26:5 27:13 56:18 60:25 61:7 61:8,20 62:5,21 63:21 89:17 94:18 107:24 110:25 116:12 119:15 120:6 122:23,24 <b>fair's</b> 13:2 <b>fairgrounds</b> 4:19 18:14 19:13 35:22 45:13 46:10 48:17 94:4 <b>fairs</b> 59:9 61:6,18 64:25 121:25</p>	<p><b>fake</b> 63:21 <b>fall</b> 115:7 <b>falling</b> 114:6,7 <b>familiar</b> 65:22 <b>families</b> 12:21 13:20 <b>family</b> 11:17 12:2 12:4 14:5,9 39:12 39:15 <b>far</b> 98:6 113:23 <b>farm</b> 10:21 12:11 32:10 36:19 38:13 46:11 48:17 <b>farmer</b> 15:1 <b>farmers</b> 12:16 46:24 <b>fashion</b> 46:22 74:1 114:17 <b>fast</b> 56:15 67:15 118:17 <b>faster</b> 79:16 107:4 107:4 <b>fat</b> 94:22 95:19 <b>favorable</b> 8:15,20 8:22 <b>feature</b> 14:11 <b>featuring</b> 8:9 10:16 11:17 <b>february</b> 6:12 8:12,15,24 9:1 18:25 <b>feel</b> 18:13,16 34:6 34:12 51:14 67:14 86:17 108:10 115:1 <b>feelings</b> 108:24 <b>fell</b> 13:10 <b>festival</b> 11:19 14:2 14:14 <b>festive</b> 26:18</p>
---	--	--	--

[festivities - further]

<p><b>festivities</b> 8:2  <b>fiduciary</b> 113:25  114:1  <b>fifteen</b> 12:9  <b>fight</b> 7:19 10:15  46:14  <b>fight</b>s 78:16  <b>figure</b> 76:17  110:16 111:19  <b>fill</b> 15:2  <b>film</b> 46:16  <b>final</b> 41:1,2,16,18  <b>finalize</b> 36:23  <b>finalized</b> 37:2  <b>finally</b> 107:3  <b>finance</b> 8:12 71:12  <b>finances</b> 71:10  <b>financial</b> 34:8  39:19 69:18 70:13  84:16 92:9 102:5  102:11,15  <b>financials</b> 8:13  <b>find</b> 16:12 31:13  56:21 83:5 94:25  96:24 115:8,8  <b>finding</b> 108:2  <b>findings</b> 66:24  <b>fine</b> 9:3  <b>fingers</b> 48:20  <b>finish</b> 65:10,12,17  <b>finished</b> 107:3  <b>fire</b> 111:10  <b>firefighter</b> 111:15  <b>firm</b> 40:16  <b>first</b> 6:11 11:15  33:1,3 57:1 69:2,3  82:7 121:15  <b>fit</b> 91:19  <b>fits</b> 73:25  <b>five</b> 34:24 61:17  61:18 72:15 80:7</p>	<p>91:6,9 96:11  97:17 106:14,15  116:15  <b>fix</b> 111:12 113:14  114:9  <b>fixed</b> 90:16 97:13  115:9,17 116:1  <b>flagpole</b> 106:3  <b>flatbed</b> 26:14,16  26:20  <b>flatbeds</b> 26:4  <b>flexibility</b> 49:12  49:20 51:11  <b>floating</b> 91:12  <b>flooding</b> 115:7  <b>fluid</b> 53:24  <b>flying</b> 122:22  <b>focus</b> 9:17 34:10  34:12 76:1 78:6,7  92:21,23,24 102:7  105:20 115:19  116:6  <b>focused</b> 75:20  <b>focusing</b> 45:24  47:5 75:3  <b>focussed</b> 74:25  75:5  <b>folks</b> 35:6  <b>follow</b> 61:5,13  62:4 64:7,19  70:20 76:7,9,24  77:5,15 80:13  88:9 91:25 99:14  101:13 106:6  107:19 108:6  117:3,18  <b>followed</b> 8:6 18:1  89:20 96:15 106:4  116:7  <b>following</b> 9:14  40:20 42:1 62:10</p>	<p>107:17  <b>follows</b> 105:24  <b>food</b> 10:22 46:1,25  60:11  <b>foot</b> 10:16  <b>football</b> 105:25  <b>footprint</b> 35:11,19  <b>force</b> 15:3 30:18  32:5 39:25 40:9  43:3,21,25 77:25  96:19 101:5,7,10  102:2  <b>forces</b> 101:4  <b>foremost</b> 17:12  <b>forever</b> 102:21  103:6,13  <b>forget</b> 81:20  <b>forgetting</b> 117:10  <b>form</b> 101:10  102:24 121:23  <b>formal</b> 15:21  76:13 78:2 103:3  <b>formalized</b> 101:8  <b>formed</b> 62:20,22  103:10  <b>forms</b> 42:15  <b>formulated</b> 71:5  <b>forth</b> 121:12  <b>fortunate</b> 8:24  <b>forward</b> 18:21  27:19,21,23,25  28:24 36:1,3  38:13 46:3 47:3  48:11 104:3  110:15 119:7,11  119:13,15,17  <b>found</b> 77:7 89:23  <b>foundation</b> 32:10  36:19 38:13,14,16  38:18</p>	<p><b>founded</b> 106:13  <b>four</b> 7:15 16:11  64:12 90:14  116:10 119:14  <b>framework</b> 35:9  <b>fraud</b> 31:14  <b>free</b> 10:4 11:14,19  11:23 12:12,14  14:8,25 48:14,16  48:19 67:14  108:10  <b>freedom</b> 17:9  <b>freely</b> 95:12  <b>friday</b> 11:24 12:7  12:12  <b>friend</b> 95:21  <b>friends</b> 17:17  116:16  <b>front</b> 12:17  <b>fulfilled</b> 68:22  <b>full</b> 17:14 19:22  20:7 40:15 41:10  42:7 71:15 74:19  80:24 81:12 90:14  102:1  <b>fun</b> 10:18 11:18  13:4 14:8 62:3  <b>function</b> 82:8 92:9  101:8 111:14  <b>functioning</b> 72:3  <b>fundamental</b>  52:24  <b>funding</b> 7:10  <b>fundraise</b> 46:23  <b>fundraising</b> 38:17  <b>funeral</b> 39:11  <b>funnel</b> 114:18  <b>funny</b> 71:2  <b>further</b> 9:11 17:2  20:25 29:16 32:8  39:18 42:4 53:23</p>
--	--	---	---



[further - great]

69:8 71:5,17 98:7 <b>future</b> 8:5 16:23 17:4 43:6 66:19 109:12	<b>giving</b> 34:13 35:7 <b>glad</b> 34:20 77:15 <b>global</b> 43:17 <b>go</b> 10:5 25:24 27:21,23,25 28:24 30:14 32:4,22 33:3,6 36:9 44:17 45:9 47:25 50:17 55:7 56:20,22 57:24 59:11,11 64:9,10,12 65:6 67:14,15 68:5 69:8,22 70:14 72:4 74:5 75:2 76:11 77:21 78:4 79:16 81:25 86:21 86:24 87:20,24 88:25 89:4,11 90:15 95:15,18 96:13 98:7 100:14 100:25 101:23 102:21 103:6,13 103:19 107:1,20 108:15 109:17,19 109:23 110:7,12 110:14 114:23 115:8,25 117:8,10 118:17 122:13,19 <b>goal</b> 42:9,9 60:17 65:11 69:7 73:5 73:25 74:10 75:6 75:7 89:7,12 91:24,25 92:3,4,5 92:6 97:15 103:7 106:12,12,21 107:2 <b>goals</b> 71:14 72:6 72:10,19,20,24 73:1,4,16,24 74:3 74:3 82:1 104:21	<b>god's</b> 39:17 <b>goes</b> 75:16 90:11 91:23 92:14 101:25 104:1 105:23 109:12 110:13 113:10 114:10 <b>going</b> 4:6,15 5:20 10:15 15:15 16:5 18:12,24 20:10,21 21:20,21 22:11 24:7 28:16,25 31:23,24 32:3 33:5,10,18 36:1,2 37:5,6 39:4,7 40:1 43:15,17 44:11,14 46:1,8 47:3 48:6 48:10 50:6 52:16 53:24 54:2,18 55:11 56:10 57:24 59:3,7,8,15,22 60:8,10 62:20 63:7 64:21 65:13 66:7 68:5 69:8,12 69:21 70:7,8 72:8 72:14,15 74:12 76:7 78:22 79:2 81:9,23 83:20 85:10,20 90:2,5,14 90:15 91:1,7,12 93:5,17,19,23,23 95:17 98:20 101:2 101:3 102:7 104:2 105:6,22 106:24 108:6,15 113:1,4 113:19 115:23 117:1 118:6 119:15 123:5,6 <b>gold</b> 111:24,25 <b>golf</b> 23:2 25:17 26:3,3	<b>good</b> 5:22,23 16:9 18:9 22:21 30:16 34:5,20 42:10 44:6,6 53:19 54:17 55:6 56:6,9 71:5,19 76:8 77:2 77:24 78:11,12,12 78:23 79:8,8,21 84:4,5 85:5,8 89:5 90:24 91:20 92:16 93:1 99:18 106:11 116:19 121:19 <b>gosh</b> 108:16 <b>gotten</b> 87:6 <b>govern</b> 69:2,3 72:7 <b>governance</b> 25:13 30:12 59:23 68:21 107:6 <b>governing</b> 21:23 68:23 <b>government</b> 16:19 18:6 63:2 66:1 84:4,5,15,15 86:14 89:5,6 101:7 <b>governor</b> 62:25 63:1,3 106:19 119:6 <b>governor's</b> 62:25 63:4,18 <b>governors</b> 63:5 <b>grab</b> 15:3 <b>grader</b> 13:15 <b>grand</b> 45:22 <b>graphic</b> 13:14 <b>graphics</b> 70:15 <b>gray</b> 85:9 <b>great</b> 6:22,24 9:1 13:7 18:11,17 39:8 48:19 59:11 62:14 77:7 82:25 95:22 108:4,17
<b>g</b>			
<b>game</b> 83:21,22,22 94:21 95:24 <b>games</b> 11:18 81:6 <b>gas</b> 26:3 <b>gate</b> 26:9 <b>gates</b> 10:6,7 26:11 <b>gather</b> 69:16 <b>gathering</b> 45:21 109:25 110:19 <b>gender</b> 107:12 <b>general</b> 12:9 34:16 44:25 84:2 118:18 <b>general's</b> 65:2 67:11 <b>generally</b> 44:23 45:11 48:15 <b>getting</b> 6:16 83:11 83:12 97:5 100:15 106:6 117:2 <b>gift</b> 11:2 <b>gifts</b> 63:23 <b>give</b> 4:15 9:5 11:2 18:10 20:9 34:22 35:8 41:11 44:18 45:10 48:2 49:11 49:19 63:22 64:2 71:14 76:16 79:5 89:16 99:2 121:25 122:9 <b>giveback</b> 6:8,10,24 12:22 <b>given</b> 23:17 43:14 66:18 93:24 96:4 96:4 <b>gives</b> 50:5 102:13 104:5			

[great - hundred]

