BEFORE THE INDIANA
RECYCLING MARKET DEVELOPMENT BOARD

- - -

PUBLIC MEETING

JANUARY 22, 2026

- - -

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, January 22, 2026 at 9:00 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:
Bruce Burrow, Chairman
3 Kelly Weger
Matt Gratz
4 Debbie Hackman
Sandy Whitehead
5

6 ON BEHALF OF IDEM:
Deanna Garner
7 Carl Wodrich
Tom Leas
8 Pamela Guerrero
Briony Towler
9

10 ALSO PRESENT:

11 Matt Flechter
Pamela Francis
12 Ken Miller
Mo McReynolds
13 Daniel Stevenson
Kaylee Pruitt
14 Lindsay Trameri

15 - - -

16

17

18

19

20

21

22

23

9:00 o'clock a.m.
January 22, 2026

- - -

CHAIRMAN BURROW: Well, it's 9:00 o'clock. We will go ahead and kick the show off. I call the January 22nd, 2026 Indiana Recycling Market Development Board meeting to order, and welcome, everyone, and thanks for driving up on a cold day.

And the first order of business is consideration and approval of the --

MS. GARNER: Oh, first we do have the -- have to do for those on-line.

CHAIRMAN BURROW: You have to do your on-line thing.

MS. GARNER: I do.

CHAIRMAN BURROW: Sorry about that.

MS. GARNER: No, that's all right.

Yeah. Thank you for those of us joining on-line today. I'm Deanna Garner, Recycling Market Development Program Manager for IDEM's Office of Program Support.

All microphones are currently muted. For attendance tracking, please take a moment to

write your name and affiliation in the chat box. We will be taking questions and comments from participants at today's meeting.

All participants will be able to unmute themselves and to ask questions or make comments at the appropriate times. If you do have a question or technical issue during the presentation, please use the raised hand or chat features.

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

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

This meeting is being recorded and will be posted on IDEM's Web site at recycle.in.gov.

And with that, I will return it back to you, Bruce.

CHAIRMAN BURROW: And now we will

move to consider the approval of the October 23rd, 2025 meeting transcripts. Has everyone had the opportunity to review the transcripts?

MR. GRATZ: (Nodded head yes.)

MS. WHITEHEAD: (Nodded head yes.)

CHAIRMAN BURROW: Any changes, edits, anything required?

MR. GRATZ: (Shook head no.)

MS. WHITEHEAD: (Shook head no.)

CHAIRMAN BURROW: Hearing none, do I have a motion to approve?

MR. GRATZ: I'll make a motion.

CHAIRMAN BURROW: Mr. Gratz.

Do I have a second?

MS. HACKMAN: Second.

MS. WHITEHEAD: I'll second.

CHAIRMAN BURROW: Ms. Whitehead.

All in favor?

(Board members responded, "Aye.")

CHAIRMAN BURROW: Opposed?

(No response.)

CHAIRMAN BURROW: Hearing none,

motion carries unanimously. Thank you.

And moving on, we have an IDEM Update from Carl this morning; is that correct, Carl?

MR. WODRICH: Well, just a little bit of one. I got a couple of notes from our Commissioner. He sends his apologize for not being able to be here today. He was planning to, obviously, he was on the agenda, but he is at the Statehouse this morning, as our agency bill has a hearing today.

And that is the update that I received to convey to you all. If you aren't aware, we do have an agency bill that's been proposed, Senate Bill 277, I believe, is the correct number, and he is in the Statehouse, like I mentioned, this morning. There's an amendment that is being proposed today to remove any changes to the Recycling Market Development Board.

And then a separate legislation to House Bill 1003 may also be amended for legislative review to allow sunsetting of boards -- certain boards and commissions. So, that was the update I received. If you're not familiar or have not

1 heard about House Bill 1003, it was proposing to
2 eliminate quite a few boards and commissions.
3 So, that bill is passing through with
4 proposed amendments as well, so that's kind of
5 what he was referring to. I think our bill is
6 like 170-some-odd pages long, so it's pretty
7 extensive. So, I think Deanna sent you guys a
8 link to both of those bills. So, that is our
9 agency update.
10 My Office of Program Support update's
11 pretty short as well. The primary thing that I
12 just wanted to do is, you know, as you all know,
13 Pat Daniel retired at the end of September, so
14 she was not here for the October meeting. In
15 that time since the October meeting we did fill
16 her position. Pam Guerrero, Pamela Guerrero, is
17 our new Section Chief.
18 So, do you want to take a few minutes
19 to --
20 MS. GUERRERO: Yeah.
21 MR. WODRICH: -- introduce yourself
22 and kind of tell them who you are and --
23 MS. GUERRERO: Yeah. Good morning,

1 everyone. My name is Pamela Guerrero, and my
2 background is really in policy analysis and
3 federal grants management. I used to serve in
4 the Office of Community and Rural Affairs,
5 supporting all types of sustainable community
6 development, public housing, drinking water,
7 storm water, all of the public utilities. So, I
8 very much look forward to working with you all
9 and just helping you manage recycling.
10 So, any questions?
11 (No response.)
12 CHAIRMAN BURROW: Thank you, and
13 welcome.
14 MS. GUERRERO: Yeah. Thank you.
15 MR. WODRICH: I would just add, too,
16 you know, Pam has pretty extensive experience,
17 coming from OCRA, with federal grant management.
18 She managed upwards of, what, thirty --
19 MS. GUERRERO: Thirty.
20 MR. WODRICH: -- million dollars
21 annually, so she's going to be a big help with
22 the SWIFR grant that we currently have, and there
23 is the potential for us to receive additional

1 funding from EPA under the SWIFR, so we're
2 looking forward to that. It sounds like the
3 potential allocation could be equivalent to what
4 we received already that Deanna's been managing
5 for us with the Man -- Materials Management Plan
6 that's been in the works, so -- and I'll let her
7 give her update, and then --
8 MS. GARNER: Okay. Yeah.
9 So, the status of existing grants, what
10 we've been talking about in the past, so I'll
11 bring up Floyd County first, and Debbie might
12 know it as much as I do. The last time I talked
13 to Floyd County, the plan is for them to be
14 absorbed into the county.
15 So, they will still dissolve the Solid
16 Waste Management District, but they will continue
17 services on a more limited basis through the
18 county. They have -- that hundred-and-eighty-day
19 meeting to actually vote to dissolve the district
20 is scheduled for sometime this month, or it
21 didn't --
22 MS. HACKMAN: Yeah, the 180 days
23 actually expired December 23rd, so their next

meeting will be the --

MS. GARNER: Okay.

MS. HACKMAN: -- the final, I guess.

MS. GARNER: Okay. Yeah.

So -- and they will be using -- the equipment for the grant funding, they will be continuing to use it. We funded them for the community outreach trailers that would go into different communities once a week, so they're not continuing that specific program, but those trailers are at their permanent drop-off site and their satellite site and being utilized very strongly still there.

And then they did have a community recycling grant for a bailer as well for cardboard, and he said that although they aren't doing their delivery routes anymore for -- to pick up cardboard, the community is still coming to them. So, they're still getting more cardboard than ever, so it -- that's good news. They're being able to use the equipment still.

As far as active grants, they're all just kind of moving through the process. We see

1 progress reports that there are steps, they're
2 being purchased or being installed. No issues
3 arising there. And Fiscal Year '26 from our
4 October meeting, those grant agreements are being
5 finalized now, and hopefully those projects will
6 be getting launched very shortly.
7 And then I do have one rather big piece of
8 update that I have to give you guys on a more
9 personal note. My last day at IDEM will be
10 January 30th, so this will be my last -- I knew I
11 was going to get emotional; sorry. This is going
12 to be my last Board meeting with you guys.
13 I really enjoined my time with you guys,
14 and hope that we can connect. I'm still going to
15 be in the materials management and recycle
16 sustainability world, so I'm hoping that we'll
17 stay connected and I'll see you guys still and
18 work with you in the future, so --
19 CHAIRMAN BURROW: Well, on behalf of
20 the Board, we can't thank you enough for all of
21 your efforts and contributions to our success as
22 a Board --
23 MS. HACKMAN: Yeah.

1 CHAIRMAN BURROW: -- and just
2 everything you've done for IDEM. So, thank you
3 so very much, Deanna.
4 MS. HACKMAN: Yeah.
5 CHAIRMAN BURROW: We wish you --
6 MS. GARNER: Thank you.
7 CHAIRMAN BURROW: -- the best of
8 success and a lot of good fortune.
9 MS. GARNER: Thank you.
10 MS. HACKMAN: Yeah. Thank you.
11 (Applause.)
12 CHAIRMAN BURROW: That's a tough one
13 to follow up on. Now we're waiting on Briona --
14 Briony?
15 MS. GARNER: She did just --
16 MR. WODRICH: She is here.
17 MS. GARNER: -- arrive here now, so
18 we --
19 CHAIRMAN BURROW: Oh, she is?
20 MS. GARNER: Yeah.
21 CHAIRMAN BURROW: Okay. So, let's
22 move -- prepare to go ahead and make that the
23 next item on the agenda?

1 MS. GARNER: Yep.
2 CHAIRMAN BURROW: Do the --
3 Ms. Briony Taylor [sic], and I apologize if I
4 mispronounced that, with our Financial Update.
5 (Discussion off the record.)
6 MS. TOWLER: So, I am Briony Towler,
7 and I am the Chief Financial Officer for IDEM.
8 I'm just going to go over a few of our updates
9 for this year.
10 Just a little bit of an overview, the RMDP
11 receives its money through the Recycling and
12 Promotion Assistance Fund, which has been around
13 since the early 1990's. It is reported -- as far
14 as that revenue, it's reported by the disposal
15 facilities on their solid waste quarterly fees
16 report.
17 Solid waste is disposed in-state -- or
18 disposed of in-state, and is charged at about 50
19 cents per ton, and of that, it's then -- that fee
20 is split into two parts, where 25 cents goes to
21 the Recycling Promotion Assistance Fund, and the
22 other 25 cents goes into the State Solid -- into
23 the Solid Waste Management Fund.

1 Since its beginning, over 38 million in
2 grants and loans have been awarded to the
3 Recycling -- or awarded by and through the
4 Recycling Market Development Board. From that,
5 we have over 346 projects that have essentially
6 helped build local recycling markets, increased
7 recycling revenues, and created jobs as well.
8 And then this is just kind of showing a
9 little bit as far as the breakdown in regard to
10 that fee as described earlier. It is split
11 between the two, and then used to give out
12 towards those projects as decided by the Board.
13 All right. Awesome. So, Fiscal Year 2025
14 we had the receiving account of the tipping fees,
15 50 percent of that then goes into that program,
16 in which 2,200,000 is appropriated to support the
17 grant program itself.
18 So, on the next slide, we have kind of the
19 funding trends in regards to that revenue fee to
20 the appropriation. So, pretty much it's
21 relatively stagnant, pretty consistent. In last
22 five years it's hovered roughly between 2.3
23 and 2.6 million in regards to the revenue fee

1 that is going into it.
2 And then we have had that 2.2 million mark
3 that's in regards to the grants given out of the
4 standard, and then have that Central Indiana
5 Waste Diversion program as well, so that accounts
6 for some of those changes in the disbursements.
7 Right now, roughly year to date we have received
8 about 1.5 million of that revenue, of the
9 original 2.5.
10 So, as far as the actual Fiscal Year 2025
11 revenues, the State Solid Waste Management Fund
12 saw a revenue of $2,572,864, and the Recycling
13 Promotion Assistance Fund saw $2,539,497, in
14 which there was a total revenue seen across those
15 two fund programs of $5,112,361.
16 I also have the cash balances at the end
17 of Fiscal Year '25, so last summer. The State
18 Solid Waste Management Fund ended the year at
19 six -- $6,539,051, and the Recycling Promotion
20 Assistance Fund ended its year at $15,518,195.
21 So, that is essentially my update in
22 regards to just Fiscal Year end of '25 and where
23 everything is sitting, and then I'll take any

1 questions.
2 (No response.)
3 MS. TOWLER: All right.
4 CHAIRMAN BURROW: Doesn't it seem
5 strange that we have such a low balance in the
6 Solid Waste Fund in comparison to the Recycling
7 Fund? And how do we get more money appropriated
8 to the recycling efforts that we're making within
9 the state?
10 MS. TOWLER: Right. So, not
11 necessarily. So, that balance, it has ebbed and
12 flowed over the years. In regards to the revenue
13 that the State Solid Waste Management Fund gets
14 in compared to its expenses, it does already
15 revert an amount currently into it every year, so
16 as far as increasing that appropriation, it is
17 relatively right-sized.
18 However, in regards to, you know, giving
19 out further additional grants, that may be an
20 opportunity there to increase that cap. However,
21 we just want to be mindful not to overdo it past
22 the revenue, but that would also reduce what may
23 revert and kind of maintain the balance as well.

1 So, it just kind of depends on the goal
2 there. If the goal is to maintain a really low
3 balance year over year in regards to, you know,
4 if something were to happen or revenue cut back
5 or anything like that, you know, there definitely
6 is opportunity to give out a bit more grants.
7 But there is kind of a bit of a threshold
8 there, just because the cost in regards to
9 administration of the grant program does go up
10 year over year. And so, because of that kind of
11 continuous uptrend, there is more of a threshold
12 there, but there is, I guess, leverage there for
13 something like that.
14 CHAIRMAN BURROW: My biggest concern,
15 and some of us have been on this Board for a
16 little bit of time --
17 MS. TOWLER: Uh-huh.
18 CHAIRMAN BURROW: -- and we've
19 seen -- whenever someone sees 15 million sitting
20 in a fund --
21 MS. TOWLER: Uh-huh.
22 CHAIRMAN BURROW: There's a lot of
23 things people want to do with 15 million dollars

1 just sitting stagnant --
2 MS. TOWLER: Uh-huh.
3 CHAIRMAN BURROW: -- because we're
4 basically replacing our two million dollars
5 annually with new inbound fees.
6 MS. TOWLER: That's right.
7 CHAIRMAN BURROW: And I was -- I
8 don't want to get crazy wild, but another half
9 million dollars, one would think, would be, you
10 know, reasonable, and that may be another two,
11 five -- three, five grants --
12 MS. TOWLER: Uh-huh.
13 CHAIRMAN BURROW: -- to help with our
14 recycling efforts. And so --
15 MS. TOWLER: Yeah.
16 CHAIRMAN BURROW: -- just a thought.
17 I'd hate to see it ever again get kind of swept
18 into the general fund as it was -- once was.
19 MS. TOWLER: Yes. I mean in regards
20 to that, I mean the Central Indiana Waste
21 Diversion's a great example of something that was
22 a program that was implemented to try of help
23 draw down definitely -- I mean there's

1 opportunities looking at that for sure.
2 CHAIRMAN BURROW: Thank you.
3 MS. TOWLER: Yeah.
4 CHAIRMAN BURROW: Any other questions
5 or comments from Board members?
6 MS. WHITEHEAD: Not in regards to
7 finance, but I'd just like to get a better
8 understanding of the IDEM bill. I didn't dig
9 deeply into it, but my understanding is it's just
10 kind of -- you know, IDEM has sat down and looked
11 at all of the boards or -- and just realizing
12 that maybe some of them are antiquated or what --
13 so, what is the premise behind it?
14 MR. WODRICH: Well, I know for --
15 what I know, because I wasn't a part of the
16 entirety of, you know, drafting that, just only
17 the parts that affected OPS, you know, we were
18 looking at it from the lens of, you know, are we
19 doing these things that are in statute? Because
20 a lot of the statutes were written in the '90's.
21 MS. WHITEHEAD: Uh-huh.
22 MR. WODRICH: And there was a lot, at
23 least for -- you know, just speaking to our

1 Office of Program Support, there were a lot of
2 things, for example, under our pollution
3 prevention statute language, that is like -- I
4 don't know that we've ever done some of the stuff
5 like it was written in the statute, but I don't
6 think it was ever implemented. So, you know,
7 taking -- removing some of those things because
8 we haven't done them in the last 40 years.
9 MS. WHITEHEAD: Gotcha.
10 MR. WODRICH: So, that was kind of my
11 understanding of how we were looking at things
12 from OPS, and that's sort of what we were asked
13 to do is look at aligning how we're operating
14 today and does the statute authorize us to be
15 operating that way --
16 MS. WHITEHEAD: Uh-huh.
17 MR. WODRICH: -- or are we -- do we
18 have things in the statute that we're just --
19 we're not doing anymore for whatever reason,
20 because we don't have the funding to do it any
21 longer or we never did it? So, that's kind of
22 where we were with OPS. I really can't speak to
23 the other program offices and what they looked at

1 and why they made changes that were -- are
2 proposed in the bill --
3 MS. WHITEHEAD: Uh-huh.
4 MR. WODRICH: -- because we all kind
5 of were doing that separately with our general,
6 and the Commissioner and Chief of Staff and some
7 others were kind of leading that for the agency,
8 so --
9 MS. WHITEHEAD: Gotcha.
10 MR. WODRICH: -- yeah.
11 MS. WHITEHEAD: That's kind of what I
12 assumed, I mean being that it was an IDEM bill
13 and it wasn't someone else --
14 MR. WODRICH: Uh-huh.
15 MS. WHITEHEAD: -- coming up with
16 this bill to change all of these things, so --
17 MR. WODRICH: Yeah.
18 MS. WHITEHEAD: -- that's -- that's
19 good. It's good to look internally; right --
20 MR. WODRICH: Yeah.
21 MS. WHITEHEAD: -- and make sure
22 you're doing things --
23 MR. WODRICH: Yeah. I mean it was

1 a -- it honestly was a good exercise even for me.
2 I mean when I came into this role three and a
3 half years ago, I kind of read through the parts
4 of Title 13 that apply to all of our programs,
5 but I haven't -- you know, I don't look at it
6 every day --
7 MS. WHITEHEAD: Uh-huh.
8 MR. WODRICH: -- unless I -- there's
9 something that comes up that requires us to look
10 at it. And so, to kind of go through it all
11 again was a really good exercise for really all
12 of us on the senior staff, because, again, we
13 don't read through it every day from front to
14 back, so --
15 MS. TOWLER: Uh-huh.
16 MR. WODRICH: -- it's usually when
17 questions come up or anything that we end up
18 looking into it and digging into it, "Okay. What
19 does this say again?" Like because different
20 words can make it a whole different meaning --
21 MS. WHITEHEAD: Sure.
22 MR. WODRICH: -- depending on how you
23 read that, so yeah.

1 MS. WHITEHEAD: Very good. Thank
2 you.
3 MR. WODRICH: Uh-huh.
4 CHAIRMAN BURROW: Any other
5 questions?
6 (No response.)
7 CHAIRMAN BURROW: Well, thank you
8 very much.
9 MS. TOWLER: Thank you.
10 MS. GARNER: Thank you.
11 CHAIRMAN BURROW: Next item on the
12 agenda, we have NextCycle, Mr. Matt Flechter,
13 and --
14 MS. GARNER: He is going to be
15 remote.
16 CHAIRMAN BURROW: Oh, that's remote?
17 MS. GARNER: He decided not to travel
18 from --
19 MR. FLECHTER: Here I am.
20 MS. GARNER: -- Michigan today.
21 MR. FLECHTER: Right. Today was
22 probably a good day not to travel from Northern
23 Michigan, that's for sure.

MS. GARNER: Aidan says --

MR. FLECHTER: It's cold and wintry. Do you have my audio on?

MS. GARNER: It is. We can hear you just fine. Thank you.

MR. FLECHTER: Great. Can we get going?

MS. GARNER: Yeah.

MR. FLECHTER: Okay.

MS. GARNER: Well, I guess I can introduce you real quick a little bit.

MR. FLECHTER: Okay.

MS. GARNER: During the last opportunity we had to look at our -- Bruce, you just mentioned that 15 million dollars in our fund sitting there. We're looking at opportunities to spend that down. We talked about whether we wanted to do studies, whether we wanted to look at other opportunities or research, and we also talked about maybe looking at some sort of recycling accelerator option.

And so, I've talked to Matt off and on about NextCycle in Michigan. NextCycle has

1 actually been in several other states as well,
2 and the Board expressed interest in learning a
3 little bit more about the program and get some
4 ideas on how we might be able to do something
5 here like that in Indiana.
6 So, I asked Matt. He graciously accepted
7 to provide a little bit of overview of their
8 program in Michigan. So, Matt Flechter, he's
9 kind of my counterpart there in Michigan, and I
10 am happy to have him here.
11 Thanks, Matt.
12 MR. FLECHTER: Yeah, for sure. I
13 don't know if you can see my camera. I had to --
14 I just turned off my screen for a second. I was
15 getting organized here. Congratulations. My
16 gosh.
17 MS. GARNER: Thank you.
18 MR. FLECHTER: It's -- that was a
19 surprise to me. It's been good growing old with
20 you, Deanna. It's nice to have such a good
21 partner.
22 I'm going to walk through some slides as
23 soon as I can get them figured out so you don't

1 see my -- so you see the right screen sharing;
2 right? But I really appreciate the opportunity
3 to come and talk to you. It looks like that's
4 going to work, isn't it?
5 MS. GARNER: Uh-huh.
6 MR. FLECHTER: Let's see if I can do
7 this. One second here. Do you -- can you give
8 me a thumbs up if we are -- if we are --
9 MS. GARNER: The presentation looks
10 good --
11 MR. FLECHTER: You're looking at --
12 MS. GARNER: -- on our end.
13 MR. FLECHTER: -- the correct lens?
14 MS. GARNER: Yeah.
15 MR. FLECHTER: Okay. Just one second
16 here. Just one second, let me get you out of
17 here. Thank you for your patience as I gather
18 this up. Let's see if we can drag this one over
19 and -- one second. Deanna, fill some time here
20 while I figure out why this isn't working, and
21 I'll get it going here.
22 MS. WEGER: He's asked you --
23 MS. GARNER: Oh, no. I'm not doing a

1 song and dance.
2 MR. FLECHTER: No slide is there;
3 right, right now?
4 MS. GARNER: It was, the very first
5 slide, your -- with your picture and the
6 introduction of NextCycle. That's what we were
7 able to see.
8 MR. FLECHTER: Okay.
9 MS. WEGER: But we don't see anything
10 now.
11 MS. GARNER: But -- yeah, it's back
12 to you.
13 MR. FLECHTER: Okay.
14 MS. GARNER: I think you stopped
15 screen sharing.
16 MR. FLECHTER: We'll just do it and
17 just -- let's see if we do this. Let's try this
18 now.
19 MS. HACKMAN: There you go.
20 MS. GARNER: Okay. It looks good.
21 MR. FLECHTER: There. Where is that
22 one? Does that -- is there a rainbow picture?
23 MS. GARNER: There is --

MS. WEGER: Yes.

MS. GARNER: -- a rainbow picture, yes.

MR. FLECHTER: Yay. Okay. I can fill the time now. I'm going to walk through -- you gave me about 20 minutes; is that right --

MS. GARNER: Yes.

MR. FLECHTER: -- or do you want me to cut it short?

MS. GARNER: Twenty minutes is fine.

MR. FLECHTER: Perfect.

So, what I'm planning to cover, Deanna gave me some - three -- three good questions: What is the NextCycle model? What resources and commitments were needed to launch the NextCycle program in Michigan? And any best management practices that I could recommend. Three great questions, and we'll run through that real fast.

I am Matt Flechter. I live in Northern Michigan. For the past 25 years, I've worked to make sure those materials that businesses put on their loading docks or residents put on their curb find their way into new products made here

in Michigan.

I work at that perfect intersection that all of you do, that intersection of environment and economy. We can both tell the story of how the work that we do creates jobs, it protects the environment, and it's something that anyone can do.

And I know that you do this work, and I've really enjoyed seeing the work and how you -- how your program has evolved, what projects you have invested in, and I'm going to tell the quick story of how we got to where we are in NextCycle Michigan.

But first, a little about recycling and organics in Michigan. We have a long history, just like you do in Indiana, of environmental protection and manufacturing. We deploy about $15 million dollars a year directly to businesses and communities through grants.

Our short story is we have the Governor's Recycling Council, similar to what your organization is there, your Market Development Council, and every group.

1 And the work -- you know, you advise the
2 Department, just like our Council advises the
3 Department, and it's a media funding mechanism.
4 We need -- we need ways to invest, we need an
5 education campaign, we need to grow our
6 infrastructure, and we need good policies and at
7 the local and state level.
8 So, that's what our Governor's Recycling
9 Council recommended. Part of that was recycling
10 market development. In the early days, back
11 in 2015, we were designing what was called
12 Recycle by Design. It's a business accelerator,
13 incubator, just like NextCycle Michigan is that
14 I'll talk to you about in a second.
15 And we were do -- we primarily at that
16 point didn't have funding. We had a total
17 investment of about $250,000 to do the entire
18 recycling program back in those days. We did not
19 have funding. We did not have staff. We had me.
20 And we worked to do fundraising, worked with
21 businesses to identify how they could invest in
22 the recycling market work that we were doing.
23 But then the Flint water crisis happened.

