

BEFORE THE INDIANA
RECYCLING MARKET DEVELOPMENT BOARD

- - -

PUBLIC MEETING
OCTOBER 23, 2025

- - -

PROCEEDINGS

in the above-captioned matter, before the
Recycling Market Development Board, Bruce Burrow,
Chairman, taken before me, Lindy L. Meyer, Jr., a
Notary Public in and for the State of Indiana,
County of Shelby, at the Indiana Department of
Environmental Management, 2525 North Shadeland
Avenue, Conference Room C, Indianapolis, Indiana,
on Thursday, October 23, 2025 at 9:02 o'clock
a.m.

- - -

ACCURATE REPORTING OF INDIANA, LLC
543 Ponds Pointe Drive
Carmel, Indiana 46032
TELEPHONE: (317) 848-0088
EMAIL: accuratereportingofindiana@gmail.com

1 APPEARANCES:

2 BOARD MEMBERS:

3 Bruce Burrow, Chairman
4 Kelly Weger
5 Terry Guerin
6 Matt Gratz
7 Andrew Nunan
8 Debbie Hackman
9 Sandy Whitehead
10 Tara Wesseler-Henry
11 Rep. Sue Errington
12 Rep. Lori Goss-Reaves

13 ON BEHALF OF IDEM:

14 Deanna Garner
15 Carl Wodrich
16 Tom Leas
17 James French
18 Aidan Whitney

19 ALSO PRESENT:

20 Ted Niblock
21 Debbie McSorley
22 Brandon Shaw
23 John Repenning
24 Tim Landers
25 Debie Coble
26 Tom Lawson
27 Chad Dixon
28 Alan Axsom
29 Eric Chase
30 Jessica Davis

31 - - -

9:02 o'clock a.m.
October 23, 2025

- - -

CHAIRMAN BURROW: All right. Good morning, everyone.

MR. NUNAN: Good morning, Bruce.

MS. WHITEHEAD: Good morning.

CHAIRMAN BURROW: It's 9:03, and we will call the October 23rd, 2025 IDEM Indianapolis -- Recycling Market Development Board meeting to order, and welcome everyone. Thank you. Full house today. That's very good.

The first order of business is consideration and approval of the July 24th, 2025 meeting minutes. And has everyone had an opportunity to review those?

MS. WESSELER-HENRY: Uh-huh.

CHAIRMAN BURROW: Terry, did you have a chance to review the minutes?

MS. HACKMAN: I move that we approve them as submitted.

CHAIRMAN BURROW: I have a motion by Debbie Hackman. Do we have a second?

MR. NUNAN: Second.

1 CHAIRMAN BURROW: Second by
2 Mr. Nunan. Do we have any discussion?

3 (No response.)

4 CHAIRMAN BURROW: Hearing none, all
5 in favor?

6 (Board members responded, "Aye.")

7 CHAIRMAN BURROW: Opposed?

8 (No response.)

9 CHAIRMAN BURROW: Motion carries
10 unanimously. Thank you.

11 Next on the agenda, we have an IDEM Update
12 by Mr. Carl Wodrich, Deputy Commissioner.

13 MS. GARNER: And real quick, Bruce,
14 I'm going to do our housekeeping for those --

15 CHAIRMAN BURROW: Oh, I'm sorry.

16 MS. GARNER: -- that are --

17 CHAIRMAN BURROW: Thank you.

18 MS. GARNER: -- on-line today.

19 CHAIRMAN BURROW: All right.

20 MS. GARNER: No, that's all right. I
21 forgot to put it on our agenda.

22 So, for those on-line, thank you for
23 joining us today. I'm Deanna Garner, Recycling

1 Market Development Program Manager, for IDEM's
2 Office of Program Support. All microphones are
3 currently muted. For attendance tracking, please
4 take a moment to write your name and affiliation
5 in the chat box.

6 We will be taking questions and comments
7 from participants at the appropriate times in
8 today's meeting. All participants will be able
9 to unmute themselves and ask questions or make
10 comments. If you have a question or a technical
11 issue during the presentation, please use the
12 raised hand or chat features.

13 For those on the phone, if you have a
14 question or comment, you can raise your hand by
15 pressing star nine and we will call on you at the
16 appropriate time. When you're called upon,
17 you'll need to unmute your phone by pressing star
18 six.

19 If any members of the media have joined
20 us, please utilize the chat feature, or you may
21 e-mail rmdpgrants@idem.in.gov with any questions
22 or if you would like to schedule an interview.

23 This meeting is being recorded and will be

1 posted on IDEM's Web site at recycle.in.gov.

2 And with that, I'll hand it over to Carl
3 now.

4 MR. WODRICH: Good morning,
5 everybody.

6 MS. WHITEHEAD: Good morning.

7 MR. WODRICH: I'm -- we have a lot
8 of --

9 (On-line interruption.)

10 MR. WODRICH: I have several updates.
11 I'm going to try and keep them short, though,
12 knowing we have a full agenda with the grand
13 awards this time, and the reports, that Tom's
14 going to present to you all.

15 First and foremost, I think you all are
16 aware that Pat Daniel retired from IDEM after 38
17 years with the state, 31 years with IDEM, so to
18 say I'm bummed is an understatement. She retired
19 effective -- September 26th, I think, was her
20 last day, although I am working on trying to see
21 if I can't bring her back on -- we have a
22 post-retirement program.

23 Pat did agree that if I wanted to do that

1 and was able to, she would be willing to do that,
2 like a day or so, a week, or maybe six months or
3 so, to kind of bridge the gap between who fills
4 her shoes and try to -- as Pat did a lot for our
5 agency, not just OPS, but she also took on a lot
6 of things for the agency as a whole. She kind of
7 coordinated our agreement that went along with
8 our federal grant funding from EPA that funds a
9 lot of our functions for our agency.

10 So, that was one of a number of things
11 that she did for IDEM in her career. So, I just
12 also want to go on record that we -- you know,
13 we're very appreciative of her, you know, stellar
14 service for so many years, and we're definitely
15 going to miss her at OPS and at IDEM.

16 So, I am working on backfilling her
17 position. I did get approval to do that, and it
18 just closed at the end of the day yesterday, so
19 I've already started scheduling interviews, so
20 hopefully -- definitely before our next RMDB
21 meeting, we should have a new section chief in
22 place by then for sure.

23 Also have -- we have several other

1 vacancies, unfortunately, so I'm trying to keep
2 my head above water a little bit. We've been
3 down in our technology positions since August due
4 to some potential reorganization in our
5 information services team within our agency.
6 That position hasn't been filled.

7 I suspect it will likely be a position
8 that now belongs to our information services
9 team, and they'll probably end up filling it once
10 that all fleshes out in the next few weeks, but I
11 don't know that for sure. I'm conjecturing at
12 this point. But -- so, hopefully we'll get -
13 we'll get that position filled and get some
14 additional services that we've been sort of
15 missing out on the last couple of months there.

16 Also, Tom is filling in to provide the
17 E-waste Recycling Report overview today, because
18 Jacob Schmicker also left IDEM OPS in
19 mid-September to take a position with INDOT up in
20 North -- Northern Indiana, to be closer to
21 family. So, we just finished interviews. I had
22 Deanna and Jennifer sit in on those with me since
23 I don't have a section chief right now, but I

1 just wanted to get that expedited. So, hopefully
2 we'll have somebody in place within a few weeks
3 in that role.

4 And then the same day that Pat retired, we
5 lost, also in her section, one of our quality
6 assurance managers for the agency, one of two
7 positions that we have in our office that does --
8 reviews SOP's and quality assurance project plans
9 that are required for grant-funded projects
10 in-house. So, working on getting that position
11 approved to post and fill as well.

12 And then we have two other sort of more
13 operational positions in our office that are
14 vacant. One of those was vacated because we
15 promoted Marcus Painton in our office, who was in
16 our Grant Coordinator role, into our OPS
17 Operations Manager position. That was sort of a
18 reclass from our financial analyst in our office.

19 So, hopefully we'll get approval for at
20 least one of those positions, hopefully both of
21 them, because we do have a lot of things that
22 we're kind of backed up on and not doing quite as
23 effectively as we would without -- with all of

1 these vacancies.

2 So -- and then the last thing I just
3 wanted to mention is -- so, our IDEM leadership
4 at the agency is -- has started engaging a larger
5 leadership team. So, all of our managers, all of
6 our Technical E-7's, our Program Director E-7's,
7 anybody who's in a leadership role is part of
8 what we're calling the extended leadership team.

9 And so, we're getting ready to have a
10 two-day extended leadership team like symposium,
11 if you will. So, very much looking forward to
12 that. I think that's just Clint and Hilary, our
13 Commissioner and Chief of Staff, is really just
14 wanting to better connect with all of leadership
15 across the agency and ensure that all of their
16 messages, you know, are getting to the staff.
17 So, more to report on that after we have that
18 first two-day symposium, but we do have virtual
19 meetings, we had virtual and in-person meetings
20 sort of early in the year, when our Commissioner
21 was kind of coming on board.

22 So, other than that, if -- there's plenty
23 more I could update you all on, but I think those

1 are kind of the main ones that affect our office,
2 OPS, and the agency as a whole.

3 So, thank you Bruce.

4 CHAIRMAN BURROW: Thank you, Carl.

5 Any questions for Carl?

6 MR. GUERIN: If it's appropriate, I'd
7 like to recommend that we send a letter to Pat,
8 under the Chairman's signature, acknowledging her
9 service and thanking her for all of the
10 assistance that she's given to this Board over
11 the years. And I'd make that in the form of a
12 motion, if that's appropriate.

13 CHAIRMAN BURROW: I think everybody
14 is in agreement with that.

15 MR. NUNAN: Yes.

16 CHAIRMAN BURROW: I don't know that
17 we can thank Pat enough for all of the help she's
18 given us, and I'm sure everyone in your
19 organization can't thank her enough.

20 MR. WODRICH: Yeah.

21 CHAIRMAN BURROW: We need to get her
22 a key lime pie.

23 (Laughter.)

1 CHAIRMAN BURROW: That's what we need
2 to do. I'll fund that, Deanna, if you want to
3 pick one up.

4 MS. GARNER: Okay. I'll look into
5 that.

6 CHAIRMAN BURROW: But no, a nice
7 "Thank you" from the Board, I think, would be
8 very appropriate.

9 Thank you, Terry.

10 MR. NUNAN: Thanks, Terry.

11 CHAIRMAN BURROW: Anything else for
12 Carl?

13 (No response.)

14 CHAIRMAN BURROW: All right. Thank
15 you, Carl.

16 The next thing on the agenda, we've got
17 Status Updates of Existing Grants, Ms. Deanna
18 Garner.

19 MS. GARNER: Okay.

20 I'm going to start with our Fiscal
21 Year '24. Most of those are closing out. We do
22 have a few exceptions. CW Recycling and Indiana
23 Shingle will be getting extensions for time. One

1 of those, CW Recycling, is just having issues
2 with getting permits for the new facility for the
3 equipment to go into.

4 And then Indiana Shingle, I think that's a
5 new process with the asphalt shingling, so
6 they're still tinkering around with the
7 methodology and making strides to make it work
8 appropriately. So, we did extend their grants
9 for additional time.

10 Fiscal Year -- oh, and then the last for
11 Fiscal Year '24, Floyd County, we did work with
12 our legal team and sent them the letter on how
13 the Board decided, and we have not heard back
14 from them. So, yeah, unfortunately, as far as we
15 know, they'll probably still dissolve at the end
16 of the year. I'll keep you updated as far as how
17 the equipment gets distributed.

18 Fiscal Year '25, we just finished the
19 six-month mark, so I received all of the reports.
20 Everything is progressing. I had one Central
21 Indiana Waste Diversion project. American Metals
22 has already asked for an amendment for a slight
23 variation on their equipment purchases. They're

1 going to get one less magnet shredder and then
2 like a filtration system to help clean up that
3 process. So, that is in the works to get
4 approved and through the process as well.

5 So, that's it for our grants and how
6 they're going. We can also -- I can keep going
7 for the next item on the agenda.

8 CHAIRMAN BURROW: Certainly.

9 MS. GARNER: Indiana Materials
10 Management Plan Update, we are still working with
11 Eunomia to get that plan finalized by the end of
12 the year. As I mentioned at the last Board
13 meeting, they are looking at different ways and
14 exploring and modeling how we could increase
15 that 50-percent recycling rate, and identified
16 six major strategies to do so. As they modeled
17 out those strategies from our baseline data we
18 have, it looks like it would get us to a
19 35-percent recycling rate.

20 So, the preliminary next step, if those
21 were, you know, to be able to be implemented, of
22 course, they are -- we have received their first
23 draft of the plan, and we were in the process of

1 reviewing it and providing comments, and the
2 final draft -- or final plan -- should be to us
3 by the beginning of December, so we're nearing
4 the finish line. Pretty exciting there.

5 We -- in addition to that, we are -- I am
6 working on getting the pass-through funding for
7 local plans implemented, so I have put out a
8 request for letters of intent from municipalities
9 and solid waste management districts and counties
10 to try to get a feel for who is interested in
11 applying, and then we hope by the beginning of
12 December to put out -- or start accepting
13 applications for the pass-through funding.

14 We're thinking, and it may change based on
15 our responses, but about 15,000 per entity that
16 applies on a first-come-first-serve basis will be
17 able to get funding towards a contractor to do
18 the work to create a local plan. And then there
19 will be guidance on how to do that in our state
20 plan.

21 I think that's it.

22 CHAIRMAN BURROW: All right. Thank
23 you, Deanna.

1 The next item on the agenda, Recycling
2 Program Reports, Mr. Leas.

3 MS. GARNER: And I need to share my
4 screen.

5 MR. LEAS: Good.

6 Well, thank you. I sure appreciate the
7 opportunity to talk about what we do all of the
8 time, and this is an annual event that we do
9 this. And so, we have the IDEM 2024 Recycling
10 Index Report. That's on our Web site, will be,
11 and we'll go over some of the highlights of that
12 report.

13 MS. GARNER: The report.

14 MR. LEAS: Yeah, get it going.

15 All right. This is a familiar looking
16 chart that you've seen. It hasn't changed much
17 over the years, and even decades. The
18 percentages are pretty stable, and as you look at
19 that, we have a waste -- MSW generation number
20 that we calculate as a baseline. And so, MSW
21 generation is the sum of what goes to landfills,
22 to final disposal, and then also what goes to
23 recycling end-use markets.

1 So, those total tons is what the recycling
2 rate is based upon, and the 18 percent for last
3 year is a number that was calculated, and really
4 what stands out is we talk about a linear
5 economy, we think of landfills, then we talk
6 about a circular economy, and we think about
7 recycling end-use markets and those transitions
8 go back and forth, and they're very competitive.
9 And it makes up the materials management plan for
10 the state.

11 Next slide.

12 And here you see the actual tonnages. We
13 track tonnages on-line through Re-TRAC, and we --
14 indeed all of these tons are tracked and
15 reported, and, of course, the big number is what
16 goes to landfills, almost seven million tons, and
17 mainly in-state landfills, six and a half million
18 tons in- state, and a little bit that goes
19 exported to the landfills.

20 As you see, the recycling end-use markets,
21 those are other categories of -- that we can look
22 at, and different infrastructures, as we -- I
23 kind of think about infrastructures, you know,

1 trucks really move a lot of material, and what
2 goes to landfills, we're thinking about, you
3 know, thousands of trucks per day, and what goes
4 to recycling end-use markets would be in the
5 hundreds of trucks per day.

6 So, infrastructure is very specific as to
7 what you're trying to move, and the wood waste
8 and organics category is mainly mulch, could be
9 animal bedding, compost, it could be some food
10 waste in those organics. Other recycling would
11 include -- that's where the e-waste would kind of
12 show up, in the other recycling column, and
13 there's textiles and miscellaneous type of
14 materials. But we do have tonnages that we track
15 and is reported.

16 So, the next couple of slides will finish
17 out this report, and we're just going to
18 specifically look at what goes as commodity
19 recyclables: Glass, metals, paper and plastics.
20 That's kind of what people think about when you
21 say "recycling," glass, metal, paper and
22 plastics, commodity recyclables.

23 And so, the next slide, we can dive a

1 little bit deeper into what that stream would be.
2 And so, this is tracked by shipments of material,
3 and as you can see, what gets collected and what
4 gets shipped to end-use markets is mainly paper.
5 You know, two-thirds of what we collect and move
6 to end-use markets would be the paper/cardboard
7 category.

8 And -- yeah, glass and metal and, oh,
9 plastics make up about 25 percent of the total
10 commodity recyclables. And the single stream is
11 something that is collected but processed at
12 out-of-state MRF's. That is tracked differently,
13 so less than ten percent of that amount is
14 directed that way.

15 And then the next slide talks about the
16 type of infrastructure that moves those
17 materials, and this has been a work in progress
18 in discerning how -- the infrastructure for
19 commodity recyclables, and through the reporting,
20 we kind of -- we can discern what makes up those
21 categories.

22 And so, in the red is what is -- typically
23 is from the in-state MRF's, the single-stream

1 sorting. We've got seven facilities that --
2 specifically that we track and get that number,
3 and you'll see how many tons are directed that
4 way. So, roughly 200,000 tons goes through our
5 in-state MRF's as being shipped.

6 And yeah -- well, the green is the
7 single-stream that gets sent to out-of-state
8 facilities, and that's roughly 67,000 tons per
9 year. And so, infrastructure-wise, we're talking
10 about tons.

11 And then the blue category is the MRF
12 source separated. They have baler-type
13 operations, and these are large facilities. It
14 could be like Quincy Recycle, or WestRock has a
15 facility that provides baling of large quantities
16 of materials, and that's mainly -- mainly paper
17 and a little bit of plastics with the source
18 separated.

19 But also, the blue stream has the non-MRF
20 activity, which is kind of a wild card of
21 reporting. And that's outside of the MRF's shed,
22 and so, we're very good about tracking
23 recyclables through the MRF shed, and -- but

1 there's some that is outside and could be shipped
2 directly to end-use markets, and it would be like
3 a Wal-Mart that has distribution centers, where
4 they collect the materials and handle it on their
5 own infrastructure outside of the MRF shed.

6 So, the -- and sometimes that goes up and
7 down, that non-MRF activity, and like I said,
8 that's kind of a wild card, so we're not
9 complete -- or comprehensive of all of that
10 activity that goes on in that category, but the
11 rest of it is pretty documented.

12 It's interesting to note, too, like the
13 solid waste management districts as a whole, of
14 all of the districts that collect and either
15 provide their own services or contract out
16 services to move recyclables, they do about a
17 hundred thousand tons per year, they oversee
18 that.

19 And so, you look at what goes to in-state
20 MRF's, and the districts are doing a hundred
21 thousand tons, and a lot of that would go to the
22 in-state MRF's. And so, that's a quick rundown
23 of the Recycling Index Report. The full report

1 will be on our Web site.

2 So, also Jacob was very instrumental about
3 the Indiana E-Cycle Program, so I'm filling his
4 shoes right at this moment, and as the background
5 would show, this program started in 2009. It
6 was -- the law was passed, and it created an
7 extended producer responsibility, or -- program
8 as well, and we call that the Indiana E-Cycle
9 Program.

10 And, you know, not long ago, we had these
11 kind of projects come before the Board, and it
12 was totally new to us in handling e-waste, and
13 that was before the law got passed and we started
14 doing something about e-waste. And it's really
15 evolved into a good industry that handles it very
16 well. So, it's been 15 years, and the report
17 goes over the calendar year 2024 results.

18 So, it's been very stable over the years.
19 And so, you see that it's -- it requires
20 manufacturers, recyclers and collectors -- they
21 all work together in the total output, but
22 manufacturers are -- have an obligation to do
23 some recycling of e-waste.

1 And as you're familiar with the program,
2 it applies to covered electronic devices, typical
3 computer-type hardware and accessories that goes
4 with what you'd think about computers-wise.
5 Covered electronic devices, that's in the report,
6 too, you know, in more detail, if you go to the
7 E-Waste Annual Report. That's on our web site.

8 So -- oh, it's -- the program looks at
9 specifically for households, schools and small
10 businesses. That's where it collects the covered
11 electronic devices. In the sales, an obligation
12 is based upon what manufacturers produce and
13 sell, video display devices. You're probably
14 familiar with the program anyway.

15 And the next slide.

16 So, the way the law was set up, that
17 manufacturers, if they sell a video display
18 device in the state, they have to recycle 60
19 percent of that waste on an annual basis. And
20 so, we track those manufacturers, and they are
21 registered into our program.

22 And so, their obligation has been
23 around -- well eighteen and a half million pounds

1 of e-waste for '24, but that's been pretty
2 consistent over that time period, and they're
3 required to recycle that many pounds of covered
4 electronic devices, whereas the recycling report,
5 you know, we deal in tons, but in e-waste, we
6 deal in pounds. Different infrastructures going
7 on.

8 Next slide.

9 Oh, yeah, I guess some of these -- yeah,
10 back to the old one. There are CED's recycled,
11 actually recycled, but then they also can get
12 incentives, depending if those CED's were
13 recycled from a nonmetropolitan county or -- and
14 if they were recycled at an in-state recycling
15 facility. Those are specifics of the program, so
16 there's a little bit of incentive to be gathered
17 there -- not much -- that was taken, but they're
18 available.

19 And the net results -- and we have a
20 couple of more slides, then we'll be done, wrap
21 this up, but the recyclers also -- I ran the
22 Re-TRAC, and they have to submit reports about
23 how many pounds much CED's they handle. And they

1 do more than what is required by the
2 manufacturers.

3 So, there's a recycling obligation by the
4 manufacturers that what is -- what is required,
5 but the recyclers themselves do more than that,
6 which you can see, and they -- you know, 30
7 million versus 20 million type of pounds. And
8 we've -- Indiana's got some good recyclers.
9 We've got some big recyclers in the state that
10 have evolved and doing more than what is
11 required, so the industry is being successful.

12 And the next slide is about the
13 collectors, and just as much as -- we've got 91
14 collectors of material, we've got 18 recyclers,
15 and we've got 71 manufacturers that are in the
16 program. And so, collectors, they look at what
17 comes from metropolitan counties versus
18 nonmetropolitan counties because those are part
19 of the incentives, and we track it. And, you
20 know, what comes in must go out of the system,
21 and so, you know, 30 million pounds is what gets
22 collected, and the recyclers take that as well.

23 One point that kind of stands out for the

1 nonmetropolitan areas is most of that comes
2 through the districts -- well, 75 percent of it
3 is through the districts for nonmetropolitan
4 areas. Overall, though, a lot of -- most
5 material comes from metropolitan areas.

6 But our companies include Technology
7 Recyclers, they're big collectors as well as
8 recyclers; Green Wave Computer Recycling; ERI is
9 a big collector and recycler; RecycleForce is in
10 there; Goodwill Industries are also big
11 collectors.

12 Another thing that kind of stands out to
13 me when I was looking at the information was
14 the 80-20 rule, you know, for collection and for
15 recyclers. Twenty percent of the facilities will
16 do 80 percent of the work, pounds-wise. That's
17 kind of the way it goes for collection and
18 recycling of e-waste, so the 80-20 rule.

19 But that kind of completes the overview,
20 and both of those reports will be on our Web
21 site. Okay.

22 MS. WEGER: Thank you, Tom.

23 MR. LEAS: Sure.

1 MS. WEGER: I was just curious. I
2 noticed, both in the regular recycling and the
3 e-waste recycling, that 2023 the volumes were a
4 lot better. Do you have any idea why?

5 MR. LEAS: Well, the -- yeah, '23,
6 there was a little movement, not -- you know, I
7 guess in the recycling area -- I guess we can go
8 back and look at that. And you're thinking like
9 for commodities?

10 MS. WEGER: Yeah. We -- yeah.

11 MR. LEAS: That one there? So, we're
12 up a little bit on overall commodities. Yeah,
13 we're up by 14 percent from last year for glass,
14 metal, paper and plastics.

15 MS. WEGER: Uh-huh.

16 MR. LEAS: There was a little more
17 glass and plastics reported, and Walmart had a
18 lot more plastics that they collected, and those
19 numbers --

20 MS. WEGER: In '24?

21 MR. LEAS: Yeah, in '24, and
22 Strategic -- well, Sabaco [sic], their glass
23 numbers were up. That's why you see the glass,

1 metal, paper and plastics fractions are higher
2 than last year. There was a little less
3 shipments from our single-stream sorting
4 facilities. They went down a little bit. That
5 was another slide.

6 MS. WHITEHEAD: When was the green
7 fence, the deal with China? What time period was
8 that? Because I wondered that, too, when I saw
9 the drop in 2023, why it was --

10 MS. HACKMAN: I think that was about
11 in '17.

12 MR. LEAS: Oh, yeah.

13 MS. GARNER: I was going to say '17
14 or '18.

15 MS. HACKMAN: Yeah.

16 MS. WHITEHEAD: Time goes so fast.

17 (Laughter.)

18 MR. LEAS: Yeah, there was -- yeah,
19 in '22 to '23, there was a -- yeah, there was a
20 drop in reported numbers, and the next slide,
21 too, it has that infrastructure.

22 MS. WEGER: Well, I wasn't sure if
23 this was maybe reflecting like during COVID,

1 everybody -- a lot more people were home and
2 getting --

3 MS. HACKMAN: I think that's what --

4 MS. WEGER: -- down in shipments, and
5 maybe were getting back to normal, but now it's
6 back up again, so --

7 MR. LEAS: It's moving in that
8 direction. The five-year averages are -- have
9 been pretty consistent. It did go down a little
10 bit, now it's going back up just a little bit.
11 Yeah, '21 --

12 MS. GARNER: So, some of that had to
13 do with like the voluntary report of like the
14 Wal-Marts and others, too, like --

15 MR. LEAS: Yeah, but there was not
16 enough --

17 MS. GARNER: I think that's why --

18 MR. LEAS: -- MRF activity.

19 MS. GARNER: -- she said it's kind of
20 the wild card, and then she said --

21 MR. LEAS: The non-MRF activity.

22 MS. GARNER: Their yeah, non-MRF
23 activity that they're required to report to us.

1 MS. WEGER: Yeah, it does seem like
2 the blue is where the change is happening.

3 MS. GARNER: Yeah. So --

4 MR. LEAS: Yeah.

5 MS. WEGER: I didn't know if it
6 was -- I know there's always a gap in what's
7 actually happening and what gets reported, and
8 maybe it was just the reporting was lower that
9 year.

10 MS. GARNER: That's my guess.

11 MR. LEAS: And most likely through
12 the non-MRF activity. That's not -- again, those
13 other numbers are pretty stable.

14 MS. WEGER: Uh-huh. Thank you.

15 MR. LEAS: Bruce?

16 CHAIRMAN BURROW: Looking into the
17 future, Tom, obviously electronic pieces have
18 become lighter, so our pounds are down. It's not
19 like we're using big extreme towers now at home.

20 MR. LEAS: Right.

21 CHAIRMAN BURROW: We're using
22 laptops, and so, our pounds are coming down, but
23 the variations of types of electronic devices

1 have grown exponentially. And then when I look
2 at these data centers that are going in and these
3 huge buildings that are going to be filled with
4 all of this electronic equipment, and I'll maybe
5 ask Andrew as well as you: How prepared are we
6 to handle that material ten years from now?

7 MR. LEAS: Well, you know, the
8 e-waste recyclers, I mean they handle what comes
9 from households and small business and schools,
10 and they also handle what comes from the big
11 commercial sectors as well, and they're -- that's
12 their business. They handle e-waste, and I
13 believe that they will handle whatever's being
14 generated.

15 It doesn't go to the landfill. You know,
16 it would be hazardous waste material to take
17 loads of e-waste and put in the landfill from the
18 commercial sector, so it can't go that way. It
19 needs to be recycled, and we've got nine
20 facilities in-state to handle it.

21 MR. NUNAN: It's going to take, from
22 a -- it's going to take some technology, Bruce,
23 and it's also going to have to take some of the

1 regular labor, but planning out and seeing it,
2 that's where we've got to get from that
3 standpoint. So, once a lot of these centers are
4 approved, then you look at that; okay? In five
5 years, I might be doing a technology upgrade
6 where we add, and site communication also, too,
7 and make those connections on who puts it in and
8 who's running it, and driving it that way.

9 CHAIRMAN BURROW: Okay.

10 MR. NUNAN: There's going to be a lot
11 of planning from that standpoint, because if they
12 all come in at the same time, you've got four or
13 five centers, how do you take all of that in? I
14 mean there's -- you know, you've got ERI, you've
15 got RecycleForce and some others. It could be
16 divided up and on who wins the bids and different
17 things from that standpoint, but if one brings it
18 in, that's an awful lot of work for one site.

19 CHAIRMAN BURROW: And as far as our
20 ability as the state to handle it, you're
21 comfortable we're well prepared and --

22 MR. NUNAN: Uh-huh. I think ERI.

23 CHAIRMAN BURROW: That's comforting

1 to know, because as landfill operators and
2 whatnot, we don't want it --

3 MR. NUNAN: No.

4 CHAIRMAN BURROW: -- and we can't
5 take it. So, they try to hide it, you know, they
6 try to do everything they can to get rid of
7 things.

8 MR. NUNAN: And with --

9 CHAIRMAN BURROW: It's wonderful to
10 know that you're prepared for that volume.

11 MR. NUNAN: And with RecycleForce
12 expanding, I think that will help us, too, as far
13 as the state, because they're starting to build
14 more new buildings, so I think that'll also help,
15 too.

16 CHAIRMAN BURROW: Good.

17 MR. NUNAN: The capacity will be
18 less, so the capacity will be able to handle it.

19 CHAIRMAN BURROW: And Mr. Guerin.

20 MR. GUERIN: How much out-of-state
21 waste is coming in, and is that number included
22 in the MSW --

23 MR. LEAS: No, it is not. So, our

1 MSW generation is for in-state origins only, and
2 we also -- and we know how many tons from out of
3 state are disposed at our landfills, and it's
4 roughly 20, 30 percent of the total number is
5 from out of state. So, what we've shown here is
6 just for Indiana origins.

7 MR. GUERIN: Okay.

8 MR. LEAS: That number is available,
9 though.

10 CHAIRMAN BURROW: Any other
11 questions?

12 (No response.)

13 CHAIRMAN BURROW: This is going to
14 require a vote from the Board, I take it, Tom.

15 MR. LEAS: Right.

16 MS. GARNER: Yes, because these will
17 need to be submitted to the legislature, so.

18 CHAIRMAN BURROW: Okay.

19 MS. GARNER: -- it takes Board
20 approval to move them.

21 CHAIRMAN BURROW: Do I have a motion
22 to approve these reports and submit?

23 MR. GUERIN: So moved.

1 CHAIRMAN BURROW: Motion by
2 Mr. Guerin. Do I have a second?

3 MR. GRATZ: I'll second it.

4 CHAIRMAN BURROW: Second by
5 Mr. Gratz. Any discussion?

6 (No response.)

7 CHAIRMAN BURROW: All in favor?

8 (Board members responded, "Aye.")

9 CHAIRMAN BURROW: Opposed?

10 (No response.)

11 CHAIRMAN BURROW: Hearing none,
12 motion carries. Thank you very much.

13 MR. LEAS: Thank you.

14 CHAIRMAN BURROW: Tom, thank you.

15 MR. NUNAN: Thanks Tom.

16 CHAIRMAN BURROW: I know you picked
17 up another topic there that you did a fine job
18 on.

19 Okay. The next topic on the agenda is our
20 2025 schedule quarterly. So, beginning today
21 and, I guess, the first meeting of next year
22 in '26 will be January 22nd. Is that what you
23 want to do, Deanna, go through and confirm these

1 dates?

2 MS. GARNER: Yeah. You know, I don't
3 expect everybody to know what they're doing in
4 April, July or October, but this is a good time
5 for us to look at the January meeting. Sometimes
6 we look at that and we push it back into February
7 as well, so I just wanted feedback from the Board
8 on if we want to keep the January 22nd date or
9 move it back into February.

10 I know we also had some representatives on
11 the -- on Teams, from our legislative members, if
12 they have any feedback, as usually they just
13 can't make it for that first meeting of the year
14 due to the session, but sometimes we've also
15 moved the date to a Wednesday or a different day
16 of the week to try to accommodate their schedules
17 as well.

18 CHAIRMAN BURROW: Well, Ms. Weger is
19 the one that normally has a month-long vacation.

20 MS. GARNER: She's quiet.

21 MS. WEGER: I'm going to be back from
22 Mexico that week. I'll be back in time.

23 MS. GARNER: Okay.

1 CHAIRMAN BURROW: I guess we leave
2 them as is until --

3 MS. GARNER: All right.

4 CHAIRMAN BURROW: You know, we --
5 we're always flexible. We can get it changed,
6 moved out, if we need to, can't we?

7 MS. GARNER: Yes.

8 CHAIRMAN BURROW: Very good. Well,
9 we'll adopt these dates for next year's meetings
10 and kind of stick with that until something
11 drives us to make a change.

12 MS. GARNER: Uh-huh.

13 CHAIRMAN BURROW: Well, it looks like
14 the next part is why all of these people are here
15 today.

16 (Laughter.)

17 CHAIRMAN BURROW: Welcome, everyone.

18 AUDIENCE MEMBER: Thank you.

19 CHAIRMAN BURROW: We'll try to make
20 all of you smile, but we can't make any promises.
21 The next order of business is consideration of
22 the Recycling Market Development Board grant
23 applications, and I will start by saying that,

1 number one, interesting group of grant requests
2 this year, exciting group, and I want everyone to
3 know that I am recusing myself from Jackson
4 County Solid Waste's grant application --

5 MS. GARNER: And Indiana --

6 CHAIRMAN BURROW: -- because of a
7 business conflict. And anyone else on the Board
8 who is recusing themselves from -- Mr. Guerin?

9 MR. GUERIN: Yes. I have to excuse
10 myself from the City of Indianapolis, the City of
11 Lafayette, the City of Seymour, GreenCycle,
12 Liberty Tire Recycling, Plastics Recycling, and
13 Salty Dog Trash.

14 MS. WEGER: Boy, Terry, why did you
15 even show up today?

16 (Laughter.)

17 MR. NUNAN: Your hands are in a lot
18 of things, Terry.

19 CHAIRMAN BURROW: He's giving us a
20 bright bidder.

21 Debbie?

22 MS. HACKMAN: I recuse myself from
23 the City of Seymour.

1 CHAIRMAN BURROW: Anyone else?

2 (No response.)

3 CHAIRMAN BURROW: Excellent. Thank
4 you very much.

5 Well, the way we normally do this -- I'm
6 just giving you an overview -- all of your
7 applications have been scored independently by
8 IDEM staff as well as by Board members, and, you
9 know, we look at the Board member score, we come
10 up with a total composite score for your
11 application, and we rank them accordingly.

12 And you know how much we have in the
13 kitty; we have two million dollars. We will
14 start with the highest scoring grant application,
15 possibly get some input, feedback from them, if
16 they're in attendance today, and we'll discuss it
17 as a Board, choose whether or not to make a
18 motion to approve anything, and we'll move down
19 from there. So, it's basically once we run out
20 of money, we're done with the grants.

21 So, with that said, Ms. Garner, do you
22 want to start with the list?

23 MS. GARNER: So, based on our all's

1 score average from the IDEM and the Board, the
2 first one that ranked the highest is Nexus
3 Indiana. Would you like someone from them to --

4 CHAIRMAN BURROW: Yeah. Do we have
5 anyone from Nexus Indiana?

6 MR. NIBLOCK: Yes, sir. Yes, sir.

7 CHAIRMAN BURROW: If you would,
8 please, come up, state your name, and give us a
9 bit of an overview of your project, please.

10 MR. NIBLOCK: Sorry to bring my whole
11 briefcase, but the answers to possible questions
12 are on like three different kinds of media.

13 (Laughter.)

14 MR. NIBLOCK: Thank you for having us
15 this morning. My name is Ted Niblock. I'm the
16 Vice-President of Development for Nexus W2V. We
17 are based in South Carolina, Greenville,
18 South Carolina. We develop sustainability
19 waste-to-value projects around the United States.

20 Our primary project for this year and last
21 year has been up in Kingsbury, outside of
22 La Porte. It is a 70-plus-million-dollar
23 facility that has broken ground this year and is

1 under construction right now. It will take 200
2 to 250 tons per day of various kinds of organic
3 waste.