<p>109:8 117:14 119:3,4,10 <b>greater</b> 106:14 <b>green</b> 25:15 <b>greet</b> 6:14 <b>grew</b> 89:2 <b>grievances</b> 98:22 <b>groomers</b> 12:6 <b>ground</b> 47:9 <b>grounds</b> 9:15 10:8 <b>group</b> 6:11 41:10 50:9 70:16 <b>groups</b> 14:13 86:11 <b>growing</b> 18:12 47:7 89:6 <b>guarantee</b> 23:22 66:5 <b>guess</b> 27:9 34:16 41:6 50:19 65:4 90:6 108:25 <b>guest</b> 9:24 23:19 23:19 112:9 <b>guests</b> 8:8 10:2 23:23 26:8 118:18 <b>guidance</b> 72:5 <b>gun</b> 19:12 <b>guy</b> 94:19 <b>guys</b> 18:10,22 28:19</p>	<p><b>handle</b> 84:12 93:7 99:4 111:13 <b>handles</b> 117:23 <b>handout</b> 85:6 <b>handouts</b> 11:6 <b>hands</b> 10:24 18:19 89:4 <b>handy</b> 77:15 <b>hangar</b> 10:20 <b>hanging</b> 122:13 <b>happen</b> 20:10,11 52:6 63:7 67:9 79:12 85:10 88:14 93:5,24 97:20 111:20 <b>happened</b> 36:9 45:16 55:8,10 83:3 95:14 100:18 <b>happening</b> 93:12 <b>happens</b> 44:9 63:6 63:24,24 64:23,24 78:23 113:12,15 114:4,8 <b>happy</b> 10:14 42:2 79:3 87:23 117:4 <b>harassing</b> 65:12 <b>harassment</b> 64:13 <b>hard</b> 22:18 41:6 85:2,2 91:21 <b>harmony</b> 47:21 <b>harris</b> 7:3 <b>harvard</b> 97:4 <b>hatch</b> 6:11 7:5 13:1 <b>hatched</b> 6:11 <b>hate</b> 83:1 <b>he'll</b> 44:15 <b>head</b> 28:5 <b>heading</b> 105:18 <b>heads</b> 23:24 24:2 53:22</p>	<p><b>healed</b> 95:14 <b>health</b> 115:14 <b>healthy</b> 78:20 86:5 86:6 104:7 116:8 116:19 <b>hear</b> 32:2 44:6 <b>heard</b> 7:5 52:9,12 52:18 90:6,25 96:19 101:20 104:11 122:25 <b>hearing</b> 53:17 <b>hearings</b> 40:5 57:10,11,16 <b>heavy</b> 103:15 <b>held</b> 14:14 41:14 85:22 94:16 118:20,21 <b>helmets</b> 11:11 <b>help</b> 9:2,9 12:24 46:14 71:12 77:1 78:9 82:2 <b>helped</b> 118:25 <b>helper</b> 4:21 <b>helpful</b> 16:25 98:20 119:1 <b>helping</b> 4:18 <b>helps</b> 78:6 79:20 86:25 104:1 <b>heritage</b> 4:13 <b>hernandez</b> 1:24 <b>heroes</b> 4:21 8:1,9 12:13 38:14,15 102:21 <b>hesitant</b> 95:4,4 <b>hey</b> 108:7 <b>high</b> 6:13 9:24 13:11 16:24 17:4 46:20 51:7,23 96:6,6 <b>higher</b> 51:10 89:11</p>	<p><b>highly</b> 93:2 <b>hire</b> 26:6 71:14 108:8 122:10 <b>hiring</b> 107:13,14 <b>hispanic</b> 107:25 <b>history</b> 8:1,4 62:20 84:20 <b>hit</b> 65:13 <b>hobbyists</b> 12:6 <b>hoc</b> 52:2,5 68:6 87:20 100:22 101:4,6,8,10,16 102:2,18 <b>hold</b> 89:4 <b>holding</b> 10:21 <b>holiday</b> 7:14 14:5 <b>hollman</b> 9:9 <b>home</b> 11:2 87:24 <b>homes</b> 117:20 <b>honed</b> 97:3 <b>honor</b> 4:24 8:3 <b>honored</b> 5:24 <b>honors</b> 14:6 <b>hook</b> 79:4 <b>hope</b> 15:6 36:15 40:13 <b>hopefully</b> 35:3 36:23 37:1,2 41:8 46:7 <b>horse</b> 35:23 <b>horses</b> 18:17 35:21 36:5,17 <b>hot</b> 9:15 <b>hour</b> 65:17,18 77:21 87:24 <b>hours</b> 60:11 65:16 <b>house</b> 27:9 <b>huge</b> 12:3 <b>hugely</b> 10:22 <b>hundred</b> 73:6</p>
<b>h</b>			
<p><b>h</b> 3:9 <b>half</b> 75:4 77:21 <b>hall</b> 4:22 8:1,9 12:13 38:14,15 102:21 122:12 <b>hand</b> 10:3 86:22 86:22 <b>handbook</b> 74:5 77:2</p>			

<p><b>hunt</b> 46:9,10  <b>huntington</b> 43:9  82:19  <b>hurt</b> 98:24  <b>hurts</b> 97:14</p>	<p><b>implementing</b>  42:17  <b>implements</b> 92:13  100:12  <b>implications</b> 17:23  <b>importance</b> 14:6  <b>important</b> 35:21  41:22 48:13 50:3  50:23 61:23 62:16  63:11 64:21 66:10  69:3 70:21 72:6  73:8 81:5 85:3  91:25 100:15  104:7 105:18  114:12 115:16,25  118:12 119:25  <b>importantly</b>  109:24  <b>impressive</b> 120:16  <b>improperly</b> 63:20  <b>improving</b> 113:3  <b>include</b> 12:6 25:24  49:13  <b>included</b> 50:9  <b>including</b> 6:2 8:7  <b>income</b> 107:15,19  <b>inconsistencies</b>  68:4  <b>incorporate</b> 36:14  73:17  <b>incorporated</b>  62:19  <b>incorporating</b>  24:6  <b>incubator</b> 47:7  <b>independent</b> 80:9  <b>indicated</b> 40:19  41:15  <b>indicted</b> 87:14  <b>individual</b> 78:8  95:9 98:13 110:24</p>	<p><b>individuals</b> 47:16  67:8  <b>inevitable</b> 87:17  <b>infamous</b> 64:4  <b>inflatable</b> 11:16  11:17  <b>influence</b> 63:20  <b>information</b> 59:12  63:22 100:5 108:2  108:4 117:10  119:4  <b>informative</b> 108:5  119:11  <b>informed</b> 16:19  18:4  <b>initially</b> 54:10  109:13  <b>initiatives</b> 9:8,12  <b>inner</b> 15:1  <b>input</b> 69:16 74:21  96:9 105:9  <b>inside</b> 8:2 26:2  51:6 106:5  <b>inspect</b> 82:20  <b>install</b> 26:17  <b>installed</b> 7:16 10:8  <b>installment</b> 10:10  <b>instant</b> 10:17  <b>instituted</b> 106:22  <b>instructive</b> 117:15  <b>instrumental</b> 4:18  <b>insult</b> 83:20  <b>integral</b> 6:7  <b>integrate</b> 35:3  <b>integrated</b> 112:10  <b>integration</b> 48:19  <b>integrity</b> 73:9  104:5  <b>intellect</b> 17:1  <b>intended</b> 17:21</p>	<p><b>intent</b> 41:15 53:3  <b>intention</b> 102:20  <b>interaction</b> 9:24  10:2  <b>interactive</b> 11:20  <b>interest</b> 30:20  56:13,16 80:3  <b>interested</b> 41:12  44:1 57:10  <b>interesting</b> 65:8  65:14,20 71:20  99:3  <b>interests</b> 4:13  30:25  <b>internal</b> 52:22  54:25  <b>internally</b> 121:20  <b>interpreted</b> 17:14  <b>interviewed</b> 69:15  <b>intrinsic</b> 106:7  <b>introduce</b> 44:15  <b>inundated</b> 120:18  <b>invaluable</b> 35:23  <b>invitation</b> 22:8  <b>invite</b> 14:25  <b>invited</b> 7:1  <b>inviting</b> 12:21  <b>invoices</b> 31:13  <b>involved</b> 7:7 50:20  57:7 83:6,11,12  98:21 114:22  <b>involvement</b> 98:25  <b>involves</b> 84:5,7,7,7  84:8  <b>issue</b> 52:17 65:25  66:1,20 72:7 78:4  82:13 84:1 85:3  85:11 86:11,20  90:12 96:11,15  98:1 110:17 111:2</p>
<p><b>i</b></p>			
<p><b>ice</b> 46:22  <b>idea</b> 59:12 73:17  74:7,7,7 99:6  108:17 109:2,8,13  109:17 110:9,10  110:16 121:19  <b>ideally</b> 103:4  <b>ideas</b> 35:6,7 75:18  <b>identified</b> 10:7  <b>identify</b> 9:15 16:3  <b>ifs</b> 95:20  <b>ignore</b> 99:23  <b>image</b> 6:16 80:1  <b>imagination</b> 13:1  <b>imaginology</b> 11:24  12:19,22 13:2,17  13:23 14:3,14,17  14:20,25 15:7  36:10 110:25  119:8 122:23  <b>immediate</b> 52:15  95:20 115:10,12  118:16,21  <b>immediately</b> 94:16  115:3  <b>imminent</b> 115:2  <b>immunity</b> 63:9,13  64:6 114:7  <b>impact</b> 6:9 13:19  <b>implementation</b>  21:24 42:18 75:3  81:22  <b>implementer</b>  82:15</p>			

[issues - kramer]

<p><b>issues</b> 15:16,18 30:23 50:24 52:23 63:19 67:20 85:12 85:21 89:24 90:4 101:1 109:16 113:18 114:4 115:14 120:1</p> <p><b>item</b> 4:9,10 15:22 32:7 37:4 40:2 44:12 56:7 66:19 72:25 73:25 74:16 103:20</p> <p><b>items</b> 4:10 15:21 15:25 16:1,3 22:1 22:3,6 27:10 31:11 46:25 118:13 121:1</p>	<p><b>jumpers</b> 46:17</p> <p><b>june</b> 20:17</p> <p><b>junior</b> 13:11</p> <p><b>jurisdiction</b> 111:17</p> <p><b>jurisdictions</b> 83:5 85:19 86:1</p> <p><b>justice</b> 77:13</p> <p><b>justifying</b> 4:14</p>	<p><b>kelly</b> 2:19 59:19 59:24,25 60:8 63:8 65:1 67:4,25 68:8,11,14,17 70:3 70:13 71:1 72:14 73:23 74:25 76:6 77:16 78:7 81:18 82:23 84:23 86:19 87:16 89:5 90:5 91:2,23 94:11 96:10 98:2,4,9,17 99:8,11,17,20 101:12,15,22,24 102:10,18 104:13 105:21 107:16 108:3,25 111:7 112:17 113:1,7,9 113:22 114:5 115:5,15 116:5,13 116:18 117:16 121:14</p> <p><b>ken</b> 2:16 9:5 10:11 40:10 42:3 49:23</p> <p><b>key</b> 77:14 78:14 110:23</p> <p><b>kick</b> 106:3</p> <p><b>kicked</b> 95:11</p> <p><b>kids</b> 11:13,19,22 12:21 13:9 46:17 46:18</p> <p><b>kill</b> 56:21</p> <p><b>kimberly</b> 8:10</p> <p><b>kind</b> 18:19 25:24 34:14 35:10 36:6 60:18,20 61:12 67:17,18 71:7 73:19 76:4 78:3 84:13 88:10 89:8 92:10 94:3,17 99:5 101:7 105:16 105:25 108:22</p>	<p>115:5 120:1,11,18</p> <p><b>kinds</b> 67:12 120:12</p> <p><b>kitchen</b> 6:11</p> <p><b>knew</b> 114:9</p> <p><b>knife</b> 6:18,21</p> <p><b>know</b> 12:25 20:6,7 20:12 21:21 27:7 28:4,4,9 33:2,5 36:18 38:24 40:2 42:3 44:1 45:4,5 50:24 59:13,17 60:24 62:24 64:20 67:10 69:7 73:5 75:8 76:21,23 80:10 83:8,22 85:20,25 86:9 88:5 91:16,24 92:2 93:2,6,11,20 94:3,17 95:2,11 96:1,12 101:1 103:14 108:7,17 114:1,16,19 115:19,21,22 116:1 117:21 118:2,4,12,19 120:1,3,15,16 122:5,10</p> <p><b>knowing</b> 95:15 108:12</p> <p><b>known</b> 9:18</p> <p><b>knows</b> 35:15 96:1 112:24</p> <p><b>koci</b> 7:2</p> <p><b>kramer</b> 2:13 5:22 9:4 10:11 15:9 20:17 22:10 24:5 33:9 44:14 48:12 48:21 49:1,23 51:3 53:11,19 54:1 56:24 64:20</p>
<b>j</b>	<b>k</b>		
<p><b>january</b> 20:12</p> <p><b>jars</b> 11:1</p> <p><b>joan</b> 39:15</p> <p><b>job</b> 15:4 39:10 68:22 69:4 82:2 92:12 99:18 101:1 111:18,19 113:12 113:16,17</p> <p><b>jobs</b> 15:2</p> <p><b>jocking</b> 40:6</p> <p><b>johnson</b> 31:10,12 31:16,18 41:10</p> <p><b>join</b> 14:16 15:6 46:4 53:8</p> <p><b>joining</b> 46:6</p> <p><b>joke</b> 96:6</p> <p><b>josh</b> 2:14 54:8 66:21 67:1 77:1 93:9 96:1 101:13 114:2</p> <p><b>juan</b> 43:8</p> <p><b>jump</b> 43:17</p>	<p><b>karns</b> 2:16 9:5,7 22:10,13,20 26:2 26:25 27:7 28:7,9 28:16,21 29:2,5,7 29:11 42:5,9 44:15,17 50:1 58:25</p> <p><b>kathy</b> 2:13 9:7 22:13 69:19 77:1 79:14,14 81:2,3 82:9 86:25 92:23 93:8,16 96:2,10 97:11,21 101:25 107:22 109:2,3,9 110:12,16 111:3,4 112:21 114:25 115:11,16,25 116:1,2,8 120:7,24 122:5</p> <p><b>kathy's</b> 95:3</p> <p><b>keene</b> 68:4</p> <p><b>keep</b> 58:23 60:10 73:9,12,21 74:6 76:14 83:17,20 84:11 92:17 95:13 104:2 116:6</p> <p><b>keeping</b> 18:15 53:25 71:13 103:11</p> <p><b>keeps</b> 6:23 75:19 95:12</p>		

[kramer - lose]