1 All hands on deck related to environmental
2 protection, and the work that we were doing on
3 recycling market development really took a pause.
4 I spent a lot of time in Flint working on the
5 recycling program there.
6 And at that point the organizations that
7 we had engaged, and resource recycling systems in
8 particular, took the concept of NextCycle
9 Michigan and took it to Colorado, and they
10 launched a small program there, and it was wildly
11 successful. My counterpart -- our counterparts,
12 Deanna, in Colorado were really pleased with
13 connecting the economy and the environment
14 through building that ecosystem of recycling
15 markets.
16 In March, we did start up our work to
17 rebuild -- or to build NextCycle Michigan at that
18 point, and that was 2020. I went out to Colorado
19 March of 2020, and we all know what happened
20 there. So, this has been a ten-year journey to
21 get to this phase. We launched in 2020, and now
22 have had almost -- coming up on our 200th team
23 that we've incubated and supported, and then

1 ultimately funded in some way through grants.
2 But we used data to guide those opportunities.
3 The first thing that we did, and part of
4 one of my recommendations, as Deanna asked for
5 recommendations, is really work hard to start
6 with a base level of data, invest in it, do the
7 things that all of those states that are looking
8 at and extend producer responsibility, including
9 Michigan, did first, which is look at the data.
10 Identify what that -- do an opportunity
11 analysis if you want to call it, or gap analysis,
12 looking at how much -- where material is flowing,
13 what is your current access, what is your policy
14 landscape at the local level, what's happening
15 particularly with organics, thinking about your
16 processing infrastructure, your end markets,
17 gather the data, do the analysis, stand on a firm
18 footing there.
19 We know that Michigan's recycling rate is
20 currently 25 percent. We're going up at about
21 one -- one to one and a half percent a year since
22 the beginning of our initiative. We have a goal
23 of 30 percent recycling by 2029, and by all

1 accounts, we are going to make it.
2 That is a municipal solid waste recycling
3 rate, so it includes residential and commercial
4 material. We know how much is disposed and we
5 know how much is recoverable because of our gap
6 analysis. And we also know what the potential
7 economic output is for that investment that is
8 being made by businesses and communities to grow
9 our circular economy, and that's 33 billion
10 dollars of potential economic output. And what
11 that means is we are -- you know, we're on par
12 with tourism in our industry -- or in our state.
13 So, it's a big industry.
14 So, NextCycle Michigan. What is it? Why
15 do we have it? What are we doing with it? The
16 NextCycle -- NextCycle Michigan and an
17 accelerator. These are business accelerators,
18 and they're accelerators in all types of sectors.
19 This is the first, as we know it, at the scale
20 that NextCycle Michigan is taking it, to be
21 solely focused on circular economy.
22 We have a partnership that works, so one
23 of the things we've recognized was we needed to

1 have a place, because we were doing that
2 original -- early on, I call it fundraising, but
3 it was really just getting financial support to
4 invest in the teams so that we could direct -- if
5 you have a problem and you would need a solution,
6 you could connect that and make sure that it
7 is -- it is funded by philanthropic, by private
8 business, as well as local governments.
9 We knew -- on that point, we knew that we,
10 Michigan, was not going to be able to build a
11 complete circular economy on the backs of
12 government. It wasn't going to happen solely
13 through investment at the government level. Of
14 course, that is a very important part of it, but
15 it also needs private industry to see the benefit
16 and see the benefit of those materials coming
17 back into their recycling and manufacturing
18 ecosystem.
19 And as far as the accelerator platform
20 goes, we knew that there were good ideas in
21 Michigan and not in Michigan, so we used it as an
22 attraction play, so we attract businesses from
23 around the country who are thinking, "I want to

1 start up a circular economy business. I've got a
2 robotics business," or "I've got a packaging
3 reuse opportunity, or an organics collection and
4 processing opportunity." So, we use that to
5 attract businesses, get them set up here,
6 supported, and ultimately grow our end markets.
7 The important part of this slide is that
8 it is a partnership, another key recommendation.
9 Think about your major players that are already
10 in this pla -- space and bring them in early. Do
11 not compete with the existing work that's being
12 done. And that is why we have, particularly,
13 Centrepolis Accelerator, which is a university
14 that was in this space, the clean tech and
15 circular economy space. They're doing work
16 already in that.
17 And also the state recycling organization,
18 the Michigan Recycling Coalition. Invite those
19 people to the table as you're designing this.
20 They will be -- they will be able to attract,
21 because they're probably already trusted. Those
22 people in that ecosystem, bring them to the
23 table, listen to them, and allow them to build

1 this with you.
2 So, our partnership, we fund it. RRS is
3 the people doing the majority of the work, our
4 advisors are MRC and Centrepolis Accelerator, and
5 they also are supportive financially with their
6 time, to do the work, to set up the events, and
7 do the technical assistance that's needed.
8 So, the way that I see NextCycle Michigan
9 is it was -- it enabled us to multiply our staff,
10 do more work, be more places, and get more
11 outcomes. It has accelerator tracks, it has data
12 mentoring, we focus on public-private
13 partnerships and attracting private funding.
14 We focus on equity, circular economy,
15 words that I've already mentioned, but we also
16 connect to energy and climate, making sure that
17 we're -- we're talking not only about the
18 circular economy ecosystem of those materials,
19 the -- the green energy economy, but also seeing
20 those direct benefits to greenhouse gas reduction
21 by having a circular economy.
22 We have impact all across the state. As I
23 mentioned we're coming up on 200 teams that we

support, and here are some examples to give to show you that we are working in the public sector and private sector space, we're working in the organic space, we're working in food rescue, and we're working in energy, the energy sector as well.

Here's an example of our teams. We have -- this is just our current cohort that we've just announced. This is a fresh slide. We just had our kickoff meeting this week. The recycling technologies and organic solutions tracks, we have six different tracks that we're working through to attract teams specifically, whether they're private-sector or public-sector led, or if they're focused on organics.

And this latest recycling technologies track was surprising to me when we did our selection in that we're starting, I think -- let's see. What is that; one, two, three -- it's at eight. Seven -- I think seven of the eight teams, if I remember right, are from out of state, which I think is saying something, that we've gotten to the point that we are attracting

1 businesses and supporting them to set up shop.
2 They're required to have their investments
3 in Michigan, to put dollars directly into
4 Michigan, have a location in Michigan. You
5 can't -- you can't just take the money and stay
6 outside of Michigan. It has to be spent, the
7 project dollars -- oh, and the technical
8 assistance -- has to be spent in Michigan -- or
9 implemented in Michigan.
10 So, here's an example of the teams.
11 Kerrin O'Brien's with the Michigan Recycling
12 Coalition. There's me up in the corner. We've
13 got a bunch of really smart technical assistance
14 providers, coaches as we call them, experts, and
15 Elisa Seltzer is the program lead, with Keira
16 Higgins doing the majority -- or not the
17 majority; Elisa works really hard, too, but we've
18 got a great team.
19 Let's see. Program Schedule. This is an
20 example of how the process works. It's a
21 six-month track, and we had to kick it off with a
22 two-day what we call Accelerator Academy, and it
23 ends in a pitch and a showcase where we are --

1 where we are attracting investors just like any
2 other shark-tank-like pitch session, where
3 they're sitting there learning about what those
4 projects are.
5 And here's the big thing for me, is what
6 we were realizing is when we put out our market
7 development grants early on, when we first got
8 our money, before we were launching, this is back
9 before 2020, when we got -- in 2018 we got Renew
10 Michigan funds of about 15 million dollars a
11 year, we designed a grant program.
12 And we were recognizing that the people
13 that were getting the grants were the people that
14 already didn't actually need the grants. The
15 people that were being selected were those that
16 prob -- the projects were more likely to already
17 go forward, but the reason our selection process
18 was favoring those projects is because people
19 kind of had their story down, they had their
20 pitch, they had their partners. They were a safe
21 bet; right? And that's what we want to do with
22 our state dollars is we want to have safe bets,
23 safe investments. We don't like risk in

1 government.
2 So, what we did with NextCycle Michigan, I
3 believe the strongest, most important part of
4 NextCycle Michigan, is we've got our teams
5 getting organized, getting that technical
6 support, figuring out what direction they want to
7 go, finding those partnerships, and then getting
8 ready for grant making, for our investments.
9 And so, we've got this constant pipeline
10 of new projects that are growing, and we do that
11 through the Accelerator Academy, and they
12 practice pitch prep that we give, the technical
13 assistance that is provided, not only on how to
14 design your recycling program, but how to tell
15 your story.
16 Then we do a showcase, as I mentioned.
17 And that showcase, it's one day, it's a couple of
18 hours. We pay -- we pay for, you know, some
19 hors d'oeuvres, and it's a good networking
20 opportunity.
21 Types of consulting, coaching support that
22 we have, and it runs the gamut from financial,
23 looking up at 02, to storytelling, as I

1 mentioned, to down -- to technical, like "How do
2 I build the thing?" So, it depends on the
3 project, but we tailor it specific to the team.
4 We also bring in matchmaking support and
5 partner dollars, like I mentioned, and we're able
6 to connect end markets with a solution, and
7 that's -- most recently we worked with our
8 energy -- our major energy utility, to -- to
9 allow a place for them to move best and provide a
10 prize for a wood waste or windmill blade team to
11 be supported and then ultimately pitch and decide
12 if they wanted to invest in that, but getting
13 that team ready, attracting those teams, and
14 finding a solution that they're challenged by.
15 So, recap of recommendations. I think I
16 covered what the NextCycle model is. We -- the
17 resources and commitments, I think that the best
18 thing for me to do for you would be to, you know,
19 get you our contract, get you what the spend is,
20 and so, if you're interested in going that
21 direction, you could actually see the actual
22 contract, what the expense is, and you can design
23 it for yourself.

1 As far as best management practices go, I
2 think one of -- the best thing that I can say is:
3 Scale it for what's right for you. We were able
4 to launch into something a lot bigger than I
5 think any other state could, because we were
6 right in position to invest a large portion of
7 that 15 million dollars directly into this
8 ecosystem development.
9 We chose to move a large amount of our
10 funds that were received by the legislature into
11 developing the system rather than going into
12 specific projects. That said, we also had enough
13 money to spend on direct projects to communities.
14 We do cart grants, we do education campaigns, we
15 do specific -- we spend about three million
16 dollars in it specifically to the market
17 development projects that come through this --
18 this team.
19 And also, by the way, we set it up so you
20 don't have to be a selected team to access the
21 market development or infrastructure dollars. It
22 just helps, because you've got a good -- the
23 teams have a good background and they can put

1 together a good pitch.
2 So, scale it. I already mentioned build
3 your partners first, and base it all on data.
4 So, that's -- that's what our success looks like.
5 I'm really pleased with the work of the team, how
6 we've built this. I think we've got -- we just
7 re-upped it for another five years.
8 So, we are currently working in -- we
9 received a smart grant through DOE on batteries
10 for a battery -- for developing a battery -- a
11 consumer primarily rechargeable battery
12 ecosystem. And so, we are taking this tool and
13 we are building out a track specifically on
14 battery recycling. So, that's an example of how
15 this evolves.
16 But what does success look like? It looks
17 like strong impact to communities, filling those
18 gaps that we found in the gap analysis,
19 attracting investment, increasing infrastructure
20 in markets, and growing that robust circular
21 economy in Michigan.
22 So, there we go, 20 minutes. I think we
23 almost hit it; right? But I can answer any

1 questions you have.
2 CHAIRMAN BURROW: Any questions from
3 Board members?
4 MS. WEGER: I have a lot of
5 questions.
6 MS. GARNER: Go ahead.
7 CHAIRMAN BURROW: Go right ahead,
8 Kelly?
9 MS. WEGER: I was starting to write
10 so I don't forget them.
11 Thank you for the presentation. This is
12 really intriguing to me. My first question is:
13 What -- what are the qualifications for somebody
14 to get into the Incubator Academy?
15 MR. FLECHTER: Deanna?
16 Okay. So, we do an application process.
17 One of the things that we recognized early on
18 that you recognize, and in fact, I think I talked
19 to Deanna and others, is how you -- what your
20 role is as far as reviewing and attrac -- I mean
21 what -- attracting new teams.
22 But it's an application process. So, as
23 far as specific qualifications, you have to have

1 a good idea to move material into the circular
2 economy in Michigan. We look at that pretty
3 broadly. Let's see. Probably -- well, we think
4 about waste prevention and waste reduction
5 activities as well as recycling. We think about
6 that as a total ecosystem of making sure we're
7 reducing the amount generated -- amount of waste
8 generated and disposed.
9 And so, the qualifications are pretty --
10 pretty broad. I mean come with a good idea, and
11 we're going to help you -- help you incubate it.
12 We're going to help you grow it.
13 MS. WEGER: And do you know what --
14 of the people that come into the Incubator
15 program, what percentage of them end up getting
16 private funding?
17 MR. FLECHTER: What per -- I don't
18 know, but I could make some pretty good guesses
19 that the ones that make it all of the way through
20 and are still -- they decided that their team is
21 still moving, they're all getting some level of
22 investment.
23 So, out of the 200 teams, we do -- to

speak definitely candidly with this group, we do have teams that come in and like they say, "No, this is not for me. I thought I had a good idea. I'm going to go in a completely different direction." It's pretty rare.

What's more common, and almost probably more common than the alternative, is they come into the Incubator, they realize they didn't know something about the ecosystem, they didn't know who else was there, and they match up and find these partners to grow their idea with somebody there, and that ultimately changes the direction.

So, somebody may be thinking, "I really want to get into reuse," and then they realize that the product that they're buying, there's no -- the type of reusable food service packaging or something, there's no -- that it's not recyclable, so they want to design a reusable recycle -- I'm sorry -- a recyclable food service packaging, for example.

So, they realize something and they go in a different direction, and then that opens up new doors. Because they're in this ecosystem,

1 they're able to connect with additional partners
2 and funding.
3 So, I think I'm going to go back to our
4 RRS team and ask them specifically if we have any
5 data, because we survey them and they all -- we
6 do these networking meetings where we bring
7 everybody in to keep that momentum going.
8 So, we'll -- at the showcases, we invite
9 all of the previous teams, and it's so fun to see
10 them show up and still hustling, still trying to
11 get and find those partners and that additional
12 funding. So, there's -- but I think we can ask
13 them that. It's an excellent question.
14 MS. WEGER: And then does the -- so,
15 does the state pay for everything related to the
16 Incubator program, and then at the end, the hope
17 is you're sort of passing them off to get private
18 funding to take to their next level?
19 MR. FLECHTER: Well, the first part
20 is absolutely yes, we are funding through a
21 contract that we put out for bid back in 2019 --
22 2020, I think it was -- 2019. That was before I
23 went out to Colorado. We did a bid -- a

1 selection process to find contractors.
2 Ultimately that's how we got these additional
3 partners built into it that I mentioned.
4 And then our hope has always been, and
5 through the design, was that we would be a
6 smaller partner, funding partner, with those, but
7 I think what's happening is we are still real --
8 the teams are very dependent on the grant
9 funding. We just have lower-risk grants.
10 So, I think it's kind of -- we've got a
11 win there, even though we're still spending more
12 money than I would like to ultimately spend on
13 those grant programs. I mean if I had a magic
14 wand, we'd do an incubator, we'd send them out to
15 the world, and then we'd have the -- you know,
16 all of the shark tank investor types paying for
17 their -- their project.
18 But they're still -- they're still coming
19 in and looking for state grant funds. So, it's a
20 both, I would say, right now, based on our
21 investments, the direct investments. There's no
22 way we would be able to get, with the amount of
23 money that we have, the total amount of

1 investment that those teams are putting into the
2 state.
3 We're seeing these multiplier effects from
4 these teams, where they're getting their idea
5 incubated, and then we're -- we've got all of
6 the -- you know, we've got a great ecosystem in
7 Michigan for economic development, so we've got
8 the local economic development teams identifying
9 additional funding, we definitely have a lot --
10 getting federal funding in recent years.
11 But I think it's a -- the answer to your
12 question is: It's creating places where we can
13 all invest, and that's -- that's one of its --
14 that's one of its benefits is we've got those
15 teams that people can invest in and get them --
16 get them ready.
17 MS. WEGER: And I know you said the
18 Michigan program is bigger, so maybe this is a
19 question more so for some of the other states,
20 but like what -- what is the cost of running this
21 Incubator program? You mentioned you have a
22 contractor that --
23 MR. FLECHTER: Yeah.

1 MS. WEGER: -- facilitates it, and
2 it's like a six-month program?
3 MR. FLECHTER: Yeah. I mean I think
4 what -- I think overall, you have -- well, we had
5 to spend about 1.5 million a year on -- since its
6 beginning of -- on all of the administrative
7 functions of the technical assistance, the paying
8 for the hors d'oeuvres at the events, I mean just
9 all in.
10 We also give equity develop -- equity was
11 a major component of our -- of how we designed
12 this. We wanted to open the door to -- to all
13 recycling businesses or ideas, and so, one of the
14 things that we did is we would consciously look
15 at ensuring that there was travel expenses and
16 hotel expenses so that we weren't selecting teams
17 that didn't have the abil -- so they had the
18 ability to get reimbursed for that, so that's
19 another expense.
20 You know, if you -- we scaled it, and
21 we've got multiple tracks going at once. We
22 just -- we've seen -- we've seen the benefits of
23 it, we've seen what -- the outcomes.

1 And I'll tell you this, one more
2 recommendation: Don't -- make sure you're
3 constantly doing what I'm doing right here. Tell
4 the story about what's being accomplished so that
5 when the legislature says, "We're doing what with
6 what?" you're able to have specific projects that
7 you can point to that were incubated through
8 the -- through the project, through the contract.
9 So, yeah, that's -- that's how we're working.
10 MS. WEGER: Okay. And I have one
11 more question. So, we've definitely had
12 applications where it was a great idea, they just
13 weren't ready to pitch, and I think this is a
14 very awesome program for that reason. What --
15 because you probably are getting all kinds of
16 different applicants and there might be a lot of
17 things that they don't know that --
18 MR. FLECHTER: Yeah.
19 MS. WEGER: -- they don't know,
20 what --
21 MR. FLECHTER: Yeah.
22 MS. WEGER: -- have been some of the
23 biggest lessons learned and -- for the applicants

1 that --
2 MR. FLECHTER: Okay. So, one of the
3 things that I was most surprised with was when we
4 would interview people at the end about what
5 their biggest benefit was -- I mean the ending,
6 like they were -- already gotten -- they'd found
7 a market. These were -- since we've got so many
8 years, almost everybody first started with the
9 networking, technical assistance, and the -- the
10 just sitting down and focusing on what story they
11 were trying to tell and organizing these budding
12 businesses.
13 Everybody pointed to that, it seemed like.
14 I actually thought everybody was going to be
15 like, "Yeah, because of this, I was able to get
16 this funding investment," or "I was able to find
17 this funding partner," or "I was able to get a
18 grant." That's what I thought people were going
19 to say. And it was eye opening to me, because I
20 come from the recycling science side of things.
21 I didn't come from economic development, that
22 it's not the money that makes the dig difference.
23 And so, that kind of changed my mindset

about what we're doing at the state, that it's not -- it's not -- it's not always money that unlocks additional capital, it's knowledge, partnerships, technical assistance, it's telling their good -- their story that unlocks that, it's getting in the right room with the right people with the good -- with the best idea that they can.

And so, that's one of my biggest takeaways is that the investment that we're making in these teams is helping them -- helping them build their business, which is exactly what a good marketing development program should be doing. It shouldn't be what the -- one of my main goals was to get it so we could have de -- derisk our funds, which I think is also really important.

But it's not going to get us to the ultimate goal, because, as I mentioned, we can't do this on the backs of government. We don't have enough money to grow the billion dollars that are going to be invested in the circular economy in our states in the coming years, so we have to create strong businesses that can thrive

1 and go out and tell their story and attract those
2 funds on their own.
3 MS. WEGER: Thank you so much.
4 MR. FLECHTER: Yeah. You're welcome.
5 CHAIRMAN BURROW: Any other
6 questions?
7 (No response.)
8 CHAIRMAN BURROW: Well, Matt, thank
9 you. That's a -- it's a wonderful story, and
10 congratulations on your accomplishments. It's
11 fairly exciting. It kind of gears us up.
12 MR. FLECHTER: Yeah. Thank you.
13 CHAIRMAN BURROW: It makes us feel
14 like we're not doing very well.
15 MS. GARNER: Yeah.
16 MR. FLECHTER: Let me get -- make
17 sure you have my contact information, or send it
18 out to the group, if you could, Deanna.
19 MS. GARNER: I definitely will, yeah.
20 MR. FLECHTER: And also, send -- I
21 want to talk to you --
22 MS. GARNER: Yeah, we'll touch base.
23 MR. FLECHTER: -- about this. I mean

1 you have a new job, and I want to hear how you're
2 going.
3 MS. GARNER: Thanks, Matt, for
4 sharing that story. I always -- it's inspiring.
5 You know, we've been counterparts with Michigan
6 for a long time, and when you've got this kind of
7 influx of support and money from the Governor's
8 Office, it's been exciting to see the progress,
9 but amazing progress you guys have made in really
10 a few short years.
11 MR. FLECHTER: Yeah. I'm pretty
12 happy with it, and I think that -- I've been
13 really impressed with the work that -- you know,
14 that you've been doing in Indiana. I think that
15 the fact -- okay. Let me just tell you: I'm
16 jealous. I don't have a Governor or an Advisory
17 Council anymore like what you have.
18 MS. GARNER: Uh-huh.
19 MR. FLECHTER: I was so, frankly,
20 envious. I know it might be -- maybe some of the
21 staff in the room aren't, but the fact that you
22 had your financial manager stand up there and
23 show, "This is where we're at, this is where

1 we're going," that clarity, I mean that is
2 something you should all be really proud of and
3 hold onto.
4 Don't let that -- don't let this Board go,
5 because ultimately it creates dialogue and
6 accountability, and I really want that back in
7 Michigan. I think we had that, and it was --
8 it's what got us to the phase that we are now,
9 because you've got champions, like all of you in
10 the room, for this industry.
11 And so, keep going, don't let the Board
12 go, and keep -- keep telling your story of
13 where -- what you're investing the money in and
14 showing that level of accountability so maybe you
15 can bump that number up.
16 MS. GARNER: Fingers crossed.
17 Thanks, Matt.
18 MR. FLECHTER: Yeah. Thank you. I'm
19 going to leave now. Feel free to reach out. All
20 right. Bye.
21 MS. GARNER: Bye.
22 CHAIRMAN BURROW: All right. Who's
23 going to follow up that success story?

(Laughter.)

CHAIRMAN BURROW: Next on the agenda we have Pam Francis from -- Board President from Circular Indiana --

MS. FRANCIS: Yeah.

CHAIRMAN BURROW: -- is going to give us an update.

MS. FRANCIS: Yes.

MS. GARNER: I think this is a great, actually, segue, because Matt was just talking about building partners --

MS. FRANCIS: Yes.

MS. GARNER: -- and their work with the Michigan Recycling Coalition. So, Circular Indiana is our counterpart here, and --

MS. FRANCIS: Yeah.

MS. GARNER: -- so, we're excited to hear what you guys have been working on.

MS. FRANCIS: We're going to miss you.

MS. GARNER: Oh, thank you.

MS. FRANCIS: We're going to have to find a new contact to work with.

1 MS. GARNER: Yeah.
2 MS. FRANCIS: Just as a side note,
3 there is a company here in Indianapolis called
4 Elevate. I don't know if you know them, but they
5 do that, but they do it with state dollars, and
6 the requirement is that they have to sell the
7 entity. So, the investors require that that
8 entity be sold, so that's the only caveat, but it
9 might be a good contact if you want me to connect
10 anybody to see how those things get set up and
11 work and so forth.
12 So, I'm with Circular Indiana. I'm the
13 current Board President. My name's Pam Francis,
14 for those of you who I don't know, and we just
15 thought we would come and give you an update on
16 what it is that we are working on.
17 We have not had our strategic planning
18 session yet this year, but I thought I would
19 share what is on kind of our starting agenda for
20 that session. And I did send you a slide. I
21 don't know if you can look it up, but -- I don't
22 know if anybody can even read it, but I've got it
23 here as well.

1 So, there's a few things that we are
2 focused on. Primarily, Circular Indiana focuses
3 on education, and we do that through lots of
4 formats, but one primary avenue is with
5 collaborating with other stakeholders to educate.
6 We do not have a staff. We are about 12 Board
7 members who are all volunteers, and we have very
8 little money. So, it limits what we can do, but
9 surprisingly, we can do a lot without much money,
10 so, you know, we are in a fortunate situation on
11 that note.
12 The first thing that we have on our kind
13 of planning session agenda is the conference.
14 So, we've held an annual conference for the last
15 several years. It has gotten really good
16 feedback. People seem to really enjoy the
17 content.
18 This past year -- and I should point out
19 that we've been gifted the space that we use. We
20 have been at the Government Center. IDEM has
21 helped coordinate that for us, which is a really
22 great gift, because we don't have the money to
23 pay for the space. So, we wouldn't have been

able to have our conference if it hadn't been for IDEM.