4 The board had a grant from a composting
5 operation last year where they were going to
6 depack and shred recyclable materials in order to
7 get the organic material into their activity.
8 This is very similar. We do other valuable
9 things with that organic material, but I think
10 that of more interest to this particular venue is
11 the recyclables that we take from the process and
12 we put into the recycling materials marketplace.

13 We typically -- it's very difficult to
14 precisely estimate the amount of recycled
15 materials we take, but we estimate six to eight
16 percent of the weight that we take is the
17 recyclable material.

18 Obviously, organics are very heavy, so if
19 you think of pallets and pallets of soda cans,
20 right, you know, we crush them in the depacking
21 machine, which is the subject of our grant
22 application, and we extract the heavier liquid
23 material, which is organic materials, and we use

1 that for various organic reuse and recycling and
2 value extracted activities, all of which I've
3 noticed are not the primary focus here. But for
4 what it's worth, nothing is going to waste.
5 We're using everything for a valuable end use.

6 And if you'd like to hear more about
7 organic recycling and what we do with that
8 material, I'm very happy to talk to you about it.
9 But with regard to the recyclable materials, we
10 would assume, you know, 200 tons per day would
11 be -- six percent is 12,000 tons a day. We
12 typically will focus on, in terms of getting that
13 material out into the market, of course, we'll
14 focus on the most marketable activities.

15 So, clean cardboard, as was reflected in
16 the presentation, paper and cardboard, always a
17 large part of what gets recycled to value, clean
18 cardboard baled, out the door. Aluminum baled,
19 out the door. Other metals highly likely to have
20 immediate markets.

21 Plastics, as everybody knows, it's mixed,
22 depends on what kind of plastic it is, some
23 kinds -- types of plastic go right back out the

1 door. We don't take soap, so none of that useful
2 detergent, reusable plastic containers, we won't
3 be taking any of those, but we will take plastic
4 containers in other classifications, and they
5 often have useful value.

6 We do have the ability to take more
7 material for the purpose of recycling the
8 containers, so we can take -- we have 200 tons a
9 day, which is our base operations. We're
10 permitted for 300 tons a day.

11 Now, we don't want to put much more
12 organics into our system, but for example, if we
13 had the opportunity to take bottled water or
14 other material that is really just liquid and
15 doesn't really have a lot of the types of metrics
16 for organic content that I'm not going to get
17 into, because then I'd have to explain them and
18 you'd realize I don't really know what they are.

19 (Laughter.)

20 MR. NIBLOCK: But, you know, we could
21 still -- we could take more of the recyclable
22 materials.

23 Now, the interesting thing about our

1 activity and the amount of achievement that we're
2 going to make towards your, the Board's, goals is
3 that we are market driv -- we are market driven,
4 and so, what that means is that as the market for
5 recyclable materials expands, we will be able to
6 focus on that more and more.

7 And that's one of the reasons why we've
8 put the grant application before you that we
9 have, is because the grant will enable us to
10 equip the facility with a very capable, likely
11 slightly overcapacity unit that will then allow
12 us to, in the future and over time, pivot to
13 increased recyclables -- production is a bad
14 word, but putting recyclables into the recyclable
15 market.

16 So, we'll be able to respond to market
17 conditions. We'll be able to respond to
18 cooperations with the community. If the
19 community decides that we want to run programs,
20 which we already have in our budget to work with
21 the community to have different kinds of
22 awareness, different kinds of programs.

23 We were actually trading e-mails with the

1 compost facility that the County of La Porte runs
2 just a couple of days ago, and we're putting
3 plans in place to help them manage their flow of
4 material as well, and I suspect that that will
5 include accepting diverted materials from that
6 compost site that do have some kind of recyclable
7 material in them that need to be sorted out and
8 placed into the valuable recyclable business
9 stream that already exists in Indiana.

10 That's an overview. There's a lot going
11 on here. I'm happy to comment on any of it that
12 the Board would like to talk about.

13 MR. NUNAN: When is the estimated
14 build date for the building as far as being
15 complete?

16 MR. NIBLOCK: They will be
17 finished -- in the middle of next summer will be
18 substantial completion. They will be hooking
19 everything up starting then. Ramp-up for some of
20 the organic activities is, you know, a couple of
21 months. The receiving the material I would call
22 beginning of Q4 next year.

23 MR. NUNAN: So, by the end of '26 you

1 guys will be in ramp-up --

2 MR. NIBLOCK: Full --

3 MR. NUNAN: -- mode?

4 MR. NIBLOCK: We'll be most of the
5 way there by the end of '26.

6 MR. NUNAN: All right. And then from
7 a head-count standpoint, how much -- how many
8 jobs are we going to open up around the La Porte
9 area?

10 MR. NIBLOCK: Well, our direct
11 payroll annually is 1.1 million dollars. That's
12 about, I think, 20-plus jobs with benefits and
13 everything else.

14 MR. NUNAN: Perfect. Thank you.

15 MR. NIBLOCK: Yeah.

16 MS. HACKMAN: I saw on the form,
17 Deanna, it says that this is located in La Porte.

18 MR. NIBLOCK: It's located in the
19 Kingsbury Industrial Park, which is just south of
20 La Porte.

21 MS. HACKMAN: Okay. So, the county
22 on here is listed as Greene, but that's -- that's
23 not correct; right? That was an in internal

1 error?

2 MS. GARNER: That must have been my
3 error, yeah.

4 MS. HACKMAN: Okay. Because I
5 thought we were getting a million-dollar factory
6 in Greene County. I was like --

7 (Laughter.)

8 MS. GARNER: Well, that's because on
9 their cover page, it's Green County,
10 South Carolina.

11 MS. HACKMAN: Okay.

12 MR. NIBLOCK: Oh, yeah, we had to
13 take a swing at what we wanted to --

14 MS. HACKMAN: Okay. Right. That
15 makes sense.

16 MS. GARNER: My apologies. It's my
17 oversight. Yeah, it is La Porte County.

18 MR. NIBLOCK: If we put the site
19 address, if somebody showed up with something,
20 there would just be the guys and the trailer
21 they're pulling that day. They'd probably want
22 to --

23 MS. HACKMAN: That's fine.

1 MR. NUNAN: You're not taking apps
2 right now?

3 MR. NIBLOCK: We're working on it.
4 Yes, sir.

5 MR. GUERIN: You have a 50-mile
6 circle service area.

7 MR. NIBLOCK: Yes.

8 MR. GUERIN: How are you doing on
9 securing your feedstock, and do you charge for
10 disposal?

11 MR. NIBLOCK: So, we do a tipping
12 structure to receive the material. We have
13 targeted it to be generally locally market
14 competitive with the other possibilities that
15 people have for their material. We're trying to
16 integrate with existing hauling activities and
17 existing collection activities.

18 We have a fee stock logistic expert who is
19 handling this full time. We've seen multiple
20 times the material that we were looking for is --
21 as available in the area, and have formed
22 agreements with several both large individual
23 companies and also a couple of integrators. They

1 are people who work with managing the flow of
2 this material.

3 MR. GUERIN: Are you charging --

4 MR. NIBLOCK: Yeah.

5 MR. GUERIN: -- for that material?

6 MR. NIBLOCK: Yes, yes. The facility
7 will have a tip fee at the gate, just like any
8 other solid waste disposal facility.

9 MR. NUNAN: Will you be able to go
10 outside of that 50-mile radius?

11 MR. NIBLOCK: Yeah. We already have.

12 MR. NUNAN: Okay.

13 MR. NIBLOCK: The big thing is we
14 have rail right up at the top of the park --

15 MR. NUNAN: Okay.

16 MR. NIBLOCK: -- so we're already
17 talking with a couple of folks outside that
18 radius.

19 MR. NUNAN: Thank you.

20 MS. HACKMAN: How much -- how much
21 actual disposal do you have that goes into
22 landfills or incinerators?

23 MR. NIBLOCK: Oh, well, nothing,

1 theoretically, from the facility should go into
2 any end-use disposal like that. It all goes to
3 use -- to beneficial reuse. So, we have -- so,
4 the total -- the total of what comes out of the
5 facility is: Eight percent of the weight is the
6 recyclable material, which we save and collect
7 and, as I've described, put into the system.
8 Then the vast majority of the rest of that is
9 liquid and solid organic material.

10 The process that we perform on that
11 reduces the mass of it and reduces the organic
12 content of it. It is then solid-liquid
13 separated. So, we have a solid portion, which we
14 bring down to street to another location we have,
15 which is a combination of composting and what we
16 call biochar, which I mean I could bore everybody
17 for another 20 minutes explaining, but the solid
18 material goes out that way and ends up in
19 landscaping products and end-use fertilizer
20 products.

21 The liquid material is cleaned to the
22 point where it can go into the sewer, so I guess
23 that's probably the disposal that happens is that

1 we -- we treat it and we bring it down to what
2 the wastewater treatment facility in the park
3 needs, and then we give it to them.

4 However, that's a secondary at this point,
5 because we're also creating a storage facility
6 for the liquid. We have 1500 acres of cropland
7 owned by just a couple of farmers very nearby,
8 and we're going to save it, and biannually they
9 will drag hose it on their fields for nutrient
10 content.

11 And because we only accept food waste and
12 other organic waste, everything in it is suitable
13 for all of those applications. There's no
14 toxins, there's no -- you know, there's nothing
15 in it that would be in some other types of waste
16 streams.

17 MR. GUERIN: Is the compost analyzed
18 by heavy metals?

19 MR. NIBLOCK: It will be, yeah.

20 CHAIRMAN BURROW: Any other
21 questions?

22 (No response.)

23 CHAIRMAN BURROW: You say biochar.

1 How much biochar per hundred pounds input?

2 MR. NIBLOCK: I think it's ten down
3 to one, so I think it's ten tons goes down to one
4 ton for the mass reduction.

5 CHAIRMAN BURROW: Okay.

6 MR. NIBLOCK: You know, I'd have to
7 look it up, but it's something like that. The
8 biochar ends up being -- I mean it's basically
9 charcoal.

10 CHAIRMAN BURROW: Right. Very good.
11 Any questions of us?

12 MR. NIBLOCK: No, thank you. I just
13 appreciate -- appreciate your time.

14 CHAIRMAN BURROW: Any other questions
15 from Board members?

16 (No response.)

17 CHAIRMAN BURROW: What's the pleasure
18 of the Board at this point? Terry?

19 MR. GUERIN: I would move that we
20 give them the \$500,000 that they're requesting.

21 CHAIRMAN BURROW: We have a motion to
22 award \$500,000. Do I have a second?

23 MR. GRATZ: I'll second it.

1 CHAIRMAN BURROW: Second by
2 Mr. Gratz. Any discussion?

3 (No response.)

4 CHAIRMAN BURROW: We'll have a vote.
5 Ms. Weger?

6 MS. WEGER: Yes.

7 CHAIRMAN BURROW: Ms. Hackman?

8 MS. HACKMAN: Yes.

9 CHAIRMAN BURROW: Mr. Guerin?

10 MR. GUERIN: Yes.

11 CHAIRMAN BURROW: Ms. Henry?

12 MS. WESSELER-HENRY: Yes.

13 CHAIRMAN BURROW: Mr. Gratz?

14 MR. GRATZ: Yes.

15 CHAIRMAN BURROW: Mr. Nunan?

16 MR. NUNAN: Yes.

17 CHAIRMAN BURROW: Ms. Whitehead?

18 MS. WHITEHEAD: Yes.

19 CHAIRMAN BURROW: And I vote yes.

20 Motion carries unanimously. Do you have any
21 members on-line?

22 MR. WODRICH: I think there are.

23 MS. GARNER: Everybody on the

1 Board --

2 CHAIRMAN BURROW: We don't have any
3 voting on-line?

4 MR. WODRICH: No.

5 CHAIRMAN BURROW: All right.

6 Well, congratulations.

7 MR. NIBLOCK: Thank you very much.

8 CHAIRMAN BURROW: We look forward
9 to -- it's going to be a hell of a road trip once
10 it gets built.

11 (Laughter.)

12 CHAIRMAN BURROW: It would be nice to
13 come out and see the process.

14 MR. NIBLOCK: Everybody here will be
15 invited to our opening, I promise.

16 MR. NUNAN: Thank you.

17 MR. NIBLOCK: We appreciate the work
18 you all do. Thank you.

19 (Discussion off the record.)

20 CHAIRMAN BURROW: The next highest
21 scoring applicant as determined by the Board is
22 CT Polymers. Anyone from CT Polymers?

23 MS. MCSORLEY: Hi.

1 CHAIRMAN BURROW: Good morning.

2 MS. MCSORLEY: Good morning.

3 CHAIRMAN BURROW: Please come up and
4 join us and tell us what it's all about.

5 MS. MCSORLEY: Sure. CT Polymers
6 themselves, they are a high-tech recycling
7 compounding solutions organization out in
8 Bourbon, Indiana.

9 This project specifically, they're looking
10 at a 40,000 square-foot expansion with the
11 warehouse space. They'll have offices. The
12 highlight of this project is the new lab and
13 injection molding machine, so essentially it'll
14 take a lot of materials that are considered
15 underutilized or unrecyclable, shred them down,
16 and then remold them to be used as -- and
17 repurposed.

18 The integrated system itself, it should be
19 a continuous mixer/extruder. The key highlights
20 of this, it'll be easier to install and operate,
21 can process more difficult materials,
22 high-direction capacity, more efficient, high
23 energy, and overall it's pretty versatile.

1 Along with the project, there'll be 30 new
2 jobs averaging about \$24 an hour. They're -- the
3 timeline they're looking at should be beginning
4 at Q1, hopefully finishing at Q2.

5 CHAIRMAN BURROW: Did you say 30 new
6 positions?

7 MS. MCSORLEY: Thirty new jobs, yes.

8 CHAIRMAN BURROW: Okay. Thank you.

9 MS. HACKMAN: So, the total cost is
10 five million and change?

11 MS. MCSORLEY: Yep.

12 MS. HACKMAN: That's for everything?

13 MS. MCSORLEY: Yeah.

14 MS. HACKMAN: That's not just for the
15 machines; right?

16 MS. MCSORLEY: That's including the
17 building addition and the equipment, so with the
18 compounding line itself, the anticipated cost
19 will be about two million and then some change.

20 MR. NUNAN: So, you guys are already
21 in construction to add everything on and do
22 everything; correct?

23 MS. MCSORLEY: Correct, yeah.

1 THE REPORTER: Would you identify
2 yourself, please?

3 MS. MCSORLEY: Oh, yes; I'm sorry.
4 I'm Debbie McSorley with Enviresponse on behalf
5 of CT Polymers.

6 MR. GUERIN: We have awarded money to
7 other plastic entities that are ask -- have asked
8 for similar equipment, so how do you stand in
9 gathering your feedstock or guarantee that you're
10 going to have a sufficient amount of material?

11 MS. MCSORLEY: I mean CT Polymers
12 themselves, they have two separate locations:
13 The one currently at their headquarters in
14 Bourbon, and then Arkansas. At this time they
15 recycle roughly 160 million annually, and
16 recycled materials with this new project, they're
17 anticipating an increase of 48 million pounds
18 annually.

19 MS. GARNER: And Terry, just to let
20 you know, we have awarded CT Polymers, I think --
21 believe Fiscal Year '23 in the past. So, they
22 are a past grantee.

23 MR. GUERIN: Yeah.

1 MS. HACKMAN: And that was for the
2 same facility?

3 MS. GARNER: In Bourbon.

4 MS. MCSORLEY: Yes, but this will be
5 a different --

6 MS. GARNER: It was a different --

7 MS. MCSORLEY: -- project, so it's a
8 different --

9 MS. GARNER: Yeah, it's definitely a
10 different project.

11 MS. MCSORLEY: Yeah.

12 MS. GARNER: It was for a magnetic --
13 picking out the metals out of their shredding
14 unit, the -- and current separator.

15 CHAIRMAN BURROW: Any other
16 questions?

17 MR. GRATZ: Deanna, how much did we
18 award them last time?

19 MS. GARNER: Last time?

20 MR. GRATZ: Do you know?

21 MS. GARNER: I was just pulling that
22 up. It might take me a moment.

23 (Discussion off the record.)

1 MS. GARNER: I don't think it was as
2 much.

3 MR. LEAS: Yeah, I have that number.
4 It's 349,000.

5 MR. GRATZ: Thank you, Tom.

6 MS. GARNER: I knew you would have
7 it.

8 (Laughter.)

9 MS. HACKMAN: Can I assume that if
10 you got less than that, the project would still
11 continue to happen? Would denial of this Board
12 to give you the 500,000 you requested, would that
13 terminate the project?

14 MS. MCSORLEY: The -- it could
15 definitely make a difference. It may cause a
16 shift in timeline. Yeah, I'm not exactly sure if
17 they'd continue for sure without these
18 incentives.

19 MS. HACKMAN: Okay.

20 MS. WEGER: But the total --

21 MS. MCSORLEY: So, I don't want to
22 say "yes" or "no."

23 MS. WEGER: But the total project

1 cost that we have is over five million dollars;
2 right?

3 MS. MCSORLEY: Correct, yeah. It's
4 like five and a quarter million and some change.

5 MS. HACKMAN: And that's for the
6 whole project is what you said.

7 (Discussion off the record.)

8 CHAIRMAN BURROW: Thank you. What's
9 the Board's pleasure? Mr. Guerin?

10 MR. GUERIN: I'll get it on the
11 floor. I move that we give them the \$500,000.

12 CHAIRMAN BURROW: Mr. Guerin makes a
13 motion that we award CT Polymers \$500,000. Do I
14 have a second?

15 (No response.)

16 CHAIRMAN BURROW: Seeing none other,
17 I will second it. Any discussion?

18 MS. HACKMAN: I like what they're
19 doing, I like where they're going with this, I
20 like the fact that there's going to be more jobs,
21 but I would also like to see things spread out a
22 little bit that we've got. I mean that's another
23 500,000. We're halfway to our goal.

1 MS. WHITEHEAD: That's where I
2 struggle with it, too.

3 MS. HACKMAN: And since we've already
4 helped them once --

5 CHAIRMAN BURROW: I think we all have
6 that, you know, problem every year, struggling
7 how to stretch two million into everyone's
8 pockets, and the bottom line is we have to look
9 at the evaluation, trust in our instincts and our
10 scores. And, you know, every time we do this, we
11 have discussions about we want to make sure the
12 project's successful, does it take this much
13 money? We have to trust that it does or it
14 doesn't, and I hate trying to nickel and dime an
15 applicant. Just my personal opinion.

16 MS. WEGER: Well, I -- I also
17 struggle with wanting to -- you know, there's so
18 many great projects that -- we want to try and
19 get as many of them to move forward as possible,
20 and I also struggle with -- when we have a repeat
21 where they've been successful, that's great. We
22 know our money is more likely to go to -- you
23 know, to use the way we intended. On the other

1 hand, you know, we do get a lot of repeats. But
2 they often rank very high for a good reason, so
3 yeah.

4 MS. HACKMAN: Yeah.

5 CHAIRMAN BURROW: Any other
6 discussion? Mr. Guerin.

7 MR. GUERIN: Well, we have a scoring
8 mechanism, and this project ranked number two,
9 and it's number two for a reason, and that's why
10 I felt comfortable in making the motion that I
11 did.

12 CHAIRMAN BURROW: It's number two by
13 five -- five points.

14 MR. GUERIN: Yeah.

15 MR. NUNAN: I mean our top two
16 projects are way above everything else when we
17 all sat down, between combined scoring, and to
18 me, I'm behind the project, and I see the added
19 jobs and they've proven themselves from that
20 standpoint. So, when it comes around, I will
21 approve.

22 MS. WEGER: Yeah.

23 CHAIRMAN BURROW: Well, we do have a

1 motion on the table, we have a second. Any
2 additional conversation?

3 MS. WEGER: I just wanted to build on
4 that, that -- exactly what you're saying.
5 Looking at the scoring, I think the first two are
6 clearly above the rest. I feel comfortable as
7 well, and then after that, I would like to
8 probably hear from multiple before we proceed
9 with another vote.

10 MR. NUNAN: Good move, Kelly.

11 CHAIRMAN BURROW: All right.
12 Roll-call vote.

13 Ms. Weger?

14 MS. WEGER: Yes.

15 CHAIRMAN BURROW: Ms. Hackman?

16 MS. HACKMAN: No.

17 CHAIRMAN BURROW: Mr. Guerin?

18 MR. GUERIN: Yes.

19 CHAIRMAN BURROW: Ms. Henry?

20 MS. WESSELER-HENRY: Yes.

21 CHAIRMAN BURROW: Mr. Gratz?

22 MR. GRATZ: Yes.

23 CHAIRMAN BURROW: Mr. Nunan?

1 MR. NUNAN: Yes.

2 CHAIRMAN BURROW: Ms. Whitehead?

3 MS. WHITEHEAD: Yes.

4 CHAIRMAN BURROW: We -- and I vote
5 yes, so that makes six yeses and one no. Thank
6 you very much. Motion carries.

7 Congratulations.

8 MS. MCSORLEY: All right.

9 CHAIRMAN BURROW: And you don't have
10 to speak so fast when you're up in front of
11 people. It's hard for us oldies to keep up with
12 you.

13 (Laughter.)

14 MS. MCSORLEY: Well, thank you all
15 for your support. I appreciate it.

16 CHAIRMAN BURROW: Thank you.

17 (Discussion off the record.)

18 CHAIRMAN BURROW: All right. The
19 next highest scoring applicant is PRI,
20 Incorporated, is it?

21 MS. WEGER: Yeah, Plastic Recycling.

22 CHAIRMAN BURROW: Plastic Recycling.

23 Good morning.

1 MR. SHAW: Good morning. Good
2 morning, everyone.

3 (Board members responded, "Good morning.")

4 MR. SHAW: I'm Brandon Shaw, Plastic
5 Recycling, President of the Company.
6 Thirty-five-year company here in Indianapolis,
7 three sites, a million square feet approximately.
8 We recycle over 200 million pounds a year.

9 And our project is almost becoming a MRF
10 with -- inside a MRF, because supply is great
11 collecting at MRF level, but the problem is, is
12 the yield inside those bales are so poor. So, we
13 polled the different MRF's across the state or
14 across the country, and the average yield rate
15 is 60 percent.

16 What we're hoping to do is add this
17 technology with the AI sorter, which is
18 incredible, which will allow us to take the
19 other 40 percent that we have to landfill and
20 recover that. But also what it allows us to do
21 is the 60 percent we do recover is it's able to
22 upcycle that material into higher value products.

23 And what we focus on is a full-service

1 recycler compounder. We take everything back to
2 a pellet. We're set up at different business
3 units, so we have an e-waste plant in the city;
4 we have a lab and R & D facility to recycle waste
5 from like Eli Lilly; we have an automotive
6 recycling division; and then we have our MRF bale
7 division.

8 And what this will do is: The 60 percent
9 we do recover, it lets us upcycle that back into
10 FDA products. So, to create FDA products, you
11 have to sort for FDA material, so this will allow
12 us to go back into cups for Starbucks,
13 McDonald's; the nonfood-grade stuff goes back to
14 automotive compounds we make.

15 And what's happening across the industry
16 is there's mandates, you know, where the low end
17 of the market is hard to sell into, but the high
18 end of the market, FDA, there's so much demand
19 and not enough supply. So, that's where we come
20 in as one of the four recyclers in the U.S. to
21 handle these bales to create the high-end
22 compounds.

23 So, right now we have to landfill

1 approximately 12 million pounds a year of what we
2 buy from different MRF's, so this will allow us
3 to upcycle the good we collect now and also
4 recover the bad, so it's a loop process, so we
5 sort for PP, we then sort for FDA, non-FDA. All
6 of the rejects are then recirculated back
7 through. And so, the goal of this Board is to
8 landfill defer, and that's what we're here to do.

9 MR. NUNAN: How much poundage can --
10 will that be able to divert?

11 MR. SHAW: So, we recycle about 30
12 million pounds a year through that line, 12
13 million that has to go to the landfill, so
14 that -- approximately that 12 million will be
15 recycled.

16 MR. NUNAN: Okay.

17 MR. SHAW: And we'll work with other
18 recyclers, because we focus on the certain
19 polymers. This will let us mine those other
20 polymers out, PP, if they're a PP recycler, HD,
21 we'll keep ADSOP, PSOP. Other materials we'll
22 work with other partners.

23 MR. NUNAN: Okay.

1 MR. SHAW: So -- and this is part of
2 a -- we're asking for \$200,000 for a \$400,000
3 product, but -- or a \$400,000 grant, but I mean
4 this is part of a multimillion-dollar lineup for
5 us. So, I just -- that wasn't in the grant, but
6 I just want to make that clear.

7 So, we think we'll add approximately 20
8 people, and it's not so much -- you know, we'll
9 add people to the PCR line, but people will need
10 to be added to extrusion, blending, lab,
11 et cetera, so it's probably 20 people.

12 CHAIRMAN BURROW: Questions from
13 Board members?

14 MR. NUNAN: From an install
15 standpoint, Brandon, what will you guys hit if
16 we're -- if you guys are able to move forward?

17 MR. SHAW: Timing-wise?

18 MR. NUNAN: Yeah, rough.

19 MR. SHAW: It's 12 weeks to get it in
20 here --

21 MR. NUNAN: Okay.

22 MR. SHAW: -- and then you've got two
23 to three months, so --

1 MR. NUNAN: Have guys got a quick
2 turnaround on it, then?

3 MR. SHAW: Uh-huh.

4 MR. NUNAN: Under six months?

5 MR. SHAW: Yeah --

6 MR. NUNAN: Okay.

7 MR. SHAW: -- that would be -- yeah,
8 that would be monthly. So, we were just in
9 Europe two weeks ago running trials.

10 CHAIRMAN BURROW: What manufacturers
11 do you use?

12 MR. SHAW: It's DeLong, so they have
13 a presence out of North Carolina.

14 CHAIRMAN BURROW: Uh-huh.

15 MR. SHAW: It's incredible, the
16 technology. Like you can sort a Starbucks cup
17 from a McDonald's cup, certain takeout
18 containers. So, it kind of fits into a lot of
19 the EPA regulations that are happening across
20 the U.S. for, you know, tracking everybody's
21 waste and everything else.

22 CHAIRMAN BURROW: They're tied to
23 every other AI unit across the world, and they

1 learn from each other.

2 MR. SHAW: Yeah, yeah. So, it comes
3 with a lot of data in it, and then you can just
4 train as you go. It's -- it is absolutely
5 incredible what, you know, you can recover.

6 CHAIRMAN BURROW: I think that's --
7 you know, obviously great technology within our
8 MRF's that we have --

9 MR. SHAW: Yeah.

10 CHAIRMAN BURROW: -- particularly on
11 the plastics.

12 MR. SHAW: Yeah.

13 MS. WEGER: So, it's -- I'm curious
14 to know a little bit more about how it works.
15 So, it's literally scanning and just visually
16 identifying, "This is this type, this type"?

17 MR. SHAW: Yeah. So, what we do now,
18 we do it through an NIR sorter, where we sort by
19 polymer, so 60 percent of PP inbound, 40 percent
20 other, and of that 60 percent, it will go into
21 the AI sorter alone, and that'll determine food
22 grade from nonfood grade, because your limiting
23 factor right now is human, like knowing what's

1 food grade and nonfood grade, throughput you have
2 to run. So, this just allows us to double our
3 throughput, increase our yield, and then salvage
4 the nonyieldable fraction.

5 MS. WEGER: So, what's the --
6 compared to non-AI, sorter, what -- like what's
7 the increase in, I don't know, accuracy?

8 MR. SHAW: So, NIR is just going to
9 do polymer. This will do form factor, you know,
10 look at the polymer, it'll look at color. So,
11 you just train it, like how to look at a cup from
12 a takeout container, from an oil container. It's
13 just -- it's pretty incredible.

14 MS. WEGER: Hmm.

15 CHAIRMAN BURROW: It's hard to
16 explain, but it is absolutely amazing how it
17 works.

18 MS. WEGER: Finally a good
19 application for AI.

20 (Laughter.)

21 MR. SHAW: Yeah. It just allows you
22 to upcycle things that just -- like I said, the
23 low end of the recycling market, like everybody

1 is struggling, but the high end is where, you
2 know, if you can make a good product with FDA, it
3 is colorable, you know, there's an unlimited
4 market, which is really good.

5 MR. NUNAN: And then capacity-wise,
6 where are you -- what does that do to you guys
7 capacity-wise by having the AI sort that?

8 MR. SHAW: So, it'll do about three
9 tons an hour.

10 MR. NUNAN: Okay.

11 MR. SHAW: You know, we plan to add a
12 shift, so that could add another ten million
13 pounds on top of the 30 we're doing now.
14 Contracts are in place for end users on the back
15 end of the application.

16 CHAIRMAN BURROW: Any other questions
17 from Board members?

18 (No response.)

19 CHAIRMAN BURROW: Hearing none,
20 what's the pleasure of the Board at this point?

21 MS. WEGER: I'm sorry; I don't know
22 if this was asked earlier. If you were to be
23 awarded less than the 200,000, would you be able

1 to proceed forward with this?

2 MR. SHAW: Possibly, but like I said,
3 it's a multi-million-dollar project, and we're
4 just coming for a small part of it, so --

5 CHAIRMAN BURROW: Thank you.

6 MR. SHAW: Thank you.

7 CHAIRMAN BURROW: What's our
8 pleasure, Board? Do you want to talk to a couple
9 of different applicants here before we move
10 forward?

11 MS. WEGER: I'd prefer to hear from a
12 few more in the order, and I personally have one
13 that I noticed a discrepancy in the way it was
14 ranked between IDEM and the Board that -- I would
15 like to give them a chance to talk about their
16 project as well.

17 CHAIRMAN BURROW: I'm sure that's the
18 next one on our list.

19 MS. WEGER: Next would be GreenCycle.

20 CHAIRMAN BURROW: Do we have a
21 representative from GreenCycle in the audience?

22 A. Yes.

23 CHAIRMAN BURROW: Welcome, and please

1 state your name and give us a bit of an overview.

2 MR. REPENNING: Good morning. My
3 name's John Repenning. I'm the Vice-President
4 and one of the owners of GreenCycle.

5 We're looking for the grant money for a
6 new grinder. I've been -- this is my 30th year
7 at GreenCycle. We started -- the whole company
8 was me and my twin brother and one guy. Today,
9 30 years later, we have six locations. We do
10 about 300,000 yards of mulch a year, and we are
11 grinder dependent.

12 We run grinders every day. It's what we
13 do, since we've done it for 30 years, and the
14 grant money would help us with the new grinder
15 and increase our capacity, which wood waste seems
16 to be climbing rapidly. For example, we have one
17 competitor that's stopped taking wood waste
18 altogether within the last month or so, because
19 they just have too much.

20 So, it would give us about a 20-percent
21 increase in capacity, and the amount of wood
22 waste we've got this year is staggering, so it
23 would help us in the future and we would just be

1 able to do more and more with it.

2 And I'm open to any questions.

3 MR. NUNAN: Is this grinder the
4 latest technology grinding-wise as far as for the
5 mulch, what you're wanting to do?

6 MR. REPENNING: Is it -- excuse me?

7 MR. NUNAN: The latest technology.

8 MR. REPENNING: Yes. It hasn't
9 changed dramatically in 30 years, but the new
10 grinders are safer. They're tub style, they're
11 loaded from the top, which if you're not careful,
12 it can throw it out. Now they're horizontal
13 style, which is self-contained. And they're more
14 powerful and more efficient to some degree.

15 CHAIRMAN BURROW: Is the demand
16 primary from just urban sprawl?

17 MR. REPENNING: It's -- the demand as
18 far as the tipping side, or the sale side?

19 CHAIRMAN BURROW: The tipping side,
20 the deforestation, MFR.

21 MR. REPENNING: Well, so, we went
22 through a surge when emerald ash borer came into
23 Indianapolis, but for some reason, I think within

1 the last year, we've seen another surge. I don't
2 know if it has to do with urban sprawl as much as
3 people are being much more conscious about where
4 this type of material is going. So, if it goes
5 to a landfill, they do what they do with it, but
6 if it comes to us, they know it's getting
7 recycled. And so, it -- 99.9 percent of what
8 comes in the door goes back out as a salable
9 product at our company.

10 MS. WEGER: We also had some tornados
11 last year.

12 CHAIRMAN BURROW: Yeah, we did.

13 MR. REPENNING: There's big surges
14 with those, yes.

15 CHAIRMAN BURROW: Any other questions
16 from Board members?

17 MS. WEGER: Will there be any
18 additional jobs with this project?

19 MR. REPENNING: Only about three.
20 It's a -- it's a very highly skilled job, because
21 it's a huge -- it's about a 1200-horsepower
22 machine, and it's highly skilled. It takes a lot
23 of training, but it'll -- two or three people.

1 MR. NUNAN: And just remind me: From
2 the process, which location will this go at?

3 MR. REPENNING: So, these machines
4 are mobile; they go to whichever location is most
5 important. But we also travel to municipalities
6 across the state --

7 MR. NUNAN: Okay.

8 MR. REPENNING: -- so, we work for
9 other companies as well.

10 CHAIRMAN BURROW: Any other
11 questions?

12 (No response.)

13 CHAIRMAN BURROW: What's the
14 manufacturer of this machine?

15 MR. REPENNING: It's a Peterson
16 Pacific.

17 CHAIRMAN BURROW: Do you sell your
18 mulch to any soil amendment companies?

19 MR. REPENNING: No, the vast majority
20 is -- what's bought in local is sold local --

21 CHAIRMAN BURROW: Okay.

22 MR. REPENNING: -- because we have
23 six locations. We cover Marion and the

1 surrounding counties, and we have a small
2 location in Kokomo. The point of the multiple
3 locations is to bring material from that area and
4 ship it back out into that area. Minimizing
5 trucking is a huge part of what we do.

6 CHAIRMAN BURROW: Okay. All right.
7 Thank you very much.

8 MR. REPENNING: All right. Thank
9 you.

10 CHAIRMAN BURROW: Give us a few
11 minutes.

12 MS. WEGER: Liberty Tire Recycling.

13 CHAIRMAN BURROW: Our next highest
14 scoring applicant is Liberty Tire Recycling.

15 Good morning.

16 MR. LANDERS: Good morning. My name
17 is Tim Landers. I'm the Vice-President of
18 Aggregate and Fuel Sales for Liberty Tire.
19 Liberty Tire is operating in the State of Indiana
20 at two locations, South Bend, Indiana, and then
21 the Indianapolis facility that is specified in
22 this grant.

23 Just to give you a little overview of the

1 tire shredding process is we take whole tires
2 that are end of life, we take them through a
3 series of shredding processes, none of which are
4 chemically altered. It's just a series of
5 grinders, starting with a large machine that
6 takes it from the whole tire state down to a
7 smaller chip-sized shred.

8 So, then it goes to another machine and
9 then further be reduced, and then all of the way
10 through wire and fiber liberation, so we have
11 clean crumb rubber that can be used for the
12 tracks poured in place, sports fields, molded
13 goods, industrial products. This particular
14 opportunity for Liberty in the State of Indiana
15 is to do some disposal diversion.

16 I call it disposal diversion because
17 landfills currently can use the tire shred for
18 alternate daily cover, conserving the soils that
19 they may have on the property. In some cases,
20 they have to bring them on-site in order to cover
21 daily. All municipal landfills are required to
22 cover their waste for the day, at the end of the
23 day, at the end of the processing period, usually

1 with six to ten inches of some type of cover.

2 We're currently doing a portion of that
3 out of our Indianapolis plant, but the majority
4 of our tires process, which is about
5 three-million-plus a year, go through the
6 Indianapolis plant, another five million go
7 through South Bend, for a total of about eight
8 million tires a year being collected and
9 recycled.

10 The crux of the grant is to improve by
11 putting in new shredding equipment to meet the
12 demand of a large customer we've had for years in
13 Kentucky. It's a kiln. It's considered a fuel
14 customer. The unique thing about kilns is
15 they're not just looking for the energy source of
16 a tire shred, which is about 15,000 BTU. Coal is
17 between 10 and 12.

18 Tires in the right environment burn very
19 clean, unlike what you would expect when you see
20 a burning tire in a parking lot: Black smoke.
21 These are very controlled; they burn at a high
22 rate. But kilns get a carbon benefit from the
23 content of the tire.