87:12 97:23 98:14 99:18 101:19,23 107:23 112:6 114:14 116:3 121:20 123:3	<b>law</b> 15:21 61:8,12 64:14 65:21 66:25 77:10 90:13,16 117:21,24 <b>laws</b> 61:5 64:3 107:17,20 <b>lawsuits</b> 35:16 <b>lead</b> 4:24 92:18 <b>leader</b> 82:5,6 <b>leaders</b> 81:22 <b>leadership</b> 81:21 81:21,24 82:7,8,18 82:20 88:11 89:14 <b>learn</b> 7:6,22 <b>leasing</b> 27:3 <b>leave</b> 11:1 59:1,4 106:13 121:24 122:1 <b>legislative</b> 6:3 39:24 40:5 <b>legislature</b> 16:21 17:2 <b>legs</b> 120:9 <b>length</b> 41:6 <b>lesson</b> 10:24 <b>lessons</b> 84:19 <b>letter</b> 65:2 <b>letting</b> 51:21 <b>level</b> 95:8 96:3,5 99:13 <b>levels</b> 14:10 <b>liability</b> 63:13 64:6 97:14 111:16 113:11 115:22 <b>liaison</b> 32:6 42:12 49:13,16 50:4,9,17 50:20 51:4,18,24 52:6,14,23 53:14 53:21 54:6,24 55:5	<b>life</b> 26:5 43:12 46:15 74:13 <b>lifting</b> 103:15 <b>likes</b> 84:3 <b>limb</b> 114:6 <b>limbs</b> 114:6 <b>limited</b> 15:24 16:4 67:2 <b>line</b> 9:21 17:20 34:8 77:6 84:9 85:2,2,5,8 <b>lined</b> 6:13 <b>lines</b> 34:11 82:10 <b>linkage</b> 109:7 <b>lip</b> 34:14 <b>lisa</b> 18:8 <b>list</b> 64:2 65:13 121:7,9,10,15 <b>listed</b> 4:9,10 21:22 <b>listening</b> 98:25 <b>literally</b> 105:8 <b>litigation</b> 85:22 <b>little</b> 11:25 22:15 29:8,8 34:22 35:11 42:5 45:10 45:20 46:2 47:17 48:2,2,6 49:11,20 74:9 91:6 94:13 99:4,21 107:4 122:4 <b>live</b> 23:17,21 34:6 39:2 96:4 <b>lived</b> 112:8 <b>lives</b> 39:2 74:13 <b>living</b> 40:4 105:16 <b>lobbyist</b> 56:17 <b>lobbyists</b> 56:17 <b>local</b> 6:22 14:12 84:15 114:3 <b>locate</b> 22:19	<b>locating</b> 31:15 <b>location</b> 120:14 <b>locations</b> 9:17 10:5,6 108:1 <b>locker</b> 106:2 <b>lollipops</b> 10:3 <b>long</b> 47:18 56:12 70:1 72:6,17 78:5 83:22 85:17,20 86:5 92:15 116:8 120:1 <b>longer</b> 116:16 <b>look</b> 19:19 27:2,6 27:22 28:19 38:13 41:24 43:7 47:18 49:12 60:16 65:9 68:6 71:8,10 72:2 75:13 79:8 83:25 87:2,3 93:10 96:3 98:1,17,18 100:19 102:8 107:10 109:16 119:11,13 119:15,17 120:15 120:19 <b>looked</b> 27:4 57:4 68:14 72:21 <b>looking</b> 13:12 16:10 28:12,13,23 43:9 49:23 58:20 73:15 81:17 90:19 111:10 119:7 <b>looks</b> 19:22 51:23 79:8 91:24 110:20 111:2,2 <b>loop</b> 50:4 53:25 75:11 <b>loose</b> 36:23 <b>lopping</b> 75:19 <b>los</b> 56:17 <b>lose</b> 75:22 84:4,18 94:19 115:24
<b>l</b>			
<b>l.a.</b> 6:23 61:7,14 61:20 67:11 <b>la</b> 2:8 5:15,16 21:14,15 23:1,9 25:6,7,14,17,22 26:24 27:1,19 28:23 29:23 30:5 30:6 38:5,6 39:18 40:9,10 42:11 49:9 50:2,16 52:1 52:18 53:2,21 55:25 56:1 58:13 58:14 68:13 69:24 70:12 74:12 78:6 81:10,15 82:17 83:2 91:20 102:11 102:17 104:12,23 110:22 116:12,15 119:20 121:4 <b>lab</b> 6:11 7:5 <b>land</b> 35:14 <b>lane</b> 56:15 <b>language</b> 17:16 24:7 49:3 50:15 66:8 <b>lapd</b> 106:5 <b>lapd's</b> 70:23 <b>large</b> 18:14 62:15 98:12 <b>largest</b> 12:5 <b>late</b> 62:21 <b>laughing</b> 94:12 99:19 116:17 <b>laughs</b> 45:3			

[lost - member]

<p><b>lost</b> 4:17 39:13 61:1</p> <p><b>lot</b> 6:19 18:11,12 27:12 28:8 45:24 59:9,11 60:23 61:4,23 62:20,21 64:1 71:12 75:15 75:25 78:15 84:25 85:25 86:4 87:22 87:22 88:6 89:20 93:20,21,22,22 104:8 107:17 117:2 118:5 122:19</p> <p><b>lots</b> 35:14</p> <p><b>lounge</b> 10:17</p> <p><b>love</b> 13:10 83:16 95:23 117:17</p> <p><b>loved</b> 39:14</p> <p><b>lowest</b> 96:25</p> <p><b>luis</b> 1:24</p> <p><b>lunch</b> 116:22 117:6,7</p>	<p><b>madness</b> 40:3,5 57:4</p> <p><b>main</b> 14:21 46:22</p> <p><b>maintain</b> 17:4 26:15,18 71:11 73:9 81:9</p> <p><b>maintained</b> 84:10</p> <p><b>maintaining</b> 18:15 27:10,16</p> <p><b>maintenance</b> 16:21 115:8,13,17</p> <p><b>major</b> 4:21</p> <p><b>majority</b> 77:11 80:13</p> <p><b>maker</b> 53:6 54:5</p> <p><b>makers</b> 85:13</p> <p><b>making</b> 52:24 74:23 82:21 110:2</p> <p><b>mammoth</b> 17:17</p> <p><b>man</b> 17:1</p> <p><b>manage</b> 75:11</p> <p><b>management</b> 31:12 75:10 81:21 88:7 89:14,15,19 92:10 95:8</p> <p><b>manager</b> 45:1 82:5,7 83:8,13,14 84:2,3,17 85:13,16 94:24 108:18 115:19</p> <p><b>managers</b> 64:15 83:1,1,16 84:11 109:7 116:10,15 117:22</p> <p><b>managing</b> 82:8 103:8</p> <p><b>mangled</b> 88:9</p> <p><b>manner</b> 17:14 30:24 31:19</p> <p><b>march</b> 1:18 4:1 7:12 40:3,5,11</p>	<p>45:22 46:22 48:20 57:3</p> <p><b>market</b> 12:15,16 44:12,16,20,25 45:9,14,17 46:7,24 47:11,25 49:2,20 50:22 53:13 71:20</p> <p><b>marketing</b> 72:1</p> <p><b>markets</b> 107:25</p> <p><b>marmalade</b> 10:25 11:1</p> <p><b>master</b> 18:20 20:7 20:8 26:7,10,13,20 30:17,20,23 31:3,5 31:7,9,17 32:13 33:8 34:18 36:1 40:8,18 41:17,17 41:18 43:14,17 62:17 69:19 91:7 121:7</p> <p><b>masters</b> 26:4</p> <p><b>match</b> 72:25</p> <p><b>material</b> 41:13,13</p> <p><b>materials</b> 11:6</p> <p><b>math</b> 12:24 13:3</p> <p><b>matter</b> 16:23 40:15 50:19 52:21 68:23 80:19</p> <p><b>matters</b> 4:7 15:15 21:22,23 66:3,10 69:20 70:10 95:23 117:10</p> <p><b>mayor</b> 6:2</p> <p><b>meadows</b> 14:15</p> <p><b>mean</b> 36:17 38:24 73:11 76:19 84:5 94:22 95:4,6 96:7 99:22 109:3 110:2 118:7,9</p> <p><b>meaning</b> 63:21</p>	<p><b>means</b> 30:24 69:9 82:14 100:11</p> <p><b>measurement</b> 73:14</p> <p><b>mechanism</b> 51:4 103:25</p> <p><b>media</b> 6:21 7:6 13:25 46:6 104:15</p> <p><b>meet</b> 27:6 36:25 39:23 75:13 87:23 101:15,20</p> <p><b>meeting</b> 1:8 4:7 16:2 18:25 20:4 20:18 31:4,7,17 32:9 33:9 36:21 36:22,24 37:6,9 38:16,22 40:17,20 40:21,22 42:21 43:5,8 56:12 59:7 65:21 66:5 67:17 67:18,22 70:4 72:11 73:5 74:4,4 74:5 75:4 76:10 77:3 78:16,24 79:3,7,12,15,18 80:16 86:25 88:19 100:25 101:18 102:13 104:1,25 117:9,14 118:10 118:10 119:2 120:4,4 121:16 122:25 123:1,7</p> <p><b>meetings</b> 15:25 33:2 36:4 41:5,15 52:7 65:25 67:18 69:7,17 72:4 87:25 116:6,18,20 121:21 122:8</p> <p><b>member</b> 8:7 22:5 32:12 80:4,5 81:7 95:10 118:25</p>
<b>m</b>			
<p><b>madam</b> 4:17 5:2,5 5:7,9,11,13,15,17 21:2,4,6,8,10,12 21:14,16,18 23:14 24:19,21,23,25 25:2,4,6,8,10 29:17,19,21,24 30:1,3,5,7,9 32:12 32:15 37:18,20,22 37:24 38:1,3,5,7,9 40:10 43:22 55:13 55:15,17,19,21,23 55:25 56:2,4,23 58:1,3,5,7,9,11,13 58:15,17 118:10 118:23 119:2</p>			

[member - need]

<p>121:6  <b>members</b> 22:2,21  32:5 68:17 71:17  83:9 87:14 89:22  90:7 98:15 102:14  102:19 104:10  108:7  <b>memorial</b> 7:17  <b>men</b> 39:1  <b>mention</b> 34:2  48:15  <b>mentioned</b> 33:13  40:11 45:15 83:7  89:14 105:12  111:23 120:7  <b>merchandise</b> 26:8  <b>mesa</b> 1:16 4:1 5:23  5:25 6:3 46:20  <b>mess</b> 65:17  <b>message</b> 94:8  122:15  <b>messages</b> 35:9  <b>messes</b> 118:4  <b>method</b> 74:23  <b>mexico</b> 14:5  <b>michele</b> 2:15  10:11,12 15:9  39:15  <b>michelle</b> 6:4  <b>micromanaging</b>  80:2 104:18  <b>mid</b> 70:1,5 72:17  92:14  <b>middle</b> 40:14  94:17  <b>midway</b> 120:16  <b>military</b> 117:23,23  118:2  <b>millet</b> 8:10  <b>million</b> 8:20</p>	<p><b>mind</b> 52:19 92:17  <b>minded</b> 96:17  <b>minds</b> 38:22,22  <b>mindset</b> 112:4  <b>minor</b> 13:16  <b>minority</b> 77:11  107:13  <b>minutes</b> 12:1  15:24 16:4 18:24  19:9,19 20:25  39:3,6 55:7 67:7  <b>minutiae</b> 83:10  <b>misguided</b> 104:18  <b>misplaced</b> 104:18  <b>missed</b> 16:14  25:20  <b>mission</b> 4:12 36:17  69:11 70:15,17,22  70:24 71:3 73:18  104:24,25 105:3,6  105:9,13,15,21  106:2,10 118:2,3  <b>missions</b> 104:22  <b>misunderstanding</b>  33:24  <b>misunderstood</b>  110:7  <b>misuse</b> 64:5  <b>mma</b> 10:16  <b>model</b> 43:9  <b>modern</b> 114:1  <b>modified</b> 76:10  <b>mom</b> 13:6  <b>monday</b> 12:12  35:2 49:15  <b>money</b> 4:20 34:15  38:18 62:1 63:22  97:14  <b>monitor</b> 120:12,20  <b>monitoring</b> 39:20  39:24 102:5,11,15</p>	<p><b>monkey</b> 121:14,15  <b>month</b> 8:1,4 9:8  19:8,22 22:12  27:17 29:11 36:22  37:2,7 38:14 41:7  42:1 55:10 71:21  <b>month's</b> 19:18  120:4  <b>monthly</b> 73:19  <b>months</b> 9:9 42:17  59:22 72:22 76:22  <b>monument</b> 7:16  7:18  <b>morning</b> 5:22,23  6:20 10:25 16:9  18:9 30:16 34:20  56:9 93:16  <b>morning's</b> 76:9  <b>motion</b> 21:25 22:2  22:24 23:5,6  24:13 29:12 37:11  50:11 53:7,7 54:2  54:10,14,15,16  57:24 76:10,11  77:19,20,22,25  78:1,2  <b>motioned</b> 23:8  <b>motions</b> 50:10  76:16,18  <b>motivations</b>  104:19  <b>motive</b> 30:25  <b>motorcycles</b> 11:11  <b>mottos</b> 106:1  <b>mou</b> 36:25 37:5,8  <b>mouet</b> 2:6 5:11  21:8,9 24:25 25:1  25:21 29:24,25  37:24,25 49:6  55:19,20 58:7,8</p>	<p><b>move</b> 15:15 19:1  25:12 27:25 30:11  36:2 44:11 49:25  57:19 76:1 78:1  <b>moved</b> 8:2 19:2,5  23:10 24:15,16  29:13,15 37:15  49:5,7 57:22  <b>moves</b> 18:21 66:15  <b>moving</b> 42:10  45:19 46:3 58:24  89:9 102:2  <b>multiple</b> 104:17  <b>mundekis</b> 30:13  30:16 31:23,24  32:1,20 56:8,9  60:5,7  <b>music</b> 44:6 45:25  46:16,16  <b>mutual</b> 57:7</p>
<b>n</b>			
<p><b>n</b> 3:1  <b>name</b> 118:20  <b>names</b> 34:13  <b>nasty</b> 65:2  <b>natural</b> 17:8 67:3  <b>nature</b> 31:1  <b>necessary</b> 16:24  17:5,7 18:16 67:6  <b>need</b> 11:6 22:22  27:5,12,14,19  29:12 32:8 41:24  48:25 52:7,8 54:8  54:21 61:4 67:21  68:3,5 77:25 85:8  88:12,13 102:23  103:8 105:16,20  106:8 109:20  114:21 115:18  120:19 121:22,23</p>			