But this past year we've focused on Extended Producer Responsibility, and specifically around batteries, and we got a lot of good feedback on that. It started a ball rolling with a couple of legislators to write a bill that would define parameters around the proper collection and recycling of batteries in the State of Indiana, which is really critical, and I'm sure you all know this, but because of mostly the safety hazards, but also it sets the framework for future projects, too.

And that bill actually was heard yesterday in the House Committee, and it passed, so it will now be read on the House Floor and then go to the Senate. There are still some things in that bill that we need to work on, but we think it's the significant step in the right direction. So, we did -- we talked about EPR this year.

Last year it was kind of a higher level education around the benefits of collection of material and putting those materials back into

1 use, again, trying to educate our community and
2 just taking it from that basic level. And now
3 we're talking a little more specifics with EPR
4 and so forth. I think that's one of the most
5 significant avenues we have right now to educate
6 our community, so we're planning on doing that
7 again this year.
8 It's going to be in the fall. We don't
9 know when, but we are thinking about topics, if
10 anybody has any input on that, of what we should
11 focus on. It has been suggested that we focus on
12 education specifically, like what works, what
13 doesn't work, how do we -- how do we connect with
14 our communities and the various stakeholders in a
15 meaningful way that we can really advance the
16 knowledge level in Indiana.
17 The second bullet on our program list is
18 around education and advocacy for EPR, so I
19 talked about that a little bit. We want to
20 create more concrete programatic structure around
21 education. Right now it's kind of like the
22 conference, and what we do on social media, and
23 who we collaborate with, but there -- but we want

1 to make that more structured so that we can
2 accomplish more in that space.
3 Moving on, outward reach in organizational
4 networking. This has several things underneath
5 it. I'll say, to begin with, that we have, in
6 the past, spent a significant amount of time at
7 community events, like we've gone -- the Pacers
8 does an event for kind of science-related things
9 or celebrates science with the American Chemical
10 Society, where you go and you educate kids and
11 families as they walk around and so forth.
12 We struggle just to be super transparent
13 with resources, with people, to volunteer for
14 those days, so we have gotten ourselves into a
15 situation where we've said, "Yeah, we'll do that
16 thing," and then we struggle to find the people
17 to do that thing. So, we are just kind of
18 pulling back a small amount on that until we find
19 more volunteers and resources to help us with
20 that, this year at least.
21 But beyond that, we have been working with
22 the Purdue Sustainability Engineering School and
23 their senior students. Every year they have a

1 project, like a design project that they can work
2 on with either organizations or nonprofits.
3 Last year, we worked with a senior -- the
4 senior class on what we called a circularity hub,
5 and it was this idea that we could create a space
6 in Indianapolis that would be focused on
7 education and maybe be a space for collaborating
8 with legislators or community members or even
9 teachers and do some training-type things.
10 That class was tasked with, you know, what
11 does that look like? Is it virtual? Is it
12 physical? Is it permanent? Is it a building?
13 Do we have a mobile-type scenario that we can
14 move around the state? You know, what is the
15 best way for us to advance that education with
16 the circularity hub.
17 So, they did a phenomenal job. We had the
18 outputs of their research, which essentially said
19 that we should focus on an on-line presence
20 coupled with some periodic community physical
21 activities, but not to yet purchase the building
22 type thing, so we're not getting deep into that.
23 So, Ken and I -- Ken's my -- another Board

member who's here with me today. We've been working with our Board to kind of define what that really should look like and when that should be launched.

And then this year, we've been working with this senior class on battery collection. So, Purdue is planning to do a couple of collections this spring, in collaboration with Cirba, who is a Heritage Group organization that collects batteries and recycles them. And we will launch some education on Purdue's campus. Our hope is that we can define a structure that works, and then roll it out to other universities.

So, we're working with those students, and I think that's -- you know, for us, like I say, that's an easy way for us to access resources, because we don't have the money to hire people, and we're limited in terms of our Board members. So, accessing universities has been a success story for us thus far.

And then the fourth item is around organic waste. This past year, we got a grant from Honda

1 to educate the City of Greensburg on composting.
2 That's where Honda has their plant, and so, they
3 asked us to conduct three events. One was to go
4 into Honda and educate their employees, one was
5 to address the high school in Greensburg and
6 educate the high school students, and then the
7 third was to address the community.
8 And so, we did. The first two were kind
9 of in-person discussions and presentation-type
10 thing. The community, we actually worked with
11 other stakeholders in Greensburg, along with
12 Honda, to build a community garden, compost
13 garden.
14 And so, the community members -- there was
15 about fifty, seventy-five people that
16 participated at first. They got composting bins
17 that they took home and put on their countertops,
18 and then they would bring that compost to this
19 garden, contribute it to the compost pile. They
20 would also bring yard waste and things like that,
21 which Ken built by hand, he built these bins.
22 And then that is, you know, turned and
23 tilled by volunteers, and then it's put into a

1 garden when it's ready to be soil, and they grow
2 fruits and vegetables there, of which the
3 community can come and access.
4 So, this is still -- I mean we've only
5 been what, six months at this since it was built,
6 but it has gotten a lot of attention, and it's
7 been a really cool project that we were excited
8 to be able to be part of. And so, we still have
9 part of that funding from Honda to spend, and so,
10 now we're in conversation with them about what
11 else can we do to advance that education in
12 Greensburg, but we would like to identify other
13 topics and -- or not topics -- we would like to
14 identify other opportunities or other areas of
15 the state that we can do similar things to
16 educate around composting, because I think there
17 is a big education gap there.
18 Yeah.
19 MR. MILLER: I would just like to add
20 that one of the things we do is pivot the way we
21 thought about education on composting. You know,
22 normally it's a classroom kind of format and
23 people get vaccinated on composting and it

1 doesn't always stick. And so, what we thought
2 was, "Let's do something that can be education in
3 the field."
4 So, we built this -- these composting
5 bins, but it also has a lot of education
6 materials associated with the bins, so they can
7 actually do in-the-field sort of teaching about
8 how to compost. Steps are set up, the green and
9 the brown and all of those good things, but --
10 and what not to put in there. But it was the
11 notion of doing in-the-field sort of education as
12 opposed to classroom education.
13 Now, obviously that's a local thing, you
14 have to do that on a local level, but it was --
15 honestly, I think we -- in the end, we're hoping
16 it's going to be a more effective way to engage
17 people because they can see how it works, you
18 know.
19 MS. FRANCIS: Exactly, yeah.
20 So, those are the four main things on our
21 list. This is just a slide from our Board
22 meeting. The strategic items might not really
23 apply here, but we are going to be working on our

1 Web site. There's a lot of room to improve there
2 in terms of education, and then trying to grow
3 our volunteer base so that we have more resources
4 to pull from when we're invited to do things like
5 the science fairs and that type of thing, Earth
6 Day events.
7 So, that's kind of what's on our docket.
8 I mean we -- you know, like I say, we struggle
9 with resources. We would like to build stronger
10 connection to IDEM and work together on things.
11 Sometimes we are working on something and we fear
12 there's maybe a project that's similar somewhere
13 else, and it feels like it would be better if we
14 could all work together and collaborate as one
15 unit, so we are certainly open to that at any and
16 all times.
17 We are very open to ideas. None of us
18 pretend to be the know-all-be-all's; like we are
19 just trying to build a stronger circular economy
20 and educate our state and our legislators on that
21 point. So, we are very happy to be here, happy
22 to be invited, and hopefully we can continue
23 talking about what's needed and how we can help.

1 Does anybody have any questions or
2 feedback or comments?
3 MR. MILLER: And just one other
4 point, Pam. I didn't mention this. We're
5 working with the Purdue Extension Office --
6 MS. FRANCIS: Uh-huh.
7 MR. MILLER: -- too, and they want
8 us -- it's particularly the education part of
9 Purdue Extension, and they have a small committee
10 on circularity, but we're trying to establish
11 them as one of our collaborators to bring the
12 message out more broadly in the state, because
13 historically, one of our issues has been, "How do
14 you get out of the Indianapolis hub?" You get
15 out and influence the state. And so, we're
16 hoping that that connection with Indiana's Purdue
17 Extension Office is going to help us make that,
18 and they seem very interested in doing that.
19 MS. FRANCIS: Uh-huh.
20 MR. MILLER: And there's a group this
21 afternoon that's meeting at --
22 MS. FRANCIS: Uh-huh.
23 MR. MILLER: -- Purdue that has some

similar initiatives.

MS. FRANCIS: Uh-huh.

MR. GRATZ: So, you created these compost bins --

MS. FRANCIS: Uh-huh.

MR. GRATZ: -- that you then would take to -- was it the local high schools, or the schools, so then they would learn --

MS. FRANCIS: We didn't take the compost bins in -- so, just went into the schools and we gave a presentation, and then we collected their lunch waste. So, when the students were done with lunch, we would have them put it into a specific bin for compost if it could be composted.

And then we weighed that compost at the end and reported back with how -- what that impact was to the high school and the Honda offices. But the bins that Ken created or made are on the property of the Health Department; is that right --

MR. MILLER: Yeah.

MS. FRANCIS: -- the Greensburg

1 Health Department? So, they're permanent
2 structures. I mean you can pick them up, but
3 they're meant to be there permanently. And we
4 created signage, so "This bin is for greens, this
5 bin is for browns," the dos and the don'ts of
6 composting.
7 And so, if you wanted to bring your
8 compost from home, you would drive to the grounds
9 of the Health Department and put it into the
10 appropriate bin, and then volunteers work that.
11 And then that's where the garden is, and food
12 grows, and you can go and you can pick your
13 apples or whatnot. So, that was separate. That
14 was a community effort that we created those
15 things for.
16 CHAIRMAN BURROW: And if I may, would
17 you state your name so that we can accurately
18 reflect it in the transcript?
19 MR. MILLER: Yes. It is -- it's Ken
20 Miller.
21 CHAIRMAN BURROW: Ken Miller? Thank
22 you very much.
23 MS. HACKMAN: Are you working with

1 the Indiana Organics Council? Because a lot of
2 the things that you're doing as far as the
3 training is real similar to the projects that
4 they do.
5 MS. FRANCIS: Yeah, that's a good
6 idea.
7 MR. MILLER: Huh-uh.
8 MS. FRANCIS: No, we don't have -- I
9 don't believe we have a contact there right now.
10 MS. HACKMAN: We can get you that.
11 CHAIRMAN BURROW: Does it take any
12 type of permitting to do this in greens or --
13 MS. FRANCIS: Do they have to have a
14 permit? I mean it's their land. Did they have
15 to get a permit to put the bins down?
16 MR. MILLER: Well, we actually had a
17 conversation with IDEM about doing this, because
18 it's composting in a public space and there's
19 certain expectations there, and we got some very
20 nice help from you guys, by the way. The -- I
21 guess one of the important things of locating it
22 at an active public facility was there is some
23 oversight --

1 MS. FRANCIS: Uh-huh.
2 MR. MILLER: -- of what's going on,
3 and -- because you could obviously easily make a
4 mess. And so, anyway, that -- it seems to be
5 working out, but again, I think the long-term
6 benefit is that they have the opportunity,
7 instead of educating you in the classroom, come
8 out and educate on that site. It's right in --
9 MS. FRANCIS: Uh-huh.
10 MR. MILLER: -- downtown Greensburg,
11 and you can literally drive up to the compost
12 bins, as far away as Tom is from me.
13 MS. FRANCIS: Uh-huh.
14 MR. MILLER: It's very -- set up to
15 be very convenient.
16 MS. FRANCIS: Yeah.
17 MR. MILLER: If they ever get
18 overloaded with compost, that might be our next
19 problem.
20 (Laughter.)
21 MS. FRANCIS: That would be a good
22 problem to have.
23 Well, thanks for having us. If anybody

1 has any questions --
2 CHAIRMAN BURROW: Thank you very
3 much.
4 MS. FRANCIS: Okay.
5 CHAIRMAN BURROW: I appreciate it.
6 All right. Our next item on the agenda is
7 the City of Indianapolis, Ms. Mo McReynolds.
8 MS. GARNER: So, we have Mo. She is
9 on-line, and she did bring a team, I think, here
10 in person as well, so they can introduce
11 themselves, but just a quick introduction, that
12 as we are all well aware, the City of
13 Indianapolis is getting universal curbside
14 recycling.
15 And so I -- there are opportunities --
16 although they did not get grants funds from us,
17 there are opportunities to ask for additional
18 dollars from our fund through augmentations, so
19 they asked for a chance to present to the Board
20 their topic, and some additional funding that
21 they would like to receive. And I'll let Mo
22 or --
23 MR. STEVENSON: Yeah. Hi, everyone.

1 Daniel Stevenson. I am the Deputy Director of
2 Policy and Planning for the City of Indianapolis,
3 Department of Public Works, and then obviously we
4 have Mo here with us on-line.
5 I'm going to talk a little bit about what
6 has kind of led us to this process, where we are
7 going to be bringing the universal curbside
8 recycling, and then Mo's going to take over from
9 there.
10 Right, Mo? Still the plan? Thumbs up?
11 Okay.
12 So, this really started about five years
13 ago in the City of Indianapolis. We underwent a
14 very large waste minimization study effort.
15 Through that process, which was guided towards
16 figuring out how to bring universal curbside
17 recycling to Indianapolis and how we could be
18 diverting more waste out of landfills or other
19 types of disposal methods, what we found is that
20 by moving in that direction, based off of the
21 approximately 270,000 single-family households
22 that are served by DPW, that we would be, if we
23 went with like the lower end of the average for

other large cities similar to the City of Indianapolis in size and scale of 20 pounds, that we would get to a diversion rate from our current seven percent up to twelve percent.

If it was on the higher end of the average for those large cities, which is around 30 pounds, that we would get to approximately 18 percent of a diversion rate. To bring universal curbside recycling to Indianapolis, it's projected to cost approximately ten and half to eighteen million dollars per year, or approximately $3.17 to $5.48 per household per month.

So, when we were looking at how -- how are we going to get there, with budget constraints, things of that nature? We knew we had an opportunity with our solid waste contracts that were going be up for procurement for the first time -- and gosh, I want to say it was about -- almost 40 years since those contracts have been renegotiated -- to hopefully find good partners, get good rates, and get us some cost savings to cover that cost gap.

1 We were really trying to not raise the
2 cost per house for our solid waste user fee,
3 which has also not been changed in over 40 years,
4 so we were hopeful for that. So, we went through
5 a very long procurement process, where
6 sustainability was a very large focus in the
7 scoring criteria for the RFP.
8 Where we landed is: For our disposal
9 contracts, we are still working with Reworld
10 Indiana, formerly Covanta, I'm sure you guys are
11 all very familiar, and the majority of our solid
12 waste goes to Reworld Indianapolis or it is
13 incinerated. This then, in turn, powers the
14 downtown steam loop.
15 The remaining solid waste that cannot be
16 burned or during scheduled outages at Reworld for
17 maintenance, et cetera, will then be diverted to
18 South Side Landfill. All leaves that are
19 collected during our annual four-week leaf
20 collection season will be taken to South Side
21 Landfill for composting.
22 The largest change, though, that we're
23 going to be seeing in our operating practices is

1 on the collections and processing of recyclable
2 materials side. We are now going to be working
3 with WM and utilizing them as our recyclables
4 processing vendor.
5 And then on the collections side, we are
6 partnering with LRS. They are going to be our
7 comprehensive partner for hauling, and this is
8 where we get to the good stuff that Mo is going
9 to start talking about. They, I think, really
10 wanted to get into this market, and through that,
11 we were able to negotiate some really excellent
12 rates with them for the collections.
13 So, not only are they currently doing the
14 subscription curbside recycling and solid waste
15 trash hauling, but by the end of that contract
16 period with LRS, we will actually be at more than
17 ten million dollars in savings per year, compared
18 to what we were paying with our former vendors,
19 if you look at the same time frame.
20 So, what that has done is it has allowed
21 us to formally make the announcement that, while
22 we will be still subscription curbside recycling
23 for '26 and '27, we will be rolling out universal

1 curbside in 2028.
2 Obviously, as we are working through
3 preparing for that, one of the big things that we
4 know we need to start focusing on is education
5 and outreach. If we want this to be successful,
6 if we want to see those diversion rates to be on
7 the higher end and to be successful, we are going
8 to need to focus on education and outreach.
9 And from here, I will turn it over to Mo
10 to talk a little bit further about what our ask
11 was. I'm going to go stand back there, if you
12 guys have any questions.
13 MS. MCREYNOLDS: Thanks, Daniel.
14 Can everybody hear me all right?
15 MS. GARNER: We can.
16 MS. MCREYNOLDS: Thank you.
17 So, first of all, Deanna, I would love --
18 I can't wait to talk to you about your next
19 adventure. Congratulations on the service you've
20 had for the state, and especially for this group.
21 I will be very sad to not be able to text you and
22 talk about everything that I need to know about
23 IDEM all of the time, but I'm sure there'll be

1 many other ways we can work together.
2 MS. GARNER: Thanks, Mo.
3 MS. MCREYNOLDS: We put forth exactly
4 to this group, in the description Dan gave,
5 around what can we do in education and outreach
6 for exactly to where Daniel has cued us up to.
7 We didn't want to change from what we
8 presented to you for a recycling market
9 development grant, because this is exactly the
10 diversion that you're used to seeing, so we kept
11 it in the same format. Glad to put it in a
12 different format if someday, if you'd like us to
13 do that in the future.
14 However, we kept it pretty similar. We
15 didn't change the amount that we would
16 potentially ask for. Again, we can scale any
17 parts of this should that be of interest in the
18 future.
19 But what I really want to get to is
20 exactly where Daniel left it, is "How do we now
21 get to the next couple of years?" We will be
22 going from 279,000 households, with about 40,000
23 subscribing right now, to every single one of

1 those two hundred and seventy-nine give or take
2 couple of thousand to universal curbside
3 subscription. And exactly as Daniel said, "How
4 do we do that successfully? How do we
5 communicate and engage those residents on exactly
6 how they can use those bins, exactly how -- what
7 can go there, what can't go there?"
8 And so, that's why we presented to you and
9 your recycling market development grant program
10 the need for a one-time spend, a one-time ask, to
11 get us through that education and outreach phase,
12 to properly and effectively execute this
13 transition.
14 We're not asking for, you know, ongoing
15 support. This is Indianapolis being a
16 significant factor in the state, a huge economic
17 driver, specifically around IDEM's goal. You
18 know, there's not going to be any city in
19 Indianapolis' scale that can make as much of an
20 impact to IDEM's recycling percentage goals and
21 diversion goals than Indianapolis can be.
22 So, I'm going to take us through the --
23 nope, I didn't mean to stop sharing. I'm working

on one monitor here. I'm sure you can appreciate that that's a little bit limiting.

The particular project rationale is to -- I also want to identify that where we have -- where we were required to have the match in the recycling market development program, we still have. We still have The Recycling Partnership, which I'm sure you're all very familiar with The Recycling Partnership.

It is still very much an engaged partner with us, not necessarily -- not just for the recycling market development program to be our match, but because they have seen us as a major target across the United States for the past five to ten years.

And we've been constantly engaged with them. They are still very much at the table, bringing hundreds of thousands of dollars into this work, but again, we hope to leverage with the help of IDEM and the Recycling Market Development Board.

So, there are a number of strategies that -- I'm trying to get down to our timeline

here. There we go. So, there are a number of strategies that The Recycling Partnership would like to help implement, and that being a general education and outreach, understanding that we literally just need to be running media.

There are a number of market-tested messages that will be avail -- that The Recycling Partnership has run throughout the nation on many different transitions like this that we would like to start message testing in Indianapolis. We would like to start moving some routes into a fuller subscription in the interim period between that '26-to-'28 timeline.

And then we would like to create a plan for getting ourselves through '26, you know, what we have here left of '26, '27 as a pivotal year, and then how we really plan through '28 to execute this full community engagement and education opportunity.

So, here's a little bit more of our timeline. As you can see there, we have included recycling market development application, deliberation and award notification. The

1 transition itself begins in 2026 in terms of new
2 contracts coming on-line with the city.
3 And then into '27 and '28, developing
4 these programs, implementing some of these
5 transitionary education program -- strategies,
6 and then in '28, starting that true transition
7 where bins are being dropped off at those 270,000
8 or so households.
9 I don't -- you know, you all have seen
10 this before. I don't want to spend too much time
11 explaining to you something you've already seen.
12 Again, just running through the application we've
13 already presented to you. I hope you have quite
14 a lot of questions, and so, I will pause there so
15 that we can talk about some of your concerns and
16 questions.
17 MS. WHITEHEAD: So, I think you have
18 a great plan laid out with The Recycling
19 Partnership as far as your education, and, you
20 know, it looks like you have a plan for, you
21 know, introducing carts, but what my brain got
22 stuck on in the beginning of the presentation was
23 that you don't want to raise prices for

1 residents.
2 So -- and so, if -- I understand why you
3 don't want to. Nobody wants to pay more for
4 their trash; right? So, I come from a county
5 where we have a city that has a lot of money;
6 okay? And their residents don't pay for trash or
7 recycling.
8 MS. MCREYNOLDS: Hmm.
9 MS. WHITEHEAD: They have a free
10 program, but is that sustainable? No, it's not.
11 So, what -- what is your plan? Your plan is
12 to -- what are residents going to pay? Are they
13 ever going to see an increase?
14 MS. MCREYNOLDS: Yeah, that's an
15 excellent question, and I hope Daniel can support
16 me in answering this. In our current contract,
17 with LRS being our exclusive hauler, it's not
18 that we don't want to raise rates; it's that the
19 rates that LRS gave us are competitive, that we
20 don't need to. It's that they were so motivated
21 to come into this market that they gave us
22 incredibly competitive pricing.
23 Daniel, what would you add to that?

MR. STEVENSON: Yeah. No, I -- exactly what Mo said. It really is a situation where we got the negotiated rates from our new vendor hauler, that we do not have to raise the rates.

MR. GRATZ: Okay. Well, I have a question: What do you currently pay for trash and recycling services?

MR. STEVENSON: I believe it's --

MS. MCREYNOLDS: I --

MR. STEVENSON: -- thirty-two dollars a year. So, they're --

MS. MCREYNOLDS: It's an embarrassingly low amount that is --

MS. WHITEHEAD: A year?

MS. MCREYNOLDS: -- incorporated --

MS. WHITEHEAD: Just looking at your --

MS. MCREYNOLDS: -- into property taxes, and while that may be an opportunity to increase those rates in the future, that is not a position with current -- again, given the contract that we were able to negotiate, that's

1 not a position that we're currently taking.
2 MR. MILLER: Mo, I understood that
3 when you --
4 MS. MCREYNOLDS: However, we
5 acknowledge that they are incredibly low.
6 MR. MILLER: Mo, I understood that
7 when you guys launched that study a number of
8 years ago, that $32 is really focused on the
9 disposal side, and that much of the collection
10 cost comes out of the general budget, and --
11 MS. WHITEHEAD: Yeah.
12 MR. MILLER: -- it's more like in the
13 hundred and eighty dollars a household sort of
14 framework. So, that $32 really only represents a
15 kind of a minor portion of what, you know, the
16 public is really paying. And it's probably not
17 enough even at that. You know, it's a tough
18 problem, you know.
19 MS. WHITEHEAD: That it is.
20 MS. MCREYNOLDS: That's correct.
21 MS. HACKMAN: Yeah, sort of --
22 MS. MCREYNOLDS: Yeah. One of the --
23 one of the wrinkles in Marion County Indianapolis

compared to other counties is that, you know, before the Daniels and I existed, there was not a solid waste district established in Marion County, so there's a little bit of a difference between what a solid waste district had been able to increase and justify the increase in cost versus the way that that has fallen on previous leadership through these elected officials and the relationship with union service that helps us process our existing waste, which is such an important part of our ecosystem.

MS. HACKMAN: There's many cities that provide trash and recycling services to their communities and they absorb the cost under general funds, and so, they don't -- sometimes they don't see anything that the -- that the residents pay, or they pay very little, because that's absorbed into the general fund, and that's probably what happens here.