1 There's a large facility called Kosmos.
2 It's owned by Eagle Material, which is a national
3 cement manufacturer, and they're using the tires
4 for both combustion and then are capturing the
5 carbon. We've supplied them roughly ten to
6 twelve thousand tons of whole tires out of the
7 Indianapolis facility over the past several
8 years.

9 Last year they embarked on a project at
10 their plant to convert from whole tires to a
11 two-inch tire chip, which is a traditional fuel.
12 In doing so, they'll move from their demand
13 of 10,000 tons to 30,000 tons. The only way for
14 us to support that customer relationship is for
15 us to make that two-inch material at our
16 Indianapolis plant, and then subsidize it out of
17 South Bend, Indiana or out of one of our Kentucky
18 plants.

19 So, this project would take what we refer
20 to as moving it up the value chain. Instead of
21 depending on alternate daily cover and the whole
22 tire outlet, we would now be moving that material
23 to a facility that could use three times the

1 amount they're currently using in their
2 production.

3 Out of that, we also recover a chip that
4 is primarily what we call a heavy wire nugget.
5 After we shred the tire, we run it across a
6 magnet and we pull out the nugget that has the
7 bead wire in it, the part of the tire that holds
8 it to the rim. That contains about 40 percent
9 steel.

10 We can send that to a sister plant in
11 Sturgis, Kentucky. That plant can liberate that
12 wire and fiber and convert that chip into rubber
13 mulch. It is a painting facility that makes --
14 that makes retail mulch that you would see at a
15 Home Depot, Menards, or a Lowe's. So, they're
16 able to take that, liberate that wire, make it
17 wire free, coat it with a latex coating, bag it
18 for retail sales, and put it out on the market as
19 rubber mulch. So, this project is dependent on
20 buying two new shredders -- or excuse me -- a new
21 shredder and new screening capacity, along with
22 magnets for us to convert that.

23 The challenge for us is: Without that

1 equipment, the 10,000 tons of whole tires that
2 were going to Kosmos' kiln will now be added to
3 the alternate daily cover and/or just be pure
4 disposal, because we will not have the ability
5 without the shredder and the screen and magnets
6 to be able to produce that material, which means
7 that in addition to diverting what's going in
8 there now to the landfills for alternate daily
9 cover, we'd be more dependent to take the 10,000
10 tons that were going as whole tires, that's going
11 to end up in some form of disposal and/or we'll
12 have to try to find some other outlet that would
13 be considered green recycling.

14 So, I'll stop there and answer any
15 questions that you may have.

16 MS. HACKMAN: How many landfills are
17 using this as an alternative daily cover?

18 MR. LANDERS: There are two that --
19 there's two in the State of Ohio that are using
20 it as alternate daily cover. Both of these are
21 owned by Waste Management, who is a big proponent
22 of using this material in conjunction with other
23 alternate daily covers such as auto fluff.

1 When they grind up a car at a scrap yard,
2 all of the soft headliners, plastic, all of that
3 gets ground up separately from the metal -- or
4 separate from the metal. That's a common
5 alternate daily cover. So, that -- foundry
6 sands, bottom ash that's not toxic, that's not
7 hazardous, some paper sludges, all of those
8 things combined make a great daily cover.

9 The benefit for the landfill is, is
10 that -- the cover they need to place on the
11 landfill at the end of the day, someone brought
12 it right up there to the landfill to be worked
13 on, to be spread. If they go get their own
14 material on-site, they're excavating, they're
15 trucking. So, it's much simpler for them to use
16 this. It does consume air space, but it consumes
17 it in a way where they're also beneficially using
18 a product that normally would be just pure
19 disposal.

20 MS. HACKMAN: Okay. Thank you.

21 MS. WEGER: Can you help me
22 understand a little better, because you talked
23 about a lot of different uses for this. So, if

1 the tire material is not going to the kiln, why
2 can't it be turned into the some of the other
3 products that you mentioned?

4 MR. LANDERS: It can. It can.

5 MS. WEGER: So, is it an expand
6 issue, or --

7 MR. LANDERS: It's -- it's a capital
8 issue to begin with. First off, in order to take
9 that product beyond a two-inch fuel or
10 alternate -- or a drainage material, which is the
11 other product, both are the same size. So,
12 septic tank drains, drainage leach beds, a
13 two-inch rubber chip instead of stone works very,
14 very well. It's lightweight, it never stilts up,
15 and doesn't biodegrade.

16 So, it's a good -- those two products are
17 what we consider on the lower end of the food
18 chain. To invest in a plant that does that,
19 you're somewhere between the million and a half
20 that we're looking at to spend on this upgrade up
21 to 15 to 18 million to make the higher-end
22 product, the crumb rubber.

23 A crumb rubber plant -- we just completed

1 one in Atlanta, start to finish, to make crumb
2 rubber for sports fields, carpet backing,
3 industrial mats, some auto parts, was a
4 15-million dollar spend. So, it's -- that takes
5 a lot more income volume than we currently have
6 going into Indianapolis at 30,000 tons a year.

7 You're -- Atlanta's three times that size,
8 so it's -- the economics of the equipment that's
9 required to take that material from a whole tire
10 state down to something that -- of high-end
11 value -- that's why we try to partner a plant
12 like Indianapolis with sending 25 or 30 percent
13 of this material to Sturgis so that it can be
14 liberated in a plant that has the capability to
15 take it down to less than an inch, remove the
16 wire, paint it, and put it into retail.

17 MS. WEGER: Okay. So, to -- is this
18 correct to say that to justify the crumb rubber
19 plant that would have a higher quality product,
20 you have to have a larger volume coming in to
21 make it rise?

22 MR. LANDERS: Yeah.

23 MS. WEGER: Okay.

1 MR. LANDERS: Yeah. If you just --
2 you know, if you spend 15 million to do that, to
3 build that type of plant and you're spreading
4 that, you're recovering that cost through 30,000
5 tons, it's -- it's not going to compete well
6 against other projects within the Liberty
7 footprint, or any industry's footprint. It is
8 internally competing against other capital
9 expenditures that are going to cover the -- cover
10 the return.

11 MS. WEGER: And the kiln, if they
12 didn't have this material, if you didn't do this
13 project, what would they do?

14 MR. LANDERS: Well, some of them
15 operate on another alternate fuel, but the
16 benefit of the tires -- they're seeking the tires
17 because of the carbon content. Other fuels do
18 not have that. So, the kiln would most likely
19 look for that tire supply out of some other
20 region, further south.

21 You know, there's not -- an interesting
22 statistic to keep in mind -- and I don't know why
23 it works, but I've been in this business 20

1 years -- if you want to know how many tires are
2 in a particular segment or region, it's one per
3 person per year. Don't ask me why, but it works.
4 So, if there's seven million people in the State
5 of Indiana, there's probably seven million tires
6 being thrown away, or 77,000 tons.

7 So, you start to build these collection
8 centers, these processing centers so that you can
9 afford those 15-million -- 15-million-dollar
10 projects so that you have multiple back-end
11 markets, as opposed to a smaller plant. When
12 Liberty acquired the plant in Indianapolis, it
13 was probably a third of the size it is now.

14 So, we've built up the inbound collection
15 as well as made investment in equipment there.
16 But just that one shredder's like \$600,000, so
17 it's -- when you put your foot in that pool,
18 you're -- you're in, so --

19 MS. WEGER: And I'm sorry for a lot
20 of questions, but also, for my own edification,
21 the tire market, is that volume increasing
22 notably each year? I mean if we have more
23 people, I assume the volume is going up, but then

1 again, young people don't drive, so --

2 (Laughter.)

3 MR. LANDERS: That's true. We do see
4 that in certain -- if you go on the coast, you'll
5 see the impact of not driving; okay? You go to
6 New York, they -- they buy into a lease program
7 where they want the car when they want it. They
8 might drive it twice a year for the day. So,
9 yeah, we're seeing the impact of that. In the
10 Midwest here, it's been pretty stable, and it's
11 very seasonal. Twice a year, we see tire inbound
12 tire -- discarded tires spike.

13 MS. WEGER: Weather.

14 MR. LANDERS: First indication of bad
15 weather, the people want a better tread on their
16 vehicle, we see that. The other one is in the
17 early summer, you're getting ready for vacation.
18 We saw this really shoot up during COVID, where
19 folks weren't flying, they were driving on
20 vacation. So, what you see in April, May and
21 June is folks getting their oil changes, tires
22 and all of that for vacation, right on the heels
23 of getting a tax return. So, "I've got a little

1 bit of money here. I want to take a vacation."

2 That's -- so, we see two spikes. A spike
3 in a facility that does 80,000 tons a year, a
4 ten-percent spike is 8,000 tons that we couldn't
5 commit to an end user because we don't know if
6 it's coming in, but yet we have to have an outlet
7 for it. Every tire coming in has to go out in
8 some form or fashion. So, capacity has to be
9 built and managed for that ebb and flow. The
10 Midwest has a lot higher spikes because of the
11 change in weather versus a plant in Florida. So,
12 yeah, we -- but it's fairly stable. I mean
13 it's --

14 MS. WEGER: So, in terms of forecast
15 of what -- the volume you expect to come in
16 annually, it's relatively steady?

17 MR. LANDERS: Yeah. The thing that
18 changes most is if we go out and take on a new
19 territory and increase the volume that way, or
20 another -- another collector has trouble.

21 MS. WEGER: Uh-huh.

22 MR. LANDERS: We also do amnesties
23 and clean-ups for open tire dumps, and so -- and

1 a lot of those are state funded. So, you know,
2 we'll see inbound increases we can bid on based
3 on cleanups that would occur, or an amnesty,
4 everybody can bring in four tires and get rid of
5 them for free kind of thing. So, yeah, those are
6 the big fluctuations --

7 MS. WEGER: Okay.

8 MR. LANDERS: -- seasonal purchases
9 and any types of cleanups.

10 MS. WHITEHEAD: As a former solid
11 waste director, I can tell you that -- and not to
12 dumb it down, but when you start looking in the
13 hills and hollers of Indiana, there are lots of
14 tires out there. We had no lack of tires at the
15 Solid Waste District, and, you know, the big
16 thing is people don't want to pay for the
17 disposal. Amnesty days are wonderful if you can
18 fund those. But there -- it's sad, really, how
19 many tires are hidden out there that need to be
20 cleaned up.

21 MR. LANDERS: Twenty years ago I left
22 the waste industry for a simpler job, the second
23 biggest mistake I've ever made in my life.

1 (Laughter.)

2 MR. LANDERS: I won't tell you about
3 the first one. But it is -- it's an essential
4 business that's very complicated --

5 MS. WHITEHEAD: Yeah.

6 MR. LANDERS: -- because if you've
7 got 30,000 tons or you've got three million tires
8 projected to come in your facility, you have to
9 have some place to take those. The State of
10 Ohio, where I cut my teeth on the tire business,
11 you're not allowed to put any form of a tire in a
12 landfill.

13 So, you don't have an option in Ohio to
14 get rid of a tire in a landfill, with the
15 exception of alternate daily cover, liner
16 material when they build a new cell, or, in our
17 case, we opened a tire monofill, tires only. The
18 plan was they're there if we need to mine them
19 later on. I'd love to see that.

20 But, you know, the options are limited,
21 and so, staying on top of those back-end markets
22 is what's made Liberty successful throughout the
23 U.S.; buying existing operations, integrating

1 them in a network that allows us to ship material
2 from Ohio all of the way to Baltimore so it hits
3 an end customer with a beneficial use.

4 Indianapolis is one of those plants that's
5 right at the point where it's a little bit too
6 small to be a big player, and it's a little bit
7 too big just to get rid of everything it collects
8 without any worries. So --

9 CHAIRMAN BURROW: How --

10 MR. LANDERS: -- I get the sense that
11 I might have been the one that you wanted to hear
12 more from.

13 CHAIRMAN BURROW: How is Kosmos going
14 to feed this material in its kiln?

15 MR. LANDERS: Pardon?

16 CHAIRMAN BURROW: How is Kosmos going
17 to feed this material in its kiln?

18 MR. LANDERS: So, Kosmos has spent I
19 don't know how many millions of dollars in the
20 last six to eight months converting their feed
21 system to take a chip versus a whole tire,
22 introducing that into a kiln, which is -- it's a
23 long tube that they heat. They will -- you know,

1 has anybody ever seen a Jugs machine where they
2 throw a football?

3 MR. NUNAN: Yeah.

4 CHAIRMAN BURROW: And I've been
5 there.

6 MR. LANDERS: Okay. That -- so, now
7 they're going to a different feed system which
8 blows it in there, and that's the reason that
9 they can take more capacity is that void space
10 can now be consumed with a chip, two-inch
11 material, versus a whole tire in there that takes
12 a little bit longer to combust as it moves its
13 way through the -- the kiln.

14 CHAIRMAN BURROW: Is there any
15 plans -- I mean you've probably got your finger
16 on the pulse in this industry and the cement
17 industry -- for Essroc to expand their metro
18 plant where they can burn tires?

19 MR. LANDERS: I -- I don't -- I don't
20 know. I support a VP of Fuels. That's his only
21 focus as doing that. And so, jointly we --
22 because the aggregate material, which I am
23 primarily focused on, civil use. Tom handles the

1 fuels. He came out of the fuels market, he
2 builds the feed systems, would know better.

3 We are seeing an interest in -- we've got
4 three kilns within this region that previously
5 had no interest in rubber that are now
6 interested. The closest one would be Fairborn,
7 Ohio. There's another Eagle Material facility
8 there that's been rolled in with the one in
9 Louisville, Kosmos in Louisville, and they're --
10 they're just trying to transfer that technology.
11 That'll probably take them a year or two to
12 construct the feed system for introducing a
13 rubber there.

14 CHAIRMAN BURROW: One thing about the
15 Kosmos in Louisville, they never were able to
16 recover the metal, obviously, because they would
17 pitch a whole tire in and it would burn before it
18 hit the grate --

19 MR. LANDERS: Yeah.

20 CHAIRMAN BURROW: -- basically. And
21 it does help with the emissions --

22 MR. LANDERS: Yeah.

23 CHAIRMAN BURROW: -- of the kiln.

1 MR. LANDERS: It --

2 CHAIRMAN BURROW: And a lot of that
3 goes into fly ash --

4 MR. LANDERS: Right.

5 CHAIRMAN BURROW: -- and ends up in
6 the cement, so --

7 MR. LANDERS: Yeah. They can use all
8 for that actually, so --

9 CHAIRMAN BURROW: Right.

10 MR. LANDERS: -- they've not been a
11 huge -- you know, you've got some paper and pulp
12 facilities and some power plants that are using a
13 rubber. They get a little concerned on wire
14 content because it is up in their bottom ash.
15 The rub -- that's why we pull that bead wire out.
16 That nugget might be 40 to 60 percent wire just
17 because of the size the piece is cut. All of
18 that's removed even for Kosmos, so there's not
19 a -- there's not a problem with that melting and
20 then solidifying and clogging up their dis --
21 their discharge system, which can happen if it's
22 got a lot of wire in it.

23 CHAIRMAN BURROW: That was a tough

1 question. And any compliance issues recently?

2 MR. LANDERS: No, no. In a plant
3 like what we have in Indiana, the only compliance
4 issues we'd ever be faced with is too much
5 material stored on-site, and that's where you get
6 clogged up where, you know, Dave, who is back
7 there is our Regional Vice-President, he's got an
8 amnesty that comes in, and that material is
9 sitting there because it's excess capacity that
10 we didn't plan for.

11 Usually the regulators will work with us
12 if we have -- if we have a plan in place that
13 "It's going to sit here, it is this pile. We'll
14 add an additional pile." Most of the piles are
15 managed for fire protection, to be honest with
16 you. They want spacing. They don't want it too
17 big that it can't be mitigated if there is a fire
18 of some sort. But I'm not aware of any
19 compliance honestly across the Liberty footprint.
20 I can only think of one compliance issue in the
21 past 12 months.

22 CHAIRMAN BURROW: Tire fire was
23 obviously -- you know, that's -- that's the force

1 that I was referring to.

2 MR. LANDERS: Yeah.

3 CHAIRMAN BURROW: And --

4 MR. LANDERS: Yeah, it --

5 CHAIRMAN BURROW: -- troublesome,
6 because you're right, you have to make --

7 MR. LANDERS: It's hard to start, but
8 hard to put out.

9 CHAIRMAN BURROW: Yes.

10 MR. LANDERS: The heat -- the
11 ignition point for a piece of rubber is about 580
12 degrees, so you could use a Bic lighter, and
13 unless it had fiber hanging out of it, you'd
14 never come close to getting it to combust.

15 CHAIRMAN BURROW: It's amazing what a
16 piece of glass and the sunshine can do.

17 MR. LANDERS: We monitor the
18 temperatures with thermal guns every day. Any
19 pile that we have on-site is monitored with a
20 thermal gun and a four-foot thermometer probe,
21 and we're monitoring the temperature change, not
22 necessarily the temperature. A pile at 70
23 degrees in the morning, in the sun can be 120

1 degrees. If it's the next day, 150 degrees and
2 it's continuing to climb is when we start to have
3 a concern.

4 CHAIRMAN BURROW: Very good. Thank
5 you.

6 MS. WEGER: I have one more question.

7 MR. LANDERS: Yes.

8 MS. WEGER: Thank you for enduring so
9 many questions from me. Do you know, for the
10 kiln, switching from the whole tires to the
11 two-inch, what -- are there any quantifiable
12 environmental benefits? Is this more efficient
13 for their process? Does it reduce emissions on
14 their end, or -- I don't know if you can answer
15 those or not.

16 MR. LANDERS: I'll give you a very
17 layman's explanation. There is the benefit of
18 the rubber we've already talked about from the
19 carbon --

20 MS. WEGER: Uh-huh.

21 MR. LANDERS: -- recovery part. It
22 also has something to do with their reduction of
23 other products for CO₂. He's shaking his head, so

1 he -- Bruce might know more. But there is a --
2 there is a -- I believe a CO₂ benefit to rubber
3 and lower mercury than other combustion sources.
4 You know, obviously the best is natural gas, if
5 you can get it and use it in your system, but not
6 everybody can. So, there are benefits.

7 The other benefit to that particular
8 segment is the fact that we now get to move three
9 times as much material to that customer than what
10 we previously did, meaning we're less dependent
11 on something that's not quite as beneficial. So,
12 I'd wrap it all together with respect to that,
13 so --

14 MS. WEGER: Thank you.

15 CHAIRMAN BURROW: Any other questions
16 from Board members?

17 (No response.)

18 MR. LANDERS: I appreciate the time.
19 Thank you.

20 CHAIRMAN BURROW: Thank you very
21 much.

22 MR. NUNAN: Thank you.

23 (Discussion off the record.)

1 CHAIRMAN BURROW: The next applicant,
2 the next-highest-scoring applicant is Goodwill
3 Industries.

4 MS. WEGER: Of Michiana.

5 CHAIRMAN BURROW: Michiana?

6 MS. COBLE: Yes.

7 CHAIRMAN BURROW: Sorry; my new
8 glasses are not working.

9 MS. COBLE: Good morning.

10 MR. GRATZ: Good morning.

11 MS. COBLE: I'm Deb Coble, President
12 and CEO of Goodwill Industries of Michiana. So,
13 thank you so much for this opportunity.

14 We have been -- we're seeking the funding
15 to advance our sustainability efforts. It's
16 something that we have been working on for a few
17 years and want to continue to increase that, and
18 so, this is actually -- our highest priorities
19 are a textiler baler replacement and then getting
20 reusable shopping bags into the hands of our
21 customers, as well as then increasing our
22 marketing to get donations into Goodwill.

23 We're seeing more and more across the

1 State of Indiana these out-of-state boxes popping
2 up collecting donations, and those don't stay
3 local, and so, those don't help our communities
4 where we serve. So, we want to continue to get
5 folks to understand what happens when they donate
6 to Goodwill.

7 So, up in Northern Indiana, North Central,
8 Northwest Indiana, we have 24 stores, so just a
9 tidbit, there are five Goodwills headquartered in
10 Indiana, and we all have territories that are --
11 we are assigned to. So, I have 16 counties in
12 Indiana. And so, with this, most of our goods
13 that we are able to divert from the landfill,
14 because we do process over 75 million pounds
15 every year in donations from people in our
16 community who give us stuff.

17 And so, what has happened, when we opened
18 our recycling facility in 19 -- in 2019, we
19 bought a state-of-the-art baler, and
20 unfortunately, it did not prove to be
21 state-of-the-art, and we really need to replace
22 it because it is not able to do our bales tight
23 enough.

1 And so, what is happening with that is
2 that our vendors, after we go through the --
3 there's several iterations of getting it into the
4 hands of folks and keeping it in circulation. It
5 will, at the last step, go into hands of vendors,
6 then who also continue that whole recycling
7 process.

8 And so, our bales end up being loose.
9 We're not able to get the amount of pounds in
10 there that they like, so we have to sell them at
11 a reduced rate and it takes more gas and fuel to
12 get those out. So, that's a huge issue.

13 And we utilize about four million plastic
14 bags a year. We want to get rid of using four
15 million plastic bags every year, and so, in an
16 effort to get our customers acclimated to that,
17 we would like to be able to distribute them to --
18 first and foremost, to our loyalty members,
19 because we have Goodwill shoppers that have
20 benefits for shopping at Goodwill.

21 And then again, our marketing campaign to
22 get that out. So, we have a lot of partners that
23 we work with in getting donations in, as well as

1 we are with Notre Dame. We clear out their dorms
2 every year, as well as then just doing some other
3 donation drives with universities as well.

4 We have a very strong leadership team.
5 I've been with Goodwill for 35 years, and in the
6 role of President/CEO almost 14 years.

7 And so, the cost of our baler is just
8 over \$350,000, so for a not-for-profit, that's a
9 large expenditure. And so, reusable bags,
10 they're actually about 91,000, and then with the
11 marketing effort, about 150,000, so that'll be
12 boosting what we currently do.

13 So, with this, then, we want to continue
14 to strengthen our -- this will be the first step,
15 and then we'll continue to strengthen our efforts
16 in doing our recycling so that we keep more
17 things out of the landfill and keep them in
18 circulation for longer periods of time.

19 And we estimate that this new baler would
20 actually add about six new positions to our
21 operation over in Gary, which is an area that
22 needs jobs. Right now we have about 55 employees
23 that serve in that recycling center, and we do

1 about two million -- a little over two million in
2 costs and benefits for that facility.

3 So, do you have questions? I do have some
4 phone-a-friends, if that's okay, if you ask too
5 technical a question.

6 (Laughter.)

7 MS. COBLE: So -- but I couldn't
8 bring them up in a -- in a backpack, so --

9 MS. HACKMAN: I've always been
10 curious: What do you do with the textiles that
11 you bale? Where does it go?

12 MS. COBLE: So, we do have -- we
13 source vendors. We don't just go with anybody,
14 but we source vendors, then that -- we'll raise
15 them. Some of them will get continuous
16 circulation, where they get used -- like jeans
17 now are being used for insulation. Some of the
18 T-shirts and stuff will get made up into rags.

19 Up in Northern Indiana, we are a big RV
20 industry, and so, a lot of the RV industries will
21 use -- will use those as well. And then we do
22 sell to -- some do go to other countries, where
23 they keep them for their livelihood as well, and

1 they are very dependent on it.

2 I think the exciting piece -- so, this is
3 a whole new world, and I actually serve on our
4 sustainability committee for Goodwill Industries
5 International, where we are really getting into
6 that, looking at that circularity to where the
7 chemical processing of being able to bring back
8 down to a virgin fiber technology, that
9 eventually will be able to help us source other
10 type of material, but for us, this is our -- this
11 is our next step, so --

12 MS. HACKMAN: Thank you.

13 MS. COBLE: Uh-huh.

14 MS. WHITEHEAD: I think your project
15 is very good. I love the fact that Goodwill
16 Industries does the textile recycling --

17 MS. COBLE: Uh-huh.

18 MS. WHITEHEAD: -- because my -- I,
19 myself, wear my clothes out.

20 MS. COBLE: Uh-huh, yes.

21 MS. WHITEHEAD: So, that is a
22 wonderful thing to me.

23 MS. COBLE: Yes.

1 MS. WHITEHEAD: It makes me feel good
2 that I -- you know, I can donate that to
3 Goodwill --

4 MS. COBLE: Yes.

5 MS. WHITEHEAD: -- and if it's not
6 good enough to sell, that it --

7 MS. COBLE: Right.

8 MS. WHITEHEAD: -- will still be
9 recycled.

10 MS. COBLE: Exactly.

11 MS. WHITEHEAD: I also like the fact
12 of your project that you work with University of
13 Notre Dame.

14 MS. COBLE: Uh-huh.

15 MS. WHITEHEAD: I have five children,
16 four of which have been in college or are --

17 MS. COBLE: Uh-huh.

18 MS. WHITEHEAD: -- still in college,
19 and it makes me sick what happens at the end of
20 the year.

21 MS. COBLE: Right.

22 MS. WHITEHEAD: So, the fact that at
23 least someone is trying --

1 MS. COBLE: Right, yes.

2 MS. WHITEHEAD: -- that's great.

3 MS. COBLE: Yeah, it's amazing. You
4 know, we tell people when it comes to like
5 appliances and stuff like that, "If it doesn't
6 work, please find alternative homes for it, but
7 if it's textiles, we don't care if it's stained,
8 we don't care if it has holes in it. Please give
9 us your textiles, because we can handle them."
10 And again, this process will just allow us to do
11 it more efficiently.

12 And then as we've been looking into 2026
13 about ways to do donation campaigns stronger with
14 businesses and other entities so that we can
15 collect more, so that we can continue this
16 process and help keep even more out of the
17 landfill, so -- and in circulation.

18 CHAIRMAN BURROW: Questions?

19 (No response.)

20 CHAIRMAN BURROW: Three-hundred-and-
21 fifty-thousand-dollar baler --

22 MS. COBLE: Uh-huh.

23 CHAIRMAN BURROW: -- for textiles?

1 MS. COBLE: Uh-huh, yeah. So, we do
2 have -- so, as we've done, as we've had, we have
3 our vendor source, we've done the due diligence
4 ahead of time, and so, we have everything ready
5 to go, because right now there is over 40 weeks
6 lead time, so we know we can still get everything
7 done, but these aren't things that we can just go
8 pick up at Home Depot's shelves and put into
9 operation.

10 CHAIRMAN BURROW: What type of
11 machine are you looking at?

12 MS. COBLE: Can I call -- can I phone
13 a friend for that to --

14 CHAIRMAN BURROW: Oh, yeah.

15 MS. COBLE: -- give to you?

16 CHAIRMAN BURROW: Oh, sure.

17 MS. COBLE: Tom, do you want to come?

18 MR. LAWSON: Sure.

19 MS. COBLE: Come on up, Tom.

20 Tom oversees our center.

21 MR. LAWSON: Sure.

22 It's a -- it's an auto-tie baler,
23 manufactured by REM Manufacturing out of Alabama.

1 It'll be installed by PCI. Any other questions
2 about it?

3 CHAIRMAN BURROW: What's your current
4 baler?

5 MR. LAWSON: Our current baler is an
6 American Baler. It's also an auto-tie. It
7 has -- as Debie just said, we continue to have
8 problems with it since its installation.

9 CHAIRMAN BURROW: Is it the weight of
10 the baler, or is it the auto-tie?

11 MR. LAWSON: The problem -- the
12 problem that we've had is that American Baler is
13 never able to dial in the compression of the
14 bales. They are too loose, so what we run into
15 is we're not getting our target weights. We're
16 also having problems with them basically falling
17 apart, and so, it's reducing our target weights
18 on our containers and trailers.

19 It's actually -- over the past two years
20 it's like 52 additional containers being shipped
21 out is what we estimate. So, what we're hoping
22 to do is kind of increase that compression and
23 increase the weight on that, and the bales will

1 be in better condition for our buyers as well as
2 for us.

3 We've spent a lot of time, unfortunately,
4 with this machine, doing a lot of extra work,
5 where we're pulling bales out and rebaling
6 currently, so we're hoping that that's going to
7 help that. We're hoping to create an additional
8 source, which is going to increase employees on
9 that machine. So, actually, as we're able to
10 fast baler -- or I'm sorry -- bale faster, that's
11 what's going to create our additional positions
12 and such.

13 MS. COBLE: Because there's different
14 commodities that they'll pay for.

15 CHAIRMAN BURROW: I'm sorry?

16 MS. COBLE: There's different
17 commodities that they'll pay more for, so if we
18 can -- like linens. If we can do a baleful of
19 linens, then we can get a different price than
20 just general textiles.

21 CHAIRMAN BURROW: It's just that, you
22 know, a baler is pretty simple.

23 MR. LAWSON: It is. I -- the complex

1 part is the auto-tie. We need the auto-tie for
2 the speed, but -- and that's really where we're
3 kind of falling down with this current machine --

4 CHAIRMAN BURROW: Okay.

5 MR. LAWSON: -- frankly.

6 CHAIRMAN BURROW: We have an
7 American.

8 THE REPORTER: Could you identify
9 yourself, please?

10 MR. LAWSON: My name is Tom Lawson.

11 (Discussion off the record.)

12 CHAIRMAN BURROW: I don't know. I've
13 fooled around with a few, maybe fooled around
14 with many, and just curious.

15 MS. COBLE: Yeah.

16 MR. LAWSON: Sure.

17 CHAIRMAN BURROW: I think you're
18 looking at a good machine --

19 MS. COBLE: Thank you.

20 CHAIRMAN BURROW: -- with all of your
21 sourcing still. Thank you very much.

22 MS. COBLE: Thank you.

23 CHAIRMAN BURROW: Pleasure of the

1 Board we're going to continue on for a couple
2 more? Is that what you want to do?

3 MS. WHITEHEAD: Yes.

4 MS. WEGER: Yes.

5 CHAIRMAN BURROW: In that case, I'm
6 going to hand the meeting over to Kelly, because
7 I'm recusing myself from the next applicant.

8 MS. WEGER: All right. Do we have
9 someone here from the City of Seymour?

10 MR. DIXON: We do.

11 MS. WEGER: Would you come up and
12 state your name and give us an overview of your
13 project?

14 MR. DIXON: Thank you, guys, ahead of
15 time for your consideration. My name's Chad
16 Dixon. I am with the City of Seymour. I've
17 brought Alan Axsom with me, he is the new
18 Director of Public Works, and Eric Chase, he's in
19 charge of the Trash Department.

20 We're asking for a 500 -- oh, my; I'm
21 sorry -- 500 horsepower electric horizontal
22 grinder. This will allow us to process our wood
23 products, grow throughout the county as far as

1 having those key players in all stretches of the
2 county, try to keep them from burning piles of
3 wood and everything else.

4 But this kind of goes with a bigger
5 project, if you will. So, in the last couple of
6 years -- we've had a vision for a little while
7 now. We're building a transfer station in the
8 City of Seymour. Right next to our shop, we have
9 an addition -- we have like four to five acres
10 that we have. We harness our mass yard waste, if
11 you will.

12 So, this is actually one part of what's
13 going to change the face of public works for
14 Seymour, for the county. We have -- with this
15 grant we'll have the opportunity to tie -- I
16 can't say more jobs will be created, but more
17 programs will be created. So, we work in
18 programs, we work in volunteers, stuff like that,
19 try to keep your overhead down; right?

20 So, next door we have the actions, which
21 potentially could lead to a citizen scientist.
22 There's, I believe, a hundred -- a hundred kids
23 that go to that class five times a day, so

1 there's five -- a potential of 500 citizen
2 scientists, if you will. So, as far as impact
3 goes, it's not just -- it is waste diversion, but
4 it's also a bigger picture; otherwise, we
5 wouldn't be able to do it.

6 You dream for things for your community,
7 but usually you don't have the means to make it
8 happen because you don't, you know, have the
9 funds for it. This will account for half of
10 those funds that we need to make this project
11 work.

12 We're looking, just in skids alone, just
13 by the stats we have now, we would divert 15 -- I
14 think it's 15 tons from the landfill that would
15 otherwise go to the landfill. We have some
16 locals. I'm not trying to take any waste streams
17 or anything like that from independent folks, if
18 you will, but we've had talks with them as well.
19 So, we make sure we're not impacting them in a
20 negative way.

21 My apologies, guys. I'm very nervous.

22 (Laughter.)

23 MR. DIXON: This is a first for me,

1 so I'm actually more nervous now than I was last
2 night. I came from French Lick, and I was in the
3 Mayor's dinner. That was pretty laid back. This
4 here, this is a little rougher.

5 (Laughter.)

6 MS. WHITEHEAD: You're doing great.

7 MR. DIXON: But so you know, you've
8 got a lot of mayors pulling -- like they're
9 rooting -- they're rooting for this program if it
10 helps, but, you know, we're talking high impact,
11 low cost as far as going by the three R's. Once
12 we tie with the school next door, that gives them
13 an avenue to experiment with the land that they
14 have, to see what -- what soils can actually do
15 for a field. They have the means to do soil
16 samples. So, we're building a bigger program.

17 So, as far as the outreach in the end,
18 it's pretty big. I don't know how big, but we do
19 have the support to carry it on and to grow from
20 it. I've spoke with Duke and the other players,
21 the utilities. They're looking at four months to
22 get us the electric we need. I've talked to the
23 sales rep with Rotochopper, and they need six

1 months to build and deliver.

2 So, the only thing I do have is, on
3 money-wise, we spend probably a hundred to two
4 hundred thousand dollars in grinding, but we
5 don't have that in one lump sum. It comes out
6 every year in the budget.

7 So, any questions?

8 MS. WHITEHEAD: So, if you had to
9 take a reduced amount for funding, would you
10 still be able to do this project?

11 MR. DIXON: What's your budget look
12 like?

13 MR. CHASE: Well, that's going to --

14 MR. DIXON: We have no way to know
15 what it's going to look like in a couple of
16 years, so I mean this is my Hail Mary.

17 MS. WHITEHEAD: No pressure or
18 anything.

19 (Laughter.)

20 MR. DIXON: Like I was saying, it is
21 going to be a -- if we get this, watch us, watch
22 what we do, please.

23 MS. WEGER: Can you speak a little

1 more to what types of materials you will be
2 processing?

3 MR. DIXON: Okay. Yeah. So, we
4 take -- we'll take all wood waste, yard waste,
5 grass clippings, skids. This will allow us to
6 take skids, because it has a magnet in it as
7 well. That's basically it, and then the finished
8 product as well, so now we'll have a mulch base
9 that the entire city government, county
10 governments can use, instead of spending that
11 stream of money on mulch for beautification. We
12 actually have it here for free, yeah.

13 MS. WEGER: And are those skids
14 coming from just all over the place?

15 MR. DIXON: Yeah. Our biggest one is
16 John Deere; right?

17 MR. CHASE: Uh-huh.

18 MS. WEGER: And what are they
19 currently doing with those?

20 MR. DIXON: They -- they have us pick
21 them up, and we take them away.

22 MR. NUNAN: So, you guys have an
23 abundance of mulch. Could that be put back into

1 like the local area, for the Seymour area --

2 MR. DIXON: Absolutely. That's
3 legit.

4 MR. NUNAN: -- to the -- you know, if
5 I lived in Seymour, "Hey, I'm going to go out and
6 do that"?

7 MR. DIXON: Yeah, and you'll have a
8 good product, too. Yeah, we even give out to the
9 citizens. We'd probably do a little bit more
10 since we would have someone there that they
11 can --

12 MR. NUNAN: Right.

13 MR. DIXON: -- but we'll have more
14 maintenance, at least two of the transfer
15 stations up there, and they can go out to the
16 yard waste area as well.

17 MR. NUNAN: Thank you.

18 MR. DIXON: And they said we couldn't
19 build a transfer station -- just for the record,
20 they said we couldn't build a transfer station
21 under two million dollars, and we have -- we are
22 about there, and we are -- we're not going to hit
23 two million dollars at all. So, we're trying to

1 be conservative with everybody's money.

2 MS. WEGER: Any other questions from
3 the Board?

4 MS. WHITEHEAD: I -- I'm sorry; I
5 can't remember: Is there permitting that needs
6 to happen for the --

7 MR. DIXON: We met with IDEM about a
8 month or two ago. They come out, did a site
9 visit, they discussed everything there, and it
10 passed with flying colors.

11 MS. WHITEHEAD: Very good. Thank
12 you.

13 MS. WEGER: Any other questions?

14 (No response.)