[needed - ongoing]

<p><b>needed</b> 10:5 56:12 59:13 <b>needs</b> 9:16 26:7 27:6,9 34:12 37:7 44:22 68:14 84:9 86:19 105:19 106:8 112:2 115:16 116:1 <b>negate</b> 85:11 <b>neglected</b> 36:7 <b>nephew</b> 122:22 <b>net</b> 8:21 <b>never</b> 35:23 76:20 93:4,23 102:25 104:11,12 113:1 <b>new</b> 11:10,16 13:23,24 14:17 24:6 42:15 46:17 47:3,11 48:18 52:5 60:20 73:5 73:11 74:7,7,7 79:19 83:4 86:16 86:16 102:3,19 117:4 122:10 <b>newer</b> 107:24 118:24 <b>news</b> 44:19 <b>newspaper</b> 81:1 <b>newspapers</b> 81:8 104:15 <b>newton</b> 2:10 119:13,22 <b>nice</b> 34:5 <b>nick</b> 44:18 45:15 63:6 82:23 117:12 <b>nick's</b> 110:22 111:7 <b>nicora</b> 44:18,21 47:13 <b>night</b> 10:18 111:21</p>	<p><b>nino</b> 14:1,4,7,11 14:13 119:8 <b>noise</b> 17:10 <b>non</b> 46:13 64:6 <b>normal</b> 79:19 <b>note</b> 16:14 18:1 41:22 47:2 67:18 <b>noted</b> 101:11 <b>notes</b> 60:16 <b>notice</b> 15:22 19:23 52:8,12,15 53:7,11 53:12,17 54:24 88:1 101:17 102:13 <b>noticed</b> 4:8,9 54:7 112:7 117:6 <b>noticing</b> 66:5 <b>notify</b> 22:6 <b>number</b> 23:19,25 24:10 39:4 44:7 89:7 93:15 95:5 96:7,12 98:22 117:19 118:21 <b>numeral</b> 34:24 <b>numerous</b> 31:11</p> <hr/> <p style="text-align: center;"><b>o</b></p> <hr/> <p><b>o'clock</b> 4:6 <b>oath</b> 63:15 <b>object</b> 57:3 <b>objective</b> 40:19 74:10 97:18 121:8 121:8 <b>objectives</b> 72:10 73:24 75:4,10,11 82:1 104:21 <b>obligation</b> 52:20 110:25 <b>obscure</b> 66:9 92:6 <b>observation</b> 90:10 91:4 108:23 111:3 111:6</p>	<p><b>observations</b> 90:18 <b>observe</b> 89:23 90:21 110:24 111:1 <b>observed</b> 91:4 <b>obstacle</b> 11:17 <b>obvious</b> 103:18 104:20 <b>obviously</b> 19:11 19:22 27:5,17 40:13,24 41:4 49:10 72:11 74:18 74:21 96:2 105:5 106:22 119:5 <b>oc</b> 1:13 5:24 6:7 10:15 11:2,15 12:3,20 13:2 14:1 14:24 15:1,5 44:12,19 <b>occasions</b> 54:6 120:15 <b>occur</b> 49:16 50:6,7 52:10 53:24 <b>occurred</b> 50:25 85:12 99:16 <b>occurring</b> 51:1 62:21 <b>ocfair.com.</b> 11:7 <b>ocfec</b> 4:12 <b>offense</b> 59:25 <b>office</b> 12:17 63:16 63:18 65:2 67:11 86:10 106:6 <b>officer</b> 68:21 85:4 111:15 <b>officers</b> 67:19 <b>offices</b> 6:3 <b>official</b> 63:9 76:21 79:24</p>	<p><b>officially</b> 6:10 62:23 <b>officials</b> 17:25 18:2 33:22 64:11 64:18,19 86:8,9 88:18,18 <b>officiating</b> 39:10 <b>oh</b> 94:6 95:17,22 108:16 111:17 123:4 <b>okay</b> 12:20 19:21 20:5,15,17,20,23 22:25 23:4,4,8 25:19 28:12,18 29:4,7 32:3,22 37:3,11,15 39:24 40:8,8 43:2 54:1,8 54:17,20 55:6 56:23 57:18 78:13 78:19,19,20 81:3 86:23 95:17 98:3 98:8,9 104:7 110:9,10,12 113:19 117:12 <b>old</b> 84:20 86:14 88:17 117:20 <b>oldest</b> 13:11 <b>ona</b> 106:16,21 116:10 <b>once</b> 12:20 22:23 23:6 31:24 32:3 40:23,24 57:11 72:23 74:14,22 81:25 102:24 103:18 104:21 <b>one's</b> 9:20 <b>ones</b> 56:15 93:18 106:25 <b>ongoing</b> 33:23 112:12</p>
---	---	---	--



[online - percent]

<p><b>online</b> 11:7 64:12 64:22 65:9</p> <p><b>open</b> 12:12 65:25 66:1,2 72:11 83:21 104:6</p> <p><b>opened</b> 12:14</p> <p><b>opening</b> 48:17</p> <p><b>openly</b> 95:12</p> <p><b>operate</b> 61:9 65:25 83:13,13</p> <p><b>operating</b> 17:12 61:17 71:9 83:19</p> <p><b>operation</b> 43:20 82:9 83:10 96:5 118:2</p> <p><b>operational</b> 5:21 9:5 21:23</p> <p><b>operations</b> 9:5 26:9,12,13 52:22 54:25 82:12</p> <p><b>operator</b> 43:11</p> <p><b>opportunities</b> 35:20 36:15 43:7 43:16 61:11</p> <p><b>opportunity</b> 8:8 11:9 30:17 34:21 44:22 51:1 56:10 59:11 105:8 107:6</p> <p><b>oppose</b> 57:15</p> <p><b>opposed</b> 87:24</p> <p><b>opt</b> 56:19</p> <p><b>option</b> 27:2 28:16</p> <p><b>options</b> 27:4,6,22 33:17 61:11</p> <p><b>orange</b> 1:1 4:12 7:4 10:19 12:15 13:20,25 45:12 46:14 47:11 60:25 62:13 87:9,12</p> <p><b>orchestra</b> 14:18</p>	<p><b>order</b> 4:7,11 23:22 26:14,16,21 59:8 76:6,7,24 116:7</p> <p><b>oregon</b> 122:22</p> <p><b>organization</b> 9:1 46:14,23 69:4 74:15 78:20 96:24 105:2 106:13 107:11 111:18 117:23,24</p> <p><b>organizational</b> 69:20 70:4</p> <p><b>organizations</b> 12:7 14:12 75:15 86:12 87:17 88:6 102:25</p> <p><b>orientation</b> 64:11</p> <p><b>orientations</b> 112:12</p> <p><b>original</b> 54:14</p> <p><b>os</b> 116:14</p> <p><b>ought</b> 94:4 105:10 108:10</p> <p><b>outdoor</b> 10:17</p> <p><b>outreach</b> 7:6 46:13</p> <p><b>outside</b> 10:6,7 47:25 51:5 68:25 88:4</p> <p><b>outstanding</b> 6:1</p> <p><b>overnight</b> 50:19</p> <p><b>oversight</b> 49:12 50:3,22 64:23 82:21 83:4,17,17 84:1 85:22 86:3,7 87:7,10,13 88:3 108:22 112:10</p> <p><b>overtime</b> 81:19</p> <p><b>overwhelmed</b> 108:3</p> <p><b>overwhelming</b> 36:4</p>	<p><b>owned</b> 56:13</p> <p><b>owning</b> 27:16</p> <p style="text-align: center;"><b>p</b></p> <p><b>p.m.</b> 123:7</p> <p><b>pac</b> 99:24 110:18</p> <p><b>pacific</b> 12:17 14:18,22 43:20 89:21</p> <p><b>package</b> 11:22</p> <p><b>packed</b> 44:3</p> <p><b>packet</b> 98:9</p> <p><b>page</b> 3:2 16:10 66:6 98:19</p> <p><b>paid</b> 31:14,20</p> <p><b>paint</b> 47:3</p> <p><b>painting</b> 46:17</p> <p><b>pairings</b> 46:18</p> <p><b>pan</b> 7:2 109:13</p> <p><b>panelled</b> 7:15</p> <p><b>paraphrase</b> 70:18</p> <p><b>parents</b> 12:21</p> <p><b>park</b> 62:14</p> <p><b>parking</b> 26:11,20 104:8</p> <p><b>parliamentary</b> 54:11 77:8,10</p> <p><b>part</b> 6:7 14:21 15:2 16:11 18:21 19:15 41:17,18,25 60:22,22 62:15,15 62:17 68:4 72:14 72:23 73:13 87:18 88:10 96:10 97:16 111:6 114:12 122:10</p> <p><b>participants</b> 10:25</p> <p><b>participate</b> 35:16</p> <p><b>participating</b> 85:1 90:2</p> <p><b>participation</b> 66:4</p>	<p><b>particular</b> 25:25 38:19 85:23</p> <p><b>particularly</b> 114:2</p> <p><b>parties</b> 68:25</p> <p><b>partly</b> 72:24</p> <p><b>partnered</b> 46:9</p> <p><b>partnering</b> 47:6</p> <p><b>partners</b> 26:8</p> <p><b>partnership</b> 13:24 48:16</p> <p><b>partnerships</b> 14:22</p> <p><b>parts</b> 11:11 33:13</p> <p><b>pass</b> 60:14 65:5 90:21 121:24</p> <p><b>passed</b> 4:23 19:17</p> <p><b>passionate</b> 84:7</p> <p><b>path</b> 65:7 106:24</p> <p><b>patience</b> 56:7</p> <p><b>patting</b> 112:21</p> <p><b>pay</b> 27:11</p> <p><b>paying</b> 34:14</p> <p><b>payment</b> 31:13</p> <p><b>pd</b> 104:9</p> <p><b>penalties</b> 67:9</p> <p><b>people</b> 10:4 14:25 15:3 16:22 17:7 23:16 26:5 40:3 44:2 60:23 61:2,7 61:23 62:6 72:12 80:12 83:17,18 84:11 88:9 89:21 90:9 93:20 94:15 97:5 111:21 112:2 114:3 115:3,7 116:11 117:4 118:20</p> <p><b>perceive</b> 62:6</p> <p><b>percent</b> 24:9 70:18 73:6,6 86:6</p>
--	--	---	---

[percentage - precision]

<p><b>percentage</b> 28:10  <b>perfect</b> 90:18 91:5  113:1  <b>performance</b> 90:7  92:21  <b>performances</b>  14:11  <b>performed</b> 16:11  <b>performers</b> 14:19  <b>performing</b> 14:18  46:21  <b>period</b> 27:17  50:19 52:8,20  <b>periodically</b>  105:16 121:10  <b>permanent</b> 101:12  <b>permitted</b> 15:19  30:22  <b>person</b> 4:11 52:3  66:19 95:22  100:16 102:7,9  116:19 121:16  122:10  <b>personal</b> 78:18  86:5 113:10  <b>perspective</b> 45:2  50:6 69:9 90:17  <b>pet</b> 12:3,4,5,5,7  <b>peter</b> 75:8,8 92:4  115:24  <b>pham</b> 2:10 5:18,19  21:18,19 25:10,11  30:9,10 38:9,10  39:20,21 53:10  56:4,5 58:17,18  118:24 119:5  <b>philosophy</b> 92:22  <b>photo</b> 15:1  <b>photojournalist</b>  8:10</p>	<p><b>phrase</b> 75:10  <b>phraseology</b> 101:7  102:19  <b>physical</b> 69:18  <b>physically</b> 90:2  <b>pick</b> 112:15  <b>picked</b> 81:5  <b>picking</b> 112:3,17  <b>picture</b> 74:8 75:23  81:24 91:18,24  <b>piece</b> 34:18 42:5  91:11  <b>pieces</b> 91:11,15,18  <b>pillar</b> 5:25  <b>pillars</b> 16:19 46:3  <b>pipe</b> 115:6  <b>place</b> 10:23 12:15  34:4 40:25 41:25  44:12,16,20,25  45:9,14,17,21 46:7  47:11,25 49:2,20  50:22 52:13 53:13  71:20 73:12 76:14  89:16 98:23  100:23 102:23  112:24 118:20  <b>placed</b> 19:18  <b>places</b> 34:5 64:1  85:25  <b>plagued</b> 93:4  <b>plan</b> 18:20 19:20  20:7,9 30:18,20,23  31:3,6,7,10,10,17  32:13 33:8 34:18  36:2 40:9,18  41:17,17,18 43:14  59:21 62:17 69:11  69:12,19,21,25  71:6 73:3 81:23  91:6,7,8,9 92:9  96:11 97:17</p>	<p>105:19  <b>planning</b> 17:19  38:16 51:13,20  70:17 72:11,15  75:15  <b>plans</b> 19:14  <b>plaque</b> 122:4  <b>plate</b> 122:19  <b>play</b> 81:6 110:15  <b>played</b> 83:23,23  93:3  <b>please</b> 8:23 33:24  47:1 59:11 60:17  79:19  <b>pleased</b> 42:18  <b>pleasing</b> 16:25  <b>pleasure</b> 49:4  117:16  <b>pledge</b> 4:16,25 5:1  <b>plumber</b> 113:17  <b>plus</b> 11:18 70:6  106:15  <b>ply</b> 44:5,5  <b>pocket</b> 98:17  <b>podium</b> 66:12  <b>point</b> 35:5 46:23  71:3 77:14 90:24  94:15 96:8 100:6  101:9 102:14,22  106:11 111:7  116:4 118:15  <b>pointed</b> 93:23  <b>pointer</b> 65:18  <b>points</b> 78:8  <b>police</b> 71:1  <b>policies</b> 19:16  21:24 42:21 68:24  70:14 71:8 81:11  81:11,13 88:11,12  92:10 99:13 100:1  100:4 104:14</p>	<p>109:19  <b>policy</b> 17:3 19:15  42:22 43:24 51:7  66:15 68:3 75:3  76:8 78:12,18  87:19,21 88:3,3,5  89:18 99:8,9,10  100:10 101:9  107:15 110:14  <b>policymakers</b>  85:21  <b>pony</b> 18:12  <b>popular</b> 10:22  <b>population</b> 107:11  <b>portion</b> 32:13  34:23  <b>pose</b> 108:14  <b>position</b> 8:24 45:1  45:7 57:13,14,15  57:17,20,25 63:19  96:21  <b>positions</b> 107:25  <b>positive</b> 8:18  71:18 79:25 80:1  <b>possible</b> 17:19  83:15  <b>post</b> 24:8  <b>posted</b> 42:6  <b>postponed</b> 31:17  <b>potential</b> 97:14  <b>potentially</b> 41:16  47:24 48:1 111:2  <b>pots</b> 7:1  <b>power</b> 13:1  <b>powerpoint</b> 60:14  60:15 98:12  <b>practices</b> 104:14  <b>pre</b> 24:8 116:10  <b>precisely</b> 89:16  <b>precision</b> 6:20</p>
--	--	---	--