I have a question: I saw your timeline and how you tried to work everything into the education, but I didn't see any numbers. I know that you want a hundred -- you're asking us for a

1 hundred thousand dollars, and where is that
2 hundred thou -- I mean I see the general picture,
3 the big picture, but how much is going to be
4 spent on billboards? How much is going to be
5 spent on brochures? That's the specifics of it.
6 Do you have those numbers?
7 MS. MCREYNOLDS: Yeah, that's a --
8 that's a great question, and truly, so much of
9 this is scalable. We could scale down and do
10 whatever we could do based on the staff that you
11 see in front of you, which would not be
12 particularly effective, or we could scale to two
13 million dollars in education and outreach.
14 There are -- the estimates from Recycling
15 Partnership, in cities our size, speak to about
16 $500,000, or the $500,000 that we had requested
17 from our recycling market development program
18 through that partnership, and the approximately
19 $5,000 [sic] that the Recycling Partnership was
20 willing to match that with, to be about a million
21 dollars overall in that transition, a transition
22 like ours, and then the amount of funding needed
23 to do that particular type of education and

1 outreach.
2 Now, we could break down exactly how much
3 from that million dollars -- like if that's the
4 only thing you're interested in seeing, we can do
5 that. The -- we were hoping to leave it very
6 loose so that we could adjust in that two years
7 what was needed, because so much of this is
8 unventured territory for us.
9 MS. HACKMAN: Yeah. I just want -- I
10 just wanted some justification of what -- where
11 those numbers came from, and not just a guess.
12 MS. MCREYNOLDS: Sure. And that -- a
13 little bit of that is in the letter from The
14 Recycling Partnership and their willingness to
15 match and find the match funding.
16 MS. HACKMAN: Okay.
17 MR. STEVENSON: We also have received
18 quotes from several different marketing firms.
19 We've spoken with Borshoff, and Empower Rizzles,
20 I think, is the name of the other. I am not sure
21 if those ended up making it.
22 MS. GARNER: We had the quote from
23 Borshoff. The Board saw that --

1 MS. HACKMAN: Uh-huh.
2 MS. GARNER: -- in the last meeting.
3 MR. STEVENSON: Yeah. So, that gave
4 a little bit more of a breakdown, but again, like
5 Mo said, we were trying to keep that somewhat
6 vague in case we get like a partial amount of
7 funding. So, we asked both of those firms to
8 make it a very scaleable format, where we could,
9 if we get the max, here's where we are, and then
10 here's how we could filter it down with a lesser
11 amount of dollars.
12 CHAIRMAN BURROW: Mo, did I
13 understand correctly that you say the contract
14 that you negotiated with LRS and WM saved you ten
15 million dollars over the previous --
16 MR. STEVENSON: So, yes. By the end
17 of -- by the end of that contract, we will see
18 approximately ten million dollars a year in
19 savings based off of -- and you're comparing our
20 former contracts with Republic and Waste
21 Management as our collections hauler versus the
22 new LRS contract.
23 So, for example, in this first year with

1 LRS, it's approximately $6 per household for that
2 collections. We were already paying more than
3 that with Republic and WM. With the inflationary
4 like set up of those contracts, by the end we
5 were at ten million dollars per year, which gets
6 us pretty close to what that waste minimization
7 study said on the lower end of the cost scale
8 that it would take to bring universal curbside to
9 Indianapolis.
10 So, in that contract, over the first half
11 of that ten-year period, we will have already
12 saved enough money to cover like the first half
13 of the universal curbside recycling contract, and
14 then the savings just go up from there. So,
15 that's why we felt like we would be able to bring
16 in this program, make that formal announcement,
17 with no change in our user rate, et cetera.
18 That's roughly how it's being modeled.
19 CHAIRMAN BURROW: The first comment I
20 had is: Don't hold back on changing your user
21 rate.
22 MS. HACKMAN: Yeah.
23 CHAIRMAN BURROW: I mean everything's

1 going up, so get on board, because recycling's
2 not free, bottom line. And you have a whole
3 community here that expects recycling for free,
4 and which is unfortunate, because they have to be
5 vested in a program for it to be successful. I'm
6 shocked that your contracts did not include
7 educational dollars, or if they did, could you
8 please share with me how much educational dollars
9 are included in your contracts?
10 MR. STEVENSON: Yes. So, both WM and
11 LRS are both going to have full-time education
12 and outreach people to work with the City of
13 Indianapolis to do some of that work, but that's
14 like adding two people to this group of five
15 people that you see before you. And so, there's
16 not necessarily like a dollar amount set to that,
17 other than them bringing in full-time staff
18 people specifically to do education and outreach
19 for us.
20 (Discussion off the record.)
21 MR. STEVENSON: Oh, yes, and also --
22 MS. MCREYNOLDS: And that doesn't
23 include -- yeah, that doesn't include media buys,

1 that doesn't include some of the other, you know,
2 projects that we have put forth in front of you
3 today. That includes them thinking about working
4 in the Central Indiana region.
5 And I would say, to put even a finer point
6 on it, the fact that Indianapolis has negotiated
7 these contracts that have motivated WM to put a
8 second, very large-scale MRF in Central Indiana
9 is already having quite an effect. They will be
10 operational in a 60-million-dollar investment of
11 a MRF in Central Indiana very shortly.
12 So, outside of the contracts that the city
13 holds with these entities, they will -- they are
14 already having an impact on Central Indiana and
15 the amount of diversion that's occurring, again,
16 which is the city's largest economic driver. So,
17 aside from the way we transition our 279,000
18 households, these contracts have already had an
19 incredible impact.
20 CHAIRMAN BURROW: Well, again, I
21 congratulate you on the contract negotiation, but
22 I find it a little shortsighted not to have a
23 strong educational commitment in those contracts.

1 It really just -- in our experience, it doesn't
2 work without that commitment.
3 MR. STEVENSON: An additional item
4 that I would also note, too, is that LRS, through
5 that contract, is also providing us with Recycle
6 Coach, which is a -- an application-based
7 education tool that every resident will have
8 access to. We will be able to send direct
9 messaging and communication to the residents with
10 like reminders on recycling with educational
11 tips.
12 It will walk them through everything, like
13 you can scan an item and be like, "Can I recycle
14 this or not in Indianapolis?" and it will give
15 you all of that information. So, that is also a
16 large education-based resource that was included
17 in those contracts.
18 CHAIRMAN BURROW: Okay.
19 MS. GARNER: Does that Recycle Coach
20 app launch with the start of the universal, or
21 for those who --
22 MR. STEVENSON: So --
23 MS. GARNER: -- already have

recycling and they're going to be able to utilize those now?

MR. STEVENSON: We are actually very close to launching that education piece, so they're starting that right out the gate. We're just -- the only holdup on why it hasn't rolled out yet is we are still working through a couple of security things with our ISA, our internal IT team, at the City of Indianapolis. Everything is looking good on that end, so we should be launching very soon with Recycle Coach.

MS. MCREYNOLDS: Yeah, you'll see that this quarter.

MR. GRATZ: All right. Fine. So, how much are you going to spend -- because I know you don't want to raise your rates, so how much are you going to spend on your promotions every year after this first? You said this is --

MS. MCREYNOLDS: That's a great question.

MR. GRATZ: -- this is a one-time thing we have to do. Will you be coming in next year? Because I mean in Fort Wayne, I know we

1 spend -- and we don't even spend enough, but we
2 spend over a hundred thousand dollars a year just
3 on promotions to get information out to the
4 residents.
5 To keep your program going strong, you're
6 going to be dealing with contamination every
7 year. If you don't want to raise your rate now
8 to do this, are you going to be coming back year
9 after year so Indy doesn't have to raise their
10 rates?
11 I mean I just look at it from Northern
12 Indiana. We're not getting this money, so will I
13 need to start coming and asking this Board, "Hey,
14 I don't want to raise my rates. Can you give me
15 money?"
16 MR. STEVENSON: I --
17 MS. MCREYNOLDS: Sure.
18 MR. STEVENSON: I think that another
19 thing to note there, right, is that we're
20 constantly working with the City-County Council.
21 At the end of the day, like Mo or myself are not
22 the body that could raise that rate. So, there
23 has been discussion about "Would that rate

increase in the future? What does that look like?"

It's just at the end of the -- like I said, Mo and I aren't the people that can make that decision, so this is something that we continue to work on with the City-County Council to perhaps see that happen in the future, but --

MS. WHITEHEAD: Well, I think our point in bringing that up to you, number one, we want to see you succeed. Please make no mistake about that.

MR. STEVENSON: Yeah, of course.

MS. WHITEHEAD: We want you to succeed. But you guys are the vehicle to plan for that, and that's what we're trying to raise to you, that, you know, if you're not -- if you're not going to raise your rates, it's common sense, like you're going to have to find that money somewhere to provide that education. So, that's why we're encouraging you to make that plan. We understand you're not the people to do it, but you need to be thinking about that as you're doing all of this planning.

1 MS. MCREYNOLDS: Uh-huh, absolutely.
2 We hear you loud and clear. There's -- as Daniel
3 said, we are aware of the embarrassingly low rate
4 that Indianapolis currently pays in those -- in
5 tipping fees, in solid waste fees. Like all of
6 that is very much on the table. Given our
7 existing contract, that is not the near-term
8 lever that we are pulling.
9 And I want -- with -- coming out and being
10 extremely frank with you, as Daniel said, all
11 oppor -- all possibilities are on the table. Our
12 office, the Department of -- Daniel's area in the
13 Policy and Planning are all extremely aware of
14 these things. We are not shortsighted in the
15 need to continue this work after 2028.
16 Your point there from Fort Wayne, you
17 know, my family lives in Fort Wayne. I totally
18 understand. We hear you loud and clear. In this
19 first push of transitioning these 279,000
20 households, we come to this Board for that
21 support to get it on-line, because this is the
22 largest city in the state that can make the
23 single most impact in terms of municipal solid

1 waste.
2 MS. GARNER: Mo, you had, I think,
3 mentioned to me that you are also looking for
4 additional matches in funding besides -- besides
5 The Recycling Partnership. Can you tell --
6 MS. MCREYNOLDS: That's right.
7 MS. GARNER: -- us about that?
8 MS. MCREYNOLDS: And The Recycling
9 Partnership is also continuing to look for
10 matches through themselves, so individually
11 fundraising on our behalf.
12 In the transitionary period, in that '26,
13 '27 into '28, we are not -- we have not inquired
14 as to the manufacturers in Central Indiana who
15 want our recycled material, who want those
16 commodities in order to do their necessary
17 processes.
18 As I'm sure you know, potentially you've
19 seen the meeting that we held in 2022, where we
20 invited manufacturers from Central Indiana -- in
21 Central Indiana -- to speak to the City-County
22 Council around the need for that diverted
23 material to stay in the region, because they are

1 currently bringing things in from out of state.
2 So, we are -- we have had initial
3 conversations with those organizations to support
4 this transition. We have not made those apps
5 yet, but it is very much cued up.
6 MR. MILLER: Mo, this is Ken. I just
7 wanted to remind you of the discussions we've had
8 in the past about Columbus in Ohio, and they
9 have -- they have made a very substantial
10 commitment to sustained education around waste,
11 and there's -- they are currently at a 55-plus
12 diversion rate, and largely due to their commu --
13 in part, due to their education.
14 But I just -- as a best practice, there
15 might be some things that you can pick up from
16 them that would easily translate and use. So,
17 anyway, if you need any help making --
18 re-establishing that contact, or -- if you
19 haven't already, I'd be glad to help you.
20 MS. MCREYNOLDS: Ken, I don't know
21 why you'd ever think I'd forget that. That's
22 constantly on my mind. There'd be never a reason
23 for me to forget that.

MR. MILLER: All right. Well --

CHAIRMAN BURROW: Okay. And --

MR. GRATZ: You also said -- oh, I'm sorry. Go ahead.

CHAIRMAN BURROW: No, please. I am -- I want to shake the room here. Go ahead.

MR. GRATZ: The last two -- because I've heard a lot about Central Indiana, and again, you know, I'm from the north. The last two years we've given -- the State's given money to Central Indiana to improve recycling through business grants. Didn't -- weren't there --

MS. HACKMAN: Yeah.

MR. GRATZ: -- separate --

MS. HACKMAN: Yeah.

MR. GRATZ: So, I still keep everything -- there's a lot of focus on Central Indiana, grants made specifically for Central Indiana, and now this ask for eduction in Indy. I just -- when -- are we going to do any more focus on other parts of the state?

CHAIRMAN BURROW: Well, I think it's --

1 MS. MCREYNOLDS: That's a great
2 question. Do you want me to answer? Because I
3 can tell you we appeared to this Board for those
4 opportunities, and did not have -- were not able
5 to say that we had those contracts in hand. We
6 now have those contracts in hand because of when
7 those contracts expired, and so, we have the
8 opportunity to say, "In Indianapolis we have the
9 contracts that will implement circ -- universal
10 circular -- excuse me -- universal recycling at
11 the curb." The timing was just a little off.
12 MR. GRATZ: Would Indy support more
13 appropriations from the state to other parts of
14 the -- specific to other parts of the state? For
15 instance --
16 MS. MCREYNOLDS: That's a little
17 above my pay grade. You have to talk --
18 MR. GRATZ: Well, I mean --
19 MS. MCREYNOLDS: -- to the mayor or
20 something --
21 MR. GRATZ: -- Central Indiana --
22 MS. MCREYNOLDS: -- Department of
23 Public Works about --

MR. GRATZ: -- two million --

THE REPORTER: One at a time. You can't be talking over each other.

MR. GRATZ: Oh, okay. Go ahead.

CHAIRMAN BURROW: Mo, I'm going to get into a subject here. I don't want any -- you or Daniel to take offense to anything I'm going to say. It's just that I'm inquiring. When your waste goes to Reworld, it's incinerated. The ash goes to South Side. Is there any moneys that go to the Recycling Promotion Assistance Fund from that, or is that exempt?

MS. GARNER: So, I can --

MS. MCREYNOLDS: Deanna, so you can have that.

MS. GARNER: Yeah, I can -- I can address that a little bit. And I talked to Tom, because Tom gets the reporting numbers.

CHAIRMAN BURROW: Okay.

MS. GARNER: That wasn't -- in the past, Marion County was exempt, but that has since been repealed, so we do get the Recycling Promotion Assistance Fund. So, the fund that we

1 do grant dollars with does get a portion of our
2 funds from Marion County. Tom -- because we
3 talked a little bit, Bruce -- did some num --
4 rough -- rough calculations, very -- estimates
5 based -- but based on the amount of waste
6 disposal coming from Marion County, it would look
7 like the RMDP gets about 400,000 annually from
8 Marion County.
9 CHAIRMAN BURROW: Very good. Very
10 good.
11 MS. GARNER: Yeah.
12 CHAIRMAN BURROW: It makes me feel a
13 lot better.
14 MS. HACKMAN: That's just a small,
15 small portion.
16 CHAIRMAN BURROW: It's a -- well,
17 still --
18 MS. HACKMAN: A small portion.
19 CHAIRMAN BURROW: -- considering the
20 size of the community, yeah. It's not a lot of
21 money, but I mean I just -- well, I guess my goal
22 is somehow, when you have a company like WM and
23 going into a market, they have their own

1 educational components already designed and
2 drafted that they should be able to provide you
3 with through your partnership. I mean they've
4 done it all across the United States.
5 And I don't think it's going to be that
6 much different here. Every community has a
7 different list of acceptable items, and I don't
8 know what they're building their MRF for here. I
9 can't speak to that, only they can. And LRS is a
10 collection company. They should have what style
11 of cart they're going to use and how they're
12 going to pick it up, all of that communicated to
13 them, to their customers. That's just all part
14 of the standard service contract.
15 And I'm just quite surprised that there's
16 an additional hundreds of thousands of dollars
17 needed to educate beyond that, other than the
18 fact that you're not raising money -- raising the
19 price to the consumer.
20 MS. MCREYNOLDS: Yeah. So, for that
21 media buy, exactly to the question that I heard
22 earlier of there's -- the message is one thing,
23 and then the billboards and the social media buys

1 and the radio ads and things like that, that's
2 not included. And so, the messaging is one
3 thing, but the implementation of it is another.
4 CHAIRMAN BURROW: Yeah, but that's
5 why it's not included, and my argument is that's
6 why you raise the rates, because you don't have
7 the money to pay for it.
8 MS. HACKMAN: I'm sorry, Mo, that
9 they took you and threw you into this without the
10 benefit of some of the experience in this room,
11 or, you know, out there. So, you know, those
12 things probably would have been taken care of
13 ahead of time that we mentioned, but --
14 CHAIRMAN BURROW: Explain how this
15 augmentation works, Deanna, this request.
16 MR. WODRICH: I wish our CFO was
17 still here.
18 MS. GARNER: I know. Yeah, our CFO
19 would be the best one to answer that.
20 MR. WODRICH: Yeah, and, you know,
21 we've done this exercise going through Title 13
22 and Title 4. Where the Board's authorization
23 sits is Title 4, and, you know, it's not real

1 clear to me. I think I was pulling it up, if I
2 can get my iPad to unlock again here, I can pull
3 it up. Basically it just -- it says that -- so,
4 yeah, here it is. So, this is Indiana
5 Code 4-23-5.5-6, and this is (a)(4). "Annually
6 prepare an administrative budget for review by
7 the budget agency and the budget committee."
8 There really is no language that I see,
9 that I have seen in the last, you know, couple --
10 few months as we've been working on the agency
11 bill and -- that really sort of has language
12 around the augmentation, so -- but I guess you
13 could interpret that fairly loosely. It doesn't
14 say on any sort of cycle.
15 So -- but I mean currently, we do not have
16 in our budget money for aug -- you know, to do
17 additional grants for this fiscal year as it
18 stands. It's sort of what we have standardly --
19 like Briony was saying earlier, you know,
20 essentially our appropriation that we get from
21 our dedicated funds is based on what the
22 anticipated and typical revenue tends to be. So,
23 that generally is in the range of two to two and

1 a half million dollars that we get annually from
2 the Recycling Promotion Assistance Fund and the
3 Solid Waste Management Fund.
4 CHAIRMAN BURROW: And we've actually
5 allocated the moneys already --
6 MR. WODRICH: Correct.
7 CHAIRMAN BURROW: -- that have been
8 made available to us.
9 MR. WODRICH: Yeah.
10 MS. GARNER: So, none of this is
11 word, because this is my understanding, we would
12 need confirmation from our CFO, but the first
13 time I heard about the Board and the ability to
14 augment was actually in conversation around the
15 City of Indianapolis back when they started
16 working on their thrive sustainability plan and
17 started talking about universal curbside, and I
18 think that was probably what, seven, eight years
19 ago, I think. It was probably when I started,
20 around, this position.
21 And The Recycling Partnership and the City
22 of Indianapolis was having a lot of meetings, and
23 they involved IDEM in those meetings, and they

1 asked at that time if augmentation would be
2 available to be able to help launch curbside
3 recycling, and at that time the answer was yes.
4 So, different administrations, I will say that.
5 That was two or three administrations ago for
6 IDEM. So, that's where that idea came from.
7 If you look at our IDEM budget bill, or
8 the approved budget for IDEM that was approved
9 last -- in the last legislative session, it
10 provided that 2.2 million, or two million for
11 grants, an additional bit for administration, and
12 then it says augmentation allowed. So, it does
13 say augmentation allowed in the approved budget
14 for IDEM and for the Recycling Promotion
15 Assistance Fund. That's what we know, I guess.
16 MS. HACKMAN: Did they apply for a
17 grant through the Recycle Promotion and
18 Assistance Fund?
19 MS. GARNER: Yes.
20 MS. HACKMAN: Did they receive money
21 from that?
22 MS. GARNER: Indianapolis?
23 MS. HACKMAN: Yes.

1 MS. GARNER: No, they -- they did not
2 get funding.
3 MS. HACKMAN: Okay.
4 CHAIRMAN BURROW: So, we -- are we
5 going to open up the 15-million-dollar pot and
6 out of that augment enough money to support this
7 program? Is that what you're saying, Deanna?
8 MS. GARNER: That's the question, I
9 think, at the table, yeah.
10 MR. WODRICH: And I think, to further
11 answer your question, Debbie, I think when we --
12 when we reviewed, "we" being our team, recycling
13 team at IDEM, and then I think you all reviewed
14 it as well, like it didn't score high enough, and
15 I think a lot of the concern was around sort of
16 lack of details, like you mentioned earlier,
17 Debbie. It was sort of like -- so they'd asked
18 for $500,000 but were not exactly sure how that
19 funds -- those funds are going to be spent. And
20 we have, you know, twenty-some other proposals
21 that have quotes and a lot more details on
22 exactly what -- what is going to be spent and how
23 it's going to be spent.

1 MS. MCREYNOLDS: Yeah, we clearly
2 hear that particular concern, which is why we
3 then subsequently supplied multiple quotes with
4 those details.
5 CHAIRMAN BURROW: Okay. And -- well,
6 if I may, does Deanna have the amount that you're
7 requesting now, or do you have that number?
8 MS. MCREYNOLDS: Well, we left it
9 still at a half a million dollars, and we're --
10 as we've said today, and as Daniel said --
11 willing to scale. The amount of funding we
12 receive will be completely directly commensurate
13 with how successful we can be in reaching our
14 community and sharing this message about the
15 transition to how to use their bins.
16 CHAIRMAN BURROW: Are there any other
17 organizations that you're approaching for support
18 for this same activity?
19 MS. MCREYNOLDS: Not an organization
20 like yours. As we said, we've -- we're working
21 with and we have a commitment from The Recycling
22 Partnership. They are continuing to fundraise on
23 our behalf, and then we will seek additional

1 support from our commodity users at smaller
2 portions, because they stand to benefit, you
3 know, only indirectly.
4 MR. WODRICH: And I think, Bruce, if
5 I may, you know, there are two pieces of
6 legislation currently in the Statehouse that have
7 made proposals to modify the structure of this
8 Board, and one proposes to eliminate it, and I
9 don't know where those are at.
10 The session will end the end of February,
11 early March, so I don't know what -- if any of
12 those pieces of legislation were to pass, what
13 those implications would mean. So, I just
14 thought I should mention that.
15 CHAIRMAN BURROW: Well -- and I
16 appreciate that, Carl, because --
17 MR. WODRICH: Yeah.
18 CHAIRMAN BURROW: -- that's exactly
19 where my head's at, and I'm aware of the
20 potential changes, and how can we commit to maybe
21 do anything, whether it's a yay or a nay, not
22 knowing where we may be in three months?
23 MR. WODRICH: Yeah.

1 CHAIRMAN BURROW: So, I mean it -- I
2 think we need to have exactly -- if Deanna has
3 exactly what you're requesting, Mo, that's great,
4 but we're going to have to get some more guidance
5 from either the CFO, legal, or just the
6 Department itself as to what happens after the
7 House bills are reviewed and possible changes are
8 implemented as to what we have available to work
9 with, because right now, we've got empty pockets,
10 as I see it.
11 MS. MCREYNOLDS: Yeah, we hear you,
12 and as you said, the City of Indianapolis Marion
13 County contributes into your funds, and we -- you
14 know, we come to this Board for exactly that
15 reason, and so -- in order to be able to, as any
16 community would, make themselves eligible for --
17 to reuse those funds that we've supplied.
18 We are very willing to scale back or scale
19 up to whatever, you know, is available here. We
20 have not changed a dime or a word from the same
21 application we put forth to the Recycling Market
22 Development Grant.
23 CHAIRMAN BURROW: Any other

1 questions, Board members?
2 (No response.)
3 CHAIRMAN BURROW: Well, Mo, all I can
4 say at this point in time is stay tuned, because
5 I really don't know that we can give you any type
6 of commitment or answer until we see what
7 potential restructuring or elimination of this
8 Board is, because I don't know what we're allowed
9 to do legally as far as augmentation. And we
10 have no moneys that have been approved at this
11 time.
12 MS. HACKMAN: I think we need to be
13 very careful for setting a precedence --
14 CHAIRMAN BURROW: I agree.
15 MS. HACKMAN: -- for the future, too,
16 so I think it needs to be done exactly right.
17 MS. WEGER: I think that's my concern
18 as well. It's -- you know, I absolutely think
19 this is a critical program, and I --
20 MS. HACKMAN: Uh-huh.
21 MS. WEGER: -- understand that it is
22 a big potential of the overall State of
23 Indiana's, you know, improvement in recycling

rates having this be a successful program. The fact that it's coming to us sort of off cycle with an augmentation is the part that I'm having the most issue with, because I don't -- if we -- if we do that, I mean what's to stop every other applicant from doing that every single year, which kind of destroys the process? I --

MS. MCREYNOLDS: Yeah, we hear.

MS. WEGER: I fully support your efforts.

MS. MCREYNOLDS: We've tried to -- we've tried to facilitate and use the opportunities that are before us, and, you know, didn't find any success in those previous avenues.

MS. WEGER: Yeah, and I -- I guess I would just add, you know that I think the clarity of the ask would be helpful, like, you know, $500,000, when we think about our regular cycle, that's a quarter of our funding, so that's a big ask to do off cycle.