15 MS. WEGER: All right. Thank you.

16 MR. DIXON: Thank you, guys.

17 MS. WEGER: So, at this point, if we
18 were to award the requested amount for everyone
19 that we've heard from, we would be \$700,000 over
20 what we have. I do have one other that I would
21 like to hear from --

22 CHAIRMAN BURROW: Sure.

23 MS. WEGER: -- which is the Trustees

1 of Indiana University. Is there someone here
2 from them? Would you mind coming up and --

3 MS. DAVIS: Sure.

4 MS. WEGER: I'll hand it back to you.

5 CHAIRMAN BURROW: You just carry on.

6 (Laughter.)

7 MS. DAVIS: Hi. Good morning,
8 everyone. I'm Jessica Davis, Associate
9 Vice-President for Sustainability at IU. We are
10 actual hosed in our -- housed in our Capital
11 Planning Facilities Division, so we focus on
12 efficiency, risk mitigation, and responsible
13 resource management for the University.

14 For this project -- and I'll just preface:
15 I understand. We give out grant money, too, so
16 I'm going to volunteer. I'm going to rank order
17 my campuses for you if that helps to spread the
18 money around.

19 So, we are requesting in-vessel composters
20 for three of our campuses: IU Bloomington, IU
21 Indianapolis and IU South Bend. Those are three
22 of our campuses that have on-campus dining
23 facilities that produce a significant amount of

1 preconsumer food waste.

2 The Indianapolis campus and the
3 Bloomington campus have the longest history with
4 composting. They were actually doing preconsumer
5 composting out of our kitchens prior to COVID,
6 and then during COVID either our haulers or our
7 vendors went out of business and/or stopped
8 offering a compost-hauling service.

9 So, since then we have been racking our
10 brains about the best way to solve this problem.
11 Just for an item of scale, the Bloomington campus
12 produces about 6100 tons of waste a year, and
13 about 44 percent of that is food waste, organic.
14 So, it's a pretty hefty amount, especially on our
15 Bloomington campus.

16 And we've landed on this -- on the option
17 thus far of really trying to do as much of it
18 ourselves in-house. We have a lot of
19 infrastructure that's already in place. What we
20 really need is a collection vessel and the
21 ability to transform it to compost.

22 So, these in-vessel composters, again,
23 three of them, one for each campus, this is

1 definitely a pilot scale request. If it goes
2 well, it would be something that we would scale
3 probably on our biggest campuses. We'll be able
4 to fill -- they're basically like stainless steel
5 cylinders that you can put your food waste into
6 and be staged at the loading dock behind each of
7 our dining halls in those three locations.

8 Our food services staff would put the food
9 waste into that compost container. It can take
10 about 66 buckets a day, gallon buckets, which is
11 about 550 pounds of food waste a day the vessel
12 can take, and it would process that through and
13 turn it into compost at the end of it.

14 It actually is a process that is
15 continuous, you can put that 500-and-so pounds in
16 a day and it moves through the tank and then
17 spits out compost at the end of it, where we have
18 some collection toters at the end to take it to a
19 curing location.

20 Our intention is to use it on campus. We
21 already do some on-site composting of our
22 landscaping waste. We use that as mulch
23 application on campus. We would use this compost

1 as soil amendment and sort of a more natural
2 fertilizer in our landscape beds for our
3 campuses, and so, that's what we would like to do
4 with it.

5 So, if you look at the budget there, the
6 Bloomington campus is, I think, the 700 version,
7 or 900. I think 900, the A900, is Bloomington;
8 the A700 is Indianapolis; the A500 is South Bend.
9 If I were to rank them, I would go Bloomington,
10 South Bend, Indianapolis, so if you're looking to
11 spread your -- pinch your pennies a little bit
12 more.

13 And the only reason I would put
14 Indianapolis at the end is simply because there's
15 a bit more composting infrastructure in
16 Indianapolis that we could lean on versus in
17 Bloomington and South Bend. It's a really tough
18 market in those two locations.

19 So, that is our proposal, and I'm happy to
20 take any questions that you might have.

21 MS. WEGER: So, for -- thank you for
22 clarifying that. So, I -- in your explanation, I
23 see the breakdown in terms of the volume

1 anticipated. So, for the A900, which would be
2 Bloomington --

3 MS. DAVIS: Yes.

4 MS. WEGER: -- you're looking at
5 143,500 pounds --

6 MS. DAVIS: Uh-huh.

7 MS. WEGER: -- to be composted with
8 this product?

9 MS. DAVIS: Yes.

10 MS. WEGER: And then the A700 --

11 MS. DAVIS: Is Indianapolis.

12 MS. WEGER: -- and that's 56,000
13 pounds, and then the A500 is --

14 MS. DAVIS: South Bend.

15 MS. WEGER: -- South Bend, and that's
16 24,000 pounds?

17 MS. DAVIS: Correct.

18 MS. WEGER: Okay. And one of the
19 reasons why I wanted to hear from you and clarify
20 that is I think -- I wanted to make sure
21 everybody saw the volumes that we're looking at
22 here.

23 MS. DAVIS: Yeah.

1 MS. WEGER: I think that's a really
2 great project, and it also has a lot of potential
3 community impact because, first, you've got a lot
4 of young people that will be aware --

5 MS. DAVIS: Yes.

6 MS. WEGER: -- and learning about
7 compost while they're there, seeing these
8 facilities.

9 MS. DAVIS: Yeah. And luckily, like
10 I said, in Indianapolis and Bloomington, all of
11 our kitchen staff have composted before, so this
12 is just a matter for a refresher for them, to get
13 them back into the habits that they once had.
14 So, a little bit less on the education side for
15 our full-time staff.

16 MS. WEGER: And the requested amount
17 was 85,337.

18 MS. DAVIS: Uh-huh.

19 MS. WEGER: Do you know what that
20 would be for, let's say, just the Bloomington
21 campus?

22 MS. DAVIS: Oh, so if it was
23 Bloomington here, so half of that cost was

1 66,000, and then we need half of the curing pads,
2 so that's 12,000 total, and then half of the
3 toters, because we only need toters in Indy and
4 Bloomington, so half. So, I guess what we would
5 ask for from you guys is 33 plus six plus five.

6 MR. NUNAN: Forty-five k, roughly.

7 MS. WEGER: Yeah. So, it's basically
8 half.

9 MS. DAVIS: Half, yeah.

10 MS. WEGER: You would be able to get
11 what you need for the Bloomington campus?

12 MS. DAVIS: Yeah, the Bloomington one
13 is the more expensive, solely just because they
14 have the more volume of food waste.

15 MS. WEGER: Yeah.

16 MS. HACKMAN: You said that you've
17 been composting for a while in the food service
18 part?

19 MS. DAVIS: Yes.

20 MS. HACKMAN: What did you do with
21 that end product?

22 MS. DAVIS: Yeah. So, in --

23 MS. HACKMAN: How did you handle it?

1 MS. DAVIS: -- in Bloomington we
2 had -- were contracted with a composter that is
3 now out of business in Bloomington, so they were
4 doing the hauling for us, haul -- we were doing
5 all of the behind-the-scenes collection, trained
6 the staff, had them put them into dedicated
7 toters.

8 Those were then hauled to a compost
9 location in Bloomington. Unfortunately, the
10 owner of that company passed away, and they
11 decided to dissolve the company. We were then in
12 negotiations with another company, but they
13 weren't able to get a permit to do composting, so
14 they also fell out as a solution for us.

15 So, before, it was always hauled somewhere
16 else off campus and composted. The same thing in
17 Indianapolis, and actually we're still composting
18 in Indianapolis, but just in our residential
19 facility. We have -- it's hauled by Earth Mama
20 Compost to GreenCycle. So, those two campuses
21 have the deepest history, but it was all hauled
22 and composted elsewhere.

23 MS. HACKMAN: So, are you -- you have

1 a permit to do this, I'm sure.

2 MS. DAVIS: It wouldn't require a
3 permit because we're not actually doing any
4 ground-based composting on campus. It's all in
5 the vessel itself, and then what comes out of it
6 is a cured compost material that's ready for
7 application.

8 MS. HACKMAN: How long is it -- how
9 long is that material in there?

10 MS. DAVIS: It takes about five days
11 from the time you put a bucket in until it comes
12 out the back end as a usable material. So, it --
13 it applies like heat, high temperature, to it to
14 accelerate the decomposition process. That's
15 what that vessel does.

16 Any other questions?

17 (No response.)

18 MS. DAVIS: Thanks for having us. I
19 appreciate it.

20 MS. WEGER: Thank you.

21 MS. WHITEHEAD: A very good project.

22 MS. DAVIS: Yeah, thanks. Yeah,
23 we're excited about it.

1 (Discussion off the record.)

2 CHAIRMAN BURROW: Any other applicant
3 that anybody on the Board wants to review?

4 (No response.)

5 CHAIRMAN BURROW: Once again, thanks
6 to all of you. Obviously we wish we had more
7 money, but we only have a limited amount.

8 So, at this point in time, what's the
9 pleasure of the Board?

10 MR. GRATZ: I make a --

11 CHAIRMAN BURROW: Mr. Gratz.

12 MR. GRATZ: I make a motion to fund
13 Goodwill Industries for \$300,000.

14 CHAIRMAN BURROW: A motion to fund
15 Goodwill Industries --

16 MR. GRATZ: Or I don't know the --

17 MS. WESSELER-HENRY: Three hundred
18 and one, 301.

19 MR. GRATZ: Three hundred and one
20 thousand.

21 CHAIRMAN BURROW: Three hundred and
22 one thousand dollars.

23 MR. GUERIN: I'll second that.

1 (Discussion off the record.)

2 CHAIRMAN BURROW: We'll get the
3 details down.

4 MS. WEGER: Well, you could be stingy
5 and just say 300,000.

6 (Discussion off the record.)

7 MR. GUERIN: I second that.

8 CHAIRMAN BURROW: And we have a
9 motion by Mr. Gratz, a second by Mr. Guerin, and
10 any additional discussion?

11 (No response.)

12 CHAIRMAN BURROW: Hearing none, we'll
13 do a roll-call vote.

14 Ms. Weger?

15 MS. WEGER: Yes.

16 CHAIRMAN BURROW: Ms. Hackman?

17 MS. HACKMAN: Yes.

18 CHAIRMAN BURROW: Mr. Guerin?

19 MR. GUERIN: Yes.

20 CHAIRMAN BURROW: Ms. Henry?

21 MS. WESSELER-HENRY: Yes.

22 CHAIRMAN BURROW: Mr. Gratz?

23 MR. GRATZ: Yes.

1 CHAIRMAN BURROW: Mr. Nunan?

2 MR. NUNAN: Yes.

3 CHAIRMAN BURROW: Ms. Whitehead?

4 MS. WHITEHEAD: Yes.

5 CHAIRMAN BURROW: And I vote yes.

6 The motion carries unanimously.

7 Congratulations, and thank you.

8 MS. COBLE: Thank you very much.

9 MS. GARNER: That was for their full
10 amount requested.

11 CHAIRMAN BURROW: Three hundred and
12 one thousand.

13 MS. WESSELER-HENRY: And 11 dollars.

14 CHAIRMAN BURROW: And 11 dollars.

15 MS. WEGER: Sorry, Deanna.

16 MS. GARNER: That's why I make the
17 spreadsheet; right?

18 MR. NUNAN: That's why you've got a
19 formula, Deanna.

20 CHAIRMAN BURROW: Now we're down --

21 MS. GARNER: Yeah, I'll share it.

22 CHAIRMAN BURROW: -- to 698 --

23 MS. GARNER: The math was easy until

1 now.

2 (Laughter.)

3 CHAIRMAN BURROW: So, we have 698,000
4 left.

5 MS. WEGER: I would like to make a
6 motion.

7 CHAIRMAN BURROW: Ms. Weger.

8 MS. WEGER: I would like to move to
9 fund the Trustees of Indiana University for
10 45,000, even number, 45,000.

11 CHAIRMAN BURROW: I have a motion by
12 Ms. Weger to fund the Indiana -- or Trustees of
13 Indiana University, \$45,000.

14 MR. NUNAN: Second.

15 CHAIRMAN BURROW: Second by
16 Mr. Nunan. Any additional discussion?

17 (No response.)

18 CHAIRMAN BURROW: Roll-call vote.
19 Ms. Weger?

20 MS. WEGER: Yes.

21 CHAIRMAN BURROW: Ms. Hackman?

22 MS. HACKMAN: Yes.

23 CHAIRMAN BURROW: Mr. Guerin?

1 MR. GUERIN: Yes.

2 CHAIRMAN BURROW: Ms. Henry?

3 MS. WESSELER-HENRY: Yes.

4 CHAIRMAN BURROW: Mr. Gratz?

5 MR. GRATZ: Yes.

6 CHAIRMAN BURROW: Mr. Nunan?

7 MR. NUNAN: Yes.

8 CHAIRMAN BURROW: Ms. Whitehead?

9 MS. WHITEHEAD: Yes.

10 CHAIRMAN BURROW: And I vote yes.

11 Congratulations.

12 The motion carries unanimously.

13 MS. DAVIS: Thank you. Our students
14 thank you, too.

15 CHAIRMAN BURROW: Thank you.

16 (Discussion off the record.)

17 MR. NUNAN: I'd like to make a motion
18 with PRI, Plastic Recycling, for the whole 200k
19 for those guys.

20 CHAIRMAN BURROW: A motion by
21 Mr. Nunan for Plastics Recycling, Incorporated --

22 MS. WEGER: I'll second.

23 CHAIRMAN BURROW: -- to receive

1 200,000. Second by Ms. Weger. Any discussion?

2 (No response.)

3 CHAIRMAN BURROW: Hearing none,
4 roll-call vote.

5 MS. WEGER: Yes.

6 CHAIRMAN BURROW: Mr. Hackman.

7 MS. HACKMAN: Yes.

8 CHAIRMAN BURROW: Mr. Guerin?

9 MR. GUERIN: Recuse.

10 CHAIRMAN BURROW: Ms. Henry?

11 MS. WESSELER-HENRY: Yes.

12 CHAIRMAN BURROW: Mr. Gratz?

13 MR. GRATZ: Yes.

14 CHAIRMAN BURROW: Mr. Nunan?

15 MR. NUNAN: Yes.

16 CHAIRMAN BURROW: Ms. Whitehead?

17 MS. WHITEHEAD: Yes.

18 CHAIRMAN BURROW: I vote yes. Motion
19 carries, six yeses, one recusal.

20 Next on the list.

21 MS. WEGER: Can I ask a question?

22 For GreenCycle, would your project be able
23 to move forward with \$453,989?

1 MR. REPENNING: Yes.

2 MS. WEGER: I would like to make a
3 motion to fund GreenCycle for that amount.

4 CHAIRMAN BURROW: Ms. Weger has made
5 a motion to fund GreenCycle for that amount, four
6 hundred fifty-three thousand --

7 MS. GARNER: Nine hundred and
8 eighty-nine.

9 CHAIRMAN BURROW: Nine eighty-nine.

10 MR. NUNAN: I'll second.

11 CHAIRMAN BURROW: Second by
12 Mr. Nunan. Any discussion?

13 (No response.)

14 CHAIRMAN BURROW: Hearing none,
15 roll-call vote.

16 Ms. Weger?

17 MS. WEGER: Yes.

18 CHAIRMAN BURROW: Ms. Hackman?

19 MS. HACKMAN: Yes.

20 CHAIRMAN BURROW: Mr. Guerin?

21 MR. GUERIN: Recuse.

22 CHAIRMAN BURROW: Ms. Henry?

23 MS. WESSELER-HENRY: Yes.

1 CHAIRMAN BURROW: Mr. Gratz?

2 MR. GRATZ: No.

3 CHAIRMAN BURROW: Mr. Nunan?

4 MR. NUNAN: Yes.

5 CHAIRMAN BURROW: Ms. Whitehead?

6 MS. WHITEHEAD: Yes.

7 CHAIRMAN BURROW: I vote yes. We
8 have one recusal, one no, and five yeses. Motion
9 carries. With that, we've depleted our funds, I
10 believe.

11 And I would like to thank all of you for
12 your applications. For those of you who were not
13 successful, please don't give up. We have
14 hopefully another round coming next year. We're
15 excited by the number of applicants, in all
16 honesty. A lot of good things happening out
17 there.

18 We -- the people on this Board, I will
19 tell you, wish we could fund every -- every
20 application sent in, and unfortunately we're not
21 able to. And so, it is a competitive grant
22 application. You know, polish your pencil and
23 get things resubmitted, and we'll consider it

1 again, and hopefully you'll be more successful
2 next time.

3 For those of you who were awarded,
4 congratulations. We truly look forward to seeing
5 the end product, and wishing you the best of
6 luck.

7 Anything else, Deanna?

8 MS. GARNER: For those that were
9 awarded funding, I'll send you a quick note
10 probably tomorrow, and then more detailed
11 information next week as we move forward through
12 the process.

13 CHAIRMAN BURROW: With that, do we
14 have any other --

15 MR. NUNAN: Do you have any reply
16 back as far as our status on the Board?

17 MS. GARNER: I am going to let Carl
18 answer that.

19 (Laughter.)

20 MR. NUNAN: I'm sorry.

21 Carl, do you have any update?

22 MR. WODRICH: Yes. I talk about it
23 to our Commissioner every opportunity I get, and

1 they're talking to the Governor's Office
2 regularly about it, so, you know, operating as
3 you were appointed until we get different
4 appointments, new appointments, or replacements,
5 whatever that may be.

6 You know, obviously we have the vacancy
7 with Craig Lutz's seat on the Board, with his
8 passing earlier this year, and then, you know,
9 we'll have to evaluate what, you know, Title 13
10 requires us to have for Board membership and
11 representation, and see if we can -- you know,
12 who can wear what hat, I guess, to fulfill those
13 roles.

14 And I think the way that the legislation
15 is written is half of the Board appointments
16 are -- were supposed to be for 2025 -- through
17 2025, and then the other half were supposed to be
18 for two years from then, so 2027, I believe.

19 So, how that all shakes out once we get
20 appointments -- I know the Governor's
21 Administration has been looking at all of the
22 boards and commissions, and, you know, there's a
23 lot of them, in the hundreds, of boards and

1 commissions across Indiana. So, I'm not sure
2 where the RMDB is on that long list of trying to
3 get all of those appointments made, but I know
4 our Commissioner is talking to our secretary in
5 the cabinet as well as, you know, everybody else
6 in the administration that will listen to him.

7 MR. NUNAN: So, business as usual for
8 right now?

9 MR. WODRICH: Correct, yes, until you
10 hear from us otherwise.

11 CHAIRMAN BURROW: Go ahead, Deb.

12 MS. HACKMAN: I have another
13 question. The maximum grant, which is now set
14 at 500,000, is that set by --

15 MS. GARNER: You, the Board.

16 MS. HACKMAN: Okay. So, we could
17 change that if we thought that would be a good
18 idea?

19 MS. GARNER: Yes.

20 CHAIRMAN BURROW: Well, I would like
21 to thank the Board members. I know it takes a
22 lot of time out of your day to volunteer, to --
23 you know, we don't get paid to do this. It's all

1 volunteered time, and thank you for your efforts
2 in reviewing these grants. It is a process we've
3 come to grips with. It may not seem like we do a
4 lot of evaluation from the audience's
5 perspective, but there's a lot of back and forth
6 that goes on. So, thank you very much.

7 Yes, Carl.

8 MR. WODRICH: I was just going to go
9 back to your note about the not being able to
10 award as -- you know, we get a lot of
11 applications. I mean this is my fourth meeting
12 where you guys have awarded funds since I've been
13 in my role in 2022, and I think we pretty
14 consistently get about -- at least approximately
15 two and a half times the amount we have available
16 in applications and requests for actual state
17 funding through this program, and similarly with
18 our Community Recycle Grant Program, which is a
19 smaller grant award program that we run just
20 in-house in IDEM and make those decisions. We
21 have half a million annually that we give out in
22 that program, but again, we also get about two
23 and a half times the ask of what we have

1 available. So, I just wanted to make note of
2 that for the folks here in the room and on-line,
3 so --

4 CHAIRMAN BURROW: Deanna or Carl, is
5 the Waste Tire Fund still in existence?

6 MS. HACKMAN: Uh-huh.

7 MR. WODRICH: Yes.

8 MS. GARNER: Yeah. Actually, in the
9 last couple of years, IDEM has renewed those
10 grants, and they are awarding grants to Solid
11 Waste Management Districts for waste tire
12 collections and management.

13 CHAIRMAN BURROW: Okay.

14 MS. GARNER: Yeah.

15 CHAIRMAN BURROW: So, kind of a hint
16 to Larry Tucker.

17 MR. WODRICH: Correct.

18 CHAIRMAN BURROW: Being that this is
19 a public meeting, do I have any comments from the
20 gallery? Anybody want to speak up or ask any
21 questions?

22 (No response.)

23 CHAIRMAN BURROW: Okay. Well, good

1 enough. Terry?

2 MR. GUERIN: I just --

3 CHAIRMAN BURROW: Everybody but
4 Terry.

5 (Laughter.)

6 MR. GUERIN: Well, we abide by pretty
7 strict rules, and if there's any hint that one of
8 us on this Board has an interaction or a conflict
9 of interest with an applicant, we excuse
10 ourselves from any evaluation or comment or
11 voting or anything else.

12 In a way, it's kind of unfortunate,
13 because in my own case, there are several cases
14 where I had to recuse myself where, if I had a
15 chance to vote, I'd vote for that project, even
16 though it may not be in the best interest of the
17 companies that I represent.

18 So, there are some flaws in the system,
19 and I'm not quite sure how you address those, but
20 just so those of you in the audience knows, if
21 there's any hint at all that we have a conflict,
22 we excuse ourselves totally.

23 CHAIRMAN BURROW: And we do have

1 legal representation here as well, so Mr. French
2 is in the audience somewhere.

3 MR. GUERIN: He runs a tight ship.

4 CHAIRMAN BURROW: All right. Well,
5 if there's no other business, I -- again, thanks,
6 all, and the only thing I would ask for would be
7 a motion to adjourn.

8 MR. NUNAN: I have a motion to
9 adjourn.

10 CHAIRMAN BURROW: Motion by
11 Mr. Nunan.

12 MR. GRATZ: Second.

13 CHAIRMAN BURROW: Second by
14 Mr. Gratz. All in favor?

15 (Board members responded, "Aye.")

16 CHAIRMAN BURROW: Opposed?

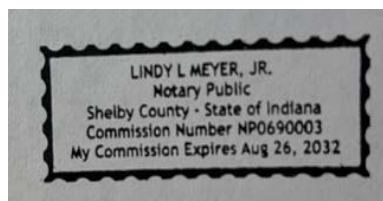
17 (No response.)

18 CHAIRMAN BURROW: Hearing none,
19 motion carries unanimously. Thank you, everyone.
20 I appreciate your time.

21 - - -
22 Thereupon, the proceedings of
23 October 23, 2025 were concluded
at 11:22 o'clock a.m.
- - -

1 CERTIFICATE

2 I, Lindy L. Meyer, Jr., the undersigned
3 Court Reporter and Notary Public residing in the
4 City of Shelbyville, Shelby County, Indiana, do
5 hereby certify that the foregoing is a true and
6 correct transcript of the proceedings taken by me
7 on Thursday, October 23, 2025 in this matter and
8 transcribed by me.



Lindy L. Meyer, Jr.

Lindy L. Meyer, Jr.,
Notary Public in and
for the State of Indiana.

14

15 My Commission expires August 26, 2032.

16 Commission No. NP0690003

17

18

19

20

21

22

23

\$	160 [1] - 57:15 18 [3] - 17:2, 25:14, 85:21 19 [1] - 102:18	35-percent [1] - 14:19 38 [1] - 6:16	848-0088 [1] - 1:22 85,337 [1] - 126:17	[1] - 1:23 achievement [1] - 44:1 acknowledging [1] - 11:8 acquired [1] - 88:12 acres [2] - 51:6, 114:9 actions [1] - 114:20 activities [5] - 42:2, 42:14, 45:20, 48:16, 48:17 activity [9] - 20:20, 21:7, 21:10, 29:18, 29:21, 29:23, 30:12, 41:7, 44:1 actual [4] - 17:12, 49:21, 121:10, 141:16 add [9] - 32:6, 56:21, 65:16, 68:7, 68:9, 72:11, 72:12, 97:14, 104:20 added [3] - 62:18, 68:10, 83:2 addition [4] - 15:5, 56:17, 83:7, 114:9 additional [10] - 8:14, 13:9, 63:2, 76:18, 97:14, 110:20, 111:7, 111:11, 131:10, 133:16 address [2] - 47:19, 143:19 adjourn [2] - 144:7, 144:9 administration [2] - 139:21, 140:6 adopt [1] - 37:9 ADSOP [1] - 67:21 advance [1] - 101:15 affect [1] - 11:1 affiliation [1] - 5:4 afford [1] - 88:9 agency [8] - 7:5, 7:6, 7:9, 8:5, 9:6, 10:4, 10:15, 11:2 agenda [7] - 4:11, 4:21, 6:12, 12:16, 14:7, 16:1, 35:19 aggregate [2] - 78:18, 94:22 ago [5] - 22:10, 45:2, 69:9, 91:21, 120:8 agree [1] - 6:23 agreement [2] - 7:7, 11:14 agreements [1] - 48:22 ahead [3] - 109:4, 113:14, 140:11
\$200,000 [1] - 68:2 \$24 [1] - 56:2 \$300,000 [1] - 130:13 \$350,000 [1] - 104:8 \$400,000 [2] - 68:2, 68:3 \$45,000 [1] - 133:13 \$453,989 [1] - 135:23 \$500,000 [4] - 52:20, 52:22, 60:11, 60:13 \$600,000 [1] - 88:16 \$700,000 [1] - 120:19	2 20 [6] - 25:7, 34:4, 50:17, 68:7, 68:11, 87:23 20-percent [1] - 74:20 20-plus [1] - 46:12 200 [4] - 41:1, 42:10, 43:8, 65:8 200,000 [3] - 20:4, 72:23, 135:1 2009 [1] - 22:5 200k [1] - 134:18 2019 [1] - 102:18 2022 [1] - 141:13 2023 [2] - 27:3, 28:9 2024 [2] - 16:9, 22:17 2025 [10] - 1:6, 1:17, 3:1, 3:8, 3:13, 35:20, 139:16, 139:17, 144:22, 145:7 2026 [1] - 108:12 2027 [1] - 139:18 2032 [1] - 145:15 22nd [2] - 35:22, 36:8 23 [5] - 1:6, 1:17, 3:1, 144:22, 145:7 23rd [1] - 3:8 24 [1] - 102:8 24,000 [1] - 125:16 24th [1] - 3:13 25 [2] - 19:9, 86:12 250 [1] - 41:2 2525 [1] - 1:15 26 [1] - 145:15 26th [1] - 6:19	40 [5] - 65:19, 70:19, 82:8, 96:16, 109:5 40,000 [1] - 55:10 44 [1] - 122:13 45,000 [2] - 133:10 46032 [1] - 1:22 48 [1] - 57:17	900 [2] - 124:7 91 [1] - 25:13 91,000 [1] - 104:10 99.9 [1] - 76:7 9:02 [2] - 1:17, 3:1 9:03 [1] - 3:7	
'	'17 [2] - 28:11, 28:13 '18 [1] - 28:14 '21 [1] - 29:11 '22 [1] - 28:19 '23 [3] - 27:5, 28:19, 57:21 '24 [5] - 12:21, 13:11, 24:1, 27:20, 27:21 '25 [1] - 13:18 '26 [3] - 35:22, 45:23, 46:5	5 50-mile [2] - 48:5, 49:10 50-percent [1] - 14:15 500 [3] - 113:20, 113:21, 115:1 500,000 [3] - 59:12, 60:23, 140:14 500-and-so [1] - 123:15 52 [1] - 110:20 543 [1] - 1:21 55 [1] - 104:22 550 [1] - 123:11 56,000 [1] - 125:12 580 [1] - 98:11	A a.m [3] - 1:18, 3:1, 144:22 A500 [2] - 124:8, 125:13 A700 [2] - 124:8, 125:10 A900 [2] - 124:7, 125:1 abide [1] - 143:6 ability [4] - 32:20, 43:6, 83:4, 122:21 able [33] - 5:8, 7:1, 14:21, 15:17, 33:18, 44:5, 44:16, 44:17, 49:9, 65:21, 67:10, 68:16, 72:23, 75:1, 82:16, 83:6, 95:15, 102:13, 102:22, 103:9, 103:17, 106:7, 106:9, 110:13, 111:9, 115:5, 117:10, 123:3, 127:10, 128:13, 135:22, 137:21, 141:9 above-captioned [1] - 1:10 absolutely [3] - 70:4, 71:16, 119:2 abundance [1] - 118:23 accelerate [1] - 129:14 accept [1] - 51:11 accepting [2] - 15:12, 45:5 accessories [1] - 23:3 acclimated [1] - 103:16 accommodate [1] - 36:16 accordingly [1] - 39:11 account [1] - 115:9 accuracy [1] - 71:7 ACCURATE [1] - 1:21 accuratereportingofi ndiana@gmail.com	
1	1.1 [1] - 46:11 10 [1] - 80:17 10,000 [3] - 81:13, 83:1, 83:9 11 [2] - 132:13, 132:14 11:22 [1] - 144:22 12 [6] - 67:1, 67:12, 67:14, 68:19, 80:17, 97:21 12,000 [2] - 42:11, 127:2 120 [1] - 98:23 1200-horsepower [1] - 76:21 13 [1] - 139:9 14 [2] - 27:13, 104:6 143,500 [1] - 125:5 15 [5] - 22:16, 85:21, 87:2, 115:13, 115:14 15,000 [2] - 15:15, 80:16 15-million [2] - 86:4, 88:9 15-million-dollar [1] - 88:9 150 [1] - 99:1 150,000 [1] - 104:11 1500 [1] - 51:6 16 [1] - 102:11	6 60 [7] - 23:18, 65:15, 65:21, 66:8, 70:19, 70:20, 96:16 6100 [1] - 122:12 66 [1] - 123:10 66,000 [1] - 127:1 67,000 [1] - 20:8 698 [1] - 132:22 698,000 [1] - 133:3	7 70 [1] - 98:22 70-plus-million-dollar [1] - 40:22 700 [1] - 124:6 71 [1] - 25:15 75 [2] - 26:2, 102:14 77,000 [1] - 88:6	
	3 30 [11] - 25:6, 25:21, 34:4, 56:1, 56:5, 67:11, 72:13, 74:9, 74:13, 75:9, 86:12 30,000 [4] - 81:13, 86:6, 87:4, 92:7 300 [1] - 43:10 300,000 [2] - 74:10, 131:5 301 [1] - 130:18 30th [1] - 74:6 31 [1] - 6:17 317 [1] - 1:22 33 [1] - 127:5 349,000 [1] - 59:4 35 [1] - 104:5	8 8,000 [1] - 90:4 80 [1] - 26:16 80,000 [1] - 90:3 80-20 [2] - 26:14, 26:18		

Al [6] - 65:17, 69:23, 70:21, 71:6, 71:19, 72:7
Aidan [1] - 2:11
air [1] - 84:16
Alabama [1] - 109:23
Alan [2] - 2:17, 113:17
all's [1] - 39:23
allow [7] - 44:11, 65:18, 66:11, 67:2, 108:10, 113:22, 118:5
allowed [1] - 92:11
allows [4] - 65:20, 71:2, 71:21, 93:1
almost [3] - 17:16, 65:9, 104:6
alone [2] - 70:21, 115:12
ALSO [1] - 2:12
altered [1] - 79:4
alternate [10] - 79:18, 81:21, 83:3, 83:8, 83:20, 83:23, 84:5, 85:10, 87:15, 92:15
alternative [2] - 83:17, 108:6
altogether [1] - 74:18
aluminum [1] - 42:18
amazing [3] - 71:16, 98:15, 108:3
amendment [3] - 13:22, 77:18, 124:1
American [4] - 13:21, 110:6, 110:12, 112:7
amnesties [1] - 90:22
amnesty [3] - 91:3, 91:17, 97:8
amount [17] - 19:13, 41:14, 44:1, 57:10, 74:21, 82:1, 103:9, 117:9, 120:18, 121:23, 122:14, 126:16, 130:7, 132:10, 136:3, 136:5, 141:15
analyst [1] - 9:18
analyzed [1] - 51:17
Andrew [2] - 2:4, 31:5
animal [1] - 18:9
annual [3] - 16:8, 23:7, 23:19
annually [5] - 46:11, 57:15, 57:18, 90:16, 141:21
answer [3] - 83:14, 99:14, 138:18
answers [1] - 40:11
anticipated [2] - 56:18, 125:1

anticipating [1] - 57:17
anyway [1] - 23:14
apart [1] - 110:17
apologies [2] - 47:16, 115:21
APPEARANCES [1] - 2:1
appliances [1] - 108:5
applicant [9] - 54:21, 61:15, 64:19, 78:14, 101:1, 101:2, 113:7, 130:2, 143:9
applicants [2] - 73:9, 137:15
application [11] - 38:4, 39:11, 39:14, 41:22, 44:8, 71:19, 72:15, 123:23, 129:7, 137:20, 137:22
applications [7] - 15:13, 37:23, 39:7, 51:13, 137:12, 141:11, 141:16
applies [3] - 15:16, 23:2, 129:13
applying [1] - 15:11
appointed [1] - 139:3
appointments [5] - 139:4, 139:15, 139:20, 140:3
appreciate [8] - 16:6, 52:13, 54:17, 64:15, 100:18, 129:19, 144:20
appreciative [1] - 7:13
appropriate [5] - 5:7, 5:16, 11:6, 11:12, 12:8
appropriately [1] - 13:8
approval [4] - 3:13, 7:17, 9:19, 34:20
approve [4] - 3:19, 34:22, 39:18, 62:21
approved [3] - 9:11, 14:4, 32:4
apps [1] - 48:1
April [2] - 36:4, 89:20
area [10] - 27:7, 46:9, 48:6, 48:21, 78:3, 78:4, 104:21, 119:1, 119:16
areas [3] - 26:1, 26:4, 26:5
Arkansas [1] - 57:14
art [2] - 102:19, 102:21
ash [4] - 75:22, 84:6, 96:3, 96:14

asphalt [1] - 13:5
assigned [1] - 102:11
assistance [1] - 11:10
Associate [1] - 121:8
assume [3] - 42:10, 59:9, 88:23
assurance [2] - 9:6, 9:8
Atlanta [1] - 86:1
Atlanta's [1] - 86:7
attendance [2] - 5:3, 39:16
audience [3] - 73:21, 143:20, 144:2
AUDIENCE [1] - 37:18
audience's [1] - 141:4
August [2] - 8:3, 145:15
auto [7] - 83:23, 86:3, 109:22, 110:6, 110:10, 112:1
auto-tie [5] - 109:22, 110:6, 110:10, 112:1
automotive [2] - 66:5, 66:14
available [5] - 24:18, 34:8, 48:21, 141:15, 142:1
Avenue [1] - 1:16
avenue [1] - 116:13
average [2] - 40:1, 65:14
averages [1] - 29:8
averaging [1] - 56:2
award [6] - 52:22, 58:18, 60:13, 120:18, 141:10, 141:19
awarded [6] - 57:6, 57:20, 72:23, 138:3, 138:9, 141:12
awarding [1] - 142:10
awards [1] - 6:13
aware [3] - 6:16, 97:18, 126:4
awareness [1] - 44:22
awful [1] - 32:18
Axsom [2] - 2:17, 113:17
Aye [3] - 4:6, 35:8, 144:15