[premier - public]

<p><b>premier</b> 75:8  <b>prep</b> 46:25  <b>prepared</b> 16:13  17:18 78:25  <b>present</b> 2:12 8:5  9:14,18 59:22  69:13  <b>presentation</b> 31:3  44:16 60:14,15  69:23 71:20 77:17  106:16 119:11  <b>presented</b> 31:13  <b>presenting</b> 91:9  <b>preservation</b>  10:22 106:21  <b>president</b> 36:24  44:15 94:23  <b>press</b> 77:3  <b>pressure</b> 93:10  118:7  <b>prestige</b> 63:20  <b>pretty</b> 19:22 20:7  23:21 67:4 100:21  105:22 120:16  <b>prevention</b> 64:13  <b>previous</b> 41:15  <b>previously</b> 120:7  <b>primary</b> 115:19  <b>principle</b> 85:14  <b>principles</b> 17:13  77:8  <b>prior</b> 15:22,23  16:2 22:1 23:7,14  85:12 92:11  102:12  <b>priorities</b> 70:1  72:13 74:19,22  82:22  <b>priority</b> 23:20,25  24:10 44:8,8  75:25 95:5 97:23</p>	<p><b>private</b> 34:9,10  78:11  <b>privately</b> 88:19,24  <b>privy</b> 33:22  <b>pro</b> 10:15,16 89:25  <b>proactive</b> 99:8,9  100:1  <b>probably</b> 19:12  20:19 37:6 38:21  41:7 60:19 65:2  67:23 68:5,14  81:16 96:14 114:5  120:3 122:5  <b>problem</b> 49:9 75:1  76:16 90:19,20  93:24 97:13,14  98:6 99:17,25  100:1,9 108:19  109:1 110:18  111:11,12,16  113:13,15 114:11  115:2,10  <b>problems</b> 35:12  53:16 87:16 93:18  106:25 109:16  <b>procedural</b> 67:20  <b>procedure</b> 54:12  77:8  <b>procedures</b> 24:6  31:8 62:5 71:8  83:19  <b>proceedings</b> 3:3  <b>proceeds</b> 8:21  <b>process</b> 7:10 16:10  17:18,19 18:5,21  25:13 28:24 30:12  31:5 33:23 35:15  35:25 36:1 40:7  40:24 41:4,7,7  42:10,15,19 45:6  49:14 53:17 61:1</p>	<p>65:19 69:12 70:5  73:2 75:12,12,19  76:13,14 77:2,3  79:20 85:1 90:19  91:2,5 92:1,5  100:20 102:8  103:8,22 106:17  110:14 114:18,23  115:23 116:10  <b>processes</b> 33:10  <b>proclivity</b> 74:6  102:24  <b>produced</b> 31:16  31:19  <b>product</b> 12:5 41:9  41:19  <b>production</b> 46:16  <b>productions</b> 22:14  23:20  <b>products</b> 47:8  120:17  <b>profess</b> 79:10  <b>professional</b> 14:12  <b>profile</b> 51:7  <b>profit</b> 46:13 61:6  <b>program</b> 6:24 7:2  7:5,11 8:6  <b>programming</b>  47:4  <b>programs</b> 6:10 7:1  18:12 47:10  <b>project</b> 41:25 74:1  <b>prolong</b> 117:8  <b>promised</b> 39:13  <b>promotes</b> 14:7  <b>proofing</b> 28:1  <b>proper</b> 10:2 54:15  82:21  <b>properties</b> 56:14  74:14</p>	<p><b>property</b> 18:15  26:15 31:20 36:16  43:6 60:24 61:1,4  61:13 62:7,13,18  112:20 118:19  <b>proposal</b> 31:7 52:1  <b>proposed</b> 50:21  <b>protect</b> 17:5 47:19  70:25 71:1 77:11  <b>protection</b> 17:15  <b>protections</b> 34:4  <b>protects</b> 18:5  63:10  <b>protocol</b> 114:16  <b>protocols</b> 104:4  <b>proudly</b> 6:5  <b>provide</b> 8:12  10:13 14:8 16:24  17:7 32:6 50:10  52:8,15 54:24  105:9  <b>provided</b> 7:10  9:25 30:23 55:3  63:10  <b>provides</b> 26:3  65:24  <b>providing</b> 23:16  <b>provision</b> 103:3  <b>pstd</b> 38:23,23  95:11  <b>psychology</b> 97:5  <b>ptsd</b> 39:7,14  <b>public</b> 12:12,14  15:15,16,17,20,21  15:22 16:6,6,7,18  17:24 18:1,4,15  19:11,23 22:3,5  30:23 31:19,22  32:12 33:1,15,21  34:4,11 41:12  42:7 44:19 45:3</p>
---	--	---	--

[public - records]

<p>52:7 56:13 60:2 61:13 64:17 65:21 66:1,3,12 67:6 70:9 72:12 74:4 78:11,11 79:7 80:19 83:5,25 86:1 88:19 89:2 94:12 99:19 101:17 102:13 104:15 108:14 111:21 116:17 117:19 118:18 122:9 <b>publicly</b> 88:24 <b>published</b> 66:23 66:25 <b>pull</b> 21:22 22:9,13 23:1 <b>pulled</b> 22:22,22,25 25:21 <b>pun</b> 51:9 <b>purchase</b> 28:11 <b>purpose</b> 32:5 69:11 73:18 79:7 <b>purposes</b> 71:5 <b>push</b> 34:6 36:11 36:11,11 87:19 <b>pushed</b> 109:24 <b>pushing</b> 34:14 <b>put</b> 10:1 19:14 34:4 44:2 47:19 51:16 54:21 73:11 74:2 76:3 81:19 91:16,21 93:16 94:5 99:2 102:25 103:13 108:15,19 <b>putting</b> 20:19 103:10 <b>puzzle</b> 91:13,14,21</p>	<p style="text-align: center;"><b>q</b></p> <p><b>quads</b> 11:10 <b>qualitative</b> 70:10 <b>qualities</b> 17:9 <b>quality</b> 16:20,22 16:24 17:4,6 107:15 <b>quantitative</b> 70:11 <b>quarter</b> 75:4 <b>quarterly</b> 74:15 <b>question</b> 66:13,13 69:24 72:8 74:11 79:5,9,13,19 83:9 103:6 <b>questioning</b> 84:8 <b>questions</b> 19:8,10 20:25 33:12 42:3 55:11 67:14 77:18 78:24 107:7 <b>quick</b> 9:7 18:10 53:14 65:3 99:5,7 109:11 <b>quicker</b> 79:16 <b>quickly</b> 51:14 97:21 115:12 <b>quite</b> 98:18 <b>quote</b> 13:5 70:17 70:19 82:13 96:19 113:3 <b>quoted</b> 81:2 <b>quotes</b> 68:18</p> <hr/> <p style="text-align: center;"><b>r</b></p> <p><b>r</b> 1:24 2:19 <b>racing</b> 60:10 <b>radio</b> 6:25 7:3 <b>raffles</b> 47:1 <b>rain</b> 7:23 48:20 <b>rainbow</b> 12:25 <b>raise</b> 38:18</p>	<p><b>raised</b> 4:20 19:11 121:6 <b>rallied</b> 6:21 <b>range</b> 16:15 <b>rank</b> 118:20 <b>rare</b> 70:23 <b>rate</b> 28:25 <b>rated</b> 93:2 <b>rates</b> 43:11 <b>reach</b> 51:17,23 107:20 <b>reaching</b> 71:19 107:17 <b>reacquainted</b> 117:2 <b>react</b> 51:14 <b>reactive</b> 99:9,14 99:25 <b>read</b> 55:7,9 60:15 60:17 73:17 <b>reading</b> 108:2 <b>ready</b> 4:25 18:20 79:15 <b>reaffirming</b> 73:18 <b>real</b> 77:14 79:25 86:20 <b>reality</b> 7:11 99:22 <b>realize</b> 60:25 61:23 <b>realizes</b> 38:24 <b>realizing</b> 27:19 <b>really</b> 6:21 34:14 38:25 43:5,12 47:5,7 48:10,11 51:21 54:18,25 59:16 66:10 71:19 76:24 79:13,20 84:5 85:2 87:4 88:12 94:18 100:22 107:14 112:4 118:1,5,25</p>	<p>120:2,10,18 <b>realm</b> 88:4 107:9 <b>reappointed</b> 63:5 119:13 <b>reappointment</b> 119:6,22 <b>reason</b> 89:8 100:23 104:2 <b>reasonable</b> 17:16 <b>reasons</b> 35:21 89:7 <b>receive</b> 5:25 <b>received</b> 6:1 13:6 31:8 40:13 <b>reception</b> 8:3,5 <b>recess</b> 58:22 59:6 <b>recited</b> 5:1 <b>recites</b> 104:25 <b>recognize</b> 48:14 <b>recognized</b> 6:9 22:7 <b>recognizing</b> 8:4 <b>recommend</b> 73:23 <b>recommendation</b> 44:18 48:23 57:17 87:21 103:18,18 <b>recommendations</b> 59:14 101:24,25 103:16 <b>recommended</b> 65:6 <b>recommending</b> 40:21 101:5,9 <b>reconvene</b> 59:5 <b>record</b> 31:1 48:13 50:15 76:22 115:18 <b>recordkeeping</b> 64:24 121:18 <b>records</b> 16:18 67:6 122:9</p>
--	---	---	--

[recruit - revise]