MR. GRATZ: Is there a way to pass proportionately what they're asking for for Indy,

1 if we're going to give to them, give to every
2 community in Indiana that has a curbside program,
3 proportionally give them money this year, too?
4 MS. WEGER: Would augmentation have
5 to be based off an existing grant, specifically?
6 How does that work?
7 MR. WODRICH: So, budget augmentation
8 is -- is a -- I probably can't speak
9 intelligently enough about it, to be honest,
10 because I'm just -- I'm not the CFO. We -- you
11 know, so like the Central Indiana Waste
12 Diversion, that's a good example. You know, that
13 was -- that was something that we did.
14 We had to go and augment the Recycling
15 Promotion Assistance Fund from the legal fund,
16 where all of those dedicated funds sit. I'm
17 getting sort of down into the rabbit hole of
18 state budget finances a little bit, but we get a
19 portion of that allocated to us annually through
20 the budget process.
21 And so, we only were getting the two and a
22 half million, so our budget did not appropriate
23 that money, but the legislation authorized an

1 augmentation to the fund, if that makes sense.
2 So, then -- then were able to ask for that
3 augmentation once you all awarded funds.
4 So, like we didn't go and get the full
5 four million dollars from the legal fund and move
6 it into our dedicated fund that we operate out of
7 with the grant program and pay Deanna's salary
8 and Tom's salary and other staff salaries out of
9 that on our team. So, we didn't ask for the
10 augmentation until we knew exactly how much was
11 being awarded. And then we did that again with
12 the second round, so we waited --
13 MS. WEGER: Got it.
14 MR. WODRICH: -- until the --
15 MS. GARNER: Commitment of dollars.
16 MR. WODRICH: -- commitment of
17 dollars was awarded by the Board before we went
18 to the State Budget Agency and said, "Okay. The
19 Board awarded this amount of money, so now we
20 need the augmentation, and it's authorized under
21 this legislation that was passed."
22 MS. WEGER: So, the legislation came
23 first, the Board --

1 MR. WODRICH: Correct.
2 MS. WEGER: -- did a round, had
3 the --
4 MR. WODRICH: Correct.
5 MS. WEGER: -- the moneys sort of
6 dedicated, and then augmentation occurred?
7 MR. WODRICH: Yeah.
8 MS. GARNER: And so -- and Tom can
9 maybe fill in a little bit of the history of the
10 Board, so Tom's been a good part of it from its,
11 you know, beginning, but it used to be -- and
12 this was, I think, mostly prior to when the Board
13 was moved over to IDEM, but that -- it was run
14 very differently.
15 It was -- they would hear proposals every
16 meeting, they would dedicate however much funds
17 that they did, and then it would be augmented for
18 that amount. So, there wasn't -- the Boards
19 funds weren't tied to IDEM's true budget at that
20 time. And so, augmentations were done a little
21 bit easier, so to speak, in those prior
22 administrations and the prior way that we were
23 able to run budgets. Budgets are run very

1 differently now. So, I think --
2 MR. WODRICH: And --
3 MS. GARNER: -- that it speaks to you
4 like -- saying, though, like we -- the Board
5 would determine first that they want to augment
6 by so much, and then it's an ask through SBA
7 to --
8 MR. WODRICH: Yeah, and I think I
9 would have to go back and talk to our general
10 counsel about that and see what -- and our CFO --
11 and see what the -- if there was a process
12 according to statute, because I will say that,
13 you know, the current administration is very much
14 focused on if it does not give us the author --
15 authority to do something in the statute, we're
16 not doing it. So, it's past administrations that
17 maybe had been a little stretching -- or not
18 stretching.
19 CHAIRMAN BURROW: Where I'm at, Carl,
20 is exactly along those lines. We don't have any
21 moneys approved currently to offer, whether we
22 wanted to or not.
23 MR. WODRICH: Correct.

1 CHAIRMAN BURROW: This ask is coming
2 in a little bit before what could be a blowup of
3 the entire program, and we don't have any legal
4 authority to commit to the City of Indianapolis
5 any type of approval, so I mean it's impossible.
6 And again, don't be upset with us. You know, we
7 want to see the program succeed, but we have
8 nothing to give --
9 MS. MCREYNOLDS: Yeah.
10 CHAIRMAN BURROW: -- that's been
11 approved.
12 MS. MCREYNOLDS: I find myself only
13 slightly disappointed to hear this because of all
14 of the -- as you said, $400,000 that Indianapolis
15 Marion County commits and contributes to this
16 every year, we've seen $50,000 in the last ten
17 years from this group. So, that's -- you know,
18 especially being that we are one-twentieth of the
19 state's population, we're -- we're contributing
20 more than our fair share.
21 CHAIRMAN BURROW: Well --
22 MS. HACKMAN: I contribute 400,000 in
23 taxes.

CHAIRMAN BURROW: I --

MR. WODRICH: I mean the same could be said --

CHAIRMAN BURROW: I mean it's significantly --

MR. WODRICH: -- for a lot of other parts of the state.

CHAIRMAN BURROW: -- four hundred thousand's a significant amount of money. For the amount of waste generated within Marion County, it's not a significant amount of money, and just because of the contract with Reworld. But, you know, we do appreciate your contribution, and I think we did some work with Indianapolis Motor Speedway in recent years.

MS. GARNER: We fund a lot of projects still in Marion County for businesses.

MS. HACKMAN: Yes.

CHAIRMAN BURROW: We do -- you know, we do try to be as fair as possible, but this is just an unusual request, Mo, and please give us the time we need, because we're not going to commit to you after something that we were

uncertain whether we even have the power to do so.

MS. MCREYNOLDS: Yeah, I understand. I understand. And as I said, we're -- we tried to use the pathways in front of us and have applied at every single opportunity, and just not found success.

CHAIRMAN BURROW: I would lean on your part -- your partners as well, I mean as well as --

MS. MCREYNOLDS: Well, and we see this Board certainly as a partner, and certainly want to continue seeing you as a partner.

CHAIRMAN BURROW: Well, we are a partner with you, and we've shown that, whether it was a small grant or not, but when I'm saying "partners," I'm meaning your project team that you've put together with the WM's and the LRS's of the world. They -- they both know that a good recycling program requires an educational component, and that should have been in their proposal.

So, does anyone else have anything to

1 comment on?
2 (No response.)
3 CHAIRMAN BURROW: Well, Mo, I thank
4 you. Daniel, I thank you. Again, all we can do
5 is wait for some clarity coming back from IDEM as
6 to what we can actually accomplish. It's not
7 going to happen before the next Board meeting, I
8 would imagine, but we'll still put in the request
9 for the guidance.
10 MS. WEGER: I have one more question
11 that we won't be able to answer: Is there -- and
12 I'm going to show my naivety about the process,
13 but is there, with this augmentation, an
14 opportunity to do something like say, "Hey, we
15 recognize that 2026 is, you know, a transition
16 point for certainly the City of Indianapolis,
17 many other municipalities may also be trying to,
18 you know, reinvigorate their programs, and do a
19 special cycle where we allow new applications for
20 an education-focused program?"
21 Or is that -- maybe I'm way out in left
22 field, but I think, you know, to Matt's point,
23 that would make it seem a little more of a fair

1 footing that anybody could apply, and if we're
2 doing something that's a special off-cycle thing
3 and we're saying, "We're really focusing this
4 just on increasing education to improve the rates
5 for every, you know, recipient," then it wouldn't
6 matter -- it's not like a special favor to one
7 applicant.
8 It would be something where anybody could
9 say, "Hey, here's what we're trying to do and
10 here's the funding that we need, and if we could
11 get that extra money --" I don't know if that's
12 at all possible or not.
13 MS. HACKMAN: We already have a grant
14 for education; right?
15 MS. GARNER: Well, yeah, the
16 Community Recycle Grant does provide a lot of
17 education funding, so we do have that way to fund
18 things as well. It's an interesting idea. We
19 still have to ask for the augmentation, and it'd
20 just be in a different way, because -- yeah, I
21 mean -- and, of course, within the two million
22 that we get budgeted every year, you could
23 definitely set aside a portion of that for

education projects.

Like you guys can determine how you want to see the funds awarded in grants. You can set priority materials. You can set education as a priority funding type. We can set, you know, different amounts for different project types. We can look at restructuring our grants how we want, but I don't think that's what you're asking. You're asking for beyond that two million.

MS. WEGER: Well, and I'm tying it back to the conversation about we've got the -- what is it; 16 million or something --

MS. GARNER: Yeah.

MS. WEGER: -- sitting in reserves, and I --

MS. GARNER: Yeah.

MS. WEGER: -- think that was what prompted prior action to say, "Hey, let's spend some of this and get it out there doing good in the neighborhood," you know, and --

MS. GARNER: Yeah.

MS. WEGER: -- but that was -- that

was all enacted through legislation, so that's where I'm not really clear that we could say, "Hey, let's do a one-time special thing; use some of these funds that are just sitting there, and spread the love."

MS. MCREYNOLDS: And that's taking it into our thought process a little bit more. If we had come to you with a cart grant, for example, that would have felt even less -- you know, that we were putting our money where our mouth was in terms of supporting our own programs.

And we are fully funding our own operation. This net piece of doing the proper education felt like, "This is where we can partner with IDEM Recycling Board for a proper transition," again, fully trying to help -- you know, co-execute and help achieve the state's goals, because, as you said, we can't win without each other.

MR. GRATZ: Debbie, you had mentioned there's a Recycle Education Grant?

MS. HACKMAN: It's a Community

Recycling --

MR. WODRICH: Community Recycling Grants program.

MS. HACKMAN: CRGP.

MR. GRATZ: Could they go to that --

MS. GARNER: So, the Community --

MR. GRATZ: -- and ask for the one -- this one-time ask?

MS. GARNER: The Community Recycling Grants has a lot less funding, so they only give out 500,000 annually, and the -- I think the maximum you can ask for in funding is a hundred thousand.

MS. WHITEHEAD: Yeah, yeah, that's correct.

MR. GRATZ: But could they go --

MS. HACKMAN: And it's a 75-25.

MR. GRATZ: -- with a special ask like they're wanting to come here?

MS. MCREYNOLDS: We -- and we considered that --

MR. WODRICH: No, not --

MS. MCREYNOLDS: -- but when we read

1 the statute, it was that we could not apply for
2 both at the same time or hold two grants at the
3 same time. So, we certainly didn't want it leave
4 money on the table asking for a smaller amount.
5 MR. WODRICH: Yeah. So, the CRGP
6 program is implemented by the agency, and so,
7 that grant round is already closed and we've made
8 awards and are working on grant agreements for
9 that program already. So, that won't open for
10 another cycle until much later this year.
11 CHAIRMAN BURROW: Well, this is just
12 like having another Central Indiana Waste
13 Diversion Program Grant, and it kind of was a
14 special ask. You know, we were directed to
15 accommodate. You know, it was four million
16 dollars that we were given to play with, and
17 until somebody says, "You a have a half million
18 dollars, two hundred thousand dollars --"
19 MS. GARNER: I was just going to say,
20 it might have been nice to have some of our
21 legislative members that are part of the Board in
22 this conversation, when we're starting to talk
23 about the augmentation, yeah.

1 CHAIRMAN BURROW: Yeah. Sorry for
2 our ignorance.
3 MS. GARNER: So, maybe -- maybe
4 that's something they can, you know, look into
5 even, so --
6 MR. WODRICH: Yeah. I mean, again,
7 if you want to look at the Indiana Code, the
8 Additional -- under Additional Powers -- again,
9 this is Indiana Code 4-23-5.5-9 -- "The board
10 may," no. (2) is "establish application forms and
11 procedures for programs consistent with this
12 chapter," and you guys have done that through the
13 program that's already in place, where we awarded
14 those funds last fall, so --
15 MS. GARNER: And there's
16 opportunities around the Central Indiana Waste
17 Diversion project itself, like -- although it
18 only provided in the statute for the two years
19 that we did it, they're still keeping it in the
20 statute, so if there's --
21 MS. HACKMAN: It's in the statute,
22 but no funds have been --
23 MS. GARNER: Yeah --

1 MR. WODRICH: Yeah, we --
2 MS. GARNER: -- exactly.
3 MR. WODRICH: -- you guys had awarded
4 all of the funding authorized by that -- those
5 pieces of legislation.
6 CHAIRMAN BURROW: Well, your
7 recycling program had changes beginning
8 January 1st of '28; correct?
9 MS. MCREYNOLDS: The contracts have
10 already begun this year. The LRS and WM, those
11 contracts are in existence. We gave ourselves a
12 little bit of a window because we understand that
13 this transition is so vital that we wanted to do
14 it thoughtfully between '26, '27, and then those
15 parts dropping Q1, 2028.
16 CHAIRMAN BURROW: So, we have a
17 status quo that people are already educated on
18 currently, and we are making a change in the
19 first quarter of '28; correct?
20 MS. HACKMAN: Yeah.
21 MS. MCREYNOLDS: Sure, you can put it
22 that way. We hope to build out many of those
23 programs to lead ourselves to 20 -- you know,

1 it's almost impossible to have the light switch
2 off in 20 -- December of 2027 and then turn it on
3 January 2028. So, we certainly need to build
4 before there.
5 MS. WEGER: So, there's a ramp-up?
6 MR. STEVENSON: Yes.
7 MS. HACKMAN: Yeah.
8 MS. MCREYNOLDS: Absolutely.
9 CHAIRMAN BURROW: But it's not --
10 it's not a 12-month ramp-up, and there -- we've
11 got a little bit of time to educate is my point,
12 and we just need to get some answers before
13 anyone here is going to go out on a limb and make
14 a commitment that we can do something without
15 legal -- legal approval, so --
16 MS. MCREYNOLDS: Yeah, I hear you,
17 and like I first said, we certainly didn't want
18 to wait -- having applied this most recent
19 Recycling Market Development Program, certainly
20 didn't want to wait a year and a half before you
21 saw this again. We certainly wanted it to be
22 fresh in your brains to be able to have this more
23 relevant conversation.

1 CHAIRMAN BURROW: All right.
2 Any other comments, questions?
3 (No response.)
4 CHAIRMAN BURROW: Well, Mo and
5 Daniel, I thank you very much for your input.
6 MR. STEVENSON: I appreciate you
7 guys' questions and comments, too. It gives us
8 stuff to continue to think through and work on as
9 well. So, thank you.
10 MR. WODRICH: And I guess the only
11 other thing I'll add, Bruce, if I may, is that
12 probably the next round for RMDP would be right
13 around the first week of May. That's where
14 typically our cycle for opening the RFP up
15 annually, so --
16 CHAIRMAN BURROW: Are we confident
17 we're going to be at the same levels moving
18 forward? Is the budget approval going to make --
19 MR. WODRICH: Yes, the biennium
20 budget did contemplate sort of the similar
21 appropriation from this past -- or current fiscal
22 year to next fiscal year, so I don't think there
23 was any change there, so --

CHAIRMAN BURROW: All right. Thank you. I appreciate your time, Mo.

MS. MCREYNOLDS: Thank you.

MR. STEVENSON: Thank you.

MS. MCREYNOLDS: And I appreciate you letting me Zoom in. I'm a little -- I'm out of town this week taking care of some family members.

CHAIRMAN BURROW: All righty.

MS. HACKMAN: Thank you.

MS. MCREYNOLDS: Thank you.

CHAIRMAN BURROW: Okay. The next item on the agenda does happen to be, Carl, the grant round for the coming year, I guess, or --

MS. GARNER: That's right.

CHAIRMAN BURROW: -- the next grant cycle.

MS. GARNER: We need to start thinking about this next grant cycle; right? So, this is what we've used in the past years. I just put it up on the projector there for discussion on if we want to see changes on what the next grant round looks like.

1 Usually we talk just broadly over the
2 timeline, the funding numbers, minimum and
3 maximum, eligibility, do we want to have any
4 priority materials, and any changes you'd like to
5 see in the guidelines that we provide. So, I
6 thought we could kind of quickly work through
7 those topics.
8 I provided the key dates. This is in line
9 with what we've done in all previous years, where
10 you guys would approve the plan and -- or plan
11 guidelines and RFP for the grant proposals on the
12 next Board meeting, on April 23rd, then we would
13 post and announce that next round May 13th, with
14 a deadline six weeks later for submission of
15 proposals on June 24th, with the Board again
16 awarding them at the October Board meeting, on
17 October 22nd.
18 So, any thoughts, discussion around the
19 timeline?
20 CHAIRMAN BURROW: I think it's been
21 working fine is my comment.
22 MS. GARNER: Okay.
23 MS. HACKMAN: Yeah.

1 MS. GARNER: I figured, but always a
2 chance for things to --
3 CHAIRMAN BURROW: As long as Kelly's
4 not going to be on vacation, so --
5 MS. WEGER: I was just looking at
6 that.
7 (Laughter.)
8 MS. GARNER: Uh-oh.
9 MS. WEGER: I am very likely to be in
10 New York that entire week.
11 MS. GARNER: Of October 22nd?
12 MS. WEGER: Uh-huh. That's when my
13 annual conference is. Not anything fun.
14 CHAIRMAN BURROW: What about the
15 following week?
16 MS. WEGER: The 29th is open for me.
17 MS. GARNER: Do you guys want to go
18 ahead and --
19 MS. WEGER: Or the 15th.
20 MS. GARNER: -- determine to move
21 that Board meeting date already, or do you want
22 to wait?
23 CHAIRMAN BURROW: Well, I think we

need to poll everyone that's here, and how do these dates match up with everyone's schedule? I mean I'm pretty readily available --

MS. WHITEHEAD: Yeah, I'm available.

CHAIRMAN BURROW: -- the Good Lord willing and the creek don't rise.

MR. GRATZ: I'm good for moving it, but yeah, we wait a little bit, we get a little closer.

MS. GARNER: Yeah. I mean that could be determined at the next Board meeting.

CHAIRMAN BURROW: Okay.

MS. HACKMAN: Yeah. Okay.

CHAIRMAN BURROW: Sounds good.

MS. GARNER: Probably Pam will make note of it.

Okay. So, this is where I think that you guys might have more discussion. I know Debbie hinted at this at the last meeting. So, typically our minimum and maximum for a particular applicant is -- ask -- is at 50,000 to 500,000, and I will just open it up to you guys for discussion.

1 MS. HACKMAN: I think we should lower
2 the upper limit. We could fund more projects.
3 Those projects that get the big -- the 500,000, I
4 know that those -- and in most cases, those
5 projects would continue if they only got 350,
6 they're going to take what we give them and
7 they're going to be very happy with that. And
8 then we could fund more of these other projects
9 that just -- they were good projects, they just
10 didn't make -- float to the top. That way we
11 could give some more of the smaller grants with
12 some help on budget.
13 MS. WHITEHEAD: But how often do we
14 actually give someone 500,000? Do we do that
15 very often?
16 MS. GARNER: You have been in the
17 last --
18 MS. HACKMAN: Yeah.
19 MS. GARNER: -- three years.
20 MS. HACKMAN: Yeah, about one or two.
21 MS. GARNER: I think compared to
22 three years ago, it almost never happened.
23 MS. WEGER: But we changed the limit.

1 MS. GARNER: Yeah, and we did change
2 the limit.
3 MS. HACKMAN: What were the limits
4 before?
5 MS. GARNER: So, there -- the limit
6 used to be 250,000, and then I think we still
7 hesitated to give the 500,000 for a couple of
8 years after we changed it to 500,000, and then --
9 CHAIRMAN BURROW: Well, the big --
10 when the aluminum plant went up in Northeastern
11 Indiana, I think that's the first time --
12 MS. HACKMAN: Yeah.
13 CHAIRMAN BURROW: -- we gave -- we
14 awarded 500,000.
15 MS. WHITEHEAD: It always makes me
16 feel a little bit hesitant, though, when
17 someone's asking for 500,000, because if I had
18 other ones on my list --
19 MS. HACKMAN: Uh-huh.
20 MS. WHITEHEAD: -- like Debbie's
21 saying, that are looking for funding --
22 MS. WEGER: But we still -- excuse
23 me -- we still have the opportunity to have the

1 conversation and negotiation of "Could you work
2 with less?" I -- I would like -- I mean we
3 intentionally raised it to 500,000. I like it at
4 that level. It doesn't mean we have to award
5 500,000, but we have the option to, and we have.
6 MS. GARNER: I think you get very
7 big, impactful projects at that 500,000. I mean
8 those -- some of those are new -- new companies
9 coming to Indiana that are spending millions --
10 MS. WEGER: Uh-huh.
11 MS. GARNER: -- not just, you know,
12 that match of the 500,000. So, it's something to
13 consider, too.
14 CHAIRMAN BURROW: Obviously 500,000
15 doesn't go very far anymore.
16 MS. GARNER: That's -- that's the
17 only problem. That's the big --
18 CHAIRMAN BURROW: We need to get a
19 million to educate the City of Indianapolis --
20 MS. GARNER: Yeah.
21 CHAIRMAN BURROW: -- on recycling. I
22 mean that --
23 MS. HACKMAN: But sometimes

1 that 500,000 is a smaller -- I don't know how to
2 say this. That 500,000 is helping them less
3 than 80,000 would help a --
4 CHAIRMAN BURROW: Oh, absolutely.
5 MS. HACKMAN: -- smaller project, you
6 know.
7 MS. GARNER: Yeah.
8 MS. WEGER: Well, I think there's
9 also a -- the conversation, I think, gets beyond
10 just the dollar -- I mean like by raising it
11 to 500,000, we got more high-quality
12 applications. Now, that's great. We had a
13 little more confidence, and I think we've gotten
14 bigger impacts.
15 Pair that with the conversation earlier
16 today about "Yeah, but why are we getting better
17 quality applicants looking for $80,000?" I think
18 that's a separate conversation, but a really
19 important one, and I would love for us to find a
20 way to do something like that and have an
21 Incubator program.
22 I mean I keeping thinking about that.
23 There's one particular application where I think

1 he had a great idea, he just -- he wasn't well
2 enough prepared. He needed that kind of
3 mentorship, and if he had that, whether it came
4 from us or another program, I think he probably
5 would have gotten awarded.
6 So, if we can -- whether it's a
7 partnership or we institute something new to help
8 increase the quality of the applications that
9 we're getting, then maybe at that point I would
10 say, "Yeah, let's lower it and focus more on
11 those smaller, maybe more start-up programs that
12 are ready to be successful."
13 MS. HACKMAN: Does anybody follow up
14 with these companies we give money to, two or
15 three, four or five years later, to see if they
16 did what they said they were going to do, and if
17 they're being successful, and if it was a good
18 investment?
19 MR. WODRICH: We were just talking
20 about that.
21 MS. GARNER: I literally -- yeah, in
22 my transitioning to Carl and Pam, I told them
23 that the intern project that I'd love to see, I

1 don't always have the time; right, to go back.
2 I'm busy with the here and now, but I'd love to
3 do -- survey those people two to three years ago
4 and see the impact that those projects have made,
5 so --
6 MS. HACKMAN: Yeah, some of these
7 really innovative things, you know, it's --
8 MS. GARNER: Yeah.
9 MS. HACKMAN: -- a great idea. Did
10 it work, you know, or did they just bust and --
11 MS. GARNER: Right.
12 MS. HACKMAN: -- you know, go back to
13 Alabama where they came?
14 MS. WHITEHEAD: As a quick aside,
15 thank you for allowing Pam Francis and the
16 gentleman from Michigan to speak, because that
17 was great information for us, I think.
18 MS. GARNER: Good. I'm glad.
19 MS. WHITEHEAD: Yeah.
20 MS. GARNER: That was actually your
21 suggestion about Circular Indiana.
22 MS. WHITEHEAD: Yeah, I remember
23 that, so thank you.

(Laughter.)

MS. GARNER: So, thank you for the suggestion.

CHAIRMAN BURROW: Well, I think, Debbie, you bring a good point. We need to maybe -- I don't know that we need to change the limits as much as we need to change our mindset and maybe get back to more conservative roots as far as, you know, granting $500,000, because a lot of times, if it's a half-a-million-dollar project -- or request, it's going to go forward, whether we fund it --

MS. HACKMAN: Yeah.

CHAIRMAN BURROW: -- like 50 percent or 75 percent.

MS. HACKMAN: Right.

CHAIRMAN BURROW: And, you know, I don't want to say we've been taking the easy way out. We kind of made a commitment that if we're going to fund a project, we're going to fund it for the total ask and, you know, not go to that "Can you take less?" And those are the tough discussions that we debate amongst the whole

1 group, so, you know, maybe we need to get back to
2 that to be able to award more projects.
3 MS. HACKMAN: How many times do we
4 say, "Can you take less?" and they say, "Yes"?
5 Almost every time.
6 MS. WEGER: Almost every time.
7 CHAIRMAN BURROW: You know, if
8 somebody's asking --
9 MS. HACKMAN: I mean we're not going
10 to give them more than they ask for, they know
11 that, so they're -- you know, I mean -- so,
12 they're going to ask for the max, whether they
13 need it or not.
14 (Laughter.)
15 CHAIRMAN BURROW: I mean, you know,
16 we look at this --
17 MR. LEAS: Maybe we should.
18 CHAIRMAN BURROW: -- the scoring
19 matrix is -- the scoring matrix is the driver, I
20 mean, and if they blow that driver out of the
21 water, they justify for the request. But we have
22 to really look at that and say, "Is that the only
23 component we need to consider?" You know, what's

1 the likelihood that if we offer them 400,000
2 they're going to take it?
3 MS. HACKMAN: Uh-huh.
4 CHAIRMAN BURROW: And they can always
5 turn it down. Then we say, "Okay. Now we can
6 fund a lot more projects."
7 MS. HACKMAN: True.
8 MR. GRATZ: And I think on some of
9 those when we ask, "Can you take less?" they
10 said, "Yes," but I remember one, they said,
11 "Well, I can -- we can take less, but we're not
12 going to be able to do this line over here --"
13 MS. GARNER: Yeah.
14 MR. GRATZ: "-- that we want to do."
15 So, they did say they could take less, but
16 they're not going to be able to do exactly what
17 they wanted to do, if I remember correctly.
18 MS. HACKMAN: Yeah, I remember.
19 MS. GARNER: We may not be aware --
20 like it's going to impact their project to take
21 less, but who's going to say no to any amount of
22 money?
23 MS. HACKMAN: That's -- yeah.