B

back-end [2] - 88:10, 92:21
backed [1] - 9:22
backfilling [1] - 7:16
background [1] - 22:4
backing [1] - 86:2

backpack [1] - 105:8
bad [3] - 44:13, 67:4, 89:14
bag [1] - 82:17
bags [4] - 101:20, 103:14, 103:15, 104:9
bale [3] - 66:6, 105:11, 111:10
baled [2] - 42:18
baleful [1] - 111:18
baler [14] - 20:12, 101:19, 102:19, 104:7, 104:19, 108:21, 109:22, 110:4, 110:5, 110:6, 110:10, 110:12, 111:10, 111:22
baler-type [1] - 20:12
bales [7] - 65:12, 66:21, 102:22, 103:8, 110:14, 110:23, 111:5
balancing [1] - 20:15
Baltimore [1] - 93:2
base [2] - 43:9, 118:8
based [7] - 15:14, 17:2, 23:12, 39:23, 40:17, 91:2, 129:4
baseline [2] - 14:17, 16:20
basis [2] - 15:16, 23:19
bead [2] - 82:7, 96:15
beautification [1] - 118:11
become [1] - 30:18
becoming [1] - 65:9
bedding [1] - 18:9
beds [2] - 85:12, 124:2
BEFORE [1] - 1:1
begin [1] - 85:8
beginning [5] - 15:3, 15:11, 35:20, 45:22, 56:3
behalf [1] - 57:4
BEHALF [1] - 2:8
behind [3] - 62:18, 123:6, 128:5
behind-the-scenes [1] - 128:5
belongs [1] - 8:8
Bend [9] - 78:20, 80:7, 81:17, 121:21, 124:8, 124:10, 124:17, 125:14, 125:15
beneficial [3] - 50:3, 93:3, 100:11
beneficially [1] - 84:17

benefit [6] - 80:22, 84:9, 87:16, 99:17, 100:2, 100:7
benefits [5] - 46:12, 99:12, 100:6, 103:20, 105:2
best [4] - 100:4, 122:10, 138:5, 143:16
better [6] - 10:14, 27:4, 84:22, 89:15, 95:2, 111:1
between [5] - 7:3, 62:17, 73:14, 80:17, 85:19
beyond [1] - 85:9
biannually [1] - 51:8
Bic [1] - 98:12
bid [1] - 91:2
bidder [1] - 38:20
bids [1] - 32:16
big [18] - 17:15, 25:9, 26:7, 26:9, 26:10, 30:19, 31:10, 49:13, 76:13, 83:21, 91:6, 91:15, 93:6, 93:7, 97:17, 105:19, 116:18
bigger [3] - 114:4, 115:4, 116:16
biggest [3] - 91:23, 118:15, 123:3
biochar [4] - 50:16, 51:23, 52:1, 52:8
biodegrade [1] - 85:15
bit [21] - 8:2, 17:18, 19:1, 20:17, 24:16, 27:12, 28:4, 29:10, 40:9, 60:22, 70:14, 74:1, 90:1, 93:5, 93:6, 94:12, 119:9, 124:11, 124:15, 126:14
black [1] - 80:20
blending [1] - 68:10
Bloomington [18] - 121:20, 122:3, 122:11, 122:15, 124:6, 124:7, 124:9, 124:17, 125:2, 126:10, 126:20, 126:23, 127:4, 127:11, 127:12, 128:1, 128:3, 128:9
blows [1] - 94:8
blue [3] - 20:11, 20:19, 30:2
board [37] - 3:9, 10:21, 11:10, 12:7, 13:13, 14:12, 22:11, 34:14,

36:7, 37:22, 38:7,
39:9, 39:17, 40:1,
41:4, 45:12, 52:15,
52:18, 54:1, 54:21,
59:11, 68:13, 72:17,
72:20, 73:8, 100:16,
113:1, 120:3, 130:3,
130:9, 137:18,
138:16, 139:7,
139:10, 139:15,
140:21, 143:8
BOARD [2] - 1:1, 2:2
Board [11] - 1:11, 4:6,
34:19, 35:8, 39:8,
65:3, 67:7, 73:14,
76:16, 140:15,
144:15
Board's [1] - 44:2
board's [1] - 60:9
boards [2] - 139:22,
139:23
boosting [1] - 104:12
bore [1] - 50:16
borer [1] - 75:22
bottled [1] - 43:13
bottom [3] - 61:8,
84:6, 96:14
bought [2] - 77:20,
102:19
Bourbon [3] - 55:8,
57:14, 58:3
box [1] - 5:5
boxes [1] - 102:1
boy [1] - 38:14
brains [1] - 122:10
Brandon [3] - 2:14,
65:4, 68:15
breakdown [1] -
124:23
bridge [1] - 7:3
briefcase [1] - 40:11
bright [1] - 38:20
bring [9] - 6:21, 40:10,
50:14, 51:1, 78:3,
79:20, 91:4, 105:8,
106:7
brings [1] - 32:17
broken [1] - 40:23
brother [1] - 74:8
brought [2] - 84:11,
113:17
Bruce [8] - 1:11, 2:2,
3:5, 4:13, 11:3,
30:15, 31:22, 100:1
BTU [1] - 80:16
bucket [1] - 129:11
buckets [2] - 123:10
budget [4] - 44:20,
117:6, 117:11, 124:5
build [9] - 33:13,

45:14, 63:3, 87:3,
88:7, 92:16, 117:1,
119:19, 119:20
building [4] - 45:14,
56:17, 114:7, 116:16
buildings [2] - 31:3,
33:14
builds [1] - 95:2
built [3] - 54:10,
88:14, 90:9
bummed [1] - 6:18
burn [4] - 80:18,
80:21, 94:18, 95:17
burning [2] - 80:20,
114:2
BURROW [234] - 3:3,
3:7, 3:17, 3:21, 4:1,
4:4, 4:7, 4:9, 4:15,
4:17, 4:19, 11:4,
11:13, 11:16, 11:21,
12:1, 12:6, 12:11,
12:14, 14:8, 15:22,
30:16, 30:21, 32:9,
32:19, 32:23, 33:4,
33:9, 33:16, 33:19,
34:10, 34:13, 34:18,
34:21, 35:1, 35:4,
35:7, 35:9, 35:11,
35:14, 35:16, 36:18,
37:1, 37:4, 37:8,
37:13, 37:17, 37:19,
38:6, 38:19, 39:1,
39:3, 40:4, 40:7,
51:20, 51:23, 52:5,
52:10, 52:14, 52:17,
52:21, 53:1, 53:4,
53:7, 53:9, 53:11,
53:13, 53:15, 53:17,
53:19, 54:2, 54:5,
54:8, 54:12, 54:20,
55:1, 55:3, 56:5,
56:8, 58:15, 60:8,
60:12, 60:16, 61:5,
62:5, 62:12, 62:23,
63:11, 63:15, 63:17,
63:19, 63:21, 63:23,
64:2, 64:4, 64:9,
64:16, 64:18, 64:22,
68:12, 69:10, 69:14,
69:22, 70:6, 70:10,
71:15, 72:16, 72:19,
73:5, 73:7, 73:17,
73:20, 73:23, 75:15,
75:19, 76:12, 76:15,
77:10, 77:13, 77:17,
77:21, 78:6, 78:10,
78:13, 93:9, 93:13,
93:16, 94:4, 94:14,
95:14, 95:20, 95:23,
96:2, 96:5, 96:9,

96:23, 97:22, 98:3,
98:5, 98:9, 98:15,
99:4, 100:15,
100:20, 101:1,
101:5, 101:7,
108:18, 108:20,
108:23, 109:10,
109:14, 109:16,
110:3, 110:9,
111:15, 111:21,
112:4, 112:6,
112:12, 112:17,
112:20, 112:23,
113:5, 120:22,
121:5, 130:2, 130:5,
130:11, 130:14,
130:21, 131:2,
131:8, 131:12,
131:16, 131:18,
131:20, 131:22,
132:1, 132:3, 132:5,
132:11, 132:14,
132:20, 132:22,
133:3, 133:7,
133:11, 133:15,
133:18, 133:21,
133:23, 134:2,
134:4, 134:6, 134:8,
134:10, 134:15,
134:20, 134:23,
135:3, 135:6, 135:8,
135:10, 135:12,
135:14, 135:16,
135:18, 136:4,
136:9, 136:11,
136:14, 136:18,
136:20, 136:22,
137:1, 137:3, 137:5,
137:7, 138:13,
140:11, 140:20,
142:4, 142:13,
142:15, 142:18,
142:23, 143:3,
143:23, 144:4,
144:10, 144:13,
144:16, 144:18
Burrow [2] - 1:11, 2:2
business [14] - 3:12,
31:9, 31:12, 37:21,
38:7, 45:8, 66:2,
87:23, 92:4, 92:10,
122:7, 128:3, 140:7,
144:5
businesses [2] -
23:10, 108:14
buy [2] - 67:2, 89:6
buyers [1] - 111:1
buying [2] - 82:20,
92:23

C

cabinet [1] - 140:5
calculate [1] - 16:20
calculated [1] - 17:3
calendar [1] - 22:17
campaign [1] - 103:21
campaigns [1] -
108:13
campus [13] - 121:22,
122:2, 122:3,
122:11, 122:15,
122:23, 123:20,
123:23, 124:6,
126:21, 127:11,
128:16, 129:4
campuses [6] -
121:17, 121:20,
121:22, 123:3,
124:3, 128:20
cans [1] - 41:19
capability [1] - 86:14
capable [1] - 44:10
capacity [11] - 33:17,
33:18, 55:22, 72:5,
72:7, 74:15, 74:21,
82:21, 90:8, 94:9,
97:9
capacity-wise [2] -
72:5, 72:7
capital [3] - 85:7, 87:8,
121:10
captioned [1] - 1:10
capturing [1] - 81:4
car [2] - 84:1, 89:7
carbon [4] - 80:22,
81:5, 87:17, 99:19
card [3] - 20:20, 21:8,
29:20
cardboard [3] - 42:15,
42:16, 42:18
care [2] - 108:7, 108:8
career [1] - 7:11
careful [1] - 75:11
Carl [11] - 2:9, 4:12,
6:2, 11:4, 11:5,
12:12, 12:15,
138:17, 138:21,
141:7, 142:4
Carmel [1] - 1:22
Carolina [4] - 40:17,
40:18, 47:10, 69:13
carpet [1] - 86:2
carries [9] - 4:9,
35:12, 53:20, 64:6,
132:6, 134:12,
135:19, 137:9,
144:19
carry [2] - 116:19,
121:5

case [3] - 92:17,
113:5, 143:13
cases [2] - 79:19,
143:13
categories [2] - 17:21,
19:21
category [4] - 18:8,
19:7, 20:11, 21:10
CED's [3] - 24:10,
24:12, 24:23
cell [1] - 92:16
cement [3] - 81:3,
94:16, 96:6
center [2] - 104:23,
109:20
centers [6] - 21:3,
31:2, 32:3, 32:13,
88:8
central [1] - 13:20
Central [1] - 102:7
CEO [1] - 101:12
certain [3] - 67:18,
69:17, 89:4
certainly [1] - 14:8
CERTIFICATE [1] -
145:1
certify [1] - 145:5
cetera [1] - 68:11
Chad [2] - 2:16,
113:15
chain [2] - 81:20,
85:18
CHAIRMAN [234] - 3:3,
3:7, 3:17, 3:21, 4:1,
4:4, 4:7, 4:9, 4:15,
4:17, 4:19, 11:4,
11:13, 11:16, 11:21,
12:1, 12:6, 12:11,
12:14, 14:8, 15:22,
30:16, 30:21, 32:9,
32:19, 32:23, 33:4,
33:9, 33:16, 33:19,
34:10, 34:13, 34:18,
34:21, 35:1, 35:4,
35:7, 35:9, 35:11,
35:14, 35:16, 36:18,
37:1, 37:4, 37:8,
37:13, 37:17, 37:19,
38:6, 38:19, 39:1,
39:3, 40:4, 40:7,
51:20, 51:23, 52:5,
52:10, 52:14, 52:17,
52:21, 53:1, 53:4,
53:7, 53:9, 53:11,
53:13, 53:15, 53:17,
53:19, 54:2, 54:5,
54:8, 54:12, 54:20,
55:1, 55:3, 56:5,
56:8, 58:15, 60:8,
60:12, 60:16, 61:5,

62:5, 62:12, 62:23,
63:11, 63:15, 63:17,
63:19, 63:21, 63:23,
64:2, 64:4, 64:9,
64:16, 64:18, 64:22,
68:12, 69:10, 69:14,
69:22, 70:6, 70:10,
71:15, 72:16, 72:19,
73:5, 73:7, 73:17,
73:20, 73:23, 75:15,
75:19, 76:12, 76:15,
77:10, 77:13, 77:17,
77:21, 78:6, 78:10,
78:13, 93:9, 93:13,
93:16, 94:4, 94:14,
95:14, 95:20, 95:23,
96:2, 96:5, 96:9,
96:23, 97:22, 98:3,
98:5, 98:9, 98:15,
99:4, 100:15,
100:20, 101:1,
101:5, 101:7,
108:18, 108:20,
108:23, 109:10,
109:14, 109:16,
110:3, 110:9,
111:15, 111:21,
112:4, 112:6,
112:12, 112:17,
112:20, 112:23,
113:5, 120:22,
121:5, 130:2, 130:5,
130:11, 130:14,
130:21, 131:2,
131:8, 131:12,
131:16, 131:18,
131:20, 131:22,
132:1, 132:3, 132:5,
132:11, 132:14,
132:20, 132:22,
133:3, 133:7,
133:11, 133:15,
133:18, 133:21,
133:23, 134:2,
134:4, 134:6, 134:8,
134:10, 134:15,
134:20, 134:23,
135:3, 135:6, 135:8,
135:10, 135:12,
135:14, 135:16,
135:18, 136:4,
136:9, 136:11,
136:14, 136:18,
136:20, 136:22,
137:1, 137:3, 137:5,
137:7, 138:13,
140:11, 140:20,
142:4, 142:13,
142:15, 142:18,
142:23, 143:3,
143:23, 144:4,

144:10, 144:13,
144:16, 144:18
Chairman [2] - 1:12,
2:2
chairman's [1] - 11:8
challenge [1] - 82:23
chance [3] - 3:18,
73:15, 143:15
change [10] - 15:14,
30:2, 37:11, 56:10,
56:19, 60:4, 90:11,
98:21, 114:13,
140:17
changed [3] - 16:16,
37:5, 75:9
changes [2] - 89:21,
90:18
charcoal [1] - 52:9
charge [2] - 48:9,
113:19
charging [1] - 49:3
chart [1] - 16:16
CHASE [2] - 117:13,
118:17
chase [1] - 113:18
Chase [1] - 2:17
chat [3] - 5:5, 5:12,
5:20
chemical [1] - 106:7
chemically [1] - 79:4
chief [3] - 7:21, 8:23,
10:13
children [1] - 107:15
China [1] - 28:7
chip [7] - 79:7, 81:11,
82:3, 82:12, 85:13,
93:21, 94:10
chip-sized [1] - 79:7
choose [1] - 39:17
circle [1] - 48:6
circular [1] - 17:6
circularity [1] - 106:6
circulation [4] - 103:4,
104:18, 105:16,
108:17
citizen [2] - 114:21,
115:1
citizens [1] - 119:9
city [2] - 66:3, 118:9
City [8] - 38:10, 38:11,
38:23, 113:9,
113:16, 114:8, 145:4
civil [1] - 94:23
clarify [1] - 125:19
clarifying [1] - 124:22
class [1] - 114:23
classifications [1] -
43:4
clean [6] - 14:2, 42:15,
42:17, 79:11, 80:19,

90:23
clean-ups [1] - 90:23
cleaned [2] - 50:21,
91:20
cleanups [2] - 91:3,
91:9
clear [2] - 68:6, 104:1
clearly [1] - 63:6
climb [1] - 99:2
climbing [1] - 74:16
Clint [1] - 10:12
clippings [1] - 118:5
clogged [1] - 97:6
clogging [1] - 96:20
close [1] - 98:14
closed [1] - 7:18
closer [1] - 8:20
closest [1] - 95:6
closing [1] - 12:21
clothes [1] - 106:19
CO₂ [2] - 99:23, 100:2
coal [1] - 80:16
coast [1] - 89:4
coat [1] - 82:17
coating [1] - 82:17
Coble [2] - 2:15,
101:11
COBLE [29] - 101:6,
101:9, 101:11,
105:7, 105:12,
106:13, 106:17,
106:20, 106:23,
107:4, 107:7,
107:10, 107:14,
107:17, 107:21,
108:1, 108:3,
108:22, 109:1,
109:12, 109:15,
109:17, 109:19,
111:13, 111:16,
112:15, 112:19,
112:22, 132:8
collect [6] - 19:5, 21:4,
21:14, 50:6, 67:3,
108:15
collected [5] - 19:3,
19:11, 25:22, 27:18,
80:8
collecting [2] - 65:11,
102:2
collection [8] - 26:14,
26:17, 48:17, 88:7,
88:14, 122:20,
123:18, 128:5
collections [1] -
142:12
collector [2] - 26:9,
90:20
collectors [6] - 22:20,
25:13, 25:14, 25:16,

26:7, 26:11
collects [2] - 23:10,
93:7
college [2] - 107:16,
107:18
color [1] - 71:10
colorable [1] - 72:3
colors [1] - 120:10
column [1] - 18:12
combination [1] -
50:15
combined [2] - 62:17,
84:8
combust [2] - 94:12,
98:14
combustion [2] - 81:4,
100:3
comfortable [3] -
32:21, 62:10, 63:6
comforting [1] - 32:23
coming [10] - 10:21,
30:22, 33:21, 73:4,
86:20, 90:6, 90:7,
118:14, 121:2,
137:14
comment [3] - 5:14,
45:11, 143:10
comments [4] - 5:6,
5:10, 15:1, 142:19
commercial [2] -
31:11, 31:18
Commission [2] -
145:15, 145:16
commissioner [3] -
4:12, 10:13, 140:4
Commissioner [2] -
10:20, 138:23
commissions [2] -
139:22, 140:1
commit [1] - 90:5
committee [1] - 106:4
commodities [4] -
27:9, 27:12, 111:14,
111:17
commodity [4] -
18:18, 18:22, 19:10,
19:19
common [1] - 84:4
communication [1] -
32:6
communities [1] -
102:3
Community [1] -
141:18
community [6] -
44:18, 44:19, 44:21,
102:16, 115:6, 126:3
companies [5] - 26:6,
48:23, 77:9, 77:18,
143:17

Company [1] - 65:5
company [6] - 65:6,
74:7, 76:9, 128:10,
128:11, 128:12
compared [1] - 71:6
compete [1] - 87:5
competing [1] - 87:8
competitive [3] - 17:8,
48:14, 137:21
competitor [1] - 74:17
complete [2] - 21:9,
45:15
completed [1] - 85:23
completes [1] - 26:19
completion [1] - 45:18
complex [1] - 111:23
compliance [4] - 97:1,
97:3, 97:19, 97:20
complicated [1] - 92:4
composite [1] - 39:10
compost [13] - 18:9,
45:1, 45:6, 51:17,
122:8, 122:21,
123:9, 123:13,
123:17, 123:23,
126:7, 128:8, 129:6
Compost [1] - 128:20
compost-hauling [1] -
122:8
composted [4] -
125:7, 126:11,
128:16, 128:22
composter [1] - 128:2
composters [2] -
121:19, 122:22
composting [10] -
41:4, 50:15, 122:4,
122:5, 123:21,
124:15, 127:17,
128:13, 128:17,
129:4
compounder [1] -
66:1
compounding [2] -
55:7, 56:18
compounds [2] -
66:14, 66:22
comprehensive [1] -
21:9
compression [2] -
110:13, 110:22
computer [1] - 23:3
Computer [1] - 26:8
computer-type [1] -
23:3
computers [1] - 23:4
computers-wise [1] -
23:4
concern [1] - 99:3
concerned [1] - 96:13

concluded [1] - 144:22
condition [1] - 111:1
conditions [1] - 44:17
Conference [1] - 1:16
confirm [1] - 35:23
conflict [3] - 38:7, 143:8, 143:21
congratulations [5] - 54:6, 64:7, 132:7, 134:11, 138:4
conjecturing [1] - 8:11
conjunction [1] - 83:22
connect [1] - 10:14
connections [1] - 32:7
conscious [1] - 76:3
conservative [1] - 120:1
conserving [1] - 79:18
consider [2] - 85:17, 137:23
consideration [3] - 3:13, 37:21, 113:15
considered [3] - 55:14, 80:13, 83:13
consistent [2] - 24:2, 29:9
consistently [1] - 141:14
construct [1] - 95:12
construction [2] - 41:1, 56:21
consume [1] - 84:16
consumed [1] - 94:10
consumes [1] - 84:16
contained [1] - 75:13
container [3] - 71:12, 123:9
containers [6] - 43:2, 43:4, 43:8, 69:18, 110:18, 110:20
contains [1] - 82:8
content [6] - 43:16, 50:12, 51:10, 80:23, 87:17, 96:14
continue [10] - 59:11, 59:17, 101:17, 102:4, 103:6, 104:13, 104:15, 108:15, 110:7, 113:1
continuing [1] - 99:2
continuous [3] - 55:19, 105:15, 123:15
contract [1] - 21:15
contracted [1] - 128:2
contractor [1] - 15:17
contracts [1] - 72:14

controlled [1] - 80:21
conversation [1] - 63:2
convert [3] - 81:10, 82:12, 82:22
converting [1] - 93:20
cooperations [1] - 44:18
coordinated [1] - 7:7
Coordinator [1] - 9:16
correct [9] - 46:23, 56:22, 56:23, 60:3, 86:18, 125:17, 140:9, 142:17, 145:6
cost [7] - 56:9, 56:18, 60:1, 87:4, 104:7, 116:11, 126:23
costs [1] - 105:2
count [1] - 46:7
counties [5] - 15:9, 25:17, 25:18, 78:1, 102:11
countries [1] - 105:22
country [1] - 65:14
county [11] - 13:11, 24:13, 38:4, 45:1, 46:21, 47:6, 47:17, 113:23, 114:2, 114:14, 118:9
County [3] - 1:14, 47:9, 145:4
couple [13] - 8:15, 18:16, 24:20, 45:2, 45:20, 48:23, 49:17, 51:7, 73:8, 113:1, 114:5, 117:15, 142:9
course [3] - 14:22, 17:15, 42:13
Court [1] - 145:3
cover [17] - 47:9, 77:23, 79:18, 79:20, 79:22, 80:1, 81:21, 83:3, 83:9, 83:17, 83:20, 84:5, 84:8, 84:10, 87:9, 92:15
covered [4] - 23:2, 23:5, 23:10, 24:3
covers [1] - 83:23
COVID [4] - 28:23, 89:18, 122:5, 122:6
Craig [1] - 139:7
create [5] - 15:18, 66:10, 66:21, 111:7, 111:11
created [3] - 22:6, 114:16, 114:17
creating [1] - 51:5
cropland [1] - 51:6
crumb [5] - 79:11, 85:22, 85:23, 86:1,

86:18
crush [1] - 41:20
crux [1] - 80:10
CT [7] - 54:22, 55:5, 57:5, 57:11, 57:20, 60:13
cup [3] - 69:16, 69:17, 71:11
cups [1] - 66:12
cured [1] - 129:6
curing [2] - 123:19, 127:1
curious [4] - 27:1, 70:13, 105:10, 112:14
current [4] - 58:14, 110:3, 110:5, 112:3
customer [5] - 80:12, 80:14, 81:14, 93:3, 100:9
customers [2] - 101:21, 103:16
cut [2] - 92:10, 96:17
CW [2] - 12:22, 13:1
cycle [2] - 22:3, 22:8
cylinders [1] - 123:5

D

daily [11] - 79:18, 79:21, 81:21, 83:3, 83:8, 83:17, 83:20, 83:23, 84:5, 84:8, 92:15
Dame [1] - 107:13
dame [1] - 104:1
Daniel [1] - 6:16
data [3] - 14:17, 31:2, 70:3
date [3] - 36:8, 36:15, 45:14
dates [2] - 36:1, 37:9
Dave [1] - 97:6
Davis [2] - 2:18, 121:8
DAVIS [23] - 121:3, 121:7, 125:3, 125:6, 125:9, 125:11, 125:14, 125:17, 125:23, 126:5, 126:9, 126:18, 126:22, 127:9, 127:12, 127:19, 127:22, 128:1, 129:2, 129:10, 129:18, 129:22, 134:13
days [3] - 45:2, 91:17, 129:10
deal [3] - 24:5, 24:6, 28:7

deanna [3] - 12:2, 58:17, 142:4
Deanna [10] - 2:9, 4:23, 8:22, 12:17, 15:23, 35:23, 46:17, 132:15, 132:19, 138:7
Deb [2] - 101:11, 140:11
Debbie [5] - 2:5, 2:13, 3:22, 38:21, 57:4
Debie [2] - 2:15, 110:7
decades [1] - 16:17
December [2] - 15:3, 15:12
decided [2] - 13:13, 128:11
decides [1] - 44:19
decisions [1] - 141:20
decomposition [1] - 129:14
dedicated [1] - 128:6
deeper [1] - 19:1
deepest [1] - 128:21
Deere [1] - 118:16
defer [1] - 67:8
definitely [5] - 7:14, 7:20, 58:9, 59:15, 123:1
deforestation [1] - 75:20
degree [1] - 75:14
degrees [4] - 98:12, 98:23, 99:1
deliver [1] - 117:1
Delong [1] - 69:12
demand [5] - 66:18, 75:15, 75:17, 80:12, 81:12
denial [1] - 59:11
depack [1] - 41:6
depacking [1] - 41:20
department [1] - 113:19
Department [1] - 1:14
dependent [5] - 74:11, 82:19, 83:9, 100:10, 106:1
depleted [1] - 137:9
Depot [1] - 82:15
Depot's [1] - 109:8
Deputy [1] - 4:12
described [1] - 50:7
detail [1] - 23:6
detailed [1] - 138:10
details [1] - 131:3
detergent [1] - 43:2
determine [1] - 70:21
determined [1] - 54:21

develop [1] - 40:18
development [3] - 3:9, 5:1, 37:22
DEVELOPMENT [1] - 1:1
Development [2] - 1:11, 40:16
device [1] - 23:18
devices [6] - 23:2, 23:5, 23:11, 23:13, 24:4, 30:23
dial [1] - 110:13
difference [1] - 59:15
different [22] - 14:13, 17:22, 24:6, 32:16, 36:15, 40:12, 44:21, 44:22, 58:5, 58:6, 58:8, 58:10, 65:13, 66:2, 67:2, 73:9, 84:23, 94:7, 111:13, 111:16, 111:19, 139:3
differently [1] - 19:12
difficult [2] - 41:13, 55:21
diligence [1] - 109:3
dime [1] - 61:14
dining [2] - 121:22, 123:7
dinner [1] - 116:3
direct [1] - 46:10
directed [2] - 19:14, 20:3
direction [2] - 29:8, 55:22
directly [1] - 21:2
director [2] - 91:11, 113:18
Director [1] - 10:6
dis [1] - 96:20
discarded [1] - 89:12
discern [1] - 19:20
discerning [1] - 19:18
discharge [1] - 96:21
discrepancy [1] - 73:13
discuss [1] - 39:16
discussed [1] - 120:9
discussion [19] - 4:2, 35:5, 53:2, 54:19, 58:23, 60:7, 60:17, 62:6, 64:17, 100:23, 112:11, 130:1, 131:1, 131:6, 131:10, 133:16, 134:16, 135:1, 136:12
discussions [1] - 61:11
display [2] - 23:13,

23:17
disposal [12] - 16:22, 48:10, 49:8, 49:21, 50:2, 50:23, 79:15, 79:16, 83:4, 83:11, 84:19, 91:17
disposed [1] - 34:3
dissolve [2] - 13:15, 128:11
distribute [1] - 103:17
distributed [1] - 13:17
distribution [1] - 21:3
district [1] - 91:15
districts [7] - 15:9, 21:13, 21:14, 21:20, 26:2, 26:3, 142:11
dive [1] - 18:23
diversion [4] - 13:21, 79:15, 79:16, 115:3
divert [3] - 67:10, 102:13, 115:13
diverted [1] - 45:5
diverting [1] - 83:7
divided [1] - 32:16
Division [1] - 121:11
division [2] - 66:6, 66:7
DIXON [16] - 113:10, 113:14, 115:23, 116:7, 117:11, 117:14, 117:20, 118:3, 118:15, 118:20, 119:2, 119:7, 119:13, 119:18, 120:7, 120:16
Dixon [2] - 2:16, 113:16
dock [1] - 123:6
documented [1] - 21:11
Dog [1] - 38:13
dollar [5] - 47:5, 68:4, 73:3, 86:4, 108:21
dollars [10] - 39:13, 46:11, 60:1, 93:19, 117:4, 119:21, 119:23, 130:22, 132:13, 132:14
donate [2] - 102:5, 107:2
donation [2] - 104:3, 108:13
donations [4] - 101:22, 102:2, 102:15, 103:23
done [6] - 24:20, 39:20, 74:13, 109:2, 109:3, 109:7
door [6] - 42:18,

42:19, 43:1, 76:8, 114:20, 116:12
dorms [1] - 104:1
double [1] - 71:2
down [23] - 8:3, 21:7, 28:4, 29:4, 29:9, 30:18, 30:22, 39:18, 50:14, 51:1, 52:2, 52:3, 55:15, 62:17, 79:6, 86:10, 86:15, 91:12, 106:8, 112:3, 114:19, 131:3, 132:20
draft [2] - 14:23, 15:2
drag [1] - 51:9
drainage [2] - 85:10, 85:12
drains [1] - 85:12
dramatically [1] - 75:9
dream [1] - 115:6
drive [1] - 44:3
drive [2] - 89:1, 89:8
Drive [1] - 1:21
driven [1] - 44:3
drives [2] - 37:11, 104:3
driving [3] - 32:8, 89:5, 89:19
drop [2] - 28:9, 28:20
due [3] - 8:3, 36:14, 109:3
duke [1] - 116:20
dumb [1] - 91:12
dumps [1] - 90:23
during [4] - 5:11, 28:23, 89:18, 122:6

E

E-7's [2] - 10:6
e-cycle [2] - 22:3, 22:8
e-mail [1] - 5:21
e-mails [1] - 44:23
e-waste [13] - 18:11, 22:12, 22:14, 22:23, 23:7, 24:1, 24:5, 26:18, 27:3, 31:8, 31:12, 31:17, 66:3
E-waste [1] - 8:17
eagle [2] - 81:2, 95:7
early [2] - 10:20, 89:17
Earth [1] - 128:19
easier [1] - 55:20
easy [1] - 132:23
ebb [1] - 90:9
economics [1] - 86:8
economy [2] - 17:5, 17:6
edification [1] - 88:20
education [1] - 126:14

effective [1] - 6:19
effectively [1] - 9:23
efficiency [1] - 121:12
efficient [3] - 55:22, 75:14, 99:12
efficiently [1] - 108:11
effort [2] - 103:16, 104:11
efforts [3] - 101:15, 104:15, 141:1
eight [4] - 41:15, 50:5, 80:7, 93:20
eighteen [1] - 23:23
eighty [2] - 136:8, 136:9
eighty-nine [2] - 136:8, 136:9
either [2] - 21:14, 122:6
electric [2] - 113:21, 116:22
electronic [7] - 23:2, 23:5, 23:11, 24:4, 30:17, 30:23, 31:4
Eli [1] - 66:5
elsewhere [1] - 128:22
EMAIL [1] - 1:23
embarked [1] - 81:9
emerald [1] - 75:22
emissions [2] - 95:21, 99:13
employees [2] - 104:22, 111:8
enable [1] - 44:9
end [46] - 7:18, 8:9, 13:15, 14:11, 16:23, 17:7, 17:20, 18:4, 19:4, 19:6, 21:2, 42:5, 45:23, 46:5, 50:2, 50:19, 66:16, 66:18, 66:21, 71:23, 72:1, 72:14, 72:15, 79:2, 79:22, 79:23, 83:11, 84:11, 85:17, 85:21, 86:10, 88:10, 90:5, 92:21, 93:3, 99:14, 103:8, 107:19, 116:17, 123:13, 123:17, 123:18, 124:14, 127:21, 129:12, 138:5
end-use [9] - 16:23, 17:7, 17:20, 18:4, 19:4, 19:6, 21:2, 50:2, 50:19
ends [3] - 50:18, 52:8, 96:5
enduring [1] - 99:8
energy [2] - 55:23,

80:15
engaging [1] - 10:4
ensure [1] - 10:15
entire [1] - 118:9
entities [2] - 57:7, 108:14
entity [1] - 15:15
Enviresponse [1] - 57:4
environment [1] - 80:18
Environmental [1] - 1:15
environmental [1] - 99:12
EPA [2] - 7:8, 69:19
equip [1] - 44:10
equipment [10] - 13:3, 13:17, 13:23, 31:4, 56:17, 57:8, 80:11, 83:1, 86:8, 88:15
ERI [3] - 26:8, 32:14, 32:22
Eric [2] - 2:17, 113:18
Errington [1] - 2:6
error [2] - 47:1, 47:3
especially [1] - 122:14
essential [1] - 92:3
essentially [1] - 55:13
Essroc [1] - 94:17
estimate [4] - 41:14, 41:15, 104:19, 110:21
estimated [1] - 45:13
et [1] - 68:11
Eunomia [1] - 14:11
Europe [1] - 69:9
evaluate [1] - 139:9
evaluation [3] - 61:9, 141:4, 143:10
event [1] - 16:8
eventually [1] - 106:9
evolved [2] - 22:15, 25:10
exactly [3] - 59:16, 63:4, 107:10
example [2] - 43:12, 74:16
excavating [1] - 84:14
excellent [1] - 39:3
exception [1] - 92:15
exceptions [1] - 12:22
excess [1] - 97:9
excited [2] - 129:23, 137:15
exciting [3] - 15:4, 38:2, 106:2
excuse [5] - 38:9, 75:6, 82:20, 143:9, 143:22

existence [1] - 142:5
Existing [1] - 12:17
existing [3] - 48:16, 48:17, 92:23
exists [1] - 45:9
expand [2] - 85:5, 94:17
expanding [1] - 33:12
expands [1] - 44:5
expansion [1] - 55:10
expect [3] - 36:3, 80:19, 90:15
expedited [1] - 9:1
expenditure [1] - 104:9
expenditures [1] - 87:9
expensive [1] - 127:13
experiment [1] - 116:13
expert [1] - 48:18
expires [1] - 145:15
explain [2] - 43:17, 71:16
explaining [1] - 50:17
explanation [2] - 99:17, 124:22
exploring [1] - 14:14
exponentially [1] - 31:1
exported [1] - 17:19
extend [1] - 13:8
extended [3] - 10:8, 10:10, 22:7
extensions [1] - 12:23
extra [1] - 111:4
extract [1] - 41:22
extracted [1] - 42:2
extreme [1] - 30:19
extrusion [1] - 68:10

F

face [1] - 114:13
faced [1] - 97:4
facilities [9] - 20:1, 20:8, 20:13, 26:15, 28:4, 31:20, 96:12, 121:23, 126:8
Facilities [1] - 121:11
facility [25] - 13:2, 20:15, 24:15, 40:23, 44:10, 45:1, 49:6, 49:8, 50:1, 50:5, 51:2, 51:5, 58:2, 66:4, 78:21, 81:1, 81:7, 81:23, 82:13, 90:3, 92:8, 95:7, 102:18, 105:2, 128:19

fact [5] - 60:20, 100:8, 106:15, 107:11, 107:22
factor [2] - 70:23, 71:9
factory [1] - 47:5
Fairborn [1] - 95:6
fairly [1] - 90:12
falling [2] - 110:16, 112:3
familiar [3] - 16:15, 23:1, 23:14
family [1] - 8:21
far [13] - 13:14, 13:16, 32:19, 33:12, 45:14, 75:4, 75:18, 113:23, 115:2, 116:11, 116:17, 122:17, 138:16
farmers [1] - 51:7
fashion [1] - 90:8
fast [3] - 28:16, 64:10, 111:10
faster [1] - 111:10
favor [3] - 4:5, 35:7, 144:14
FDA [7] - 66:10, 66:11, 66:18, 67:5, 72:2
feature [1] - 5:20
features [1] - 5:12
February [2] - 36:6, 36:9
federal [1] - 7:8
fee [2] - 48:18, 49:7
feed [6] - 93:14, 93:17, 93:20, 94:7, 95:2, 95:12
feedback [3] - 36:7, 36:12, 39:15
feedstock [2] - 48:9, 57:9
feet [1] - 65:7
fell [1] - 128:14
felt [1] - 62:10
fence [1] - 28:7
fertilizer [2] - 50:19, 124:2
few [7] - 8:10, 9:2, 12:22, 73:12, 78:10, 101:16, 112:13
fiber [4] - 79:10, 82:12, 98:13, 106:8
field [1] - 116:15
fields [3] - 51:9, 79:12, 86:2
fifty [2] - 108:21, 136:6
fifty-thousand-dollar [1] - 108:21
fifty-three [1] - 136:6
fill [2] - 9:11, 123:4
filled [3] - 8:6, 8:13,