<p><b>recruit</b> 97:5  <b>recruitment</b> 97:6  <b>recuse</b> 30:19  <b>redone</b> 103:20  <b>reelection</b> 64:1  <b>reenforce</b> 6:7  <b>reevaluate</b> 22:15  <b>reevaluated</b> 106:9  <b>refer</b> 81:1,2  <b>reference</b> 67:21  99:7  <b>referred</b> 103:24  105:12  <b>reflecting</b> 107:11  <b>reflection</b> 36:8  <b>refresher</b> 60:18  <b>regarding</b> 1:6  30:17,19 33:8  108:14  <b>regardless</b> 28:23  96:20 111:14  118:20  <b>regards</b> 10:1  27:15 42:14  <b>reggie</b> 30:13 31:23  32:17,19 56:8  60:3  <b>register</b> 11:7  <b>regulations</b> 61:9  62:8 81:19 99:12  <b>rehabilitate</b> 17:5  <b>rehearse</b> 99:20  <b>reinforce</b> 97:7  <b>reinvigorated</b>  71:23  <b>reiterate</b> 75:24  <b>reiterating</b> 73:19  <b>reject</b> 18:3  <b>rejected</b> 17:24  <b>relating</b> 48:23</p>	<p><b>relations</b> 71:18  <b>relationship</b> 28:20  37:9 47:21 49:25  85:11  <b>relative</b> 40:18  <b>relaunch</b> 45:22,23  <b>released</b> 40:11  <b>reluctantly</b> 96:15  <b>remaining</b> 24:14  62:15  <b>remarks</b> 121:22  <b>remember</b> 55:10  88:17 106:15  109:19  <b>remind</b> 10:4  <b>reminder</b> 12:11  64:22  <b>remove</b> 26:17  <b>removed</b> 22:4 63:1  65:4  <b>removes</b> 97:13  <b>renew</b> 28:17  <b>rent</b> 28:5  <b>rental</b> 23:2 27:11  43:11  <b>renting</b> 23:16 27:1  <b>repairs</b> 47:3  <b>replaced</b> 63:1  <b>replay</b> 10:17  <b>report</b> 9:3,16 15:8  18:11 25:15,23  32:16 33:4,6  36:11 37:7 38:13  42:19 71:11 101:2  103:20 105:12  120:11,20 121:3  <b>reported</b> 1:23  113:20  <b>reporter</b> 81:6  <b>reporting</b> 75:19  103:25</p>	<p><b>reports</b> 32:4,4  33:1 39:5 44:11  120:25  <b>represent</b> 68:24  80:21,23  <b>representatives</b>  7:4 35:4  <b>representing</b>  51:15  <b>request</b> 22:3 29:23  30:18 31:15,16  57:17 120:21  122:9  <b>requested</b> 15:23  16:2 22:7 31:1  <b>require</b> 53:7  <b>required</b> 31:9 86:7  <b>requirement</b>  16:13 52:13 64:7  64:14 66:2  <b>requirements</b> 65:9  <b>requires</b> 15:21  <b>rescue</b> 12:6  <b>research</b> 100:9  <b>reset</b> 58:22 59:17  60:20 71:7  <b>resident</b> 121:6  <b>resolution</b> 30:25  114:18  <b>resolved</b> 30:21  <b>resources</b> 4:14  63:21,21  <b>respect</b> 51:3  <b>respectfully</b> 57:13  <b>respecting</b> 79:21  <b>respond</b> 18:4  66:18 107:22  <b>responding</b> 41:5  99:15  <b>response</b> 37:25</p>	<p><b>responsibilities</b>  69:10 78:8  <b>responsibility</b>  92:8 94:25 97:9  98:10 108:18,20  111:6  <b>responsible</b> 17:15  18:2 94:16,16  95:16 112:19  113:10  <b>responsive</b> 112:1  <b>rest</b> 27:13,17 39:2  93:19  <b>restaurants</b> 7:2  <b>restoring</b> 17:9  <b>restrictions</b> 96:2  <b>result</b> 27:12 74:20  90:25  <b>resulting</b> 106:18  <b>results</b> 4:14 92:22  92:23,24  <b>retail</b> 45:17  <b>retailers</b> 12:6  <b>rethink</b> 105:17  <b>retire</b> 63:2  <b>revamp</b> 46:24  <b>revenue</b> 8:16,18  61:15,17,20,24  <b>revenues</b> 9:2  <b>review</b> 31:21  41:13 42:1,15  43:20 69:10 74:18  74:20 88:12 97:4  100:1  <b>reviewed</b> 10:8  40:23,25 41:3  100:10  <b>reviewing</b> 50:21  66:9  <b>revise</b> 69:10</p>
--	---	---	--

[revolution - security]

<p><b>revolution</b> 86:20  <b>rfp</b> 31:5 40:11  <b>ribbon</b> 46:5,21  <b>richards</b> 2:15  10:12,14  <b>ridden</b> 56:19  <b>ride</b> 111:10  <b>riding</b> 93:19  <b>right</b> 10:14 12:19  29:4 30:11,14  32:20 59:22 63:6  66:24 68:12,13  69:14 71:20 78:4  80:7 81:15 87:9  90:20 91:10,14,17  94:18 97:5,6  99:21 100:17  101:13,15 106:25  111:12 112:13,13  116:2,13,13 118:5  122:21  <b>rights</b> 77:11  <b>rigid</b> 67:4 76:13  <b>rigidity</b> 77:4  <b>risk</b> 51:8,10,16,23  88:6 108:14  <b>road</b> 11:9,12  <b>roadmap</b> 69:21  72:16  <b>roads</b> 46:22  <b>robert</b> 30:18  119:22  <b>robert's</b> 76:6,7,24  77:14 116:7  <b>robust</b> 24:7 91:1  <b>rogue</b> 46:20  <b>role</b> 18:14 34:22  81:24 82:7 100:16  100:17 110:15  <b>roles</b> 79:22</p>	<p><b>roll</b> 5:4 12:19 21:1  24:18 29:16 37:16  55:12 57:24  <b>rolled</b> 65:11  <b>roman</b> 34:23  <b>room</b> 58:22 59:2,4  59:4 63:16 80:14  106:2 109:15  <b>rop</b> 7:5  <b>roughly</b> 41:12  <b>round</b> 27:11  <b>rpps</b> 40:13  <b>rspvs</b> 7:25  <b>ruiz</b> 2:4 5:7,8 19:4  21:4,5 24:21,22  28:4,8 29:13,19,20  30:18,22 37:14,20  37:21 40:9 42:8  42:11 55:15,16  57:21 58:3,4  108:5 119:5,10  <b>rule</b> 91:5  <b>rules</b> 61:9,14 62:4  62:8 64:7 67:8  76:6,7,24 77:14  81:19 99:12 116:7  <b>run</b> 11:16 63:25  69:4,5,5  <b>running</b> 67:12  86:10  <b>runs</b> 69:6  <b>rust</b> 35:12  <b>ryan</b> 6:15</p>	<p>44:1,7 93:3,8,10  96:23 97:9 109:1  111:15,21,25  112:11 115:14  117:19  <b>safety's</b> 59:1  <b>sake</b> 59:1  <b>salaries</b> 64:5  <b>sale</b> 116:12  <b>sales</b> 26:11 116:19  <b>san</b> 43:8 61:19  <b>sand</b> 11:8,10  <b>sandra</b> 2:9  <b>santa</b> 13:25  <b>saturday</b> 7:12  10:23 11:4,21  12:8 48:14 49:16  60:9  <b>saturdays</b> 12:15  <b>saving</b> 18:14  <b>saw</b> 99:25 100:9  109:4 113:11  <b>saying</b> 22:19 33:22  76:19 78:21 81:3  110:7 114:25  121:10  <b>says</b> 19:9,19 92:3  109:9  <b>sc</b> 106:3  <b>scandal</b> 56:19  <b>scenery</b> 26:19  <b>scenic</b> 17:9  <b>schedule</b> 19:22  20:16 36:25 58:20  58:23 69:14  <b>scheduled</b> 31:4,17  36:22 39:22 91:10  <b>scheduling</b> 36:24  <b>school</b> 6:15 13:12  46:20</p>	<p><b>schools</b> 6:13 14:13  117:20  <b>science</b> 13:3  <b>scope</b> 17:16  <b>scoping</b> 41:5  <b>screen</b> 6:16 10:16  <b>sears</b> 34:19,20  <b>seats</b> 44:2  <b>second</b> 8:23 16:15  19:2,4,5 23:9,10  24:17,18 29:14,15  37:13,14,15 49:6,7  53:8,10 54:5  57:21,22 69:2,3  70:13,14 76:10,11  76:12 77:19 78:1  78:3 82:7 86:21  98:2  <b>secondarily</b> 68:24  <b>secretary</b> 5:5,7,9  5:11,13,15,17 21:2  21:4,6,8,10,12,14  21:16,18 24:19,21  24:23,25 25:2,4,6  25:8,10 29:17,19  29:21,24 30:1,3,5  30:7,9 32:12,15  37:18,20,22,24  38:1,3,5,7,9 55:13  55:15,17,19,21,23  55:25 56:2,4 58:1  58:3,5,7,9,11,13  58:15,17 76:17  <b>section</b> 17:2 22:4  30:14  <b>security</b> 23:19  24:1,9 43:25 44:1  44:7 76:3 93:4,8  93:11 94:15  118:13</p>
	<p style="text-align: center;"><b>s</b></p>		
	<p><b>s</b> 3:9  <b>sa</b> 22:14 23:1 29:4  <b>sabo</b> 18:8,8,8,9,9  <b>sacramento</b> 63:6  <b>safely</b> 96:17  <b>safety</b> 23:18,19,22  24:1,6,9 43:24</p>		

[see - somebody]

<p><b>see</b> 6:16 9:21 26:19 27:21 28:14 41:20 42:18 44:12 46:1 47:4 48:18 53:15 59:21 72:9 73:16,21 74:3 88:14 89:1 91:7 93:7 95:25 96:17 96:21 97:9,13,20 99:23 106:5,7 108:13,25 109:1 109:17 110:14,20 110:20 111:8,11 111:12 112:2,17 113:5,12,20 114:3 115:1,6,25 118:15 120:19 121:22,23 122:1,3,11,12,14 123:2,3 <b>seeing</b> 85:19 90:19 117:1 <b>seen</b> 86:3,4 110:5 112:15 <b>sees</b> 74:4 <b>selecting</b> 34:18 <b>selection</b> 31:6 <b>self</b> 16:19 18:6 56:16 <b>sell</b> 120:17 <b>sellers</b> 11:10 <b>sells</b> 81:8 <b>semi</b> 74:17 <b>send</b> 42:5 53:14,16 <b>sense</b> 43:19 78:5 93:11 100:20 103:21 <b>senses</b> 16:25 <b>sensitive</b> 118:3 <b>sent</b> 13:7 98:12 <b>separate</b> 43:13 61:7</p>	<p><b>separately</b> 22:4 <b>sequence</b> 95:18 <b>serial</b> 118:21 <b>series</b> 70:1 <b>serious</b> 94:21 <b>serve</b> 36:18 62:25 70:25 71:1 <b>served</b> 39:1 59:15 <b>service</b> 8:3,5 34:14 96:23 97:2 111:25 112:11 <b>services</b> 9:10 23:16 <b>serving</b> 44:3 63:3 68:21 107:12 <b>session</b> 59:8 66:3 <b>sessions</b> 119:12 <b>set</b> 62:11,12 64:3 74:14 82:22 88:3 92:13 103:1,7 <b>sets</b> 76:4 <b>setting</b> 75:25 <b>seven</b> 109:25 <b>sexual</b> 64:13 <b>shadow</b> 51:18 <b>share</b> 13:5 108:11 110:16 111:3 120:11 <b>shared</b> 59:12 <b>sharing</b> 108:23,24 <b>shelf</b> 75:16 <b>shift</b> 83:6 96:12 97:7 111:23 <b>shining</b> 83:2 <b>ship</b> 106:23,23,23 106:24 107:1 <b>shirts</b> 9:23 <b>shooting</b> 42:8 106:20 <b>short</b> 8:6 35:6 51:20 56:11 58:22</p>	<p>70:1,5,22 72:4,17 73:16 92:15 <b>shorten</b> 47:16 <b>shorter</b> 48:6 <b>shot</b> 106:20 <b>shoulder</b> 88:20,20 <b>show</b> 7:2 10:16 12:3,10 <b>showcase</b> 45:23 <b>showed</b> 7:6 <b>shown</b> 90:3 <b>shows</b> 11:18 19:12 104:9 <b>shrink</b> 48:2 95:12 <b>side</b> 54:25 57:23 65:22,22 <b>sideage</b> 47:3 <b>sight</b> 84:4 <b>sign</b> 15:23 16:2 <b>signage</b> 10:7,9 26:22 <b>signed</b> 31:12 63:18 <b>significant</b> 18:3 62:16 <b>significantly</b> 87:7 <b>silence</b> 113:24 <b>simple</b> 66:13 <b>simply</b> 103:8 109:2 <b>single</b> 34:8 73:25 78:22 96:25 100:25 104:24 105:8,11,12 111:14 121:17 <b>sir</b> 28:7 <b>sit</b> 117:11 <b>site</b> 20:7,9 30:18 30:20,23 31:3,5,7 31:9,17 32:13 35:1 36:1,14 37:5 40:9,18 43:14</p>	<p>62:17 69:19 84:19 91:7 <b>sites</b> 43:17 <b>sits</b> 94:6 <b>situation</b> 52:10 89:1 99:15 <b>situational</b> 115:5 115:11,15 <b>situations</b> 47:20 108:11 <b>six</b> 41:7,25 72:22 76:22 109:25 <b>skill</b> 14:10 <b>skills</b> 6:18,21 46:15 <b>slap</b> 106:2 <b>slide</b> 8:23 72:9 <b>slides</b> 98:9 107:8 <b>slightly</b> 45:19 <b>slip</b> 115:7 <b>small</b> 8:2 47:6,7 67:5 75:20,21 <b>smoke</b> 10:4 120:10 <b>smokers</b> 10:5 <b>smoking</b> 9:8,11,13 9:14,18,19,20,23 10:6 89:18,21 99:10 100:8 <b>smoother</b> 33:6 <b>socal</b> 7:2 <b>social</b> 7:6 109:25 110:19 <b>society</b> 14:7 118:15 <b>solution</b> 77:23 <b>solve</b> 90:19 100:1 109:16 <b>solving</b> 98:6 <b>somebody</b> 92:3 111:18,19,19 114:7 115:8 118:4</p>
---	--	---	--

[somebody's - study]