MR. WODRICH: Yeah. I think RMD --

MS. GARNER: Right? They want the money, whether it's --

MR. WODRICH: IU was one of those, I think, in the last round, like they said, "Yeah, we'll take less, but we're only going to --

MS. WHITEHEAD: One of the campuses.

MR. WODRICH: -- do it at one location instead of two" --

MS. WHITEHEAD: Uh-huh.

MS. GARNER: Uh-huh.

MR. WODRICH: -- for the composting project.

MS. WHITEHEAD: Uh-huh.

MS. WEGER: And I do think it's -- you know, the larger applicants are the ones that are like, "Yeah, sure, we'll take less." I mean it's a --

MS. HACKMAN: Uh-huh.

MS. WEGER: -- four-million-dollar project. "Whether we get $400,000 or, you know, $500,000 kind of doesn't make a big difference." So, it's a mix. I do think we have some that are

like, "Yeah, sure, no problem," and then others where it's like, "We can make it work, but it will change the scope of the project."

MS. GARNER: Uh-huh.

CHAIRMAN BURROW: I think from Deanna and I's perspective -- hopefully you'll agree with me, they do all of their preparation based on a total ask, and then nothing matches up when they say, "Okay. I'll take less," because then they have to go back --

MS. GARNER: It's very challenging --

CHAIRMAN BURROW: -- and rework their --

MS. GARNER: -- from an administrative perspective when they have line items that match certain dollar amounts, and then we give them a random dollar amount, and then we don't fund it towards -- "Okay. We'll fund these two pieces of equipment, but not this third piece of equipment" --

MS. HACKMAN: Yeah.

MS. GARNER: -- then to try to fit their projected budget into a grant agreement. I

1 think that's where you're going with that,
2 yeah --
3 CHAIRMAN BURROW: Yes.
4 MS. GARNER: -- definitely.
5 MS. WEGER: We've also had some at
6 the end of our cycle that we've given, you know,
7 $80,321.
8 MS. HACKMAN: Yeah.
9 MS. GARNER: Yeah, exactly.
10 CHAIRMAN BURROW: They've made it
11 work.
12 MS. WEGER: They made it work.
13 MS. HACKMAN: Yeah.
14 CHAIRMAN BURROW: I think you raise a
15 good point, Debbie, and I think we should all
16 keep that in mind, but I still want that golden
17 ticket out there in case we get the --
18 MS. HACKMAN: Yeah.
19 CHAIRMAN BURROW: -- next big change
20 that we may lose to Michigan, we may lose to
21 Ohio, whatnot.
22 MS. HACKMAN: Yeah, and I do see
23 that -- you know, that 500,000 being a big carrot

to dangle in front of those big companies that are going to make a big change in the economy in Indiana.

MS. WEGER: And before we raised it, I mean we have had cycles where there weren't enough quality applications.

MS. GARNER: Yeah.

MS. WEGER: And that is a really crummy feeling to walk away saying, "We couldn't -- we couldn't --"

CHAIRMAN BURROW: We couldn't -- we couldn't even give away the money.

MS. WEGER: Yeah.

MS. HACKMAN: I understand that, presence and gratifications.

CHAIRMAN BURROW: All right. Any --

MS. GARNER: It sounds like we're keeping it for now.

MS. WEGER: Yes.

MS. WHITEHEAD: Yeah.

CHAIRMAN BURROW: Are you in agreement with that?

MS. HACKMAN: I am.

CHAIRMAN BURROW: Thank you.

MS. HACKMAN: I just appreciate this conversation that we just had.

MS. GARNER: Yeah.

MS. WHITEHEAD: Yeah.

MS. GARNER: No, it was a good conversation.

MS. HACKMAN: It's kind of -- kind of what I wanted to say, but I --

MS. WEGER: Well, and there's history that not everyone has --

MS. HACKMAN: Yeah.

MS. WEGER: -- been a part of all of it --

MS. HACKMAN: Yeah.

MS. WEGER: -- so, it's good to re -- remember the history.

MS. GARNER: Eligibility. Municipalities, Solid Waste Management Districts, nonprofits, higher education institutes, and public and private businesses located and doing business in the State of Indiana. Any -- I don't see a need for change in eligibility.

MS. HACKMAN: No.

MS. WHITEHEAD: They haven't always been people who have been in Indiana, have they? Haven't we had some that have moved -- they were moving in?

MS. GARNER: Right, yes.

MS. HACKMAN: But their business was --

MS. GARNER: But their -- but their business, their project, will be in the State of Indiana.

MS. WHITEHEAD: The project will be in the state; I gotcha.

MR. GRATZ: They'll be in the state.

MS. GARNER: We have these priority materials. It's listed in the guidelines. We, I don't feel, as a Board do much around the priority materials. We don't really actually give extra consideration. I mean I think we see the projects, and that they naturally -- we have plastics and we have, you know, organics. We probably don't see as much glass as we would like to see coming in for funding, but -- so --

MR. WODRICH: Yeah, I think maybe -- maybe to that, I mean just a suggestion. I'm not a voting member, I'm just an advisor, I guess. You know, looking at your scoring, I don't know when you guys last modified that, you know, in any way to prioritize either --

MS. HACKMAN: Uh-huh.

MR. WODRICH: -- what type of applicant, what type of material, like Deanna's talking about, but kind of going back to what you were saying, Kelly, and what the next cycle presentation was sort of about, you know, are -- does somebody get extra points because they're municipal government over private industry?

MS. WEGER: Was it three years ago we went through the strategic --

CHAIRMAN BURROW: Yeah, we did.

MR. WODRICH: Or a solid waste management district, they get extra points because they're a management district over a private entity?

MS. GARNER: I think it might have been already -- it might have already been four

1 years ago we had the big strategic planning
2 session, and then we did revisit our strategic
3 plan two years ago, maybe last year. No, two
4 years ago, yeah. And that's where these came
5 from.
6 And to the point that Carl's making, I do
7 have -- not quite -- we're not on the bottom of
8 the list I have up here, but I do -- I think that
9 looking more closely -- and this is a comment
10 that I also took from Sandy here, but looking
11 more closely at how the evaluation criteria
12 aligns with the proposal criteria, and maybe
13 doing some changes to the evaluation criteria as
14 needed.
15 Obviously it's not going to be me, but I
16 will make that recommendation if the Board would
17 like to do that as well. So, that's one of those
18 things where if in the proposal criteria you
19 still want to continue listing those priority
20 materials, then maybe the alignment with the
21 scoring or the evaluation is that there's
22 additional points given for those materials.
23 MS. WEGER: I have a question for the

1 Board: With these priority materials and
2 categories, where would you -- where would you
3 classify solar panels?
4 MS. HACKMAN: Electronics is what I
5 would say. We'd just been discussing this, and I
6 think maybe electronics possibly, and it maybe
7 should be specified to say batteries -- including
8 batteries and solar panels.
9 MS. WEGER: Yeah. Now, obviously
10 this is my field, so I'm in it, so I don't
11 know -- I have a skewed, you know, opinion on
12 this, but I see a big increase in solar and
13 battery recycling in our future.
14 MS. HACKMAN: Yes.
15 MS. WEGER: Whether that's critical
16 in 2026 -- maybe, you know, a couple of years
17 down the road it's more critical, but it's
18 certainly -- I'm seeing a lot of investment and a
19 lot of new companies coming in to do that, and I
20 think that that's an important area as we move
21 forward.
22 MS. HACKMAN: Yeah.
23 MR. GRATZ: Will we need to classify

it as HHW since -- well, batteries are --

MS. HACKMAN: Uh-huh.

MR. GRATZ: -- somewhat toxic.

MS. WEGER: It's a little different.

MS. WHITEHEAD: I think --

MR. GRATZ: So, maybe we open it up, too, so we can hit -- because I know the solar panels, I think, are going to be an issue down the road, and --

MS. HACKMAN: Yeah.

MR. GRATZ: -- batteries already are. Do we want to open it up to --

MS. GARNER: What I'm thinking --

MR. GRATZ: -- and just make it a new field?

MS. GARNER: -- is that that July Board meeting is usually kind of an open meeting, where we either, you know, visit a facility or have a chance for strategic planning. So, maybe that's the time in July to do another strategic planning session and look at emerging waste streams like solar panels and others. That definitely wasn't really on the radar when we

came up with these initially.

MS. WEGER: Yeah. I think vape pens is another one that we've --

MS. HACKMAN: Yes.

MS. WEGER: -- been hearing, I think, increasing.

MS. GARNER: Yeah.

MS. WEGER: But I was -- I just recently went back to the new RecycleForce facility to see it and was talking with the folks there, and they're talking about opening a new facility just for recycling solar panels.

MS. GARNER: Yeah, Andrew told me that, too, yeah.

MS. WHITEHEAD: I -- you can correct me if I'm wrong, but I don't think we have excluded anything that has come before us because of what kind of material they were recycling. Because of the low -- what I consider the low recycling rate in Indiana, I think we've just kind of looked at anything that has -- is a good project and it's a reuse of some material, that we've -- you know, we've not excluded anything.

1 So, unless we're -- you know, unless we're
2 maybe going to give priority points, like Carl
3 said, for a specific material, I don't know how
4 important it is to lay all of those out. I
5 mean --
6 MS. WEGER: I agree. I think we,
7 maybe somewhat organically, when we're reviewing
8 all of the applications say, "Oh, this is an area
9 that's important, that has a lot of value because
10 it's an --"
11 MS. WHITEHEAD: Yeah.
12 MS. WEGER: "-- emerging market,"
13 whether or not it's explicitly on the priority
14 materials list.
15 MS. WHITEHEAD: Right.
16 MS. WEGER: So, I'm not proposing we
17 change anything to that. I think we are managing
18 it.
19 MS. WHITEHEAD: Yeah. Like we had
20 a -- the solar panel recycling project that we
21 funded.
22 MS. GARNER: You did, yeah, the ERI
23 project. I just -- I didn't give this update

1 earlier, but -- so, that was a Central Indiana
2 Waste Diversion project --
3 MS. WHITEHEAD: Okay. Yeah.
4 MS. GARNER: -- and by statute, they
5 have four years for those projects, and ERI has
6 put a pause on that project --
7 MS. WHITEHEAD: Oh, no.
8 MS. GARNER: -- just because 2026 the
9 federal funding is zero for those kinds of
10 projects, and so, they don't see the feedstock
11 that they were originally anticipating when they
12 came to the Board. I think -- I think, like you
13 said, not this year, but we're going to see it in
14 the next couple of years. So, luckily they have
15 four years to still determine if they'll move
16 forward on it. I think it'll still happen --
17 MS. WEGER: Yeah.
18 MS. GARNER: -- but this year's not
19 the year for them to invest in that equipment
20 yet. So, just, yeah, to let you know, it's kind
21 of a -- I didn't -- for all of the Central
22 Indiana Waste Diversion projects, I didn't want
23 to do four-year grant agreements, because that's

1 a long time to string them out, so I did two-year
2 grant agreements, and then hopefully that one
3 will be renewed for another two years, so --
4 CHAIRMAN BURROW: I don't know that
5 we need to change anything with regard to our --
6 MS. GARNER: Yeah.
7 CHAIRMAN BURROW: -- priority
8 materials. I think it's just important that we
9 do focus on the future, whether it's -- I mean
10 I'm sitting here and thinking two days ago we
11 lost a brand new truck to a lithium-ion battery,
12 and I mean $400,000 into the wind just because
13 somebody's not treating their batteries
14 correctly.
15 And everybody's having that happen. So,
16 batteries are a concern, solar panels are a
17 concern, and there will be new trends coming up
18 that will be of immediate concern, and
19 particularly with admins changing.
20 MS. HACKMAN: There is a -- there is
21 a bill that's been proposed for EPR and
22 batteries, so --
23 MS. GARNER: Yeah, uh-huh.

1 MS. HACKMAN: Yeah, it passed in the
2 House yester -- I believe yesterday.
3 MS. GARNER: That is recognized in
4 the state that that's an issue.
5 CHAIRMAN BURROW: Yeah. I think --
6 MS. GARNER: There's a lot of other
7 states that are -- already have entered EPR, so
8 hopefully --
9 CHAIRMAN BURROW: The vape pens that
10 you mentioned --
11 MS. HACKMAN: That's the lithium
12 battery, though. That's the problem in them.
13 CHAIRMAN BURROW: Lithium-ion, and
14 then the amount of nicotine in a vape pen is
15 almost the level of a hazardous substance if it's
16 not fully used.
17 MS. GARNER: Yeah.
18 MS. HACKMAN: And sometimes those
19 things have just not nicotine.
20 CHAIRMAN BURROW: So --
21 MR. WODRICH: Yeah, we've been
22 talking with the Department of Education,
23 Department of Health about vape pens, because

1 schools are confiscating them and they're --
2 we're trying to educate --
3 MS. GARNER: The disposal --
4 MR. WODRICH: -- to make sure that
5 they're not becoming a hazardous waste generator
6 under the regulations, so --
7 MS. HACKMAN: Yeah.
8 MR. WODRICH: -- because they're not
9 household.
10 CHAIRMAN BURROW: Right. It doesn't
11 take long.
12 MR. WODRICH: Yeah.
13 MS. WEGER: Can I bring up one thing
14 that's not related to the --
15 MS. GARNER: Yeah.
16 MS. WEGER: -- application? I would
17 love -- I love the idea from the NextCycle,
18 whatever the name was, of having some sort of a
19 networking event where past grant recipients are
20 invited, and I don't know what that -- who would
21 organize that, what that would look like, if that
22 would be a meeting officially or if it would just
23 be a social thing, but I think that would be a

1 super cool thing for us to better keep track of
2 past recipients.
3 MS. GARNER: I love that idea, yeah.
4 MS. WEGER: They might also find
5 partnerships through something like that.
6 MS. GARNER: Something like that
7 would be nice, I think, to like tag onto
8 either -- like maybe a Circular Indiana
9 conference. You know, do like -- instead of like
10 the evening reception, be like a separate evening
11 reception with like past grants or something like
12 that. Yeah, that's a good idea.
13 CHAIRMAN BURROW: I like the idea of
14 that as well, because you have that at the
15 Government Center; correct, maybe?
16 MS. GARNER: I would -- I have no
17 idea if it will be at the Government Center this
18 year, but -- they haven't reached out to any of
19 us yet.
20 CHAIRMAN BURROW: Are you going to
21 lock that down before you bail?
22 (Laughter.)
23 MS. GARNER: That was a Pat Daniel

1 thing. She was the one that signed that
2 contract, so I'm going to leave that up to Pamela
3 here to work with Circular Indiana on -- it was
4 an interesting agreement. It is a little bit of
5 a unique partnership to have an outside
6 organization using state property and having --
7 MS. HACKMAN: Yeah.
8 MS. GARNER: -- us kind of sign off
9 on that, those rooms.
10 CHAIRMAN BURROW: I think it's the
11 proper time to involve the people who Kelly
12 mentioned into that forum and to do those
13 meetings, you know, make the connections.
14 MS. GARNER: Uh-huh.
15 MS. WEGER: That might make it less
16 tenuous.
17 (Laughter.)
18 MS. GARNER: Sure. Yep.
19 CHAIRMAN BURROW: Anything else?
20 MS. GARNER: So, the other things are
21 really, really -- I mean if you had feedback, but
22 it's just changes to the guideline that I -- or
23 the process that I -- some of them we suggested

1 last year ran out of time and resources, some,
2 you know -- so, like, you know, hosting a Webinar
3 before -- or at the time we launch the RFP, maybe
4 providing some examples of what we're looking
5 for, providing more guidance so that we get a
6 good quality proposal.
7 MS. HACKMAN: Uh-huh.
8 MS. GARNER: I definitely want -- and
9 this is more for my administrative ease -- a
10 budget table right on the cover page with the
11 entities' information instead of buried somewhere
12 down into the proposal.
13 And then, as I just mentioned, with
14 looking more closely at how we score and the
15 evaluation criteria, and making sure that it
16 really does align with the proposal criteria. I
17 think that all of the information are in the
18 proposals, but you kind of have to read between
19 the lines; right, with the evaluation criteria to
20 see where they match currently.
21 MS. WEGER: Those all sound good to
22 me.
23 MS. HACKMAN: Yeah.

1 MS. GARNER: All right. I'll make
2 those recommendations.
3 MS. WEGER: Not Deanna's problem.
4 (Laughter.)
5 CHAIRMAN BURROW: Very good.
6 Anything else here? I believe we're at the end
7 of our agenda. Any other issues anyone wants to
8 bring up?
9 MS. HACKMAN: I, for one, am just
10 going to say I'm going to miss Deanna.
11 MS. WHITEHEAD: Yeah, for sure.
12 MS. GARNER: Thank you. I appreciate
13 it. I'll miss you guys.
14 MS. HACKMAN: I wish --
15 MS. GARNER: I can't say enough what
16 a great Board this is. You guys are involved,
17 you ask the right questions, you deeply care
18 about how we do --
19 MR. GRATZ: I see you looking at me;
20 I'm sorry.
21 (Laughter.)
22 MS. GARNER: No, you guys -- I just
23 want to -- I didn't want to just look across.

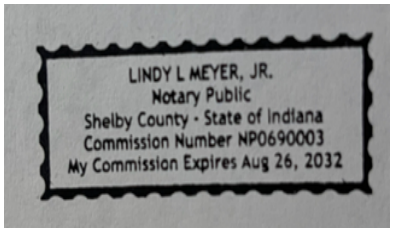
1 No, you guys deeply care about the projects and
2 that the money is spent appropriately, and you
3 are -- you've been very easy to work with, and
4 you show up for every meeting, and I really
5 appreciate that.
6 CHAIRMAN BURROW: We may not be the
7 most formal, but I guarantee we're the most
8 passionate about doing it the correct way, and I
9 certainly appreciate the opportunity to work with
10 everyone in this room, and particularly you,
11 Deanna, over the last several years. Thank you
12 very much.
13 MS. HACKMAN: Yeah, how many times
14 I've said, "Call Deanna. She has the answer, and
15 she'll tell you straight out," you know.
16 (Laughter.)
17 CHAIRMAN BURROW: But we do all wish
18 you the best.
19 MS. HACKMAN: Yeah.
20 CHAIRMAN BURROW: And we look forward
21 to working with you, Pamela --
22 MS. GUERRERO: Yes.
23 CHAIRMAN BURROW: -- correct? And --

1 MS. GARNER: You'll see me around.
2 I'm still going to be in this world.
3 CHAIRMAN BURROW: You better be.
4 MS. WEGER: Do we get invited to a
5 sayonara happy hour?
6 (Laughter.)
7 MS. GARNER: I don't have anything
8 planned, but --
9 CHAIRMAN BURROW: We're waiting on
10 the drink cart to roll in.
11 (Laughter.)
12 CHAIRMAN BURROW: All right. With
13 nothing else, do I have a motion to adjourn?
14 MS. WHITEHEAD: So moved.
15 CHAIRMAN BURROW: And a second?
16 MR. GRATZ: I'll second it.
17 CHAIRMAN BURROW: And any discussion?
18 (No response.)
19 CHAIRMAN BURROW: Hearing none, all
20 in favor?
21 (Board members responded, "Aye.")
22 CHAIRMAN BURROW: Opposed?
23 (No response.)

1 CHAIRMAN BURROW: Hearing none,
2 motion carries unanimously. Thank you very much,
3 everyone.
4 - - -
Thereupon, the proceedings of
5 January 22, 2026 were concluded
at 11:49 o'clock a.m.
6 - - -
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23

CERTIFICATE

I, Lindy L. Meyer, Jr., the undersigned Court Reporter and Notary Public residing in the City of Shelbyville, Shelby County, Indiana, do hereby certify that the foregoing is a true and correct transcript of the proceedings taken by me on Thursday, January 22, 2026 in this matter and transcribed by me.



Lindy L. Meyer, Jr.

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

My Commission expires August 26, 2024.
Commission No. NP0690003

$

$15 [1] - 29:18
$15,518,195 [1] - 15:20
$2,539,497 [1] - 15:13
$2,572,864 [1] - 15:12
$250,000 [1] - 30:17
$3.17 [1] - 76:12
$32 [2] - 87:8, 87:14
$400,000 [3] - 121:14, 147:21, 160:12
$5,000 [1] - 89:19
$5,112,361 [1] - 15:15
$5.48 [1] - 76:12
$50,000 [1] - 121:16
$500,000 [6] - 89:16, 111:18, 116:19, 144:9, 147:22
$6,539,051 [1] - 15:19
$80,000 [1] - 141:17
$80,321 [1] - 149:7

'

'25 [2] - 15:17, 15:22
'26 [6] - 11:3, 78:23, 83:15, 83:16, 100:12, 131:14
'26-to-'28 [1] - 83:13
'27 [5] - 78:23, 83:16, 84:3, 100:13, 131:14
'28 [6] - 83:17, 84:3, 84:6, 100:13, 131:8, 131:19
'90's [1] - 19:20

0

02 [1] - 40:23

1

1.5 [2] - 15:8, 50:5
1003 [2] - 6:20, 7:1
11:49 [1] - 169:5
12 [1] - 59:6
12-month [1] - 132:10
13 [2] - 22:4, 107:21
13th [1] - 135:13
15 [5] - 17:19, 17:23, 24:15, 39:10, 42:7
15-million-dollar [1] - 111:5
15th [1] - 136:19
16 [1] - 126:13
170-some-odd [1] - 7:6
18 [1] - 76:7
180 [1] - 9:22
1990's [1] - 13:13
1st [1] - 131:8

2

2 [1] - 130:10
2,200,000 [1] - 14:16
2.2 [2] - 15:2, 110:10
2.3 [1] - 14:22
2.5 [1] - 15:9
2.6 [1] - 14:23
20 [5] - 28:6, 43:22, 76:2, 131:23, 132:2
200 [2] - 36:23, 45:23
200th [1] - 31:22
2015 [1] - 30:11
2018 [1] - 39:9
2019 [2] - 47:21, 47:22
2020 [5] - 31:18, 31:19, 31:21, 39:9, 47:22
2022 [1] - 100:19
2024 [1] - 170:15
2025 [3] - 5:2, 14:13, 15:10
2026 [10] - 1:6, 1:17, 3:1, 3:5, 84:1, 124:15, 155:16, 159:8, 169:5, 170:7
2027 [1] - 132:2
2028 [4] - 79:1, 99:15, 131:15, 132:3
2029 [1] - 32:23
22 [5] - 1:6, 1:17, 3:1, 169:5, 170:7
22nd [3] - 3:5, 135:17, 136:11
23rd [3] - 5:2, 9:23, 135:12
24th [1] - 135:15
25 [4] - 13:20, 13:22, 28:20, 32:20
250,000 [1] - 139:6
2525 [1] - 1:15
26 [1] - 170:15
270,000 [2] - 75:21, 84:7
277 [1] - 6:14
279,000 [3] - 80:22, 94:17, 99:19
29th [1] - 136:16

3

30 [2] - 32:23, 76:6
30th [1] - 11:10
317 [1] - 1:22
33 [1] - 33:9
346 [1] - 14:5
350 [1] - 138:5
38 [1] - 14:1

4

4 [2] - 107:22, 107:23
4-23-5.5-6 [1] - 108:5
4-23-5.5-9 [1] - 130:9
40 [3] - 20:8, 76:20, 77:3
40,000 [1] - 80:22
400,000 [3] - 105:7, 121:22, 146:1
46032 [1] - 1:22

5

50 [3] - 13:18, 14:15, 144:14
50,000 [1] - 137:21
500,000 [17] - 128:11, 137:22, 138:3, 138:14, 139:7, 139:8, 139:14, 139:17, 140:3, 140:5, 140:7, 140:12, 140:14, 141:1, 141:2, 141:11, 149:23
543 [1] - 1:21
55-plus [1] - 101:11