31:3
filling [3] - 8:9, 8:16, 22:3
fills [1] - 7:3
filtration [1] - 14:2
final [3] - 15:2, 16:22
finalized [1] - 14:11
finally [1] - 71:18
financial [1] - 9:18
fine [2] - 35:17, 47:23
finger [1] - 94:15
finish [3] - 15:4, 18:16, 86:1
finished [4] - 8:21, 13:18, 45:17, 118:7
finishing [1] - 56:4
fire [3] - 97:15, 97:17, 97:22
first [17] - 3:12, 6:15, 10:18, 14:22, 15:16, 35:21, 36:13, 40:2, 63:5, 85:8, 89:14, 92:3, 103:18, 104:14, 115:23, 126:3
first-come-first-serve [1] - 15:16
fiscal [4] - 12:20, 13:10, 13:18, 57:21
Fiscal [1] - 13:11
fits [1] - 69:18
five [19] - 29:8, 32:4, 32:13, 56:10, 60:1, 60:4, 62:13, 65:6, 80:6, 102:9, 107:15, 114:9, 114:23, 115:1, 127:5, 127:6, 129:10, 137:8
five-year [1] - 29:8
flaws [1] - 143:18
fleshes [1] - 8:10
flexible [1] - 37:5
floor [1] - 60:11
Florida [1] - 90:11
flow [3] - 45:3, 49:1, 90:9
Floyd [1] - 13:11
fluctuations [1] - 91:6
fluff [1] - 83:23
fly [1] - 96:3
flying [2] - 89:19, 120:10
focus [8] - 42:3, 42:12, 42:14, 44:6, 65:23, 67:18, 94:21, 121:11
focused [1] - 94:23
folks [7] - 49:17, 89:19, 89:21, 102:5, 103:4, 115:17, 142:2

food [13] - 18:9, 51:11, 70:21, 71:1, 85:17, 122:1, 122:13, 123:5, 123:8, 123:11, 127:14, 127:17
fooled [2] - 112:13
foot [3] - 55:10, 88:17, 98:20
football [1] - 94:2
footprint [3] - 87:7, 97:19
force [1] - 97:23
forecast [1] - 90:14
foregoing [1] - 145:5
foremost [2] - 6:15, 103:18
forgot [1] - 4:21
form [6] - 11:11, 46:16, 71:9, 83:11, 90:8, 92:11
formed [1] - 48:21
former [1] - 91:10
formula [1] - 132:19
forth [2] - 17:8, 141:5
forty [1] - 127:6
forty-five [1] - 127:6
forward [9] - 10:11, 54:8, 61:19, 68:16, 73:1, 73:10, 135:23, 138:4, 138:11
foundry [1] - 84:5
four [10] - 32:12, 66:20, 91:4, 98:20, 103:13, 103:14, 107:16, 114:9, 116:21, 136:5
four-foot [1] - 98:20
fourth [1] - 141:11
fraction [1] - 71:4
fractions [1] - 28:1
frankly [1] - 112:5
free [3] - 82:17, 91:5, 118:12
French [3] - 2:10, 116:2, 144:1
friend [1] - 109:13
friends [1] - 105:4
front [1] - 64:10
fuel [6] - 78:18, 80:13, 81:11, 85:9, 87:15, 103:11
fuels [4] - 87:17, 94:20, 95:1
fulfill [1] - 139:12
full [8] - 3:10, 6:12, 21:23, 46:2, 48:19, 65:23, 126:15, 132:9
full-service [1] - 65:23
full-time [1] - 126:15

functions [1] - 7:9
fund [10] - 12:2, 91:18, 130:12, 130:14, 133:9, 133:12, 136:3, 136:5, 137:19, 142:5
funded [2] - 9:9, 91:1
funding [8] - 7:8, 15:6, 15:13, 15:17, 101:14, 117:9, 138:9, 141:17
funds [5] - 7:8, 115:9, 115:10, 137:9, 141:12
future [3] - 30:17, 44:12, 74:23

G

gallery [1] - 142:20
gallon [1] - 123:10
gap [2] - 7:3, 30:6
Garner [4] - 2:9, 4:23, 12:18, 39:21
GARNER [50] - 4:13, 4:16, 4:18, 4:20, 12:4, 12:19, 14:9, 16:3, 16:13, 28:13, 29:12, 29:17, 29:19, 29:22, 30:3, 30:10, 34:16, 34:19, 36:2, 36:20, 36:23, 37:3, 37:7, 37:12, 38:5, 39:23, 47:2, 47:8, 47:16, 53:23, 57:19, 58:3, 58:6, 58:9, 58:12, 58:19, 58:21, 59:1, 59:6, 132:9, 132:16, 132:21, 132:23, 136:7, 138:8, 138:17, 140:15, 140:19, 142:8, 142:14
Gary [1] - 104:21
gas [2] - 100:4, 103:11
gate [1] - 49:7
gathered [1] - 24:16
gathering [1] - 57:9
general [1] - 111:20
generally [1] - 48:13
generated [1] - 31:14
generation [3] - 16:19, 16:21, 34:1
given [2] - 11:10, 11:18
glass [8] - 18:19, 18:21, 19:8, 27:13, 27:17, 27:22, 27:23, 98:16
glasses [1] - 101:8
goal [2] - 60:23, 67:7
goals [1] - 44:2
goods [2] - 79:13, 102:12
Goodwill [10] - 101:12, 101:22, 102:6, 103:19, 103:20, 104:5, 106:4, 106:15, 107:3, 130:15
goodwill [3] - 26:10, 101:2, 130:13
Goodwills [1] - 102:9
Goss [1] - 2:7
Goss-Reaves [1] - 2:7
government [1] - 118:9
governments [1] - 118:10
Governor's [1] - 139:1
governor's [1] - 139:20
grade [5] - 66:13, 70:22, 71:1
grand [1] - 6:12
grant [23] - 7:8, 9:9, 9:16, 37:22, 38:1, 38:4, 39:14, 41:4, 41:21, 44:8, 44:9, 68:3, 68:5, 74:5, 74:14, 78:22, 80:10, 114:15, 121:15, 137:21, 140:13, 141:18, 141:19
grant-funded [1] - 9:9
grantee [1] - 57:22
Grants [1] - 12:17
grants [6] - 13:8, 14:5, 39:20, 141:2, 142:10
grass [1] - 118:5
grate [1] - 95:18
GRATZ [17] - 35:3, 52:23, 53:14, 58:17, 58:20, 59:5, 63:22, 101:10, 130:10, 130:12, 130:16, 130:19, 131:23, 134:5, 135:13, 137:2, 144:12
Gratz [12] - 2:4, 35:5, 53:2, 53:13, 63:21, 130:11, 131:9, 131:22, 134:4, 135:12, 137:1, 144:14
great [8] - 61:18, 61:21, 65:10, 70:7, 84:8, 108:2, 116:6, 126:2
Green [1] - 26:8

<p>green [4] - 20:6, 28:6, 47:9, 83:13</p> <p>Greencycle [9] - 38:11, 73:19, 73:21, 74:4, 74:7, 128:20, 135:22, 136:3, 136:5</p> <p>Greene [2] - 46:22, 47:6</p> <p>Greenville [1] - 40:17</p> <p>grind [1] - 84:1</p> <p>grinder [5] - 74:6, 74:11, 74:14, 75:3, 113:22</p> <p>grinders [3] - 74:12, 75:10, 79:5</p> <p>grinding [2] - 75:4, 117:4</p> <p>grinding-wise [1] - 75:4</p> <p>grips [1] - 141:3</p> <p>ground [3] - 40:23, 84:3, 129:4</p> <p>ground-based [1] - 129:4</p> <p>group [2] - 38:1, 38:2</p> <p>grow [2] - 113:23, 116:19</p> <p>grown [1] - 31:1</p> <p>guarantee [1] - 57:9</p> <p>GUERIN [27] - 11:6, 33:20, 34:7, 34:23, 38:9, 48:5, 48:8, 49:3, 49:5, 51:17, 52:19, 53:10, 57:6, 57:23, 60:10, 62:7, 62:14, 63:18, 130:23, 131:7, 131:19, 134:1, 135:9, 136:21, 143:2, 143:6, 144:3</p> <p>Guerin [14] - 2:3, 33:19, 35:2, 38:8, 53:9, 60:9, 60:12, 62:6, 63:17, 131:9, 131:18, 133:23, 135:8, 136:20</p> <p>guess [9] - 24:9, 27:7, 30:10, 35:21, 37:1, 50:22, 127:4, 139:12</p> <p>guidance [1] - 15:19</p> <p>gun [1] - 98:20</p> <p>guns [1] - 98:18</p> <p>guy [1] - 74:8</p> <p>guys [14] - 46:1, 47:20, 56:20, 68:15, 68:16, 69:1, 72:6, 113:14, 115:21, 118:22, 120:16, 127:5, 134:19, 141:12</p>	<p style="text-align: center;">H</p> <p>habits [1] - 126:13</p> <p>hackman [4] - 53:7, 63:15, 131:16, 133:21</p> <p>Hackman [4] - 2:5, 3:22, 135:6, 136:18</p> <p>HACKMAN [40] - 3:19, 28:10, 28:15, 29:3, 38:22, 46:16, 46:21, 47:4, 47:11, 47:14, 47:23, 49:20, 53:8, 56:9, 56:12, 56:14, 58:1, 59:9, 59:19, 60:5, 60:18, 61:3, 62:4, 63:16, 83:16, 84:20, 105:9, 106:12, 127:16, 127:20, 127:23, 128:23, 129:8, 131:17, 133:22, 135:7, 136:19, 140:12, 140:16, 142:6</p> <p>hail [1] - 117:16</p> <p>half [15] - 17:17, 23:23, 85:19, 115:9, 126:23, 127:1, 127:2, 127:4, 127:8, 127:9, 139:15, 139:17, 141:15, 141:21, 141:23</p> <p>halfway [1] - 60:23</p> <p>halls [1] - 123:7</p> <p>hand [6] - 5:12, 5:14, 6:2, 62:1, 113:6, 121:4</p> <p>handle [13] - 21:4, 24:23, 31:6, 31:8, 31:10, 31:12, 31:13, 31:20, 32:20, 33:18, 66:21, 108:9, 127:23</p> <p>handles [2] - 22:15, 94:23</p> <p>handling [2] - 22:12, 48:19</p> <p>hands [4] - 38:17, 101:20, 103:4, 103:5</p> <p>hanging [1] - 98:13</p> <p>happy [3] - 42:8, 45:11, 124:19</p> <p>hard [5] - 64:11, 66:17, 71:15, 98:7, 98:8</p> <p>hardware [1] - 23:3</p> <p>harness [1] - 114:10</p> <p>hat [1] - 139:12</p> <p>hate [1] - 61:14</p> <p>haul [1] - 128:4</p>	<p>hauled [4] - 128:8, 128:15, 128:19, 128:21</p> <p>haulers [1] - 122:6</p> <p>hauling [3] - 48:16, 122:8, 128:4</p> <p>hazardous [2] - 31:16, 84:7</p> <p>HD [1] - 67:20</p> <p>head [3] - 8:2, 46:7, 99:23</p> <p>head-count [1] - 46:7</p> <p>headliners [1] - 84:2</p> <p>headquartered [1] - 102:9</p> <p>headquarters [1] - 57:13</p> <p>hear [7] - 42:6, 63:8, 73:11, 93:11, 120:21, 125:19, 140:10</p> <p>heard [2] - 13:13, 120:19</p> <p>hearing [7] - 4:4, 35:11, 72:19, 131:12, 135:3, 136:14, 144:18</p> <p>heat [3] - 93:23, 98:10, 129:13</p> <p>heavier [1] - 41:22</p> <p>heavy [3] - 41:18, 51:18, 82:4</p> <p>heels [1] - 89:22</p> <p>hefty [1] - 122:14</p> <p>hell [1] - 54:9</p> <p>help [13] - 11:17, 14:2, 33:12, 33:14, 45:3, 74:14, 74:23, 84:21, 95:21, 102:3, 106:9, 108:16, 111:7</p> <p>helped [1] - 61:4</p> <p>helps [2] - 116:10, 121:17</p> <p>Henry [7] - 2:6, 53:11, 63:19, 131:20, 134:2, 135:10, 136:22</p> <p>HENRY [9] - 3:16, 53:12, 63:20, 130:17, 131:21, 132:13, 134:3, 135:11, 136:23</p> <p>hereby [1] - 145:5</p> <p>hi [2] - 54:23, 121:7</p> <p>hidden [1] - 91:19</p> <p>hide [1] - 33:5</p> <p>high [11] - 55:6, 55:22, 62:2, 66:17, 66:21, 72:1, 80:21, 86:10, 116:10, 129:13</p>	<p>high-direction [1] - 55:22</p> <p>high-end [2] - 66:21, 86:10</p> <p>high-tech [1] - 55:6</p> <p>higher [5] - 28:1, 65:22, 85:21, 86:19, 90:10</p> <p>higher-end [1] - 85:21</p> <p>highest [7] - 39:14, 40:2, 54:20, 64:19, 78:13, 101:2, 101:18</p> <p>highlight [1] - 55:12</p> <p>highlights [2] - 16:11, 55:19</p> <p>highly [3] - 42:19, 76:20, 76:22</p> <p>Hilary [1] - 10:12</p> <p>hills [1] - 91:13</p> <p>hint [3] - 142:15, 143:7, 143:21</p> <p>history [2] - 122:3, 128:21</p> <p>hit [3] - 68:15, 95:18, 119:22</p> <p>hits [1] - 93:2</p> <p>hmm [1] - 71:14</p> <p>holds [1] - 82:7</p> <p>holes [1] - 108:8</p> <p>hollers [1] - 91:13</p> <p>Home [1] - 82:15</p> <p>home [3] - 29:1, 30:19, 109:8</p> <p>homes [1] - 108:6</p> <p>honest [1] - 97:15</p> <p>honestly [1] - 97:19</p> <p>honesty [1] - 137:16</p> <p>hooking [1] - 45:18</p> <p>hope [1] - 15:11</p> <p>hopefully [8] - 7:20, 8:12, 9:1, 9:19, 9:20, 56:4, 137:14, 138:1</p> <p>hoping [4] - 65:16, 110:21, 111:6, 111:7</p> <p>horizontal [2] - 75:12, 113:21</p> <p>horsepower [1] - 113:21</p> <p>hose [1] - 51:9</p> <p>hosed [1] - 121:10</p> <p>hour [2] - 56:2, 72:9</p> <p>house [4] - 3:11, 9:10, 122:18, 141:20</p> <p>housed [1] - 121:10</p> <p>households [2] - 23:9, 31:9</p> <p>housekeeping [1] - 4:14</p> <p>huge [5] - 31:3, 76:21, 78:5, 96:11, 103:12</p>	<p>human [1] - 70:23</p> <p>hundred [14] - 21:17, 21:20, 52:1, 108:20, 114:22, 117:3, 117:4, 130:17, 130:19, 130:21, 132:11, 136:6, 136:7</p> <p>hundreds [2] - 18:5, 139:23</p> <p style="text-align: center;">I</p> <p>idea [2] - 27:4, 140:18</p> <p>IDEM [16] - 2:8, 3:8, 4:11, 6:16, 6:17, 7:11, 7:15, 8:18, 10:3, 16:9, 39:8, 40:1, 73:14, 120:7, 141:20, 142:9</p> <p>IDEM's [2] - 5:1, 6:1</p> <p>identified [1] - 14:15</p> <p>identify [2] - 57:1, 112:8</p> <p>identifying [1] - 70:16</p> <p>ignition [1] - 98:11</p> <p>immediate [1] - 42:20</p> <p>impact [5] - 89:5, 89:9, 115:2, 116:10, 126:3</p> <p>impacting [1] - 115:19</p> <p>implemented [2] - 14:21, 15:7</p> <p>important [1] - 77:5</p> <p>improve [1] - 80:10</p> <p>in-house [3] - 9:10, 122:18, 141:20</p> <p>in-person [1] - 10:19</p> <p>in-state [8] - 17:17, 19:23, 20:5, 21:19, 21:22, 24:14, 31:20, 34:1</p> <p>in-vessel [2] - 121:19, 122:22</p> <p>inbound [4] - 70:19, 88:14, 89:11, 91:2</p> <p>incentive [1] - 24:16</p> <p>incentives [3] - 24:12, 25:19, 59:18</p> <p>inch [7] - 81:11, 81:15, 85:9, 85:13, 86:15, 94:10, 99:11</p> <p>inches [1] - 80:1</p> <p>incinerators [1] - 49:22</p> <p>include [3] - 18:11, 26:6, 45:5</p> <p>included [1] - 33:21</p> <p>including [1] - 56:16</p> <p>income [1] - 86:5</p> <p>Incorporated [1] -</p>
---	---	--	---	---

134:21
incorporated [1] - 64:20
increase [11] - 14:14, 57:17, 71:3, 71:7, 74:15, 74:21, 90:19, 101:17, 110:22, 110:23, 111:8
increased [1] - 44:13
increases [1] - 91:2
increasing [2] - 88:21, 101:21
incredible [4] - 65:18, 69:15, 70:5, 71:13
indeed [1] - 17:14
independent [1] - 115:17
independently [1] - 39:7
Index [1] - 21:23
index [1] - 16:10
INDIANA [2] - 1:1, 1:21
Indiana [37] - 1:13, 1:14, 1:16, 1:22, 8:20, 12:22, 13:4, 13:21, 14:9, 22:3, 22:8, 34:6, 38:5, 40:3, 40:5, 45:9, 55:8, 78:19, 78:20, 79:14, 81:17, 88:5, 91:13, 97:3, 102:1, 102:7, 102:8, 102:10, 102:12, 105:19, 121:1, 133:9, 133:12, 133:13, 140:1, 145:4, 145:13
Indiana's [1] - 25:8
Indianap [1] - 3:8
Indianapolis [23] - 1:16, 38:10, 65:6, 75:23, 78:21, 80:3, 80:6, 81:7, 81:16, 86:6, 86:12, 88:12, 93:4, 121:21, 122:2, 124:8, 124:10, 124:14, 124:16, 125:11, 126:10, 128:17, 128:18
indication [1] - 89:14
individual [1] - 48:22
INDOT [1] - 8:19
industrial [2] - 79:13, 86:3
Industrial [1] - 46:19
industries [4] - 101:3, 105:20, 106:4, 130:13
Industries [4] - 26:10,

101:12, 106:16, 130:15
industry [7] - 22:15, 25:11, 66:15, 91:22, 94:16, 94:17, 105:20
industry's [1] - 87:7
Indy [1] - 127:3
information [4] - 8:5, 8:8, 26:13, 138:11
infrastructure [8] - 18:6, 19:16, 19:18, 20:9, 21:5, 28:21, 122:19, 124:15
infrastructure-wise [1] - 20:9
infrastructures [3] - 17:22, 17:23, 24:6
injection [1] - 55:13
input [2] - 39:15, 52:1
inside [2] - 65:10, 65:12
install [2] - 55:20, 68:14
installation [1] - 110:8
installed [1] - 110:1
instead [3] - 81:20, 85:13, 118:10
instincts [1] - 61:9
instrumental [1] - 22:2
insulation [1] - 105:17
integrate [1] - 48:16
integrated [1] - 55:18
integrating [1] - 92:23
integrators [1] - 48:23
intended [1] - 61:23
intent [1] - 15:8
intention [1] - 123:20
interaction [1] - 143:8
interest [5] - 41:10, 95:3, 95:5, 143:9, 143:16
interested [2] - 15:10, 95:6
interesting [4] - 21:12, 38:1, 43:23, 87:21
internal [1] - 46:23
internally [1] - 87:8
international [1] - 106:5
interruption [1] - 6:9
interview [1] - 5:22
interviews [2] - 7:19, 8:21
introducing [2] - 93:22, 95:12
invest [1] - 85:18
investment [1] - 88:15
invited [1] - 54:15
issue [5] - 5:11, 85:6,

85:8, 97:20, 103:12
issues [3] - 13:1, 97:1, 97:4
it'll [6] - 55:13, 55:20, 71:10, 72:8, 76:23, 110:1
item [3] - 14:7, 16:1, 122:11
iterations [1] - 103:3
itself [3] - 55:18, 56:18, 129:5
IU [4] - 121:9, 121:20, 121:21

J

Jackson [1] - 38:3
Jacob [2] - 8:18, 22:2
James [1] - 2:10
January [3] - 35:22, 36:5, 36:8
jeans [1] - 105:16
Jennifer [1] - 8:22
Jessica [2] - 2:18, 121:8
job [3] - 35:17, 76:20, 91:22
jobs [9] - 46:8, 46:12, 56:2, 56:7, 60:20, 62:19, 76:18, 104:22, 114:16
John [3] - 2:14, 74:3, 118:16
join [1] - 55:4
joined [1] - 5:19
joining [1] - 4:23
jointly [1] - 94:21
Jr [3] - 1:12, 145:2, 145:11
jugs [1] - 94:1
July [2] - 3:13, 36:4
June [1] - 89:21
justify [1] - 86:18

K

keep [14] - 6:11, 8:1, 13:16, 14:6, 36:8, 64:11, 67:21, 87:22, 104:16, 104:17, 105:23, 108:16, 114:2, 114:19
keeping [1] - 103:4
Kelly [3] - 2:3, 63:10, 113:6
Kentucky [3] - 80:13, 81:17, 82:11
key [3] - 11:22, 55:19, 114:1
kids [1] - 114:22

kiln [11] - 80:13, 83:2, 85:1, 87:11, 87:18, 93:14, 93:17, 93:22, 94:13, 95:23, 99:10
kilns [3] - 80:14, 80:22, 95:4
kind [27] - 7:3, 7:6, 9:22, 10:21, 11:1, 17:23, 18:11, 18:20, 19:20, 20:20, 21:8, 22:11, 25:23, 26:12, 26:17, 26:19, 29:19, 37:10, 42:22, 45:6, 69:18, 91:5, 110:22, 112:3, 114:4, 142:15, 143:12
kinds [5] - 40:12, 41:2, 42:23, 44:21, 44:22
Kingsbury [2] - 40:21, 46:19
kitchen [1] - 126:11
kitchens [1] - 122:5
kitty [1] - 39:13
knowing [2] - 6:12, 70:23
knows [2] - 42:21, 143:20
Kokomo [1] - 78:2
Kosmos [7] - 81:1, 93:13, 93:16, 93:18, 95:9, 95:15, 96:18
Kosmos' [1] - 83:2

L

lab [3] - 55:12, 66:4, 68:10
labor [1] - 32:1
lack [1] - 91:14
Lafayette [1] - 38:11
laid [1] - 116:3
land [1] - 116:13
landed [1] - 122:16
Landers [2] - 2:15, 78:17
LANDERS [36] - 78:16, 83:18, 85:4, 85:7, 86:22, 87:1, 87:14, 89:3, 89:14, 90:17, 90:22, 91:8, 91:21, 92:2, 92:6, 93:10, 93:15, 93:18, 94:6, 94:19, 95:19, 95:22, 96:1, 96:4, 96:7, 96:10, 97:2, 98:2, 98:4, 98:7, 98:10, 98:17, 99:7, 99:16, 99:21, 100:18
landfill [18] - 31:15, 31:17, 33:1, 65:19,

66:23, 67:8, 67:13, 76:5, 84:9, 84:11, 84:12, 92:12, 92:14, 102:13, 104:17, 108:17, 115:14, 115:15
landfills [12] - 16:21, 17:5, 17:16, 17:17, 17:19, 18:2, 34:3, 49:22, 79:17, 79:21, 83:8, 83:16
landscape [1] - 124:2
landscaping [2] - 50:19, 123:22
laptops [1] - 30:22
large [8] - 20:13, 20:15, 42:17, 48:22, 79:5, 80:12, 81:1, 104:9
larger [2] - 10:4, 86:20
Larry [1] - 142:16
last [21] - 6:20, 8:15, 10:2, 13:10, 14:12, 17:2, 27:13, 28:2, 40:20, 41:5, 58:18, 58:19, 74:18, 76:1, 76:11, 81:9, 93:20, 103:5, 114:5, 116:1, 142:9
latest [2] - 75:4, 75:7
latex [1] - 82:17
Laughter [21] - 11:23, 28:17, 37:16, 38:16, 40:13, 43:19, 47:7, 54:11, 59:8, 64:13, 71:20, 89:2, 92:1, 105:6, 115:22, 116:5, 117:19, 121:6, 133:2, 138:19, 143:5
law [3] - 22:6, 22:13, 23:16
Lawson [2] - 2:16, 112:10
LAWSON [8] - 109:18, 109:21, 110:5, 110:11, 111:23, 112:5, 112:10, 112:16
layman's [1] - 99:17
leach [1] - 85:12
lead [2] - 109:6, 114:21
leadership [7] - 10:3, 10:5, 10:7, 10:8, 10:10, 10:14, 104:4
lean [1] - 124:16
learn [1] - 70:1
learning [1] - 126:6
Leas [1] - 2:10

leas ^[1] - 16:2
LEAS ^[23] - 16:5,
 16:14, 26:23, 27:5,
 27:11, 27:16, 27:21,
 28:12, 28:18, 29:7,
 29:15, 29:18, 29:21,
 30:4, 30:11, 30:15,
 30:20, 31:7, 33:23,
 34:8, 34:15, 35:13,
 59:3
lease ^[1] - 89:6
least ^[4] - 9:20,
 107:23, 119:14,
 141:14
leave ^[1] - 37:1
left ^[3] - 8:18, 91:21,
 133:4
legal ^[2] - 13:12, 144:1
legislation ^[1] -
 139:14
legislative ^[1] - 36:11
legislature ^[1] - 34:17
legit ^[1] - 119:3
less ^[9] - 14:1, 19:13,
 28:2, 33:18, 59:10,
 72:23, 86:15,
 100:10, 126:14
letter ^[2] - 11:7, 13:12
letters ^[1] - 15:8
level ^[1] - 65:11
liberate ^[2] - 82:11,
 82:16
liberated ^[1] - 86:14
liberation ^[1] - 79:10
liberty ^[7] - 38:12,
 78:14, 78:18, 78:19,
 87:6, 92:22, 97:19
Liberty ^[3] - 78:12,
 79:14, 88:12
Lick ^[1] - 116:2
life ^[2] - 79:2, 91:23
lighter ^[2] - 30:18,
 98:12
lightweight ^[1] - 85:14
likely ^[6] - 8:7, 30:11,
 42:19, 44:10, 61:22,
 87:18
Lilly ^[1] - 66:5
lime ^[1] - 11:22
limited ^[2] - 92:20,
 130:7
limiting ^[1] - 70:22
Lindy ^[3] - 1:12,
 145:2, 145:11
line ^[12] - 4:18, 4:22,
 6:9, 15:4, 17:13,
 53:21, 54:3, 56:18,
 61:8, 67:12, 68:9,
 142:2
linear ^[1] - 17:4

linens ^[2] - 111:18,
 111:19
liner ^[1] - 92:15
lineup ^[1] - 68:4
liquid ^[6] - 41:22,
 43:14, 50:9, 50:12,
 50:21, 51:6
list ^[4] - 39:22, 73:18,
 135:20, 140:2
listed ^[1] - 46:22
listen ^[1] - 140:6
literally ^[1] - 70:15
lived ^[1] - 119:5
livelihood ^[1] - 105:23
LLC ^[1] - 1:21
loaded ^[1] - 75:11
loading ^[1] - 123:6
loads ^[1] - 31:17
local ^[6] - 15:7, 15:18,
 77:20, 102:3, 119:1
locally ^[1] - 48:13
locals ^[1] - 115:16
located ^[2] - 46:17,
 46:18
location ^[6] - 50:14,
 77:2, 77:4, 78:2,
 123:19, 128:9
locations ^[7] - 57:12,
 74:9, 77:23, 78:3,
 78:20, 123:7, 124:18
logistic ^[1] - 48:18
longest ^[1] - 122:3
look ^[23] - 12:4, 16:18,
 17:21, 18:18, 21:19,
 25:16, 27:8, 31:1,
 32:4, 36:5, 36:6,
 39:9, 52:7, 54:8,
 61:8, 71:10, 71:11,
 87:19, 117:11,
 117:15, 124:5, 138:4
looking ^[23] - 10:11,
 14:13, 16:15, 26:13,
 30:16, 48:20, 55:9,
 56:3, 63:5, 74:5,
 80:15, 85:20, 91:12,
 106:6, 108:12,
 109:11, 112:18,
 115:12, 116:21,
 124:10, 125:4,
 125:21, 139:21
looks ^[3] - 14:18, 23:8,
 37:13
loop ^[1] - 67:4
loose ^[2] - 103:8,
 110:14
Lori ^[1] - 2:7
lost ^[1] - 9:5
Louisville ^[3] - 95:9,
 95:15
love ^[2] - 92:19,

106:15
low ^[3] - 66:16, 71:23,
 116:11
Lowe's ^[1] - 82:15
lower ^[3] - 30:8, 85:17,
 100:3
loyalty ^[1] - 103:18
luck ^[1] - 138:6
luckily ^[1] - 126:9
lump ^[1] - 117:5
Lutz's ^[1] - 139:7

M

machine ^[12] - 41:21,
 55:13, 76:22, 77:14,
 79:5, 79:8, 94:1,
 109:11, 111:4,
 111:9, 112:3, 112:18
machines ^[2] - 56:15,
 77:3
magnet ^[3] - 14:1,
 82:6, 118:6
magnetic ^[1] - 58:12
magnets ^[2] - 82:22,
 83:5
mail ^[1] - 5:21
mails ^[1] - 44:23
main ^[1] - 11:1
maintenance ^[1] -
 119:14
major ^[1] - 14:16
majority ^[3] - 50:8,
 77:19, 80:3
Mama ^[1] - 128:19
manage ^[1] - 45:3
managed ^[2] - 90:9,
 97:15
Management ^[1] -
 1:15
management ^[8] -
 14:10, 15:9, 17:9,
 21:13, 83:21,
 121:13, 142:11,
 142:12
manager ^[2] - 5:1,
 9:17
managers ^[2] - 9:6,
 10:5
managing ^[1] - 49:1
mandates ^[1] - 66:16
manufactured ^[1] -
 109:23
manufacturer ^[2] -
 77:14, 81:3
manufacturers ^[9] -
 22:20, 22:22, 23:12,
 23:17, 23:20, 25:2,
 25:4, 25:15, 69:10
manufacturing ^[1] -

109:23
Marcus ^[1] - 9:15
Marion ^[1] - 77:23
mark ^[1] - 13:19
MARKET ^[1] - 1:1
market ^[18] - 3:9, 5:1,
 37:22, 42:13, 44:3,
 44:4, 44:15, 44:16,
 48:13, 66:17, 66:18,
 71:23, 72:4, 82:18,
 88:21, 95:1, 124:18
Market ^[1] - 1:11
marketable ^[1] - 42:14
marketing ^[3] -
 101:22, 103:21,
 104:11
marketplace ^[1] -
 41:12
markets ^[10] - 16:23,
 17:7, 17:20, 18:4,
 19:4, 19:6, 21:2,
 42:20, 88:11, 92:21
Mart ^[1] - 21:3
Marts ^[1] - 29:14
Mary ^[1] - 117:16
mass ^[3] - 50:11, 52:4,
 114:10
material ^[54] - 18:1,
 19:2, 25:14, 26:5,
 31:6, 31:16, 41:7,
 41:9, 41:17, 41:23,
 42:8, 42:13, 43:7,
 43:14, 45:4, 45:7,
 45:21, 48:12, 48:15,
 48:20, 49:2, 49:5,
 50:6, 50:9, 50:18,
 50:21, 57:10, 65:22,
 66:11, 76:4, 78:3,
 81:15, 81:22, 83:6,
 83:22, 84:14, 85:1,
 85:10, 86:9, 86:13,
 87:12, 92:16, 93:1,
 93:14, 93:17, 94:11,
 94:22, 97:5, 97:8,
 100:9, 106:10,
 129:6, 129:9, 129:12
Material ^[2] - 81:2,
 95:7
Materials ^[1] - 14:9
materials ^[18] - 17:9,
 18:14, 19:17, 20:16,
 21:4, 41:6, 41:12,
 41:15, 41:23, 42:9,
 43:22, 44:5, 45:5,
 55:14, 55:21, 57:16,
 67:21, 118:1
math ^[1] - 132:23
mats ^[1] - 86:3
Matt ^[1] - 2:4
matter ^[3] - 1:10,

126:12, 145:7
maximum ^[1] - 140:13
Mayor's ^[1] - 116:3
mayors ^[1] - 116:8
McDonald's ^[2] -
 66:13, 69:17
MCSORLEY ^[18] -
 54:23, 55:2, 55:5,
 56:7, 56:11, 56:13,
 56:16, 56:23, 57:3,
 57:11, 58:4, 58:7,
 58:11, 59:14, 59:21,
 60:3, 64:8, 64:14
McSorley ^[2] - 2:13,
 57:4
mean ^[13] - 31:8,
 32:14, 50:16, 52:8,
 57:11, 60:22, 62:15,
 68:3, 88:22, 90:12,
 94:15, 117:16,
 141:11
meaning ^[1] - 100:10
means ^[4] - 44:4, 83:6,
 115:7, 116:15
mechanism ^[1] - 62:8
media ^[2] - 5:19, 40:12
meet ^[1] - 80:11
meeting ^[12] - 3:9,
 3:14, 5:8, 5:23, 7:21,
 14:13, 35:21, 36:5,
 36:13, 113:6,
 141:11, 142:19
MEETING ^[1] - 1:5
meetings ^[3] - 10:19,
 37:9
melting ^[1] - 96:19
member ^[1] - 39:9
MEMBER ^[1] - 37:18
MEMBERS ^[1] - 2:2
members ^[15] - 4:6,
 5:19, 35:8, 36:11,
 39:8, 52:15, 53:21,
 65:3, 68:13, 72:17,
 76:16, 100:16,
 103:18, 140:21,
 144:15
membership ^[1] -
 139:10
Menards ^[1] - 82:15
mention ^[1] - 10:3
mentioned ^[2] - 14:12,
 85:3
mercury ^[1] - 100:3
messages ^[1] - 10:16
met ^[1] - 120:7
metal ^[7] - 18:21, 19:8,
 27:14, 28:1, 84:3,
 84:4, 95:16
Metals ^[1] - 13:21
metals ^[4] - 18:19,