<p><b>somebody's</b> 88:22  <b>someday</b> 95:13  <b>soon</b> 63:7 109:23  121:9  <b>sophomores</b> 13:13  <b>sorry</b> 16:9 23:5  25:16 54:18 58:21  63:17 64:20  101:19  <b>sort</b> 20:10 28:24  35:8 36:7 41:21  91:12,14 92:7  99:4,25 101:1  <b>space</b> 36:15  <b>spanish</b> 7:18  <b>speak</b> 7:1 32:13  34:21 71:16 81:1  92:20  <b>speaker's</b> 8:6  <b>speakers</b> 15:23,25  16:4 33:3  <b>speaking</b> 6:10  95:9 113:24  <b>speaks</b> 81:12  <b>special</b> 7:15 64:10  64:17 66:22 71:25  95:1  <b>specific</b> 22:3 72:19  72:20 73:4 97:18  101:1 102:20  <b>specifically</b> 16:10  89:21  <b>specifics</b> 25:25  <b>specifying</b> 30:24  <b>spectra</b> 51:13  54:22,23  <b>spend</b> 62:1 118:13  <b>spends</b> 35:22  <b>spoke</b> 32:19  <b>sport</b> 45:13</p>	<p><b>sports</b> 7:3 11:8  <b>spots</b> 9:16  <b>spread</b> 85:25  <b>spreading</b> 6:24  <b>stack</b> 61:22 122:3  122:4  <b>staff</b> 6:13 7:15  9:24 22:3,14  25:23 26:21 29:7  36:8 38:12 39:8  40:14 44:9 47:15  48:7 49:21,23,23  51:6,13,15 52:13  52:22 53:14 54:25  55:4 64:15 66:18  73:10 74:21 77:17  78:23,24,25 79:8  79:11,20,22,25  81:23 82:1,9  83:11 86:2 87:2  88:17 89:22 90:1  90:18 92:12,16,23  98:21 100:5,9,10  100:17,18 101:7  105:12,25 106:11  108:9,11 109:11  112:3,12 119:9  120:11 121:16  122:7  <b>staff's</b> 121:8  <b>staffing</b> 107:9,14  108:7,11  <b>stage</b> 14:11,19,21  <b>stan</b> 90:20  <b>stand</b> 7:15  <b>standard</b> 83:19  111:24,25  <b>standards</b> 117:21  118:19  <b>standing</b> 88:20  100:22 110:5</p>	<p><b>standpoint</b> 49:13  50:3,22 82:18,21  <b>stanley</b> 2:7  <b>star</b> 83:2 106:14  106:15  <b>start</b> 10:15 15:24  16:2 30:13 32:10  47:23 62:3 63:13  75:12 77:18 78:21  78:22 81:17 97:19  97:21 117:1,12  118:1  <b>started</b> 4:7 6:17  13:16 42:15,19  60:4 92:7 98:10  102:22 105:4  106:17 107:4  112:22  <b>starting</b> 9:2 11:4  115:7  <b>starts</b> 26:5  <b>state</b> 5:23 7:14,19  16:22 17:3,6,7  31:1 50:14 60:23  60:24 61:1,3,5,8  61:11,13,13 62:1,4  62:8,10 63:9  64:11,14,16 65:25  66:24 71:11 84:15  104:22 107:16,17  107:20  <b>statement</b> 16:11  36:17 63:10 69:11  70:15,17,23,24  71:3 73:18,25  104:24,25 105:3,6  105:10,14,15  106:3,10  <b>statements</b> 105:21  <b>states</b> 31:6 39:3  87:9</p>	<p><b>statewide</b> 16:23  56:15 64:16  <b>stats</b> 61:19  <b>status</b> 115:21  121:11 122:9  <b>statute</b> 31:9  <b>statutory</b> 17:16  <b>stay</b> 15:13 63:11  74:23,25 75:5  77:5  <b>steam</b> 10:24 13:10  <b>steel</b> 6:4  <b>step</b> 36:3  <b>sticking</b> 122:5  <b>stones</b> 33:25  <b>stop</b> 7:21  <b>stoppages</b> 67:3  <b>stops</b> 78:4  <b>storage</b> 27:11  <b>story</b> 7:18 95:8  <b>straighten</b> 59:2  <b>straightforward</b>  100:21  <b>strategic</b> 59:21  69:11,12,21,25  70:16 71:6 75:15  81:23 105:19  <b>stream</b> 61:21,24  <b>stretch</b> 83:10  <b>strictly</b> 54:2  <b>strive</b> 106:14  <b>strong</b> 4:22 57:2  84:19 94:14  <b>strongly</b> 86:17  <b>student</b> 82:5  <b>students</b> 6:12,13  6:14,20 60:10  82:4  <b>studies</b> 97:4  <b>study</b> 13:13,15</p>
--	--	--	---



[stuff - tenant]

<p><b>stuff</b> 33:20 40:6 75:21,21 91:3 115:18 120:9 <b>subject</b> 27:20 40:13 120:21 <b>subjective</b> 103:10 <b>submittal</b> 40:12 <b>substantive</b> 17:20 <b>success</b> 75:18 <b>successes</b> 109:5 <b>successful</b> 49:11 73:13 74:8 77:4 87:2,3 <b>sudden</b> 80:8 <b>sued</b> 114:9 <b>suggest</b> 32:25 76:24 110:1 <b>suggested</b> 35:10 <b>suggesting</b> 102:2 <b>suggestion</b> 33:7 90:9 <b>suggestions</b> 78:9 105:9 <b>suicide</b> 39:3,6,11 46:15 <b>suites</b> 10:17 <b>summer</b> 2:18 15:2 15:4 65:13 76:16 98:12 121:23 122:1 <b>sunday</b> 6:23 11:13 11:24 12:8,14 14:2 60:9 <b>sundays</b> 12:16 <b>sunset</b> 103:3 <b>sunsetting</b> 104:2 <b>super</b> 11:8 35:21 48:10 <b>supervising</b> 94:6,7 <b>supervision</b> 94:4</p>	<p><b>supervisor</b> 6:4 9:10,16 112:9 <b>supervisors</b> 17:17 <b>supplied</b> 9:23 <b>support</b> 24:4 36:4 38:12 57:14 71:15 71:17 80:2 <b>supporter</b> 4:22 <b>supporting</b> 7:9 23:14 <b>supportive</b> 24:9 <b>supposed</b> 59:17 60:13 90:21 94:5 107:12 <b>sure</b> 20:9 23:14 26:2 29:2 32:25 35:25 51:1 55:9 65:14 69:6 71:6 71:10 72:2,21 74:23 76:2,20,21 77:5 82:21 88:11 88:13 89:8 98:18 100:18,20 101:20 103:14,23 104:2 105:17 108:1 122:1,13 <b>surplus</b> 10:9 <b>surprise</b> 79:3,10 79:22 80:11 <b>swap</b> 11:8,9 <b>swift</b> 95:20 117:25 118:1,7,17,22 <b>swivel</b> 23:24 24:2 94:3 <b>swore</b> 63:18 <b>symphony</b> 14:18 14:22 <b>system</b> 60:23 86:14 121:5,18</p>	<p><b>t</b></p> <p><b>t</b> 3:9 <b>table</b> 7:16,21 37:6 37:12,17 56:7 91:15,15 <b>take</b> 10:23 17:5,6 19:3,25 23:5 28:2 32:22 40:25 41:25 47:1 48:25 54:8 54:11 57:14,15,24 58:22 60:3,16 63:9 66:17 67:7 68:6 73:11 88:5 100:8 102:7 110:16 116:18 <b>taken</b> 15:20 93:24 110:23 <b>takes</b> 97:11,12 108:18 122:17 <b>talk</b> 22:10 33:3 34:25 38:21 48:7 61:13 64:21 72:12 75:24 78:3 81:3 86:22 90:5,12 91:6 95:3,11 99:20 107:5 109:23 110:8,9 113:17 114:5 115:4 118:11 121:2,16 <b>talked</b> 33:9 42:16 71:24 72:18 80:5 87:22 91:4 92:18 97:11 102:5 104:14 112:11 114:15 115:2 117:22 120:8 <b>talking</b> 34:3,7 35:2 35:19 38:21 39:12 47:23 52:11 83:4 92:7 94:1,2</p>	<p>100:11 107:9 110:2 114:14,23 <b>talks</b> 102:4 <b>tangled</b> 88:9 <b>target</b> 71:6 75:14 94:22 95:19 <b>task</b> 15:14 30:18 32:5 39:24 40:9 43:2,20,25 100:24 101:4,5,7,10 102:1 <b>tasting</b> 46:18 <b>tax</b> 94:5 <b>taxpayers</b> 118:18 <b>te</b> 66:16 <b>teach</b> 59:25 60:8 <b>teaching</b> 6:20 46:15 65:15 <b>team</b> 9:13,14,15 9:17,19 10:1 15:3 23:23 26:9,13,16 44:15,24 45:13 68:18 80:9 87:3 93:9 94:2 108:15 108:18 <b>teams</b> 9:24 10:10 105:25 109:5 <b>technical</b> 90:16 <b>techniques</b> 6:21 <b>technology</b> 13:3 <b>tell</b> 35:5 39:15 78:10 80:4 82:4 82:13,14,16 83:17 86:25 88:21 91:25 98:19 109:4 113:11,25 118:3 <b>telling</b> 15:3 83:12 95:13 97:19 <b>tells</b> 7:18 79:4 85:6 <b>tenant</b> 42:12 49:13 49:16 50:4,9,17,20 51:4,18,24 52:6,14</p>
---	---	---	--

[tenant - tkaczyk]

<p>52:22 53:14,21 54:6,24 55:4 <b>tenants</b> 49:10 <b>tend</b> 60:15 62:8 103:11 <b>tension</b> 86:2,5,7 <b>tented</b> 8:2 <b>term</b> 25:24 28:14 28:20,21 47:18 70:1,1,1,5,5 72:6 72:17,17,17 73:16 92:14,15,15 101:5 <b>terms</b> 27:4,5 40:2 40:3,5 41:22 43:23 63:14,17 65:24 83:25 86:9 89:9 93:8 107:5 <b>thane</b> 9:9 <b>thank</b> 4:17 5:2,3 5:22 7:8 8:14,14 9:3,4,7 10:11 15:9 15:11 16:6,7,8 18:6,9,22,22 20:24 22:13 24:11 25:12 30:16 31:21 34:21 38:11,15 39:15,15 39:17,19 42:11,20 42:23 43:22 44:10 44:17,22 45:11,12 47:10,13 48:21,22 53:19 56:6,7,9 58:19 59:25 70:12 98:6 101:23,24,25 116:13,23 117:5 117:13,14 118:23 119:1,3,9,10,16,17 119:19 122:24 <b>thanks</b> 56:22 118:24 119:20 <b>theory</b> 97:19</p>	<p><b>therapy</b> 18:11 <b>theresa</b> 34:19 <b>thing</b> 33:22 35:24 36:6 39:1 41:22 48:13 49:19 70:13 81:16 84:13 88:10 89:13 90:8 95:11 100:9,17 102:3 105:11 108:16,22 109:22 111:8 112:13,16 114:10 115:16,25 121:4 121:14 122:21 <b>things</b> 9:21 17:11 18:13 33:10,14 34:13 35:13 41:23 47:15 57:5 59:12 60:13 61:10 62:17 67:3 68:3 76:3 77:16 78:10 79:10 79:12 80:23 82:12 83:7,17 88:2,4,7 90:22 91:1 92:8 93:6,12,22 96:7 99:5 107:13 108:13 110:3 112:6 114:21 118:5 119:21 120:12,18 121:7 121:12 <b>think</b> 15:14 17:11 19:19 34:17 35:20 37:7 40:1,3,4 41:22 43:13 44:21 48:12 49:12 50:3 50:3,5,22,25 53:8 53:18 54:13,14,15 55:1,1 57:19 60:3 61:8,20 62:13 63:16 64:21 66:21 67:25,25 69:16</p>	<p>71:4 75:13 76:8 76:18 77:13 80:10 81:10 82:24,25 83:24 84:10,14,18 84:24,25 85:2,24 86:4,7,20 89:1 91:8 93:1 94:4 96:21 97:15,16 98:11,19,21 102:3 102:4 105:18,19 107:14,16,19 108:9,21 109:2,4,8 109:10,16 110:10 110:11,18,22,24 111:6 112:21 116:7 119:23 120:1,7 121:12,24 <b>thinking</b> 79:16 107:12 <b>third</b> 110:6 <b>thompson</b> 82:18 <b>thought</b> 25:19 33:16 98:6 117:14 <b>thoughts</b> 108:10 <b>three</b> 11:1 15:24 16:4 27:17 33:16 41:12 70:6,6 80:7 101:14,15,17 109:23,24 <b>threshold</b> 86:11 <b>throwing</b> 78:16 112:3 <b>thursday</b> 1:18 4:1 10:18,19 <b>thursdays</b> 12:17 <b>tie</b> 36:16 105:15 <b>time</b> 6:16 8:25 9:4 9:11 11:15 13:1 15:2,12,14,21 17:12 18:22 19:20 20:8,19 22:1,7,15</p>	<p>22:19 27:20 28:3 29:8 30:20 31:18 31:20 33:18 35:3 35:13,22 40:21 48:1 50:24,24 51:12,12,13,19 52:20 57:14 65:20 67:23 68:1 74:18 77:23 78:5 79:15 83:22 84:21 85:10 85:20 86:16 95:4 97:13 102:14,22 105:7,21 107:24 110:19 112:1 113:12 116:8,19 116:24 118:15 119:25,25 120:24 122:10,25 <b>timeframe</b> 103:4,6 103:10 <b>timeline</b> 15:12 103:25 <b>timely</b> 31:19 114:17 <b>times</b> 6:23 9:19 16:25 23:21 31:11 76:19 80:4 92:1 98:21 102:24 110:1 <b>timing</b> 48:24 51:11,20 <b>tirelessly</b> 57:3 <b>tires</b> 11:11 <b>tkaczyk</b> 2:7 5:13 5:14 21:12,13 25:4,5 28:13,18 29:3 30:3,4 38:3,4 42:12,14 43:3,21 49:17 55:23,24 58:11,12 89:13 113:5,8,23 114:25</p>
--	--	--	---