6

6 [1] - 92:1
60-million-dollar [1] - 94:10

7

75 [1] - 144:15
75-25 [1] - 128:17

8

80,000 [1] - 141:3
848-0088 [1] - 1:22

9

9:00 [3] - 1:17, 3:1, 3:3

A

a)(4) [1] - 108:5
a.m [3] - 1:18, 3:1, 169:5
abil [1] - 50:17
ability [2] - 50:18, 109:13
able [35] - 4:4, 6:7, 10:21, 25:4, 27:7, 34:10, 35:20, 41:5, 42:3, 47:1, 48:22, 51:6, 52:15, 52:16, 52:17, 60:1, 66:8, 78:11, 79:21, 86:23, 88:5, 92:15, 95:8, 96:1, 103:4, 106:2, 110:2, 114:15, 118:2, 119:23, 124:11, 132:22, 145:2, 146:12, 146:16
above-captioned [1] - 1:10
absolutely [5] - 47:20, 99:1, 115:18, 132:8, 141:4
absorb [1] - 88:14
absorbed [2] - 9:14, 88:18
academy [1] - 38:22
Academy [2] - 40:11, 44:14
accelerator [6] - 24:21, 30:12, 33:17, 34:19, 36:11, 40:11
Accelerator [3] - 35:13, 36:4, 38:22
accelerators [2] - 33:17, 33:18
acceptable [1] - 106:7
accepted [1] - 25:6
access [5] - 32:13, 42:20, 64:17, 66:3, 95:8
accessing [1] - 64:20
accommodate [1] - 129:15
accomplish [2] - 62:2, 124:6
accomplished [1] - 51:4
accomplishments [1] - 54:10
according [1] - 120:12
account [1] - 14:14
accountability [2] - 56:6, 56:14
accounts [2] - 15:5, 33:1
ACCURATE [1] - 1:21
accurately [1] - 71:17
accuratereportingofindiana@gmail.com [1] - 1:23
achieve [1] - 127:18
acknowledge [1] - 87:5
action [1] - 126:19
active [2] - 10:22, 72:22
activities [2] - 45:5, 63:21
activity [1] - 112:18
actual [2] - 15:10, 41:21
add [5] - 8:15, 66:19, 85:23, 116:17, 133:11
adding [1] - 93:14
additional [18] - 8:23, 16:19, 47:1, 47:11, 48:2, 49:9, 53:3, 74:17, 74:20, 95:3, 100:4, 106:16, 108:17, 110:11, 112:23, 130:8, 154:22
address [3] - 65:5, 65:7, 104:17
adjourn [1] - 168:13
adjust [1] - 90:6
administration [3] - 17:9, 110:11, 120:13
administrations [4] - 110:4, 110:5, 119:22, 120:16
administrative [4] - 50:6, 108:6, 148:15, 165:9
admins [1] - 160:19
ads [1] - 107:1
advance [3] - 61:15, 63:15, 66:11
adventure [1] - 79:19
advise [1] - 30:1
advises [1] - 30:2
advisor [1] - 153:3
advisors [1] - 36:4
Advisory [1] - 55:16
advocacy [1] - 61:18
Affairs [1] - 8:4
affected [1] - 19:17
affiliation [1] - 4:1
afternoon [1] - 69:21
Agency [1] - 118:18
agency [7] - 6:9, 6:13, 7:9, 21:7, 108:7, 108:10, 129:6
agenda [9] - 6:8, 12:23, 23:12, 57:2, 58:19, 59:13, 74:6, 134:13, 166:7
ago [12] - 22:3, 75:13, 87:8, 109:19, 110:5, 138:22, 143:3, 153:15, 154:1, 154:3, 154:4, 160:10
agree [3] - 115:14, 148:6, 158:6

agreement [3] - 148:23, 150:22, 164:4
agreements [4] - 11:4, 129:8, 159:23, 160:2
ahead [9] - 3:4, 12:22, 44:6, 44:7, 102:4, 102:6, 104:4, 107:13, 136:18
Aidan [1] - 24:1
Alabama [1] - 143:13
align [1] - 165:16
aligning [1] - 20:13
alignment [1] - 154:20
aligns [1] - 154:12
all's [1] - 68:18
allocated [2] - 109:5, 117:19
allocation [1] - 9:3
allow [4] - 6:21, 35:23, 41:9, 124:19
allowed [4] - 78:20, 110:12, 110:13, 115:8
allowing [1] - 143:15
almost [10] - 31:22, 43:23, 46:6, 52:8, 76:20, 132:1, 138:22, 145:5, 145:6, 161:15
ALSO [1] - 2:10
alternative [1] - 46:7
aluminum [1] - 139:10
amazing [1] - 55:9
amended [1] - 6:20
amendment [1] - 6:16
amendments [1] - 7:4
American [1] - 62:9
amount [27] - 16:15, 42:9, 45:7, 48:22, 48:23, 62:6, 62:18, 80:15, 86:14, 89:22, 91:6, 91:11, 93:16, 94:15, 105:5, 112:6, 112:11, 118:19, 119:18, 122:9, 122:10, 122:11, 129:4, 146:21, 148:17, 161:14
amounts [2] - 126:6, 148:16
analysis [6] - 8:2, 32:11, 32:17, 33:6, 43:18
Andrew [1] - 157:13
announce [1] - 135:13
announced [1] - 37:9
announcement [2] - 78:21, 92:16
annual [3] - 59:14, 77:19, 136:13
annually [8] - 8:21, 18:5, 105:7, 108:5, 109:1, 117:19, 128:11, 133:15
answer [9] - 43:23, 49:11, 103:2, 107:19, 110:3, 111:11, 115:6, 124:11, 167:14
answering [1] - 85:16
answers [1] - 132:12
anticipated [1] - 108:22
anticipating [1] - 159:11
antiquated [1] - 19:12
anyway [2] - 73:4, 101:17
apologize [2] - 6:6, 13:3
app [1] - 95:20
APPEARANCES [1] - 2:1
appeared [1] - 103:3
Applause [1] - 12:11
apples [1] - 71:13
applicant [4] - 116:6, 125:7, 137:21, 153:9
applicants [4] - 51:16, 51:23, 141:17, 147:16
application [9] - 44:16, 44:22, 83:22, 84:12, 95:6, 114:21, 130:10, 141:23, 162:16
application-based [1] - 95:6
applications [6] - 51:12, 124:19, 141:12, 142:8, 150:6, 158:8
applied [2] - 123:6, 132:18
apply [5] - 22:4, 67:23, 110:16, 125:1, 129:1
appreciate [12] - 26:2, 74:5, 82:1, 113:16, 122:13, 133:6, 134:2, 134:5, 151:2, 166:12, 167:5, 167:9
approaching [1] - 112:17
appropriate [4] - 4:6, 4:13, 71:10, 117:22
appropriated [2] - 14:16, 16:7
appropriately [1] - 167:2
appropriation [4] - 14:20, 16:16, 108:20, 133:21
appropriations [1] - 103:13
approval [5] - 3:10, 5:1, 121:5, 132:15, 133:18
approve [2] - 5:12, 135:10
approved [6] - 110:8, 110:13, 115:10, 120:21, 121:11
apps [1] - 101:4
April [1] - 135:12
area [3] - 99:12, 155:20, 158:8
areas [1] - 66:14
argument [1] - 107:5
arising [1] - 11:3
arrive [1] - 12:17
ash [1] - 104:9
aside [3] - 94:17, 125:23, 143:14
assistance [12] - 13:12, 36:7, 38:8, 38:13, 40:13, 50:7, 52:9, 53:4, 104:11, 109:2, 110:15, 110:18
Assistance [5] - 13:21, 15:13, 15:20, 104:23, 117:15
associated [1] - 67:6
assumed [1] - 21:12
attendance [1] - 3:23
attention [1] - 66:6
attrac [1] - 44:20
attract [5] - 34:22, 35:5, 35:20, 37:13, 54:1
attracting [6] - 36:13, 37:23, 39:1, 41:13, 43:19, 44:21
attraction [1] - 34:22
audio [1] - 24:3
aug [1] - 108:16
augment [4] - 109:14, 111:6, 117:14, 120:5
augmentation [17] - 107:15, 108:12, 110:1, 110:12, 110:13, 115:9, 116:3, 117:4, 117:7, 118:1, 118:3, 118:10, 118:20, 119:6, 124:13, 125:19, 129:23
augmentations [2] - 74:18, 119:20
augmented [1] - 119:17
August [1] - 170:15
author [1] - 120:14
authority [2] - 120:15, 121:4
authorization [1] - 107:22
authorize [1] - 20:14
authorized [3] - 117:23, 118:20, 131:4
avail [1] - 83:7
available [6] - 109:8, 110:2, 114:8, 114:19, 137:3, 137:4
avenue [1] - 59:4
Avenue [1] - 1:16
avenues [2] - 61:5, 116:15
average [2] - 75:23, 76:5
award [3] - 83:23, 140:4, 145:2
awarded [11] - 14:2, 14:3, 118:3, 118:11, 118:17, 118:19, 126:3, 130:13, 131:3, 139:14, 142:5
awarding [1] - 135:16
awards [1] - 129:8
aware [6] - 6:12, 74:12, 99:3, 99:13, 113:19, 146:19
awesome [2] - 14:13, 51:14
Aye [2] - 5:20, 168:21

B

background [2] - 8:2, 42:23
backs [2] - 34:11, 53:19
bail [1] - 163:21
bailer [1] - 10:15
balance [4] - 16:5, 16:11, 16:23, 17:3
balances [1] - 15:16
ball [1] - 60:6
base [4] - 32:6, 43:3, 54:22, 68:3
based [11] - 48:20, 75:20, 89:10, 91:19, 95:6, 95:16, 105:5, 108:21, 117:5, 148:7
basic [1] - 61:2
basis [1] - 9:17
batteries [11] - 43:9, 60:5, 60:9, 64:10, 155:7, 155:8, 156:1, 156:11, 160:13, 160:16, 160:22
battery [8] - 43:10, 43:11, 43:14, 64:6, 155:13, 160:11, 161:12
becoming [1] - 162:5
BEFORE [1] - 1:1
begin [1] - 62:5
beginning [6] - 14:1, 32:22, 50:6, 84:22, 119:11, 131:7
begins [1] - 84:1
begun [1] - 131:10
BEHALF [1] - 2:6
behalf [3] - 11:19, 100:11, 112:23
behind [1] - 19:13
benefit [6] - 34:15, 34:16, 52:5, 73:6, 107:10, 113:2
benefits [4] - 36:20, 49:14, 50:22, 60:22
best [11] - 12:7, 28:16, 41:9, 41:17, 42:1, 42:2, 53:7, 63:15, 101:14, 107:19, 167:18
bet [1] - 39:21
bets [1] - 39:22
better [6] - 19:7, 68:13, 105:13, 141:16, 163:1, 168:3
between [6] - 14:11, 14:22, 83:12, 88:5, 131:14, 165:18
beyond [4] - 62:21, 106:17, 126:9, 141:9
bid [2] - 47:21, 47:23
biennium [1] - 133:19
big [20] - 8:21, 11:7, 33:13, 39:5, 66:17, 79:3, 89:3, 115:22, 116:20, 138:3, 139:9, 140:7, 140:17, 147:22, 149:19, 149:23, 150:1, 150:2, 154:1, 155:12
bigger [3] - 42:4, 49:18, 141:14
biggest [4] - 17:14, 51:23, 52:5, 53:9
bill [15] - 6:9, 6:13, 6:20, 7:3, 7:5, 19:8, 21:2, 21:12, 21:16, 60:8, 60:14, 60:17, 108:11, 110:7, 160:21

Bill [2] - 6:14, 7:1
billboards [2] - 89:4, 106:23
billion [2] - 33:9, 53:20
bills [2] - 7:8, 114:7
bin [4] - 70:14, 71:4, 71:5, 71:10
bins [12] - 65:16, 65:21, 67:5, 67:6, 70:4, 70:10, 70:19, 72:15, 73:12, 81:6, 84:7, 112:15
bit [30] - 6:4, 13:10, 14:9, 17:6, 17:7, 17:16, 24:11, 25:3, 25:7, 61:19, 75:5, 79:10, 82:2, 83:20, 88:4, 90:13, 91:4, 104:17, 105:3, 110:11, 117:18, 119:9, 119:21, 121:2, 127:7, 131:12, 132:11, 137:8, 139:16, 164:4
blade [1] - 41:10
blow [1] - 145:20
blowup [1] - 121:2
BOARD [2] - 1:1, 2:2
board [33] - 6:18, 11:12, 11:20, 11:22, 14:4, 14:12, 17:15, 19:5, 25:2, 44:3, 56:11, 57:3, 58:13, 59:6, 63:23, 64:2, 90:23, 93:1, 97:13, 99:20, 103:3, 109:13, 113:8, 115:1, 119:10, 120:4, 124:7, 129:21, 130:9, 136:21, 154:16, 156:17, 166:16
Board [24] - 1:11, 3:6, 5:20, 56:4, 64:19, 67:21, 74:19, 82:21, 114:14, 115:8, 118:17, 118:19, 118:23, 119:12, 123:12, 127:16, 135:12, 135:15, 135:16, 137:11, 152:17, 155:1, 159:12, 168:21
Board's [1] - 107:22
boards [5] - 6:21, 6:22, 7:2, 19:11, 119:18
body [1] - 97:22
Borshoff [2] - 90:19, 90:23
bottom [2] - 93:2, 154:7
box [1] - 4:1
brain [1] - 84:21
brains [1] - 132:22
brand [1] - 160:11
break [1] - 90:2
breakdown [2] - 14:9, 91:4
bring [17] - 9:11, 35:10, 35:22, 41:4, 47:6, 65:18, 65:20, 69:11, 71:7, 74:9, 75:16, 76:8, 92:8, 92:15, 144:5, 162:13, 166:8
bringing [5] - 75:7, 82:18, 93:17, 98:9, 101:1
Briona [1] - 12:13
Briony [5] - 2:8, 12:14, 13:3, 13:6, 108:19
broad [1] - 45:10
broadly [3] - 45:3, 69:12, 135:1
brochures [1] - 89:5
brown [1] - 67:9
browns [1] - 71:5
Bruce [7] - 1:11, 2:2, 4:22, 24:14, 105:3, 113:4, 133:11
budding [1] - 52:11
budget [20] - 76:15, 87:10, 108:6, 108:7, 108:16, 110:7, 110:8, 110:13, 117:7, 117:18, 117:20, 117:22, 118:18, 119:19, 133:18, 133:20, 138:12, 148:23, 165:10
budgeted [1] - 125:22
budgets [2] - 119:23
build [12] - 14:6, 31:17, 34:10, 35:23, 41:2, 43:2, 53:11, 65:12, 68:9, 68:19, 131:22, 132:3
building [6] - 31:14, 43:13, 57:11, 63:12, 63:21, 106:8
built [6] - 43:6, 48:3, 65:21, 66:5, 67:4
bullet [1] - 61:17
bump [1] - 56:15
bunch [1] - 38:13
buried [1] - 165:11
burned [1] - 77:16
Burrow [2] - 1:11, 2:2
BURROW [151] - 3:3, 3:13, 3:16, 4:23, 5:7, 5:11, 5:14, 5:18, 5:21, 5:23, 8:12, 11:19, 12:1, 12:5, 12:7, 12:12, 12:19, 12:21, 13:2, 16:4, 17:14, 17:18, 17:22, 18:3, 18:7, 18:13, 18:16, 19:2, 19:4, 23:4, 23:7, 23:11, 23:16, 44:2, 44:7, 54:5, 54:8, 54:13, 56:22, 57:2, 57:6, 71:16, 71:21, 72:11, 74:2, 74:5, 91:12, 92:19, 92:23, 94:20, 95:18, 102:2, 102:5, 102:22, 104:5, 104:19, 105:9, 105:12, 105:16, 105:19, 107:4, 107:14, 109:4, 109:7, 111:4, 112:5, 112:16, 113:15, 113:18, 114:1, 114:23, 115:3, 115:14, 120:19, 121:1, 121:10, 121:21, 122:1, 122:4, 122:8, 122:19, 123:8, 123:14, 124:3, 129:11, 130:1, 131:6, 131:16, 132:9, 133:1, 133:4, 133:16, 134:1, 134:9, 134:12, 134:16, 135:20, 136:3, 136:14, 136:23, 137:5, 137:12, 137:14, 139:9, 139:13, 140:14, 140:18, 140:21, 141:4, 144:4, 144:14, 144:17, 145:7, 145:15, 145:18, 146:4, 148:5, 148:12, 149:3, 149:10, 149:14, 149:19, 150:11, 150:16, 150:21, 151:1, 153:17, 160:4, 160:7, 161:5, 161:9, 161:13, 161:20, 162:10, 163:13, 163:20, 164:10, 164:19, 166:5, 167:6, 167:17, 167:20, 167:23, 168:3, 168:9, 168:12, 168:15, 168:17, 168:19, 168:22, 169:1
business [11] - 3:9, 30:12, 33:17, 34:8, 35:1, 35:2, 53:12, 102:12, 151:22, 152:7, 152:10
businesses [12] - 28:21, 29:18, 30:21, 33:8, 34:22, 35:5, 38:1, 50:13, 52:12, 53:23, 122:17, 151:21
bust [1] - 143:10
busy [1] - 143:2
buy [1] - 106:21
buying [1] - 46:15
buys [2] - 93:23, 106:23
bye [2] - 56:20, 56:21

C

calculations [1] - 105:4
camera [1] - 25:13
campaign [1] - 30:5
campaigns [1] - 42:14
campus [1] - 64:11
campuses [1] - 147:7
candidly [1] - 46:1
cannot [1] - 77:15
cap [1] - 16:20
capital [1] - 53:3
captioned [1] - 1:10
cardboard [3] - 10:16, 10:18, 10:20
care [4] - 107:12, 134:7, 166:17, 167:1
careful [1] - 115:13
Carl [8] - 2:7, 6:3, 113:16, 120:19, 134:13, 142:22, 158:2
Carl's [1] - 154:6
Carmel [1] - 1:22
carries [2] - 6:1, 169:2
carrot [1] - 149:23
cart [4] - 42:14, 106:11, 127:8, 168:10
carts [1] - 84:21
case [2] - 91:6, 149:17
cases [1] - 138:4
cash [1] - 15:16
categories [1] - 155:2
caveat [1] - 58:8
celebrates [1] - 62:9
center [1] - 163:17
Center [2] - 59:20, 163:15
Central [17] - 15:4, 18:20, 94:4, 94:8, 94:11, 94:14, 100:14, 100:20, 100:21, 102:8, 102:11, 102:17, 103:21, 117:11, 130:16, 159:1, 159:21
central [2] - 102:18, 129:12
Centrepolis [2] - 35:13, 36:4
cents [3] - 13:19, 13:20, 13:22
certain [3] - 6:21, 72:19, 148:16
certainly [11] - 68:15, 123:12, 124:16, 129:3, 132:3, 132:17, 132:19, 132:21, 155:18, 167:9
CERTIFICATE [1] - 170:1
certify [1] - 170:5
cetera [2] - 77:17, 92:17
CFO [6] - 107:16, 107:18, 109:12, 114:5, 117:10, 120:10
Chairman [2] - 1:12, 2:2
CHAIRMAN [151] - 3:3, 3:13, 3:16, 4:23, 5:7, 5:11, 5:14, 5:18, 5:21, 5:23, 8:12, 11:19, 12:1, 12:5, 12:7, 12:12, 12:19, 12:21, 13:2, 16:4, 17:14, 17:18, 17:22, 18:3, 18:7, 18:13, 18:16, 19:2, 19:4, 23:4, 23:7, 23:11, 23:16, 44:2, 44:7, 54:5, 54:8, 54:13, 56:22, 57:2, 57:6, 71:16, 71:21, 72:11, 74:2, 74:5, 91:12, 92:19, 92:23, 94:20, 95:18, 102:2, 102:5, 102:22, 104:5, 104:19, 105:9, 105:12, 105:16,

105:19, 107:4, 107:14, 109:4, 109:7, 111:4, 112:5, 112:16, 113:15, 113:18, 114:1, 114:23, 115:3, 115:14, 120:19, 121:1, 121:10, 121:21, 122:1, 122:4, 122:8, 122:19, 123:8, 123:14, 124:3, 129:11, 130:1, 131:6, 131:16, 132:9, 133:1, 133:4, 133:16, 134:1, 134:9, 134:12, 134:16, 135:20, 136:3, 136:14, 136:23, 137:5, 137:12, 137:14, 139:9, 139:13, 140:14, 140:18, 140:21, 141:4, 144:4, 144:14, 144:17, 145:7, 145:15, 145:18, 146:4, 148:5, 148:12, 149:3, 149:10, 149:14, 149:19, 150:11, 150:16, 150:21, 151:1, 153:17, 160:4, 160:7, 161:5, 161:9, 161:13, 161:20, 162:10, 163:13, 163:20, 164:10, 164:19, 166:5, 167:6, 167:17, 167:20, 167:23, 168:3, 168:9, 168:12, 168:15, 168:17, 168:19, 168:22, 169:1
challenged [1] - 41:14
challenging [1] - 148:11
champions [1] - 56:9
chance [3] - 74:19, 136:2, 156:19
change [16] - 21:16, 77:22, 80:7, 80:15, 92:17, 131:18, 133:23, 139:1, 144:6, 144:7, 148:3, 149:19, 150:2, 151:23, 158:17, 160:5
changed [5] - 52:23, 77:3, 114:20, 138:23, 139:8
changes [12] - 5:7, 6:17, 15:6, 21:1, 46:12, 113:20, 114:7, 131:7, 134:22, 135:4, 154:13, 164:22
changing [2] - 92:20, 160:19
chapter [1] - 130:12
charged [1] - 13:18
chat [3] - 4:1, 4:8, 4:16
chemical [1] - 62:9
Chief [3] - 7:17, 13:7, 21:6
chose [1] - 42:9
Cirba [1] - 64:9
circ [1] - 103:9
circular [17] - 33:9, 33:21, 34:11, 35:1, 35:15, 36:14, 36:18, 36:21, 43:20, 45:1, 53:21, 57:4, 58:12, 59:2, 68:19, 103:10, 164:3
Circular [3] - 57:14, 143:21, 163:8
circularity [3] - 63:4, 63:16, 69:10
cities [4] - 76:1, 76:6, 88:12, 89:15
City [18] - 65:1, 74:7, 74:12, 75:2, 75:13, 76:1, 93:12, 96:9, 97:20, 98:6, 100:21, 109:15, 109:21, 114:12, 121:4, 124:16, 140:19, 170:4
city [5] - 81:18, 84:2, 85:5, 94:12, 99:22
city's [1] - 94:16
City-county [3] - 97:20, 98:6, 100:21
clarity [3] - 56:1, 116:17, 124:5
class [3] - 63:4, 63:10, 64:6
classify [2] - 155:3, 155:23
classroom [3] - 66:22, 67:12, 73:7
clean [1] - 35:14
clear [4] - 99:2, 99:18, 108:1, 127:2
clearly [1] - 112:1
climate [1] - 36:16
close [2] - 92:6, 96:4
closed [1] - 129:7
closely [3] - 154:9, 154:11, 165:14
closer [1] - 137:9
co [1] - 127:18
co-execute [1] - 127:18
coach [2] - 95:6, 96:11
Coach [1] - 95:19
coaches [1] - 38:14
coaching [1] - 40:21
Coalition [2] - 38:12, 57:14
coalition [1] - 35:18
Code [1] - 130:7
code [2] - 108:5, 130:9
cohort [1] - 37:8
cold [2] - 3:8, 24:2
collaborate [2] - 61:23, 68:14
collaborating [2] - 59:5, 63:7
collaboration [1] - 64:8
collaborators [1] - 69:11
collected [2] - 70:11, 77:19
collection [7] - 35:3, 60:9, 60:22, 64:6, 77:20, 87:9, 106:10
collections [6] - 64:8, 78:1, 78:5, 78:12, 91:21, 92:2
collects [1] - 64:10
Colorado [4] - 31:9, 31:12, 31:18, 47:23
Columbus [1] - 101:8
coming [22] - 8:17, 10:18, 21:15, 31:22, 34:16, 36:23, 48:18, 53:22, 84:2, 96:22, 97:8, 97:13, 99:9, 105:6, 116:2, 121:1, 124:5, 134:14, 140:9, 152:23, 155:19, 160:17
commensurate [1] - 112:12
comment [5] - 4:11, 92:19, 124:1, 135:21, 154:9
comments [6] - 4:2, 4:5, 19:5, 69:2, 133:2, 133:7
commercial [1] - 33:3
Commission [2] - 170:15, 170:16
Commissioner [2] - 6:6, 21:6
commissions [2] - 6:22, 7:2
commit [3] - 113:20, 121:4, 122:23
commitment [9] - 94:23, 95:2, 101:10, 112:21, 115:6, 118:15, 118:16, 132:14, 144:19
commitments [2] - 28:15, 41:17
commits [1] - 121:15
committee [2] - 69:9, 108:7
Committee [1] - 60:15
commodities [1] - 100:16
commodity [1] - 113:1
common [3] - 46:6, 46:7, 98:17
commu [1] - 101:12
communicate [1] - 81:5
communicated [1] - 106:12
communication [1] - 95:9
communities [7] - 10:9, 29:19, 33:8, 42:13, 43:17, 61:14, 88:14
Community [6] - 8:4, 125:16, 127:23, 128:2, 128:6, 128:9
community [22] - 8:5, 10:8, 10:14, 10:18, 61:1, 61:6, 62:7, 63:8, 63:20, 65:7, 65:10, 65:12, 65:14, 66:3, 71:14, 83:18, 93:3, 105:20, 106:6, 112:14, 114:16, 117:2
companies [4] - 140:8, 142:14, 150:1, 155:19
company [3] - 58:3, 105:22, 106:10
compared [4] - 16:14, 78:17, 88:1, 138:21
comparing [1] - 91:19
comparison [1] - 16:6
compete [1] - 35:11
competitive [2] - 85:19, 85:22
complete [1] - 34:11
completely [2] - 46:4, 112:12
component [3] - 50:11, 123:21, 145:23
components [1] - 106:1
compost [11] - 65:12, 65:18, 65:19, 67:8, 70:4, 70:10, 70:14, 70:16, 71:8, 73:11, 73:18
composted [1] - 70:15
composting [10] - 65:1, 65:16, 66:16, 66:21, 66:23, 67:4, 71:6, 72:18, 77:21, 147:12
comprehensive [1] - 78:7
concept [1] - 31:8
concern [7] - 17:14, 111:15, 112:2, 115:17, 160:16, 160:17, 160:18
concerns [1] - 84:15
concluded [1] - 169:5
concrete [1] - 61:20
conduct [1] - 65:3
conference [6] - 59:13, 59:14, 60:1, 61:22, 136:13, 163:9
Conference [1] - 1:16
confidence [1] - 141:13
confident [1] - 133:16
confirmation [1] - 109:12
confiscating [1] - 162:1
congratulate [1] - 94:21
congratulations [3] - 25:15, 54:10, 79:19
connect [7] - 11:14, 34:6, 36:16, 41:6, 47:1, 58:9, 61:13
connected [1] - 11:17
connecting [1] - 31:13
connection [2] - 68:10, 69:16
connections [1] - 164:13
consciously [1] - 50:14
conservative [1] - 144:8
consider [4] - 5:1, 140:13, 145:23, 157:19
consideration [2] - 3:10, 152:19
considered [1] - 128:21
considering [1] -