42:19, 51:18, 58:13
methodology [1] - 13:7
metrics [1] - 43:15
metro [1] - 94:17
metropolitan [2] - 25:17, 26:5
Mexico [1] - 36:22
Meyer [3] - 1:12, 145:2, 145:11
MFR [1] - 75:20
Michiana [3] - 101:4, 101:5, 101:12
microphones [1] - 5:2
mid [1] - 8:19
mid-September [1] - 8:19
middle [1] - 45:17
midwest [1] - 90:10
Midwest [1] - 89:10
might [7] - 32:5, 58:22, 89:8, 93:11, 96:16, 100:1, 124:20
million [41] - 17:16, 17:17, 23:23, 25:7, 25:21, 39:13, 46:11, 47:5, 56:10, 56:19, 57:15, 57:17, 60:1, 60:4, 61:7, 65:7, 65:8, 67:1, 67:12, 67:13, 67:14, 72:12, 73:3, 80:5, 80:6, 80:8, 85:19, 85:21, 87:2, 88:4, 88:5, 92:7, 102:14, 103:13, 103:15, 105:1, 119:21, 119:23, 141:21
million-dollar [1] - 47:5
millions [1] - 93:19
mind [2] - 87:22, 121:2
mine [2] - 67:19, 92:18
minimizing [1] - 78:4
minutes [4] - 3:14, 3:18, 50:17, 78:11
miscellaneous [1] - 18:13
miss [1] - 7:15
missing [1] - 8:15
mistake [1] - 91:23
mitigated [1] - 97:17
mitigation [1] - 121:12
mixed [1] - 42:21
mixer/extruder [1] - 55:19
mobile [1] - 77:4
mode [1] - 46:3
modeled [1] - 14:16

modeling [1] - 14:14
molded [1] - 79:12
molding [1] - 55:13
moment [3] - 5:4, 22:4, 58:22
money [13] - 39:20, 57:6, 61:13, 61:22, 74:5, 74:14, 90:1, 117:3, 118:11, 120:1, 121:15, 121:18, 130:7
money-wise [1] - 117:3
monitor [1] - 98:17
monitored [1] - 98:19
monitoring [1] - 98:21
monofill [1] - 92:17
month [4] - 13:19, 36:19, 74:18, 120:8
month-long [1] - 36:19
monthly [1] - 69:8
months [9] - 7:2, 8:15, 45:21, 68:23, 69:4, 93:20, 97:21, 116:21, 117:1
morning [19] - 3:4, 3:5, 3:6, 6:4, 6:6, 40:15, 55:1, 55:2, 64:23, 65:1, 65:2, 65:3, 74:2, 78:15, 78:16, 98:23, 101:9, 101:10, 121:7
most [11] - 12:21, 26:1, 26:4, 30:11, 42:14, 46:4, 77:4, 87:18, 90:18, 97:14, 102:12
motion [30] - 3:21, 4:9, 11:12, 34:21, 35:1, 35:12, 39:18, 52:21, 53:20, 60:13, 62:10, 63:1, 64:6, 130:12, 130:14, 131:9, 132:6, 133:6, 133:11, 134:12, 134:17, 134:20, 135:18, 136:3, 136:5, 137:8, 144:7, 144:8, 144:10, 144:19
move [19] - 3:19, 18:1, 18:7, 19:5, 21:16, 34:20, 36:9, 39:18, 52:19, 60:11, 61:19, 63:10, 68:16, 73:9, 81:12, 100:8, 133:8, 135:23, 138:11
moved [3] - 34:23, 36:15, 37:6

movement [1] - 27:6
moves [3] - 19:16, 94:12, 123:16
moving [3] - 29:7, 81:20, 81:22
MR [268] - 3:5, 3:23, 6:4, 6:7, 6:10, 11:6, 11:15, 11:20, 12:10, 16:5, 16:14, 26:23, 27:5, 27:11, 27:16, 27:21, 28:12, 28:18, 29:7, 29:15, 29:18, 29:21, 30:4, 30:11, 30:15, 30:20, 31:7, 31:21, 32:10, 32:22, 33:3, 33:8, 33:11, 33:17, 33:20, 33:23, 34:7, 34:8, 34:15, 34:23, 35:3, 35:13, 35:15, 38:9, 38:17, 40:6, 40:10, 40:14, 43:20, 45:13, 45:16, 45:23, 46:2, 46:3, 46:4, 46:6, 46:10, 46:14, 46:15, 46:18, 47:12, 47:18, 48:1, 48:3, 48:5, 48:7, 48:8, 48:11, 49:3, 49:4, 49:5, 49:6, 49:9, 49:11, 49:12, 49:13, 49:15, 49:16, 49:19, 49:23, 51:17, 51:19, 52:2, 52:6, 52:12, 52:19, 52:23, 53:10, 53:14, 53:16, 53:22, 54:4, 54:7, 54:14, 54:16, 54:17, 56:20, 57:6, 57:23, 58:17, 58:20, 59:3, 59:5, 60:10, 62:7, 62:14, 62:15, 63:10, 63:18, 63:22, 64:1, 65:1, 65:4, 67:9, 67:11, 67:16, 67:17, 67:23, 68:1, 68:14, 68:17, 68:18, 68:19, 68:21, 68:22, 69:1, 69:3, 69:4, 69:5, 69:6, 69:7, 69:12, 69:15, 70:2, 70:9, 70:12, 70:17, 71:8, 71:21, 72:5, 72:8, 72:10, 72:11, 73:2, 73:6, 74:2, 75:3, 75:6, 75:7, 75:8, 75:17, 75:21, 76:13, 76:19, 77:1, 77:3, 77:7, 77:8, 77:15, 77:19, 77:22, 78:8, 78:16, 83:18, 85:4, 85:7, 86:22, 87:1,

87:14, 89:3, 89:14, 90:17, 90:22, 91:8, 91:21, 92:2, 92:6, 93:10, 93:15, 93:18, 94:3, 94:6, 94:19, 95:19, 95:22, 96:1, 96:4, 96:7, 96:10, 97:2, 98:2, 98:4, 98:7, 98:10, 98:17, 99:7, 99:16, 99:21, 100:18, 100:22, 101:10, 109:18, 109:21, 110:5, 110:11, 111:23, 112:5, 112:10, 112:16, 113:10, 113:14, 115:23, 116:7, 117:11, 117:13, 117:14, 117:20, 118:3, 118:15, 118:17, 118:20, 118:22, 119:2, 119:4, 119:7, 119:12, 119:13, 119:17, 119:18, 120:7, 120:16, 127:6, 130:10, 130:12, 130:16, 130:19, 130:23, 131:7, 131:19, 131:23, 132:2, 132:18, 133:14, 134:1, 134:5, 134:7, 134:17, 135:9, 135:13, 135:15, 136:1, 136:10, 136:21, 137:2, 137:4, 138:15, 138:20, 138:22, 140:7, 140:9, 141:8, 142:7, 142:17, 143:2, 143:6, 144:3, 144:8, 144:12
MRF [13] - 20:11, 20:19, 20:23, 21:5, 21:7, 29:18, 29:21, 29:22, 30:12, 65:9, 65:10, 65:11, 66:6
MRF's [9] - 19:12, 19:23, 20:5, 20:21, 21:20, 21:22, 65:13, 67:2, 70:8
MS [283] - 3:6, 3:16, 3:19, 4:13, 4:16, 4:18, 4:20, 6:6, 12:4, 12:19, 14:9, 16:3, 16:13, 26:22, 27:1, 27:10, 27:15, 27:20, 28:6, 28:10, 28:13, 28:15, 28:16, 28:22, 29:3, 29:4, 29:12,

29:17, 29:19, 29:22, 30:1, 30:3, 30:5, 30:10, 30:14, 34:16, 34:19, 36:2, 36:20, 36:21, 36:23, 37:3, 37:7, 37:12, 38:5, 38:14, 38:22, 39:23, 46:16, 46:21, 47:2, 47:4, 47:8, 47:11, 47:14, 47:16, 47:23, 49:20, 53:6, 53:8, 53:12, 53:18, 53:23, 54:23, 55:2, 55:5, 56:7, 56:9, 56:11, 56:12, 56:13, 56:14, 56:16, 56:23, 57:3, 57:11, 57:19, 58:1, 58:3, 58:4, 58:6, 58:7, 58:9, 58:11, 58:12, 58:19, 58:21, 59:1, 59:6, 59:9, 59:14, 59:19, 59:20, 59:21, 59:23, 60:3, 60:5, 60:18, 61:1, 61:3, 61:16, 62:4, 62:22, 63:3, 63:14, 63:16, 63:20, 64:3, 64:8, 64:14, 64:21, 70:13, 71:5, 71:14, 71:18, 72:21, 73:11, 73:19, 76:10, 76:17, 78:12, 83:16, 84:20, 84:21, 85:5, 86:17, 86:23, 87:11, 88:19, 89:13, 90:14, 90:21, 91:7, 91:10, 92:5, 99:6, 99:8, 99:20, 100:14, 101:4, 101:6, 101:9, 101:11, 105:7, 105:9, 105:12, 106:12, 106:13, 106:14, 106:17, 106:18, 106:20, 106:21, 106:23, 107:1, 107:4, 107:5, 107:7, 107:8, 107:10, 107:11, 107:14, 107:15, 107:17, 107:18, 107:21, 107:22, 108:1, 108:2, 108:3, 108:22, 109:1, 109:12, 109:15, 109:17, 109:19, 111:13, 111:16, 112:15, 112:19, 112:22, 113:3, 113:4, 113:8, 113:11, 116:6, 117:8, 117:17,

117:23, 118:13,
118:18, 120:2,
120:4, 120:11,
120:13, 120:15,
120:17, 120:23,
121:3, 121:4, 121:7,
124:21, 125:3,
125:4, 125:6, 125:7,
125:9, 125:10,
125:11, 125:12,
125:14, 125:15,
125:17, 125:18,
125:23, 126:1,
126:5, 126:6, 126:9,
126:16, 126:18,
126:19, 126:22,
127:7, 127:9,
127:10, 127:12,
127:15, 127:16,
127:19, 127:20,
127:22, 127:23,
128:1, 128:23,
129:2, 129:8,
129:10, 129:18,
129:20, 129:21,
129:22, 130:17,
131:4, 131:15,
131:17, 131:21,
132:4, 132:8, 132:9,
132:13, 132:15,
132:16, 132:21,
132:23, 133:5,
133:8, 133:20,
133:22, 134:3,
134:9, 134:13,
134:22, 135:5,
135:7, 135:11,
135:17, 135:21,
136:2, 136:7,
136:17, 136:19,
136:23, 137:6,
138:8, 138:17,
140:12, 140:15,
140:16, 140:19,
142:6, 142:8, 142:14
MSW [4] - 16:19,
16:20, 33:22, 34:1
mulch [11] - 18:8,
74:10, 75:5, 77:18,
82:13, 82:14, 82:19,
118:8, 118:11,
118:23, 123:22
multi [1] - 73:3
multi-million-dollar
[1] - 73:3
multimillion [1] - 68:4
multimillion-dollar [1]
- 68:4
multiple [4] - 48:19,
63:8, 78:2, 88:10

municipal [1] - 79:21
municipalities [2] -
15:8, 77:5
must [2] - 25:20, 47:2
muted [1] - 5:3

N

name [7] - 5:4, 40:8,
40:15, 74:1, 78:16,
112:10, 113:12
name's [2] - 74:3,
113:15
national [1] - 81:2
natural [2] - 100:4,
124:1
nearby [1] - 51:7
nearing [1] - 15:3
necessarily [1] - 98:22
need [20] - 5:17,
11:21, 12:1, 16:3,
34:17, 37:6, 45:7,
68:9, 84:10, 91:19,
92:18, 102:21,
112:1, 115:10,
116:22, 116:23,
122:20, 127:1,
127:3, 127:11
needs [4] - 31:19,
51:3, 104:22, 120:5
negative [1] - 115:20
negotiations [1] -
128:12
nervous [2] - 115:21,
116:1
net [1] - 24:19
network [1] - 93:1
never [4] - 85:14,
95:15, 98:14, 110:13
New [1] - 89:6
new [25] - 7:21, 13:2,
13:5, 22:12, 33:14,
55:12, 56:1, 56:5,
56:7, 57:16, 74:6,
74:14, 75:9, 80:11,
82:20, 82:21, 90:18,
92:16, 101:7,
104:19, 104:20,
106:3, 113:17, 139:4
next [39] - 4:11, 7:20,
8:10, 12:16, 14:7,
14:20, 16:1, 17:11,
18:16, 18:23, 19:15,
23:15, 24:8, 25:12,
28:20, 35:19, 35:21,
37:9, 37:14, 37:21,
45:17, 45:22, 54:20,
64:19, 73:18, 73:19,
78:13, 99:1, 101:1,
101:2, 106:11,

113:7, 114:8,
114:20, 116:12,
135:20, 137:14,
138:2, 138:11
next-highest-
scoring [1] - 101:2
nexus [1] - 40:2
Nexus [2] - 40:5,
40:16
Niblock [2] - 2:13,
40:15
NIBLOCK [28] - 40:6,
40:10, 40:14, 43:20,
45:16, 46:2, 46:4,
46:10, 46:15, 46:18,
47:12, 47:18, 48:3,
48:7, 48:11, 49:4,
49:6, 49:11, 49:13,
49:16, 49:23, 51:19,
52:2, 52:6, 52:12,
54:7, 54:14, 54:17
nice [2] - 12:6, 54:12
nickel [1] - 61:14
night [1] - 116:2
nine [6] - 5:15, 31:19,
136:7, 136:8, 136:9
NIR [2] - 70:18, 71:8
non [7] - 20:19, 21:7,
29:21, 29:22, 30:12,
67:5, 71:6
non-AI [1] - 71:6
non-FDA [1] - 67:5
non-MRF [5] - 20:19,
21:7, 29:21, 29:22,
30:12
none [10] - 4:4, 35:11,
43:1, 60:16, 72:19,
79:3, 131:12, 135:3,
136:14, 144:18
nonfood [3] - 66:13,
70:22, 71:1
nonfood-grade [1] -
66:13
nonmetropolitan [4] -
24:13, 25:18, 26:1,
26:3
nonyieldable [1] -
71:4
normal [1] - 29:5
normally [3] - 36:19,
39:5, 84:18
North [4] - 1:15, 8:20,
69:13, 102:7
Northern [2] - 102:7,
105:19
northern [1] - 8:20
Northwest [1] - 102:8
not-for-profit [1] -
104:8
notably [1] - 88:22

Notary [3] - 1:13,
145:3, 145:12
note [4] - 21:12,
138:9, 141:9, 142:1
nothing [3] - 42:4,
49:23, 51:14
noticed [3] - 27:2,
42:3, 73:13
Notre [2] - 104:1,
107:13
NP0690003 [1] -
145:16
nugget [3] - 82:4,
82:6, 96:16
number [15] - 7:10,
16:19, 17:3, 17:15,
20:2, 33:21, 34:4,
34:8, 38:1, 59:3,
62:8, 62:9, 62:12,
133:10, 137:15
numbers [4] - 27:19,
27:23, 28:20, 30:13
Nunan [12] - 2:4, 4:2,
53:15, 63:23, 132:1,
133:16, 134:6,
134:21, 135:14,
136:12, 137:3,
144:11
NUNAN [63] - 3:5,
3:23, 11:15, 12:10,
31:21, 32:10, 32:22,
33:3, 33:8, 33:11,
33:17, 35:15, 38:17,
45:13, 45:23, 46:3,
46:6, 46:14, 48:1,
49:9, 49:12, 49:15,
49:19, 53:16, 54:16,
56:20, 62:15, 63:10,
64:1, 67:9, 67:16,
67:23, 68:14, 68:18,
68:21, 69:1, 69:4,
69:6, 72:5, 72:10,
75:3, 75:7, 77:1,
77:7, 94:3, 100:22,
118:22, 119:4,
119:12, 119:17,
127:6, 132:2,
132:18, 133:14,
134:7, 134:17,
135:15, 136:10,
137:4, 138:15,
138:20, 140:7, 144:8
nutrient [1] - 51:9

O

o'clock [3] - 1:17, 3:1,
144:22
obligation [4] - 22:22,
23:11, 23:22, 25:3

obviously [8] - 30:17,
41:18, 70:7, 95:16,
97:23, 100:4, 130:6,
139:6
occur [1] - 91:3
OCTOBER [1] - 1:6
October [6] - 1:17,
3:1, 3:8, 36:4,
144:22, 145:7
OF [2] - 1:21, 2:8
offering [1] - 122:8
office [5] - 9:7, 9:13,
9:15, 9:18, 11:1
Office [2] - 5:2, 139:1
offices [1] - 55:11
often [2] - 43:5, 62:2
Ohio [5] - 83:19,
92:10, 92:13, 93:2,
95:7
oil [2] - 71:12, 89:21
old [1] - 24:10
oldies [1] - 64:11
ON [1] - 2:8
on-campus [1] -
121:22
on-line [7] - 4:18,
4:22, 6:9, 17:13,
53:21, 54:3, 142:2
on-site [5] - 79:20,
84:14, 97:5, 98:19,
123:21
once [9] - 8:9, 32:3,
39:19, 54:9, 61:4,
116:11, 126:13,
130:5, 139:19
one [56] - 7:10, 9:5,
9:6, 9:14, 9:20, 12:3,
12:23, 13:20, 14:1,
24:10, 25:23, 27:11,
32:17, 32:18, 36:19,
38:1, 40:2, 44:7,
52:3, 57:13, 64:5,
66:20, 73:12, 73:18,
74:4, 74:8, 74:16,
81:17, 86:1, 88:2,
88:16, 89:16, 92:3,
93:4, 93:11, 95:6,
95:8, 95:14, 97:20,
99:6, 114:12, 117:5,
118:15, 120:20,
122:23, 125:18,
127:12, 130:18,
130:19, 130:22,
132:12, 135:19,
137:8, 143:7
ones [1] - 11:1
open [3] - 46:8, 75:2,
90:23
opened [2] - 92:17,
102:17

opening [1] - 54:15
operate [2] - 55:20, 87:15
operating [2] - 78:19, 139:2
operation [3] - 41:5, 104:21, 109:9
operational [1] - 9:13
operations [4] - 9:17, 20:13, 43:9, 92:23
operators [1] - 33:1
opinion [1] - 61:15
opportunity [7] - 3:15, 16:7, 43:13, 79:14, 101:13, 114:15, 138:23
opposed [4] - 4:7, 35:9, 88:11, 144:16
OPS [5] - 7:5, 7:15, 8:18, 9:16, 11:2
option [2] - 92:13, 122:16
options [1] - 92:20
order [8] - 3:10, 3:12, 37:21, 41:6, 73:12, 79:20, 85:8, 121:16
organic [12] - 41:2, 41:7, 41:9, 41:23, 42:1, 42:7, 43:16, 45:20, 50:9, 50:11, 51:12, 122:13
organics [4] - 18:8, 18:10, 41:18, 43:12
organization [2] - 11:19, 55:7
origins [2] - 34:1, 34:6
otherwise [3] - 115:4, 115:15, 140:10
ourselves [3] - 122:18, 143:10, 143:22
out-of-state [4] - 19:12, 20:7, 33:20, 102:1
outlet [3] - 81:22, 83:12, 90:6
output [1] - 22:21
outreach [1] - 116:17
outside [6] - 20:21, 21:1, 21:5, 40:21, 49:10, 49:17
overall [3] - 26:4, 27:12, 55:23
overcapacity [1] - 44:11
overhead [1] - 114:19
oversee [1] - 21:17
oversees [1] - 109:20
oversight [1] - 47:17
overview [8] - 8:17,

26:19, 39:6, 40:9, 45:10, 74:1, 78:23, 113:12
own [5] - 21:5, 21:15, 84:13, 88:20, 143:13
owned [3] - 51:7, 81:2, 83:21
owner [1] - 128:10
owners [1] - 74:4

P

pacific [1] - 77:16
pads [1] - 127:1
page [1] - 47:9
paid [1] - 140:23
paint [1] - 86:16
painting [1] - 82:13
Painton [1] - 9:15
pallets [2] - 41:19
paper [9] - 18:19, 18:21, 19:4, 20:16, 27:14, 28:1, 42:16, 84:7, 96:11
paper/cardboard [1] - 19:6
pardon [1] - 93:15
Park [1] - 46:19
park [2] - 49:14, 51:2
parking [1] - 80:20
part [13] - 10:7, 25:18, 37:14, 42:17, 68:1, 68:4, 73:4, 78:5, 82:7, 99:21, 112:1, 114:12, 127:18
participants [2] - 5:7, 5:8
particular [4] - 41:10, 79:13, 88:2, 100:7
particularly [1] - 70:10
partner [1] - 86:11
partners [2] - 67:22, 103:22
parts [1] - 86:3
pass [2] - 15:6, 15:13
pass-through [2] - 15:6, 15:13
passed [4] - 22:6, 22:13, 120:10, 128:10
passing [1] - 139:8
past [5] - 57:21, 57:22, 81:7, 97:21, 110:19
Pat [1] - 11:17
pat [5] - 6:16, 6:23, 7:4, 9:4, 11:7
pay [3] - 91:16, 111:14, 111:17
payroll [1] - 46:11
PCI [1] - 110:1

PCR [1] - 68:9
pellet [1] - 66:2
pencil [1] - 137:22
pennies [1] - 124:11
people [21] - 18:20, 29:1, 37:14, 48:15, 49:1, 64:11, 68:8, 68:9, 68:11, 76:3, 76:23, 88:4, 88:23, 89:1, 89:15, 91:16, 102:15, 108:4, 126:4, 137:18
per [10] - 15:15, 18:3, 18:5, 20:8, 21:17, 41:2, 42:10, 52:1, 88:2, 88:3
percent [25] - 17:2, 19:9, 19:13, 23:19, 26:2, 26:15, 26:16, 27:13, 34:4, 41:16, 42:11, 50:5, 65:15, 65:19, 65:21, 66:8, 70:19, 70:20, 76:7, 82:8, 86:12, 90:4, 96:16, 122:13
percentages [1] - 16:18
perfect [1] - 46:14
perform [1] - 50:10
period [3] - 24:2, 28:7, 79:23
periods [1] - 104:18
permit [3] - 128:13, 129:1, 129:3
permits [1] - 13:2
permitted [1] - 43:10
permitting [1] - 120:5
person [2] - 10:19, 88:3
personal [1] - 61:15
personally [1] - 73:12
perspective [1] - 141:5
Peterson [1] - 77:15
phone [4] - 5:13, 5:17, 105:4, 109:12
phone-a-friends [1] - 105:4
pick [3] - 12:3, 109:8, 118:20
picked [1] - 35:16
picking [1] - 58:13
picture [1] - 115:4
pie [1] - 11:22
piece [4] - 96:17, 98:11, 98:16, 106:2
pieces [1] - 30:17
pile [4] - 97:13, 97:14, 98:19, 98:22
piles [2] - 97:14, 114:2

pilot [1] - 123:1
pinch [1] - 124:11
pitch [1] - 95:17
pivot [1] - 44:12
place [10] - 7:22, 9:2, 45:3, 72:14, 79:12, 84:10, 92:9, 97:12, 118:14, 122:19
placed [1] - 45:8
plan [11] - 14:10, 14:11, 14:23, 15:2, 15:18, 15:20, 17:9, 72:11, 92:18, 97:10, 97:12
Planning [1] - 121:11
planning [2] - 32:1, 32:11
plans [4] - 9:8, 15:7, 45:3, 94:15
plant [18] - 66:3, 80:3, 80:6, 81:10, 81:16, 82:10, 82:11, 85:18, 85:23, 86:11, 86:14, 86:19, 87:3, 88:11, 88:12, 90:11, 94:18, 97:2
plants [3] - 81:18, 93:4, 96:12
plastic [9] - 42:22, 42:23, 43:2, 43:3, 57:7, 64:22, 84:2, 103:13, 103:15
Plastic [3] - 64:21, 65:4, 134:18
Plastics [2] - 38:12, 134:21
plastics [10] - 18:19, 18:22, 19:9, 20:17, 27:14, 27:17, 27:18, 28:1, 42:21, 70:11
player [1] - 93:6
players [2] - 114:1, 116:20
pleasure [6] - 52:17, 60:9, 72:20, 73:8, 112:23, 130:9
plenty [1] - 10:22
plus [3] - 80:5, 127:5
pockets [1] - 61:8
point [11] - 8:12, 25:23, 50:22, 51:4, 52:18, 72:20, 78:2, 93:5, 98:11, 120:17, 130:8
Pointe [1] - 1:21
points [1] - 62:13
polish [1] - 137:22
polled [1] - 65:13
polymer [3] - 70:19, 71:9, 71:10

Polymers [7] - 54:22, 55:5, 57:5, 57:11, 57:20, 60:13
polymers [2] - 67:19, 67:20
Ponds [1] - 1:21
pool [1] - 88:17
poor [1] - 65:12
popping [1] - 102:1
Porte [6] - 40:22, 45:1, 46:8, 46:17, 46:20, 47:17
portion [2] - 50:13, 80:2
position [7] - 7:17, 8:6, 8:7, 8:13, 8:19, 9:10, 9:17
positions [7] - 8:3, 9:7, 9:13, 9:20, 56:6, 104:20, 111:11
possibilities [1] - 48:14
possible [2] - 40:11, 61:19
possibly [2] - 39:15, 73:2
post [2] - 6:22, 9:11
post-retirement [1] - 6:22
posted [1] - 6:1
potential [3] - 8:4, 115:1, 126:2
potentially [1] - 114:21
poundage [1] - 67:9
pounds [22] - 23:23, 24:3, 24:6, 24:23, 25:7, 25:21, 26:16, 30:18, 30:22, 52:1, 57:17, 65:8, 67:1, 67:12, 72:13, 102:14, 103:9, 123:11, 123:15, 125:5, 125:13, 125:16
pounds-wise [1] - 26:16
poured [1] - 79:12
power [1] - 96:12
powerful [1] - 75:14
PP [4] - 67:5, 67:20, 70:19
precisely [1] - 41:14
preconsumer [2] - 122:1, 122:4
preface [1] - 121:14
prefer [1] - 73:11
preliminary [1] - 14:20
prepared [3] - 31:5, 32:21, 33:10

<p>presence [1] - 69:13</p> <p>present [1] - 6:14</p> <p>PRESENT [1] - 2:12</p> <p>presentation [2] - 5:11, 42:16</p> <p>president [1] - 40:16</p> <p>President [6] - 65:5, 74:3, 78:17, 97:7, 101:11, 121:9</p> <p>president/CEO [1] - 104:6</p> <p>pressing [2] - 5:15, 5:17</p> <p>pressure [1] - 117:17</p> <p>pretty [15] - 15:4, 16:18, 21:11, 24:1, 29:9, 30:13, 55:23, 71:13, 89:10, 111:22, 116:3, 116:18, 122:14, 141:13, 143:6</p> <p>previously [2] - 95:4, 100:10</p> <p>PRI [2] - 64:19, 134:18</p> <p>price [1] - 111:19</p> <p>primarily [2] - 82:4, 94:23</p> <p>primary [3] - 40:20, 42:3, 75:16</p> <p>priorities [1] - 101:18</p> <p>probe [1] - 98:20</p> <p>problem [6] - 61:6, 65:11, 96:19, 110:11, 110:12, 122:10</p> <p>problems [2] - 110:8, 110:16</p> <p>proceed [2] - 63:8, 73:1</p> <p>PROCEEDINGS [1] - 1:9</p> <p>proceedings [2] - 144:21, 145:6</p> <p>process [23] - 13:5, 14:3, 14:4, 14:23, 41:11, 50:10, 54:13, 55:21, 67:4, 77:2, 79:1, 80:4, 99:13, 102:14, 103:7, 108:10, 108:16, 113:22, 123:12, 123:14, 129:14, 138:12, 141:2</p> <p>processed [1] - 19:11</p> <p>processes [1] - 79:3</p> <p>processing [4] - 79:23, 88:8, 106:7, 118:2</p> <p>produce [3] - 23:12, 83:6, 121:23</p>	<p>producer [1] - 22:7</p> <p>produces [1] - 122:12</p> <p>product [13] - 68:3, 72:2, 76:9, 84:18, 85:9, 85:11, 85:22, 86:19, 118:8, 119:8, 125:8, 127:21, 138:5</p> <p>production [2] - 44:13, 82:2</p> <p>products [10] - 50:19, 50:20, 65:22, 66:10, 79:13, 85:3, 85:16, 99:23, 113:23</p> <p>profit [1] - 104:8</p> <p>Program [3] - 5:1, 5:2, 10:6</p> <p>program [19] - 6:22, 16:2, 22:3, 22:5, 22:7, 22:9, 23:1, 23:8, 23:14, 23:21, 24:15, 25:16, 89:6, 116:9, 116:16, 141:17, 141:18, 141:19, 141:22</p> <p>programs [4] - 44:19, 44:22, 114:17, 114:18</p> <p>progress [1] - 19:17</p> <p>progressing [1] - 13:20</p> <p>project [35] - 9:8, 13:21, 40:9, 40:20, 55:9, 55:12, 56:1, 57:16, 58:7, 58:10, 59:10, 59:13, 59:23, 60:6, 62:8, 62:18, 65:9, 73:3, 73:16, 76:18, 81:9, 81:19, 82:19, 87:13, 106:14, 107:12, 113:13, 114:5, 115:10, 117:10, 121:14, 126:2, 129:21, 135:22, 143:15</p> <p>project's [1] - 61:12</p> <p>projected [1] - 92:8</p> <p>projects [7] - 9:9, 22:11, 40:19, 61:18, 62:16, 87:6, 88:10</p> <p>promise [1] - 54:15</p> <p>promises [1] - 37:20</p> <p>promoted [1] - 9:15</p> <p>property [1] - 79:19</p> <p>proponent [1] - 83:21</p> <p>proposal [1] - 124:19</p> <p>protection [1] - 97:15</p> <p>prove [1] - 102:20</p> <p>proven [1] - 62:19</p> <p>provide [2] - 8:16,</p>	<p>21:15</p> <p>provides [1] - 20:15</p> <p>providing [1] - 15:1</p> <p>PSOP [1] - 67:21</p> <p>public [3] - 113:18, 114:13, 142:19</p> <p>PUBLIC [1] - 1:5</p> <p>Public [3] - 1:13, 145:3, 145:12</p> <p>pull [2] - 82:6, 96:15</p> <p>pulling [4] - 47:21, 58:21, 111:5, 116:8</p> <p>pulp [1] - 96:11</p> <p>pulse [1] - 94:16</p> <p>purchases [2] - 13:23, 91:8</p> <p>pure [2] - 83:3, 84:18</p> <p>purpose [1] - 43:7</p> <p>push [1] - 36:6</p> <p>put [22] - 4:21, 15:7, 15:12, 31:17, 41:12, 43:11, 44:8, 47:18, 50:7, 82:18, 86:16, 88:17, 92:11, 98:8, 109:8, 118:23, 123:5, 123:8, 123:15, 124:13, 128:6, 129:11</p> <p>puts [1] - 32:7</p> <p>putting [3] - 44:14, 45:2, 80:11</p>	<p>100:11, 143:19</p>	<p>R</p> <p>R's [1] - 116:11</p> <p>racking [1] - 122:9</p> <p>radius [2] - 49:10, 49:18</p> <p>rag [1] - 105:18</p> <p>rail [1] - 49:14</p> <p>raise [2] - 5:14, 105:14</p> <p>raised [1] - 5:12</p> <p>ramp [2] - 45:19, 46:1</p> <p>ramp-up [2] - 45:19, 46:1</p> <p>ran [1] - 24:21</p> <p>rank [4] - 39:11, 62:2, 121:16, 124:9</p> <p>ranked [3] - 40:2, 62:8, 73:14</p> <p>rapidly [1] - 74:16</p> <p>rate [6] - 14:15, 14:19, 17:2, 65:14, 80:22, 103:11</p> <p>Re [2] - 17:13, 24:22</p> <p>Re-TRAC [2] - 17:13, 24:22</p> <p>ready [4] - 10:9, 89:17, 109:4, 129:6</p> <p>real [1] - 4:13</p> <p>realize [1] - 43:18</p> <p>really [17] - 10:13, 17:3, 18:1, 22:14, 43:14, 43:15, 43:18, 72:4, 89:18, 91:18, 102:21, 106:5, 112:2, 122:17, 122:20, 124:17, 126:1</p> <p>reason [5] - 62:2, 62:9, 75:23, 94:8, 124:13</p> <p>reasons [2] - 44:7, 125:19</p> <p>Reaves [1] - 2:7</p> <p>rebalancing [1] - 111:5</p> <p>receive [2] - 48:12, 134:23</p> <p>received [2] - 13:19, 14:22</p> <p>receiving [1] - 45:21</p> <p>recently [1] - 97:1</p> <p>recirculated [1] - 67:6</p> <p>reclass [1] - 9:18</p> <p>recommend [1] - 11:7</p> <p>record [12] - 7:12, 54:19, 58:23, 60:7, 64:17, 100:23, 112:11, 119:19, 130:1, 131:1, 131:6,</p>	<p>134:16</p> <p>recorded [1] - 5:23</p> <p>recover [7] - 65:20, 65:21, 66:9, 67:4, 70:5, 82:3, 95:16</p> <p>recovering [1] - 87:4</p> <p>recovery [1] - 99:21</p> <p>recusal [2] - 135:19, 137:8</p> <p>recuse [4] - 38:22, 135:9, 136:21, 143:14</p> <p>recusing [3] - 38:3, 38:8, 113:7</p> <p>recyclable [9] - 41:6, 41:17, 42:9, 43:21, 44:5, 44:14, 45:6, 45:8, 50:6</p> <p>recyclables [9] - 18:19, 18:22, 19:10, 19:19, 20:23, 21:16, 41:11, 44:13, 44:14</p> <p>recycle [8] - 20:14, 23:18, 24:3, 57:15, 65:8, 66:4, 67:11, 141:18</p> <p>recycle.in.gov [1] - 6:1</p> <p>recycled [12] - 24:10, 24:11, 24:13, 24:14, 31:19, 41:14, 42:17, 57:16, 67:15, 76:7, 80:9, 107:9</p> <p>RecycleForce [2] - 26:9, 32:15</p> <p>recycleForce [1] - 33:11</p> <p>recycler [3] - 26:9, 66:1, 67:20</p> <p>recyclers [12] - 22:20, 24:21, 25:5, 25:8, 25:9, 25:14, 25:22, 26:8, 26:15, 31:8, 66:20, 67:18</p> <p>Recyclers [1] - 26:7</p> <p>RECYCLING [1] - 1:1</p> <p>recycling [43] - 8:17, 12:22, 13:1, 14:15, 14:19, 16:1, 16:9, 16:23, 17:1, 17:7, 17:20, 18:4, 18:10, 18:12, 18:21, 21:23, 22:23, 24:4, 24:14, 25:3, 26:18, 27:2, 27:3, 27:7, 37:22, 38:12, 41:12, 42:1, 42:7, 43:7, 55:6, 64:21, 65:5, 66:6, 71:23, 78:14, 83:13, 102:18, 103:6,</p>
--	---	--	-----------------------	--	---

Q

Q1 [1] - 56:4

Q2 [1] - 56:4

Q4 [1] - 45:22

quality [3] - 9:5, 9:8, 86:19

quantifiable [1] - 99:11

quantities [1] - 20:15

quarter [1] - 60:4

quarterly [1] - 35:20

questions [28] - 5:6, 5:9, 5:21, 11:5, 34:11, 40:11, 51:21, 52:11, 52:14, 58:16, 68:12, 72:16, 75:2, 76:15, 77:11, 83:15, 88:20, 99:9, 100:15, 105:3, 108:18, 110:1, 117:7, 120:2, 120:13, 124:20, 129:16, 142:21

quick [4] - 4:13, 21:22, 69:1, 138:9

quiet [1] - 36:20

Quincy [1] - 20:14

quite [3] - 9:22,

104:16, 104:23,
106:16, 134:21
Recycling [8] - 1:11,
3:9, 4:23, 26:8,
38:12, 64:22, 78:12,
134:18
red [1] - 19:22
reduce [1] - 99:13
reduced [3] - 79:9,
103:11, 117:9
reduces [2] - 50:11
reducing [1] - 110:17
reduction [2] - 52:4,
99:22
refer [1] - 81:19
referring [1] - 98:1
reflected [1] - 42:15
reflecting [1] - 28:23
refresher [1] - 126:12
regard [1] - 42:9
region [3] - 87:20,
88:2, 95:4
regional [1] - 97:7
registered [1] - 23:21
regular [2] - 27:2, 32:1
regularly [1] - 139:2
regulations [1] - 69:19
regulators [1] - 97:11
rejects [1] - 67:6
relationship [1] -
81:14
relatively [1] - 90:16
REM [1] - 109:23
remember [1] - 120:5
remind [1] - 77:1
remold [1] - 55:16
remove [1] - 86:15
removed [1] - 96:18
renewed [1] - 142:9
reorganization [1] -
8:4
rep [1] - 116:23
Rep [2] - 2:6, 2:7
repeat [1] - 61:20
repeats [1] - 62:1
REPENNING [14] -
74:2, 75:6, 75:8,
75:17, 75:21, 76:13,
76:19, 77:3, 77:8,
77:15, 77:19, 77:22,
78:8, 136:1
Repenning [2] - 2:14,
74:3
replace [1] - 102:21
replacement [1] -
101:19
replacements [1] -
139:4
reply [1] - 138:15

report [13] - 8:17,
10:17, 16:10, 16:12,
16:13, 18:17, 21:23,
22:16, 23:5, 23:7,
24:4, 29:13, 29:23
Report [1] - 21:23
reported [5] - 17:15,
18:15, 27:17, 28:20,
30:7
REPORTER [2] - 57:1,
112:8
Reporter [1] - 145:3
reporting [3] - 19:19,
20:21, 30:8
REPORTING [1] - 1:21
reports [6] - 6:13,
13:19, 16:2, 24:22,
26:20, 34:22
represent [1] - 143:17
representation [2] -
139:11, 144:1
representative [1] -
73:21
representatives [1] -
36:10
repurposed [1] -
55:17
request [2] - 15:8,
123:1
requested [4] - 59:12,
120:18, 126:16,
132:10
requesting [2] - 52:20,
121:19
requests [2] - 38:1,
141:16
require [2] - 34:14,
129:2
required [8] - 9:9,
24:3, 25:1, 25:4,
25:11, 29:23, 79:21,
86:9
requires [2] - 22:19,
139:10
residential [1] -
128:18
residing [1] - 145:3
resource [1] - 121:13
respect [1] - 100:12
respond [2] - 44:16,
44:17
responded [4] - 4:6,
35:8, 65:3, 144:15
response [24] - 4:3,
4:8, 12:13, 34:12,
35:6, 35:10, 39:2,
51:22, 52:16, 53:3,
60:15, 72:18, 77:12,
100:17, 108:19,
120:14, 129:17,