[tkaczyk - vegetables]

<p>115:14 119:17  <b>today</b> 23:17 30:17  36:23 43:23 45:12  55:3 59:16 89:9  90:25 97:19 99:4  <b>toes</b> 118:8,9  <b>told</b> 111:9  <b>tonight</b> 8:1 123:2  123:3,4,5  <b>tonight's</b> 37:6  <b>tool</b> 121:13  <b>top</b> 28:5 44:3  61:16,19,22 64:9  89:11,11 91:22  94:19 97:23 118:1  121:17  <b>tops</b> 91:16  <b>total</b> 28:7 50:15  <b>touched</b> 43:4  <b>tour</b> 26:4,7,10,13  26:20  <b>toxic</b> 89:6,6  <b>toys</b> 11:10  <b>track</b> 74:24 75:22  <b>tracks</b> 43:13  <b>traditional</b> 14:5  <b>train</b> 10:1  <b>trained</b> 96:24  <b>training</b> 6:17 24:8  59:8,15,23 64:10  64:13,22 65:6,9,10  65:13 96:20,23  97:16 107:6  112:10 117:1,5  119:12  <b>transitions</b> 44:24  45:15  <b>transparency</b> 66:1  100:4 104:19  <b>transparent</b> 104:6</p>	<p><b>transport</b> 26:17  26:21  <b>transportation</b>  26:7,10  <b>trash</b> 112:3,15,18  <b>traveling</b> 19:8  <b>travels</b> 39:22  <b>treat</b> 92:15  <b>tree</b> 114:5,6  <b>tried</b> 32:24 109:20  <b>triggered</b> 52:18  <b>trimmed</b> 114:8  <b>triplets</b> 13:13  <b>trouble</b> 64:2,3  67:8 87:6 99:1  <b>troubling</b> 111:2  <b>true</b> 84:9 111:24  <b>truly</b> 6:8 34:12  <b>trump</b> 51:8,9  <b>trust</b> 86:21,22  87:1 116:6  <b>trusting</b> 109:14  <b>try</b> 43:17 73:8  76:17 99:2  <b>trying</b> 22:19 35:8  36:13 38:17 47:8  55:9 62:4 73:17  73:20,21 79:16  86:10 87:19 89:10  91:16 120:17  122:18  <b>tunnel</b> 106:2  <b>turbines</b> 33:14  <b>turkey</b> 120:9  <b>turn</b> 8:11 22:10  44:14 56:24 59:23  92:10 111:16  113:13 114:10  <b>turned</b> 32:15  115:20,22 116:1</p>	<p><b>turning</b> 52:1  <b>twice</b> 60:9  <b>two</b> 6:13,25 20:6  27:17 35:4 43:13  52:3 64:10 65:16  82:6 86:21 101:15  101:20 102:19  103:1 104:10  109:22 110:5,9  117:22  <b>type</b> 83:8 96:5</p> <hr/> <p style="text-align: center;"><b>u</b></p> <hr/> <p><b>u.s.</b> 4:22  <b>ultimate</b> 96:22  100:6,17 105:5  106:12,12 108:12  <b>ultimately</b> 93:11  93:17 108:17  <b>unanimous</b> 78:21  <b>unconditional</b>  66:4  <b>understand</b> 22:9  36:2 37:10 45:18  60:23 61:3 62:9  65:11 80:12 85:7  96:20 97:1,8,12  <b>understandable</b>  70:22 76:15  <b>understanding</b>  26:23 57:11 99:3  106:8 108:23  <b>understands</b> 23:18  96:14 105:24  <b>understood</b> 66:8  85:9 97:15 101:6  106:4  <b>unforeseen</b> 4:23  <b>unfortunately</b>  39:21 89:6  <b>united</b> 39:3 87:9</p>	<p><b>university</b> 14:20  14:23  <b>unneded</b> 56:22  <b>unusual</b> 83:18  <b>upcoming</b> 10:13  38:20  <b>update</b> 9:6,7 10:13  15:10 32:6 34:18  34:22 44:13 45:10  67:23 122:8,9  <b>updates</b> 5:21  44:19 47:2 68:2  70:9 121:1  <b>urgency</b> 95:2  <b>usc</b> 38:20 59:25  65:15  <b>use</b> 35:14 36:15  43:6 63:14,19,21  82:12  <b>useful</b> 121:13  <b>uses</b> 120:13,14  <b>usual</b> 95:17  <b>usually</b> 52:23  <b>utility</b> 26:4,14,16  26:21  <b>utilizes</b> 26:7,10,13  26:16,20  <b>utmost</b> 6:20  <b>utp</b> 22:14</p> <hr/> <p style="text-align: center;"><b>v</b></p> <hr/> <p><b>v</b> 16:8 17:17 32:21  <b>valuable</b> 65:19  100:23  <b>vanguard</b> 14:20  14:23  <b>variance</b> 8:18  <b>various</b> 36:4 41:16  120:5  <b>varying</b> 104:20  <b>vegetables</b> 6:19</p>
---	--	---	---

[vehicles - western]

<p><b>vehicles</b> 27:3  <b>vendor</b> 47:1  <b>vendors</b> 26:8  45:18 47:9 120:8  <b>verbal</b> 32:6  <b>verbiage</b> 9:25  <b>version</b> 65:23 91:9  <b>versus</b> 8:17,19  27:1,11 75:3  77:19 81:21 82:14  <b>vet</b> 39:11  <b>veteran</b> 4:18,23  8:10 39:2  <b>veteran's</b> 4:20  <b>veterans</b> 4:19 8:4  117:20  <b>viability</b> 71:11  <b>vice</b> 2:4 5:7,8 19:4  21:4,5 24:21,22  28:4,8 29:13,19,20  37:14,20,21 42:8  44:15 55:15,16  57:21 58:3,4  67:19 94:23 108:5  119:10  <b>view</b> 78:9 101:9  108:16  <b>vigorous</b> 118:22  <b>vintage</b> 46:19,19  <b>violating</b> 67:8  <b>violation</b> 67:7  90:22,23  <b>violations</b> 67:12  <b>vip</b> 10:17 26:11  <b>visible</b> 108:1  <b>vision</b> 36:10 69:11  71:7 72:16 75:20  88:10 92:12  104:21,21  <b>visioning</b> 36:6,7  73:13 81:22,25</p>	<p><b>visions</b> 71:5  <b>visit</b> 35:1  <b>visual</b> 14:19  <b>voice</b> 71:16 92:18  92:19 104:4,4,7,13  104:17  <b>voices</b> 104:17  <b>vote</b> 23:7 29:16  37:16 53:9 54:9,9  54:15 55:12 57:24  63:17 66:22 76:2  76:12,20 78:22  102:1 103:17,17  <b>voted</b> 80:17,18  <b>votes</b> 22:2  <b>vp</b> 8:12 9:5 10:12  22:10</p> <hr/> <p style="text-align: center;"><b>w</b></p> <hr/> <p><b>wagner</b> 6:15  <b>wagon</b> 43:18  <b>wait</b> 32:3  <b>waiting</b> 18:20  <b>waive</b> 50:18 52:19  <b>wake</b> 94:6  <b>waldo</b> 9:22  <b>walk</b> 80:14 112:24  <b>walked</b> 85:16  92:11 122:6  <b>walks</b> 110:6,6  <b>wall</b> 74:3 122:13  <b>walls</b> 6:6  <b>wandering</b> 112:23  112:23,23  <b>want</b> 7:8,23 9:4  13:13 18:9,10,13  18:19,21,22 20:7  22:9 23:7,13  25:17 28:10,13  32:7 33:4,24  34:21,25 38:19  39:8 47:22 49:10</p>	<p>50:7 51:4 52:12  53:19 54:22 56:11  57:9,15 60:16  61:15 65:10 66:12  67:15 69:22 71:4  72:12,21 75:2,13  76:22 79:6,22  80:6,8 81:2,9,16  82:11,14 84:4,22  87:2 88:14,24  89:11 90:22,23  92:13,20 94:19,19  94:20 95:15 97:21  97:25 98:5,5,22,23  99:23 101:19  106:15,22 107:1,1  107:5 114:19  115:21,22,23  116:5,23 117:5,13  119:12,21 121:2  122:8,20  <b>wanted</b> 13:5 15:12  25:14,22 32:13,25  34:2 45:4,4 75:24  95:25 102:6 119:4  <b>wants</b> 13:15 77:22  81:6 87:2  <b>waste</b> 79:15  <b>wasted</b> 6:16 77:23  <b>watch</b> 57:13,17,20  57:25 93:13  110:20  <b>watched</b> 76:9  78:15 116:20  <b>watching</b> 24:2  93:12 110:20  <b>water</b> 17:8 115:6  <b>waving</b> 52:20  <b>way</b> 33:3,6 35:18  48:8 56:21 62:20  77:5 80:17 83:19</p>	<p>83:23 84:20 86:15  87:3 89:3 93:7,16  96:1 105:1,3  109:21 122:14  <b>ways</b> 13:4 74:10  88:23,25  <b>we've</b> 35:2,17,20  38:20 43:7 47:2  47:15 50:24 59:19  69:15,17 84:10,19  86:3,4 93:24  109:9 111:22  119:25  <b>wearing</b> 9:19  <b>weather</b> 45:2 48:9  <b>web</b> 66:6  <b>website</b> 42:7 98:14  98:15  <b>wednesday</b> 6:12  12:14  <b>weeds</b> 75:1,2  <b>week</b> 7:23,24 35:2  46:25 121:17  <b>weekend</b> 11:8 12:1  20:14 46:2  <b>weekends</b> 12:13  60:9  <b>weeks</b> 6:25 20:10  41:12  <b>weigh</b> 19:23 57:15  <b>welcome</b> 12:2  47:11  <b>welcomed</b> 11:12  <b>welcoming</b> 6:12  14:19  <b>went</b> 32:17 45:5  59:9 89:22 91:4  116:11  <b>western</b> 59:9  121:25</p>
---	--	---	---

[when's - youth]

<p><b>when's</b> 20:15  <b>wishes</b> 22:5  <b>white</b> 6:18  <b>wide</b> 83:21  <b>william</b> 2:19  <b>willing</b> 27:25  <b>wind</b> 33:14  <b>window</b> 7:24  47:17 48:1,6  51:17,20,20 53:13  <b>wine</b> 46:17  <b>wished</b> 50:25  <b>wishing</b> 16:1  <b>withdrawn</b> 60:5,6  60:7  <b>women</b> 8:4 39:1  <b>women's</b> 7:25 8:3  <b>wonder</b> 78:22  <b>wondered</b> 12:24  <b>wonderful</b> 34:3  39:9,10 119:19  <b>wondering</b> 19:13  28:19  <b>word</b> 6:23 52:17  92:20  <b>words</b> 51:9  <b>work</b> 7:22 8:10  15:4 16:11 31:9  31:14,15,18,21  32:7 34:10 36:24  38:11 39:17,21  41:9,18,20 47:17  47:24 49:24 51:6  59:20 67:2 68:18  70:8 72:1 75:7  78:23 84:20 87:3  91:3 92:8 94:9  99:21 103:4,9,14  103:23 109:15  119:18,24</p>	<p><b>worked</b> 4:19 39:9  84:21 85:19 89:3  89:3 105:4 109:6  111:9  <b>worker</b> 97:1 115:8  115:13,18  <b>workers</b> 7:17,19  <b>working</b> 9:10 24:3  34:17 43:11 44:9  46:12 47:15 48:7  57:2 62:18 69:19  73:16 80:10 81:24  99:11 100:13  104:19 117:17  119:13  <b>works</b> 65:14 71:25  77:3 100:20  109:18  <b>workshop</b> 10:24  40:19 41:14  102:12  <b>world</b> 83:4 95:19  95:20 96:4 114:1  <b>worried</b> 60:12  <b>worry</b> 51:11,19  <b>worse</b> 113:23  <b>wow</b> 36:12  <b>wrap</b> 117:8  <b>wreck</b> 74:9  <b>wring</b> 94:9  <b>wringing</b> 94:13  <b>written</b> 80:11  <b>wrong</b> 52:10 93:24  108:18 110:6  113:10,13,20,21  116:11  <b>wrote</b> 25:19</p>	<p style="text-align: center;"><b>y</b></p> <p><b>y</b> 81:8  <b>yeah</b> 60:1 67:2  68:2,11 101:23  102:16 108:2  115:15 118:24  <b>year</b> 5:24 8:15,16  8:21,25 12:23  13:7,23,24 14:17  27:11,13,18 28:11  28:17,25 41:8,8,14  65:16 68:7 71:10  72:13,19,23 73:20  75:4,5,16 91:6,9  96:11 97:17  119:16 120:6,15  122:19  <b>year's</b> 7:9 9:2  14:13  <b>yearly</b> 72:11  <b>years</b> 13:9 35:14  36:8 44:24 45:14  64:10,12 68:8  70:6 72:15 84:6,6  84:24 86:3 88:16  103:2 119:14  120:8  <b>yellow</b> 6:15  <b>younger</b> 11:14,23  <b>youngest</b> 13:14  <b>youth</b> 14:18</p>
	<b>x</b>	
	<p><b>x</b> 3:1,9 66:7 81:7</p>	