130:4, 131:11,
133:17, 135:2,
136:13, 142:22,
144:17
responses [1] - 15:15
responsibility [1] -
22:7
responsible [1] -
121:12
rest [3] - 21:11, 50:8,
63:6
resubmitted [1] -
137:23
results [2] - 22:17,
24:19
retail [3] - 82:14,
82:18, 86:16
retired [3] - 6:16, 6:18,
9:4
retirement [1] - 6:22
return [2] - 87:10,
89:23
reusable [3] - 43:2,
101:20, 104:9
reuse [2] - 42:1, 50:3
review [3] - 3:15, 3:18,
130:3
reviewing [2] - 15:1,
141:2
reviews [1] - 9:8
rid [5] - 33:6, 91:4,
92:14, 93:7, 103:14
rim [1] - 82:8
risk [1] - 86:21
rise [1] - 121:12
RMDB [2] - 7:20,
140:2
rmddpgrants@idem.
in.gov [1] - 5:21
road [1] - 54:9
role [5] - 9:3, 9:16,
10:7, 104:6, 141:13
roles [1] - 139:13
roll [5] - 63:12,
131:13, 133:18,
135:4, 136:15
roll-call [5] - 63:12,
131:13, 133:18,
135:4, 136:15
rolled [1] - 95:8
Room [1] - 1:16
room [1] - 142:2
rooting [2] - 116:9
Rotochopper [1] -
116:23
rough [1] - 68:18
rougher [1] - 116:4
roughly [6] - 20:4,
20:8, 34:4, 57:15,
81:5, 127:6

round [1] - 137:14
rub [1] - 96:15
rubber [14] - 79:11,
82:12, 82:19, 85:13,
85:22, 85:23, 86:2,
86:18, 95:5, 95:13,
96:13, 98:11, 99:18,
100:2
rule [2] - 26:14, 26:18
rules [1] - 143:7
run [7] - 39:19, 44:19,
71:2, 74:12, 82:5,
110:14, 141:19
rundown [1] - 21:22
running [2] - 32:8,
69:9
runs [2] - 45:1, 144:3
RV [2] - 105:19,
105:20

S

Sabaco [1] - 27:22
sad [1] - 91:18
safer [1] - 75:10
salable [1] - 76:8
sale [1] - 75:18
sales [3] - 23:11,
82:18, 116:23
Sales [1] - 78:18
Salty [1] - 38:13
salvage [1] - 71:3
samples [1] - 116:16
sands [1] - 84:6
Sandy [1] - 2:5
sat [1] - 62:17
save [2] - 50:6, 51:8
saw [4] - 28:8, 46:16,
89:18, 125:21
scale [3] - 122:11,
123:1, 123:2
scanning [1] - 70:15
scenes [1] - 128:5
schedule [2] - 5:22,
35:20
schedules [1] - 36:16
scheduling [1] - 7:19
Schmicker [1] - 8:18
school [1] - 116:12
schools [2] - 23:9,
31:9
scientist [1] - 114:21
scientists [1] - 115:2
score [3] - 39:9,
39:10, 40:1
scored [1] - 39:7
scores [1] - 61:10
scoring [8] - 39:14,
54:21, 62:7, 62:17,
63:5, 64:19, 78:14,

101:2
scrap [1] - 84:1
screen [2] - 16:4, 83:5
screening [1] - 82:21
seasonal [2] - 89:11,
91:8
seat [1] - 139:7
second [24] - 3:22,
3:23, 4:1, 35:2, 35:3,
35:4, 52:22, 52:23,
53:1, 60:14, 60:17,
63:1, 91:22, 130:23,
131:7, 131:9,
133:14, 133:15,
134:22, 135:1,
136:10, 136:11,
144:12, 144:13
secondary [1] - 51:4
secretary [1] - 140:4
section [3] - 7:21,
8:23, 9:5
sector [1] - 31:18
sectors [1] - 31:11
securing [1] - 48:9
see [24] - 6:20, 17:12,
17:20, 19:3, 20:3,
22:19, 25:6, 27:23,
54:13, 60:21, 62:18,
80:19, 82:14, 89:3,
89:5, 89:11, 89:16,
89:20, 90:2, 91:2,
92:19, 116:14,
124:23, 139:11
seeing [7] - 32:1,
60:16, 89:9, 95:3,
101:23, 126:7, 138:4
seeking [2] - 87:16,
101:14
seem [2] - 30:1, 141:3
segment [2] - 88:2,
100:8
self [1] - 75:13
self-contained [1] -
75:13
sell [7] - 23:13, 23:17,
66:17, 77:17,
103:10, 105:22,
107:6
send [3] - 11:7, 82:10,
138:9
sending [1] - 86:12
sense [2] - 47:15,
93:10
sent [3] - 13:12, 20:7,
137:20
separate [2] - 57:12,
84:4
separated [3] - 20:12,
20:18, 50:13
separately [1] - 84:3

separator [1] - 58:14 September [2] - 6:19, 8:19 septic [1] - 85:12 series [2] - 79:3, 79:4 serve [4] - 15:16, 102:4, 104:23, 106:3 service [6] - 7:14, 11:9, 48:6, 65:23, 122:8, 127:17 services [6] - 8:5, 8:8, 8:14, 21:15, 21:16, 123:8 session [1] - 36:14 set [4] - 23:16, 66:2, 140:13, 140:14 seven [4] - 17:16, 20:1, 88:4, 88:5 several [6] - 6:10, 7:23, 48:22, 81:7, 103:3, 143:13 sewer [1] - 50:22 Seymour [8] - 38:11, 38:23, 113:9, 113:16, 114:8, 114:14, 119:1, 119:5 Shadeland [1] - 1:15 shakes [1] - 139:19 shaking [1] - 99:23 share [2] - 16:3, 132:21 Shaw [2] - 2:14, 65:4 SHAW [23] - 65:1, 65:4, 67:11, 67:17, 68:1, 68:17, 68:19, 68:22, 69:3, 69:5, 69:7, 69:12, 69:15, 70:2, 70:9, 70:12, 70:17, 71:8, 71:21, 72:8, 72:11, 73:2, 73:6 shed [3] - 20:21, 20:23, 21:5 Shelby [2] - 1:14, 145:4 Shelbyville [1] - 145:4 shelves [1] - 109:8 shift [2] - 59:16, 72:12 shingle [2] - 12:23, 13:4 shingling [1] - 13:5 ship [3] - 78:4, 93:1, 144:3 shipments [3] - 19:2, 28:3, 29:4 shipped [4] - 19:4, 20:5, 21:1, 110:20 shirts [1] - 105:18 shoes [2] - 7:4, 22:4 shoot [1] - 89:18	shop [1] - 114:8 shoppers [1] - 103:19 shopping [2] - 101:20, 103:20 short [1] - 6:11 show [3] - 18:12, 22:5, 38:15 showed [1] - 47:19 shown [1] - 34:5 shred [6] - 41:6, 55:15, 79:7, 79:17, 80:16, 82:5 shredder [3] - 14:1, 82:21, 83:5 shredder's [1] - 88:16 shredders [1] - 82:20 shredding [4] - 58:13, 79:1, 79:3, 80:11 sic [1] - 27:22 sick [1] - 107:19 side [4] - 75:18, 75:19, 126:14 signature [1] - 11:8 significant [1] - 121:23 similar [2] - 41:8, 57:8 similarly [1] - 141:17 simple [1] - 111:22 simpler [2] - 84:15, 91:22 simply [1] - 124:14 single [4] - 19:10, 19:23, 20:7, 28:3 single-stream [3] - 19:23, 20:7, 28:3 sister [1] - 82:10 sit [2] - 8:22, 97:13 site [15] - 6:1, 16:10, 22:1, 23:7, 26:21, 32:6, 32:18, 45:6, 47:18, 79:20, 84:14, 97:5, 98:19, 120:8, 123:21 sites [1] - 65:7 sitting [1] - 97:9 six [17] - 5:18, 7:2, 13:19, 14:16, 17:17, 41:15, 42:11, 64:5, 69:4, 74:9, 77:23, 80:1, 93:20, 104:20, 116:23, 127:5, 135:19 six-month [1] - 13:19 size [4] - 85:11, 86:7, 88:13, 96:17 sized [1] - 79:7 skids [4] - 115:12, 118:5, 118:6, 118:13 skilled [2] - 76:20, 76:22	slide [8] - 17:11, 18:23, 19:15, 23:15, 24:8, 25:12, 28:5, 28:20 slides [2] - 18:16, 24:20 slight [1] - 13:22 slightly [1] - 44:11 sludges [1] - 84:7 small [5] - 23:9, 31:9, 73:4, 78:1, 93:6 smaller [3] - 79:7, 88:11, 141:19 smile [1] - 37:20 smoke [1] - 80:20 soap [1] - 43:1 soda [1] - 41:19 soft [1] - 84:2 soil [3] - 77:18, 116:15, 124:1 soils [2] - 79:18, 116:14 sold [1] - 77:20 solely [1] - 127:13 Solid [2] - 38:4, 142:10 solid [9] - 15:9, 21:13, 49:8, 50:9, 50:12, 50:13, 50:17, 91:10, 91:15 solid-liquid [1] - 50:12 solidifying [1] - 96:20 solution [1] - 128:14 solutions [1] - 55:7 solve [1] - 122:10 someone [6] - 40:3, 84:11, 107:23, 113:9, 119:10, 121:1 sometimes [3] - 21:6, 36:5, 36:14 somewhere [3] - 85:19, 128:15, 144:2 SOP's [1] - 9:8 sorry [12] - 4:15, 40:10, 57:3, 72:21, 88:19, 101:7, 111:10, 111:15, 113:21, 120:4, 132:15, 138:20 sort [12] - 8:14, 9:12, 9:17, 10:20, 66:11, 67:5, 69:16, 70:18, 72:7, 97:18, 124:1 sorted [1] - 45:7 sorter [4] - 65:17, 70:18, 70:21, 71:6 sorting [2] - 20:1, 28:3 source [8] - 20:12, 20:17, 80:15, 105:13, 105:14,	106:9, 109:3, 111:8 sources [1] - 100:3 sourcing [1] - 112:21 South [9] - 40:17, 40:18, 47:10, 78:20, 80:7, 121:21, 124:10, 124:17, 125:15 south [5] - 46:19, 81:17, 87:20, 124:8, 125:14 space [3] - 55:11, 84:16, 94:9 spacing [1] - 97:16 specific [1] - 18:6 specifically [4] - 18:18, 20:2, 23:9, 55:9 specifics [1] - 24:15 specified [1] - 78:21 speed [1] - 112:2 spend [4] - 85:20, 86:4, 87:2, 117:3 spending [1] - 118:10 spent [2] - 93:18, 111:3 spike [3] - 89:12, 90:2, 90:4 spikes [2] - 90:2, 90:10 spits [1] - 123:17 sports [2] - 79:12, 86:2 sprawl [2] - 75:16, 76:2 spread [4] - 60:21, 84:13, 121:17, 124:11 spreading [1] - 87:3 spreadsheet [1] - 132:17 square [2] - 55:10, 65:7 square-foot [1] - 55:10 stable [5] - 16:18, 22:18, 30:13, 89:10, 90:12 staff [7] - 10:13, 10:16, 39:8, 123:8, 126:11, 126:15, 128:6 staged [1] - 123:6 staggering [1] - 74:22 stained [1] - 108:7 stainless [1] - 123:4 stand [1] - 57:8 standpoint [6] - 32:3, 32:11, 32:17, 46:7, 62:20, 68:15	stands [3] - 17:4, 25:23, 26:12 star [2] - 5:15, 5:17 Starbucks [2] - 66:12, 69:16 start [10] - 12:20, 15:12, 37:23, 39:14, 39:22, 86:1, 88:7, 91:12, 98:7, 99:2 started [5] - 7:19, 10:4, 22:5, 22:13, 74:7 starting [3] - 33:13, 45:19, 79:5 state [33] - 6:17, 15:19, 17:10, 17:17, 17:18, 19:12, 19:23, 20:5, 20:7, 21:19, 21:22, 23:18, 24:14, 25:9, 31:20, 32:20, 33:13, 33:20, 34:1, 34:3, 34:5, 40:8, 65:13, 74:1, 77:6, 79:6, 86:10, 91:1, 102:1, 102:19, 102:21, 113:12, 141:16 State [8] - 1:13, 78:19, 79:14, 83:19, 88:4, 92:9, 102:1, 145:13 state-of-the-art [2] - 102:19, 102:21 States [1] - 40:19 station [3] - 114:7, 119:19, 119:20 stations [1] - 119:15 statistic [1] - 87:22 stats [1] - 115:13 status [2] - 12:17, 138:16 stay [1] - 102:2 staying [1] - 92:21 steady [1] - 90:16 steel [2] - 82:9, 123:4 stellar [1] - 7:13 step [4] - 14:20, 103:5, 104:14, 106:11 stick [1] - 37:10 still [12] - 13:6, 13:15, 14:10, 43:21, 59:10, 107:8, 107:18, 109:6, 112:21, 117:10, 128:17, 142:5 stilts [1] - 85:14 stingy [1] - 131:4 stock [1] - 48:18 stone [1] - 85:13 stop [1] - 83:14 stopped [2] - 74:17,
--	--	---	---	--

<p>122:7</p> <p>storage [1] - 51:5</p> <p>stored [1] - 97:5</p> <p>stores [1] - 102:8</p> <p>Strategic [1] - 27:22</p> <p>strategies [2] - 14:16, 14:17</p> <p>stream [8] - 19:1, 19:10, 19:23, 20:7, 20:19, 28:3, 45:9, 118:11</p> <p>streams [2] - 51:16, 115:16</p> <p>street [1] - 50:14</p> <p>strengthen [2] - 104:14, 104:15</p> <p>stretch [1] - 61:7</p> <p>stretches [1] - 114:1</p> <p>strict [1] - 143:7</p> <p>strides [1] - 13:7</p> <p>strong [1] - 104:4</p> <p>stronger [1] - 108:13</p> <p>structure [1] - 48:12</p> <p>struggle [3] - 61:2, 61:17, 61:20</p> <p>struggling [2] - 61:6, 72:1</p> <p>students [1] - 134:13</p> <p>stuff [5] - 66:13, 102:16, 105:18, 108:5, 114:18</p> <p>Sturgis [2] - 82:11, 86:13</p> <p>style [2] - 75:10, 75:13</p> <p>subject [1] - 41:21</p> <p>submit [2] - 24:22, 34:22</p> <p>submitted [2] - 3:20, 34:17</p> <p>subsidize [1] - 81:16</p> <p>substantial [1] - 45:18</p> <p>successful [6] - 25:11, 61:12, 61:21, 92:22, 137:13, 138:1</p> <p>Sue [1] - 2:6</p> <p>sufficient [1] - 57:10</p> <p>suitable [1] - 51:12</p> <p>sum [2] - 16:21, 117:5</p> <p>summer [2] - 45:17, 89:17</p> <p>sun [1] - 98:23</p> <p>sunshine [1] - 98:16</p> <p>supplied [1] - 81:5</p> <p>supply [3] - 65:10, 66:19, 87:19</p> <p>support [5] - 5:2, 64:15, 81:14, 94:20, 116:19</p> <p>supposed [2] - 139:16, 139:17</p>	<p>surge [2] - 75:22, 76:1</p> <p>surges [1] - 76:13</p> <p>surrounding [1] - 78:1</p> <p>suspect [2] - 8:7, 45:4</p> <p>sustainability [4] - 40:18, 101:15, 106:4, 121:9</p> <p>swing [1] - 47:13</p> <p>switching [1] - 99:10</p> <p>symposium [2] - 10:10, 10:18</p> <p>system [11] - 14:2, 25:20, 43:12, 50:7, 55:18, 93:21, 94:7, 95:12, 96:21, 100:5, 143:18</p> <p>systems [1] - 95:2</p>	<p>territories [1] - 102:10</p> <p>territory [1] - 90:19</p> <p>Terry [10] - 2:3, 3:17, 12:9, 12:10, 38:14, 38:18, 52:18, 57:19, 143:1, 143:4</p> <p>textile [1] - 106:16</p> <p>textiler [1] - 101:19</p> <p>textiles [6] - 18:13, 105:10, 108:7, 108:9, 108:23, 111:20</p> <p>thanking [1] - 11:9</p> <p>that'll [4] - 33:14, 70:21, 95:11, 104:11</p> <p>THE [3] - 1:1, 57:1, 112:8</p> <p>themselves [6] - 5:9, 25:5, 38:8, 55:6, 57:12, 62:19</p> <p>theoretically [1] - 50:1</p> <p>there'll [1] - 56:1</p> <p>Thereupon [1] - 144:21</p> <p>thermal [2] - 98:18, 98:20</p> <p>thermometer [1] - 98:20</p> <p>they've [3] - 61:21, 62:19, 96:10</p> <p>thinking [3] - 15:14, 18:2, 27:8</p> <p>third [1] - 88:13</p> <p>thirds [1] - 19:5</p> <p>thirty [2] - 56:7, 65:6</p> <p>thirty-five-year [1] - 65:6</p> <p>thousand [9] - 21:17, 21:21, 81:6, 108:21, 117:4, 130:20, 130:22, 132:12, 136:6</p> <p>thousands [1] - 18:3</p> <p>three [23] - 40:12, 65:7, 68:23, 72:8, 76:19, 76:23, 80:5, 81:23, 86:7, 92:7, 95:4, 100:8, 108:20, 116:11, 121:20, 121:21, 122:23, 123:7, 130:17, 130:19, 130:21, 132:11, 136:6</p> <p>three-hundred-and [1] - 108:20</p> <p>three-million-plus [1] - 80:5</p> <p>throughout [2] - 92:22, 113:23</p> <p>throughput [2] - 71:1,</p>	<p>71:3</p> <p>throw [2] - 75:12, 94:2</p> <p>thrown [1] - 88:6</p> <p>Thursday [2] - 1:17, 145:7</p> <p>tidbit [1] - 102:9</p> <p>tie [7] - 109:22, 110:6, 110:10, 112:1, 114:15, 116:12</p> <p>tied [1] - 69:22</p> <p>tight [2] - 102:22, 144:3</p> <p>Tim [2] - 2:15, 78:17</p> <p>timeline [2] - 56:3, 59:16</p> <p>timing [1] - 68:17</p> <p>timing-wise [1] - 68:17</p> <p>tinkering [1] - 13:6</p> <p>tip [1] - 49:7</p> <p>tipping [3] - 48:11, 75:18, 75:19</p> <p>tire [31] - 38:12, 78:14, 78:19, 79:1, 79:6, 79:17, 80:16, 80:20, 80:23, 81:11, 81:22, 82:5, 82:7, 85:1, 86:9, 87:19, 88:21, 89:11, 89:12, 90:7, 90:23, 92:10, 92:11, 92:14, 92:17, 93:21, 94:11, 95:17, 97:22, 142:5, 142:11</p> <p>Tire [2] - 78:12, 78:18</p> <p>tires [23] - 79:1, 80:4, 80:8, 80:18, 81:3, 81:6, 81:10, 83:1, 83:10, 87:16, 88:1, 88:5, 89:12, 89:21, 91:4, 91:14, 91:19, 92:7, 92:17, 94:18, 99:10</p> <p>Title [1] - 139:9</p> <p>today [9] - 3:11, 4:18, 4:23, 8:17, 35:20, 37:15, 38:15, 39:16, 74:8</p> <p>today's [1] - 5:8</p> <p>together [2] - 22:21, 100:12</p> <p>Tom [14] - 2:10, 2:16, 8:16, 26:22, 30:17, 34:14, 35:14, 35:15, 59:5, 94:23, 109:17, 109:19, 109:20, 112:10</p> <p>Tom's [1] - 6:13</p> <p>tomorrow [1] - 138:10</p> <p>ton [1] - 52:4</p> <p>tonnages [3] - 17:12,</p>	<p>17:13, 18:14</p> <p>tons [32] - 17:1, 17:14, 17:16, 17:18, 20:3, 20:4, 20:8, 20:10, 21:17, 21:21, 24:5, 34:2, 41:2, 42:10, 42:11, 43:8, 43:10, 52:3, 72:9, 81:6, 81:13, 83:1, 83:10, 86:6, 87:5, 88:6, 90:3, 90:4, 92:7, 115:14, 122:12</p> <p>took [1] - 7:5</p> <p>top [5] - 49:14, 62:15, 72:13, 75:11, 92:21</p> <p>topic [2] - 35:17, 35:19</p> <p>tornados [1] - 76:10</p> <p>total [12] - 17:1, 19:9, 22:21, 34:4, 39:10, 50:4, 56:9, 59:20, 59:23, 80:7, 127:2</p> <p>totally [2] - 22:12, 143:22</p> <p>toters [4] - 123:18, 127:3, 128:7</p> <p>tough [2] - 96:23, 124:17</p> <p>towards [2] - 15:17, 44:2</p> <p>towers [1] - 30:19</p> <p>toxic [1] - 84:6</p> <p>toxins [1] - 51:14</p> <p>TRAC [2] - 17:13, 24:22</p> <p>track [5] - 17:13, 18:14, 20:2, 23:20, 25:19</p> <p>tracked [3] - 17:14, 19:2, 19:12</p> <p>tracking [3] - 5:3, 20:22, 69:20</p> <p>tracks [1] - 79:12</p> <p>trading [1] - 44:23</p> <p>traditional [1] - 81:11</p> <p>trailer [1] - 47:20</p> <p>trailers [1] - 110:18</p> <p>train [2] - 70:4, 71:11</p> <p>trained [1] - 128:5</p> <p>training [1] - 76:23</p> <p>transcribed [1] - 145:8</p> <p>transcript [1] - 145:6</p> <p>transfer [5] - 95:10, 114:7, 119:14, 119:19, 119:20</p> <p>transform [1] - 122:21</p> <p>transitions [1] - 17:7</p> <p>trash [2] - 38:13, 113:19</p> <p>travel [1] - 77:5</p>
--	--	--	--	--

tread [1] - 89:15
treat [1] - 51:1
treatment [1] - 51:2
trials [1] - 69:9
trip [1] - 54:9
trouble [1] - 90:20
troublesome [1] - 98:5
trucking [2] - 78:5, 84:15
trucks [3] - 18:1, 18:3, 18:5
true [2] - 89:3, 145:5
truly [1] - 138:4
trust [2] - 61:9, 61:13
Trustees [2] - 120:23, 133:12
trustees [1] - 133:9
try [12] - 6:11, 7:4, 15:10, 33:5, 33:6, 36:16, 37:19, 61:18, 83:12, 86:11, 114:2, 114:19
trying [11] - 6:20, 8:1, 18:7, 48:15, 61:14, 95:10, 107:23, 115:16, 119:23, 122:17, 140:2
tub [1] - 75:10
tube [1] - 93:23
Tucker [1] - 142:16
turn [1] - 123:13
turnaround [1] - 69:2
turned [1] - 85:2
twelve [1] - 81:6
twenty [2] - 26:15, 91:21
twice [2] - 89:8, 89:11
twin [1] - 74:8
two [43] - 9:6, 9:12, 10:10, 10:18, 19:5, 39:13, 56:19, 57:12, 61:7, 62:8, 62:9, 62:12, 62:15, 63:5, 68:22, 69:9, 76:23, 78:20, 81:11, 81:15, 82:20, 83:18, 83:19, 85:9, 85:13, 85:16, 90:2, 94:10, 95:11, 99:11, 105:1, 110:19, 117:3, 119:14, 119:21, 119:23, 120:8, 124:18, 128:20, 139:18, 141:15, 141:22
two-day [2] - 10:10, 10:18
two-inch [6] - 81:11, 81:15, 85:9, 85:13,

94:10, 99:11
two-thirds [1] - 19:5
type [12] - 18:13, 19:16, 20:12, 23:3, 25:7, 70:16, 76:4, 80:1, 87:3, 106:10, 109:10
types [6] - 30:23, 42:23, 43:15, 51:15, 91:9, 118:1
typical [1] - 23:2
typically [3] - 19:22, 41:13, 42:12

U

U.S [3] - 66:20, 69:20, 92:23
unanimously [5] - 4:10, 53:20, 132:6, 134:12, 144:19
under [4] - 11:8, 41:1, 69:4, 119:21
undersigned [1] - 145:2
understatement [1] - 6:18
underutilized [1] - 55:15
unfortunate [1] - 143:12
unfortunately [6] - 8:1, 13:14, 102:20, 111:3, 128:9, 137:20
unique [1] - 80:14
unit [3] - 44:11, 58:14, 69:23
United [1] - 40:19
units [1] - 66:3
universities [1] - 104:3
university [4] - 107:12, 121:1, 121:13, 133:9
University [1] - 133:13
unless [1] - 98:13
unlike [1] - 80:19
unlimited [1] - 72:3
unmute [2] - 5:9, 5:17
unrecyclable [1] - 55:15
up [66] - 8:9, 8:19, 9:22, 12:3, 14:2, 17:9, 18:12, 19:9, 19:20, 21:6, 23:16, 24:21, 27:12, 27:13, 27:23, 29:6, 29:10, 32:16, 35:17, 38:15, 39:10, 40:8, 40:21, 45:19, 46:1, 46:8,

47:19, 49:14, 50:18, 52:7, 52:8, 55:3, 58:22, 64:10, 64:11, 66:2, 81:20, 83:11, 84:1, 84:3, 84:12, 85:14, 85:20, 88:14, 88:23, 89:18, 91:20, 96:5, 96:14, 96:20, 97:6, 102:2, 102:7, 103:8, 105:8, 105:18, 105:19, 109:8, 109:19, 113:11, 118:21, 119:15, 121:2, 137:13, 142:20
upcycle [4] - 65:22, 66:9, 67:3, 71:22
update [4] - 4:11, 10:23, 14:10, 138:21
updated [1] - 13:16
updates [2] - 6:10, 12:17
upgrade [2] - 32:5, 85:20
ups [1] - 90:23
urban [2] - 75:16, 76:2
usable [1] - 129:12
useful [2] - 43:1, 43:5
user [1] - 90:5
users [1] - 72:14
uses [1] - 84:23
usual [1] - 140:7
utilities [1] - 116:21
utilize [2] - 5:20, 103:13

V

vacancies [2] - 8:1, 10:1
vacancy [1] - 139:6
vacant [1] - 9:14
vacated [1] - 9:14
vacation [5] - 36:19, 89:17, 89:20, 89:22, 90:1
valuable [3] - 41:8, 42:5, 45:8
value [7] - 40:19, 42:2, 42:17, 43:5, 65:22, 81:20, 86:11
variation [1] - 13:23
variations [1] - 30:23
various [2] - 41:2, 42:1
vast [2] - 50:8, 77:19
vehicle [1] - 89:16
vendor [1] - 109:3
vendors [5] - 103:2, 103:5, 105:13,

105:14, 122:7
venue [1] - 41:10
versatile [1] - 55:23
version [1] - 124:6
versus [6] - 25:7, 25:17, 90:11, 93:21, 94:11, 124:16
vessel [6] - 121:19, 122:20, 122:22, 123:11, 129:5, 129:15
vice [3] - 40:16, 78:17, 121:9
Vice [2] - 74:3, 97:7
vice-president [3] - 40:16, 78:17, 121:9
Vice-President [2] - 74:3, 97:7
video [2] - 23:13, 23:17
virgin [1] - 106:8
virtual [2] - 10:18, 10:19
vision [1] - 114:6
visit [1] - 120:9
visually [1] - 70:15
void [1] - 94:9
volume [9] - 33:10, 86:5, 86:20, 88:21, 88:23, 90:15, 90:19, 124:23, 127:14
volumes [2] - 27:3, 125:21
voluntary [1] - 29:13
volunteer [2] - 121:16, 140:22
volunteered [1] - 141:1
volunteers [1] - 114:18
vote [16] - 34:14, 53:4, 53:19, 63:9, 63:12, 64:4, 131:13, 132:5, 133:18, 134:10, 135:4, 135:18, 136:15, 137:7, 143:15
voting [2] - 54:3, 143:11
VP [1] - 94:20

W

W2v [1] - 40:16
Wal [2] - 21:3, 29:14
Wal-Mart [1] - 21:3
Wal-Marts [1] - 29:14
Walmart [1] - 27:17
wants [1] - 130:3
warehouse [1] - 55:11

waste [55] - 8:17, 15:9, 16:19, 18:7, 18:10, 18:11, 21:13, 22:12, 22:14, 22:23, 23:7, 23:19, 24:1, 24:5, 26:18, 27:3, 31:8, 31:12, 31:16, 31:17, 33:21, 40:19, 41:3, 42:4, 49:8, 51:11, 51:12, 51:15, 66:3, 66:4, 69:21, 74:15, 74:17, 74:22, 79:22, 83:21, 91:11, 91:15, 91:22, 114:10, 115:3, 115:16, 118:4, 119:16, 122:1, 122:12, 122:13, 123:5, 123:9, 123:11, 123:22, 127:14, 142:5, 142:11
Waste [2] - 13:21, 142:11
waste's [1] - 38:4
waste-to-value [1] - 40:19
wastewater [1] - 51:2
watch [2] - 117:21
water [2] - 8:2, 43:13
Wave [1] - 26:8
ways [2] - 14:13, 108:13
wear [2] - 106:19, 139:12
weather [3] - 89:13, 89:15, 90:11
web [1] - 23:7
Web [4] - 6:1, 16:10, 22:1, 26:20
Wednesday [1] - 36:15
week [4] - 7:2, 36:16, 36:22, 138:11
weeks [5] - 8:10, 9:2, 68:19, 69:9, 109:5
WEGER [83] - 26:22, 27:1, 27:10, 27:15, 27:20, 28:22, 29:4, 30:1, 30:5, 30:14, 36:21, 38:14, 53:6, 59:20, 59:23, 61:16, 62:22, 63:3, 63:14, 64:21, 70:13, 71:5, 71:14, 71:18, 72:21, 73:11, 73:19, 76:10, 76:17, 78:12, 84:21, 85:5, 86:17, 86:23, 87:11, 88:19, 89:13, 90:14, 90:21, 91:7, 99:6, 99:8, 99:20,

<p>100:14, 101:4, 113:4, 113:8, 113:11, 117:23, 118:13, 118:18, 120:2, 120:13, 120:15, 120:17, 120:23, 121:4, 124:21, 125:4, 125:7, 125:10, 125:12, 125:15, 125:18, 126:1, 126:6, 126:16, 126:19, 127:7, 127:10, 127:15, 129:20, 131:4, 131:15, 132:15, 133:5, 133:8, 133:20, 134:22, 135:5, 135:21, 136:2, 136:17</p> <p>Weger ^[11] - 2:3, 36:18, 53:5, 63:13, 131:14, 133:7, 133:12, 133:19, 135:1, 136:4, 136:16</p> <p>weight ^[4] - 41:16, 50:5, 110:9, 110:23</p> <p>weights ^[2] - 110:15, 110:17</p> <p>welcome ^[3] - 3:10, 37:17, 73:23</p> <p>Wesseler ^[1] - 2:6</p> <p>WESSELER ^[9] - 3:16, 53:12, 63:20, 130:17, 131:21, 132:13, 134:3, 135:11, 136:23</p> <p>Wesseler-Henry ^[1] - 2:6</p> <p>WESSELER-HENRY ^[9] - 3:16, 53:12, 63:20, 130:17, 131:21, 132:13, 134:3, 135:11, 136:23</p> <p>westrock ^[1] - 20:14</p> <p>whatever's ^[1] - 31:13</p> <p>whatnot ^[1] - 33:2</p> <p>whereas ^[1] - 24:4</p> <p>whichever ^[1] - 77:4</p> <p>whitehead ^[5] - 53:17, 64:2, 132:3, 134:8, 137:5</p> <p>Whitehead ^[2] - 2:5, 135:16</p> <p>WHITEHEAD ^[31] - 3:6, 6:6, 28:6, 28:16, 53:18, 61:1, 64:3, 91:10, 92:5, 106:14, 106:18, 106:21,</p>	<p>107:1, 107:5, 107:8, 107:11, 107:15, 107:18, 107:22, 108:2, 113:3, 116:6, 117:8, 117:17, 120:4, 120:11, 129:21, 132:4, 134:9, 135:17, 137:6</p> <p>Whitney ^[1] - 2:11</p> <p>whole ^[21] - 7:6, 11:2, 21:13, 40:10, 60:6, 74:7, 79:1, 79:6, 81:6, 81:10, 81:21, 83:1, 83:10, 86:9, 93:21, 94:11, 95:17, 99:10, 103:6, 106:3, 134:18</p> <p>wild ^[3] - 20:20, 21:8, 29:20</p> <p>willing ^[1] - 7:1</p> <p>wins ^[1] - 32:16</p> <p>wire ^[11] - 79:10, 82:4, 82:7, 82:12, 82:16, 82:17, 86:16, 96:13, 96:15, 96:16, 96:22</p> <p>wise ^[8] - 20:9, 23:4, 26:16, 68:17, 72:5, 72:7, 75:4, 117:3</p> <p>wish ^[2] - 130:6, 137:19</p> <p>wishing ^[1] - 138:5</p> <p>WODRICH ^[11] - 6:4, 6:7, 6:10, 11:20, 53:22, 54:4, 138:22, 140:9, 141:8, 142:7, 142:17</p> <p>Wodrich ^[2] - 2:9, 4:12</p> <p>wondered ^[1] - 28:8</p> <p>wonderful ^[3] - 33:9, 91:17, 106:22</p> <p>wood ^[7] - 18:7, 74:15, 74:17, 74:21, 113:22, 114:3, 118:4</p> <p>word ^[1] - 44:14</p> <p>works ^[8] - 14:3, 70:14, 71:17, 85:13, 87:23, 88:3, 113:18, 114:13</p> <p>world ^[2] - 69:23, 106:3</p> <p>worries ^[1] - 93:8</p> <p>worth ^[1] - 42:4</p> <p>wrap ^[2] - 24:20, 100:12</p> <p>write ^[1] - 5:4</p> <p>written ^[1] - 139:15</p>	<p>118:4, 119:16</p> <p>yards ^[1] - 74:10</p> <p>year ^[53] - 10:20, 12:21, 13:10, 13:11, 13:16, 13:18, 14:12, 17:3, 20:9, 21:17, 22:17, 27:13, 28:2, 29:8, 30:9, 35:21, 36:13, 38:2, 40:20, 40:21, 40:23, 41:5, 45:22, 57:21, 61:6, 65:6, 65:8, 67:1, 67:12, 74:6, 74:10, 74:22, 76:1, 76:11, 80:5, 80:8, 81:9, 86:6, 88:3, 88:22, 89:8, 89:11, 90:3, 95:11, 102:15, 103:14, 103:15, 104:2, 107:20, 117:6, 122:12, 137:14, 139:8</p> <p>year's ^[1] - 37:9</p> <p>years ^[24] - 6:17, 7:14, 11:11, 16:17, 22:16, 22:18, 31:6, 32:5, 74:9, 74:13, 75:9, 80:12, 81:8, 88:1, 91:21, 101:17, 104:5, 104:6, 110:19, 114:6, 117:16, 139:18, 142:9</p> <p>yeses ^[3] - 64:5, 135:19, 137:8</p> <p>yesterday ^[1] - 7:18</p> <p>yield ^[3] - 65:12, 65:14, 71:3</p> <p>York ^[1] - 89:6</p> <p>young ^[2] - 89:1, 126:4</p> <p>yourself ^[2] - 57:2, 112:9</p>
Y		
yard ^[4] - 84:1, 114:10,		