105:19
consistent [2] - 14:21, 130:11
constant [1] - 40:9
constantly [4] - 51:3, 82:16, 97:20, 101:22
constraints [1] - 76:15
consulting [1] - 40:21
consumer [2] - 43:11, 106:19
contact [5] - 54:17, 57:23, 58:9, 72:9, 101:18
contamination [1] - 97:6
contemplate [1] - 133:20
content [1] - 59:17
continue [8] - 9:16, 68:22, 98:6, 99:15, 123:13, 133:8, 138:5, 154:19
continuing [4] - 10:7, 10:10, 100:9, 112:22
continuous [1] - 17:11
contract [18] - 41:19, 41:22, 47:21, 51:8, 78:15, 85:16, 86:23, 91:13, 91:17, 91:22, 92:10, 92:13, 94:21, 95:5, 99:7, 106:14, 122:12, 164:2
contractor [1] - 49:22
contractors [1] - 48:1
contracts [19] - 76:17, 76:20, 77:9, 84:2, 91:20, 92:4, 93:6, 93:9, 94:7, 94:12, 94:18, 94:23, 95:17, 103:5, 103:6, 103:7, 103:9, 131:9, 131:11
contribute [2] - 65:19, 121:22
contributes [2] - 114:13, 121:15
contributing [1] - 121:19
contribution [1] - 122:14
contributions [1] - 11:21
convenient [1] - 73:15
conversation [12] - 66:10, 72:17, 109:14, 126:12, 129:22, 132:23, 140:1, 141:9, 141:15, 141:18, 151:3, 151:7
conversations [1] - 101:3
convey [1] - 6:12
cool [2] - 66:7, 163:1
coordinate [1] - 59:21
corner [1] - 38:12
correct [16] - 6:3, 6:14, 26:13, 87:20, 109:6, 119:1, 119:4, 120:23, 128:15, 131:8, 131:19, 157:15, 163:15, 167:8, 167:23, 170:6
correctly [3] - 91:13, 146:17, 160:14
cost [10] - 17:8, 49:20, 76:10, 76:22, 76:23, 77:2, 87:10, 88:6, 88:14, 92:7
council [1] - 97:20
Council [8] - 29:21, 29:23, 30:2, 30:9, 55:17, 72:1, 98:6, 100:22
counsel [1] - 120:10
counterpart [3] - 25:9, 31:11, 57:15
counterparts [2] - 31:11, 55:5
countertops [1] - 65:17
counties [1] - 88:1
country [1] - 34:23
county [7] - 9:14, 9:18, 85:4, 88:4, 97:20, 105:8, 114:13
County [13] - 1:14, 9:11, 9:13, 87:23, 98:6, 100:21, 104:21, 105:2, 105:6, 121:15, 122:11, 122:17, 170:4
couple [11] - 6:5, 40:17, 60:7, 64:7, 80:21, 81:2, 96:7, 108:9, 139:7, 155:16, 159:14
coupled [1] - 63:20
course [3] - 34:14, 98:12, 125:21
Court [1] - 170:3
Covanta [1] - 77:10
cover [4] - 28:12, 76:23, 92:12, 165:10
covered [1] - 41:16
crazy [1] - 18:8
create [4] - 53:23, 61:20, 63:5, 83:14
created [5] - 14:7, 70:3, 70:19, 71:4, 71:14
creates [2] - 29:5, 56:5
creating [1] - 49:12
creek [1] - 137:6
CRGP [2] - 128:4, 129:5
crisis [1] - 30:23
criteria [8] - 77:7, 154:11, 154:12, 154:13, 154:18, 165:15, 165:16, 165:19
critical [4] - 60:10, 115:19, 155:15, 155:17
crossed [1] - 56:16
crummy [1] - 150:9
cued [2] - 80:6, 101:5
curb [2] - 28:23, 103:11
curbside [13] - 74:13, 75:7, 75:16, 76:9, 78:14, 78:22, 79:1, 81:2, 92:8, 92:13, 109:17, 110:2, 117:2
current [8] - 32:13, 37:8, 58:13, 76:3, 85:16, 86:22, 120:13, 133:21
customers [1] - 106:13
cut [2] - 17:4, 28:9
cycle [12] - 108:14, 116:2, 116:19, 116:21, 124:19, 125:2, 129:10, 133:14, 134:17, 134:19, 149:6, 153:11
cycles [1] - 150:5

D

d'oeuvres [2] - 40:19, 50:8
Dan [1] - 80:4
dance [1] - 27:1
dangle [1] - 150:1
Daniel [16] - 2:13, 7:13, 75:1, 79:13, 80:6, 80:20, 81:3, 85:15, 85:23, 99:2, 99:10, 104:7, 112:10, 124:4, 133:5, 163:23
Daniel's [1] - 99:12
Daniels [1] - 88:2
data [7] - 32:2, 32:6, 32:9, 32:17, 36:11, 43:3, 47:5
date [2] - 15:7, 136:21
dates [2] - 135:8, 137:2
days [5] - 9:22, 30:10, 30:18, 62:14, 160:10
de [1] - 53:15
deadline [1] - 135:14
dealing [1] - 97:6
Deanna [21] - 2:6, 3:19, 7:7, 12:3, 25:20, 26:19, 28:12, 31:12, 32:4, 44:15, 44:19, 54:18, 79:17, 107:15, 111:7, 112:6, 114:2, 148:5, 166:10, 167:11, 167:14
deanna [1] - 104:14
Deanna's [4] - 9:4, 118:7, 153:9, 166:3
debate [1] - 144:23
Debbie [8] - 2:4, 9:11, 111:11, 111:17, 127:21, 137:18, 144:5, 149:15
Debbie's [1] - 139:20
December [2] - 9:23, 132:2
decide [1] - 41:11
decided [3] - 14:12, 23:17, 45:20
decision [1] - 98:5
deck [1] - 31:1
dedicate [1] - 119:16
dedicated [4] - 108:21, 117:16, 118:6, 119:6
deep [1] - 63:22
deeply [3] - 19:9, 166:17, 167:1
define [3] - 60:8, 64:2, 64:12
definitely [10] - 17:5, 18:23, 46:1, 49:9, 51:11, 54:19, 125:23, 149:4, 156:23, 165:8
deliberation [1] - 83:23
delivery [1] - 10:17
department [6] - 70:20, 71:9, 75:3, 99:12, 114:6, 161:23
Department [6] - 1:14, 30:2, 30:3, 71:1, 103:22, 161:22
dependent [1] - 48:8
deploy [1] - 29:17
Deputy [1] - 75:1
derisk [1] - 53:15
described [1] - 14:10
description [1] - 80:4
design [6] - 30:12, 40:14, 41:22, 46:18, 48:5, 63:1
designed [3] - 39:11, 50:11, 106:1
designing [2] - 30:11, 35:19
destroys [1] - 116:7
details [3] - 111:16, 111:21, 112:4
determine [4] - 120:5, 126:2, 136:20, 159:15
determined [1] - 137:11
develop [1] - 50:10
developing [3] - 42:11, 43:10, 84:3
development [22] - 3:6, 6:18, 8:6, 14:4, 30:10, 31:3, 39:7, 42:8, 42:17, 42:21, 49:7, 49:8, 52:21, 53:13, 80:9, 81:9, 82:6, 82:12, 83:22, 89:17, 114:22, 132:19
DEVELOPMENT [1] - 1:1
Development [4] - 1:11, 3:20, 29:22, 82:21
dialogue [1] - 56:5
difference [3] - 52:22, 88:4, 147:22
different [17] - 10:9, 22:19, 22:20, 37:12, 46:4, 46:22, 51:16, 80:12, 83:9, 90:18, 106:6, 106:7, 110:4, 125:20, 126:6, 156:4
differently [2] - 119:14, 120:1
dig [2] - 19:8, 52:22
digging [1] - 22:18
dime [1] - 114:20
direct [5] - 34:4, 36:20, 42:13, 48:21, 95:8
directed [1] - 129:14
direction [7] - 40:6, 41:21, 46:5, 46:12, 46:22, 60:19, 75:20
directly [4] - 29:18, 38:3, 42:7, 112:12
Director [1] - 75:1
disappointed [1] - 121:13

disbursements [1] - 15:6
discussing [1] - 155:5
discussion [7] - 13:5, 97:23, 134:22, 135:18, 137:18, 137:23, 168:17
Discussion [1] - 93:20
discussions [3] - 65:9, 101:7, 144:23
disposal [6] - 13:14, 75:19, 77:8, 87:9, 105:6, 162:3
disposed [4] - 13:17, 13:18, 33:4, 45:8
dissolve [2] - 9:15, 9:19
district [6] - 9:16, 9:19, 88:3, 88:5, 153:19, 153:20
districts [1] - 151:19
Diversion [2] - 129:13, 130:17
diversion [11] - 15:5, 76:3, 76:8, 79:6, 80:10, 81:21, 94:15, 101:12, 117:12, 159:2, 159:22
Diversion's [1] - 18:21
diverted [2] - 77:17, 100:22
diverting [1] - 75:18
docket [1] - 68:7
docks [1] - 28:22
DOE [1] - 43:9
dollar [6] - 93:16, 141:10, 144:10, 147:20, 148:16, 148:17
dollars [44] - 8:20, 17:23, 18:4, 18:9, 24:15, 29:18, 33:10, 38:3, 38:7, 39:10, 39:22, 41:5, 42:7, 42:16, 42:21, 53:20, 58:5, 74:18, 76:11, 78:17, 82:18, 86:11, 87:13, 89:1, 89:13, 89:21, 90:3, 91:11, 91:15, 91:18, 92:5, 93:7, 93:8, 97:2, 105:1, 106:16, 109:1, 112:9, 118:5, 118:15, 118:17, 129:16, 129:18
don'ts [1] - 71:5
done [12] - 12:2, 20:4, 20:8, 35:12, 70:13, 78:20, 106:4, 107:21, 115:16, 119:20, 130:12, 135:9
door [1] - 50:12
doors [1] - 46:23
dos [1] - 71:5
down [17] - 18:23, 19:10, 24:17, 39:19, 41:1, 52:10, 72:15, 82:23, 89:9, 90:2, 91:10, 117:17, 146:5, 155:17, 156:8, 163:21, 165:12
downtown [2] - 73:10, 77:14
DPW [1] - 75:22
drafted [1] - 106:2
drafting [1] - 19:16
drag [1] - 26:18
draw [1] - 18:23
drink [1] - 168:10
drinking [1] - 8:6
drive [2] - 71:8, 73:11
Drive [1] - 1:21
driver [4] - 81:17, 94:16, 145:19, 145:20
driving [1] - 3:7
drop [1] - 10:11
drop-off [1] - 10:11
dropped [1] - 84:7
dropping [1] - 131:15
due [2] - 101:12, 101:13
during [4] - 4:7, 24:13, 77:16, 77:19

E

e-mail [1] - 4:17
early [7] - 13:13, 30:10, 34:2, 35:10, 39:7, 44:17, 113:11
Earth [1] - 68:5
ease [1] - 165:9
easier [1] - 119:21
easily [2] - 73:3, 101:16
easy [3] - 64:17, 144:18, 167:3
ebbed [1] - 16:11
economic [7] - 33:7, 33:10, 49:7, 49:8, 52:21, 81:16, 94:16
economy [16] - 29:4, 31:13, 33:9, 33:21, 34:11, 35:1, 35:15, 36:14, 36:18, 36:19, 36:21, 43:21, 45:2, 53:22, 68:19, 150:2
ecosystem [11] - 31:14, 34:18, 35:22, 36:18, 42:8, 43:12, 45:6, 46:9, 46:23, 49:6, 88:11
edits [1] - 5:7
educate [14] - 59:5, 61:1, 61:5, 62:10, 65:1, 65:4, 65:6, 66:16, 68:20, 73:8, 106:17, 132:11, 140:19, 162:2
educated [1] - 131:17
educating [1] - 73:7
Education [1] - 161:22
education [47] - 30:5, 42:14, 59:3, 60:22, 61:12, 61:18, 61:21, 63:7, 63:15, 64:11, 66:11, 66:17, 66:21, 67:2, 67:5, 67:11, 67:12, 68:2, 69:8, 79:4, 79:8, 80:5, 81:11, 83:4, 83:19, 84:5, 84:19, 88:22, 89:13, 89:23, 93:11, 93:18, 95:7, 95:16, 96:4, 98:19, 101:10, 101:13, 124:20, 125:4, 125:14, 125:17, 126:1, 126:4, 127:15, 127:22, 151:20
education-based [1] - 95:16
education-focused [1] - 124:20
educational [6] - 93:7, 93:8, 94:23, 95:10, 106:1, 123:20
eduction [1] - 102:19
effect [1] - 94:9
effective [2] - 67:16, 89:12
effectively [1] - 81:12
effects [1] - 49:3
effort [2] - 71:14, 75:14
efforts [4] - 11:21, 16:8, 18:14, 116:10
eight [3] - 37:20, 109:18
eighteen [1] - 76:11
eighty [2] - 9:18, 87:13
either [5] - 63:2, 114:5, 153:6, 156:18, 163:8
elected [1] - 88:8
electronics [2] - 155:4, 155:6
Elevate [1] - 58:4
eligibility [3] - 135:3, 151:18, 151:23
eligible [1] - 114:16
eliminate [2] - 7:2, 113:8
elimination [1] - 115:7
Elisa [2] - 38:15, 38:17
EMAIL [1] - 1:23
embarrassingly [2] - 86:14, 99:3
emerging [2] - 156:21, 158:12
emotional [1] - 11:11
employees [1] - 65:4
Empower [1] - 90:19
empty [1] - 114:9
enabled [1] - 36:9
enacted [1] - 127:1
encouraging [1] - 98:20
end [28] - 7:13, 15:16, 15:22, 22:17, 26:12, 32:16, 35:6, 41:6, 45:15, 47:16, 52:4, 67:15, 70:17, 75:23, 76:5, 78:15, 79:7, 91:16, 91:17, 92:4, 92:7, 96:10, 97:21, 98:3, 113:10, 149:6, 166:6
ended [3] - 15:18, 15:20, 90:21
ending [1] - 52:5
ends [1] - 38:23
energy [6] - 36:16, 36:19, 37:5, 41:8
engage [2] - 67:16, 81:5
engaged [3] - 31:7, 82:10, 82:16
engagement [1] - 83:18
engineering [1] - 62:22
enjoined [1] - 11:13
enjoy [1] - 59:16
enjoyed [1] - 29:9
ensuring [1] - 50:15
entered [1] - 161:7
entire [3] - 30:17, 121:3, 136:10
entirety [1] - 19:16
entities [1] - 94:13
entities' [1] - 165:11
entity [3] - 58:7, 58:8, 153:21
envious [1] - 55:20
environment [3] - 29:3, 29:6, 31:13
environmental [2] - 29:16, 31:1
Environmental [1] - 1:15
EPA [1] - 9:1
EPR [5] - 60:20, 61:3, 61:18, 160:21, 161:7
equipment [5] - 10:6, 10:21, 148:19, 148:20, 159:19
equity [3] - 36:14, 50:10
equivalent [1] - 9:3
ERI [2] - 158:22, 159:5
especially [2] - 79:20, 121:18
essentially [4] - 14:5, 15:21, 63:18, 108:20
establish [2] - 69:10, 130:10
established [1] - 88:3
establishing [1] - 101:18
estimates [2] - 89:14, 105:4
et [2] - 77:17, 92:17
evaluation [5] - 154:11, 154:13, 154:21, 165:15, 165:19
evening [2] - 163:10
event [2] - 62:8, 162:19
events [5] - 36:6, 50:8, 62:7, 65:3, 68:6
evolved [1] - 29:10
evolves [1] - 43:15
exactly [24] - 53:12, 67:19, 80:3, 80:6, 80:9, 80:20, 81:3, 81:5, 81:6, 86:2, 90:2, 106:21, 111:18, 111:22, 113:18, 114:2, 114:3, 114:14, 115:16, 118:10, 120:20, 131:2, 146:16, 149:9
example [10] - 18:21, 20:2, 37:7, 38:10, 38:20, 43:14, 46:20, 91:23, 117:12, 127:9
examples [2] - 37:1, 165:4
excellent [3] - 47:13, 78:11, 85:15
excited [2] - 57:17, 66:7
exciting [2] - 54:11, 55:8

excluded [2] - 157:17, 157:23
exclusive [1] - 85:17
excuse [2] - 103:10, 139:22
execute [3] - 81:12, 83:18, 127:18
exempt [2] - 104:12, 104:21
exercise [3] - 22:1, 22:11, 107:21
existed [1] - 88:2
existence [1] - 131:11
existing [5] - 9:9, 35:11, 88:10, 99:7, 117:5
expectations [1] - 72:19
expects [1] - 93:3
expense [2] - 41:22, 50:19
expenses [3] - 16:14, 50:15, 50:16
experience [3] - 8:16, 95:1, 107:10
experts [1] - 38:14
expired [2] - 9:23, 103:7
expires [1] - 170:15
explain [1] - 107:14
explaining [1] - 84:11
explicitly [1] - 158:13
expressed [1] - 25:2
extend [1] - 32:8
extended [1] - 60:4
extension [3] - 69:5, 69:9, 69:17
extensive [2] - 7:7, 8:16
extra [4] - 125:11, 152:19, 153:13, 153:19
extremely [2] - 99:10, 99:13
eye [1] - 52:19

F

facilitate [1] - 116:12
facilitates [1] - 50:1
facilities [1] - 13:15
facility [4] - 72:22, 156:18, 157:10, 157:12
fact [6] - 44:18, 55:15, 55:21, 94:6, 106:18, 116:2
factor [1] - 81:16
fair [3] - 121:20, 122:20, 124:23
fairly [2] - 54:11, 108:13
fairs [1] - 68:5
fall [2] - 61:8, 130:14
fallen [1] - 88:7
familiar [3] - 6:23, 77:11, 82:8
families [1] - 62:11
family [3] - 75:21, 99:17, 134:7
far [16] - 10:22, 13:13, 14:9, 15:10, 16:16, 34:19, 42:1, 44:20, 44:23, 64:21, 72:2, 73:12, 84:19, 115:9, 140:15, 144:9
fast [1] - 28:18
favor [3] - 5:19, 125:6, 168:20
favoring [1] - 39:18
fear [1] - 68:11
feature [1] - 4:16
features [1] - 4:9
February [1] - 113:10
federal [4] - 8:3, 8:17, 49:10, 159:9
fee [5] - 13:19, 14:10, 14:19, 14:23, 77:2
feedback [4] - 59:16, 60:6, 69:2, 164:21
feedstock [1] - 159:10
fees [5] - 13:15, 14:14, 18:5, 99:5
felt [3] - 92:15, 127:9, 127:15
few [6] - 7:2, 7:18, 13:8, 55:10, 59:1, 108:10
field [6] - 67:3, 67:7, 67:11, 124:22, 155:10, 156:15
fifty [1] - 65:15
figure [1] - 26:20
figured [2] - 25:23, 136:1
figuring [2] - 40:6, 75:16
fill [4] - 7:15, 26:19, 28:5, 119:9
filling [1] - 43:17
filter [1] - 91:10
final [1] - 10:3
finalized [1] - 11:5
finance [1] - 19:7
finances [1] - 117:18
financial [4] - 13:4, 34:3, 40:22, 55:22
Financial [1] - 13:7
financially [1] - 36:5
fine [4] - 24:5, 28:10, 96:14, 135:21
finer [1] - 94:5
fingers [1] - 56:16
firm [1] - 32:17
firms [2] - 90:18, 91:7
first [31] - 3:9, 3:11, 9:11, 27:4, 29:14, 32:3, 32:9, 33:19, 39:7, 43:3, 44:12, 47:19, 52:8, 59:12, 65:8, 65:16, 76:18, 79:17, 91:23, 92:10, 92:12, 92:19, 96:18, 99:19, 109:12, 118:23, 120:5, 131:19, 132:17, 133:13, 139:11
fiscal [7] - 11:3, 15:10, 15:17, 15:22, 108:17, 133:21, 133:22
Fiscal [1] - 14:13
fit [1] - 148:22
five [9] - 14:22, 18:11, 43:7, 65:15, 75:12, 82:14, 93:14, 142:15
Flechter [4] - 2:11, 23:12, 25:8, 28:19
FLECHTER [36] - 23:19, 23:21, 24:2, 24:6, 24:9, 24:12, 25:12, 25:18, 26:6, 26:11, 26:13, 26:15, 27:2, 27:8, 27:13, 27:16, 27:21, 28:4, 28:8, 28:11, 44:15, 45:17, 47:19, 49:23, 50:3, 51:18, 51:21, 52:2, 54:4, 54:12, 54:16, 54:20, 54:23, 55:11, 55:19, 56:18
Flint [2] - 30:23, 31:4
float [1] - 138:10
Floor [1] - 60:16
flowed [1] - 16:12
flowing [1] - 32:12
Floyd [2] - 9:11, 9:13
focus [11] - 36:12, 36:14, 61:11, 63:19, 77:6, 79:8, 102:17, 102:21, 142:10, 160:9
focused [8] - 33:21, 37:15, 59:2, 60:3, 63:6, 87:8, 120:14, 124:20
focuses [1] - 59:2
focusing [3] - 52:10, 79:4, 125:3
folks [1] - 157:10
follow [3] - 12:13, 56:23, 142:13
following [1] - 136:15
food [4] - 37:4, 46:16, 46:19, 71:11
footing [2] - 32:18, 125:1
foregoing [1] - 170:5
forget [3] - 44:10, 101:21, 101:23
formal [2] - 92:16, 167:7
formally [1] - 78:21
format [4] - 66:22, 80:11, 80:12, 91:8
formats [1] - 59:4
former [2] - 78:18, 91:20
formerly [1] - 77:10
forms [1] - 130:10
fort [1] - 96:23
Fort [2] - 99:16, 99:17
forth [6] - 58:11, 61:4, 62:11, 80:3, 94:2, 114:21
fortunate [1] - 59:10
fortune [1] - 12:8
forum [1] - 164:12
forward [8] - 8:8, 9:2, 39:17, 133:18, 144:11, 155:21, 159:16, 167:20
four [11] - 67:20, 77:19, 118:5, 122:8, 129:15, 142:15, 147:20, 153:23, 159:5, 159:15, 159:23
four-million-dollar [1] - 147:20
four-week [1] - 77:19
four-year [1] - 159:23
fourth [1] - 64:22
frame [1] - 78:19
framework [2] - 60:13, 87:14
FRANCIS [24] - 57:5, 57:8, 57:12, 57:16, 57:19, 57:22, 58:2, 67:19, 69:6, 69:19, 69:22, 70:2, 70:5, 70:9, 70:23, 72:5, 72:8, 72:13, 73:1, 73:9, 73:13, 73:16, 73:21, 74:4
Francis [4] - 2:11, 57:3, 58:13, 143:15
frank [1] - 99:10
frankly [1] - 55:19
free [4] - 56:19, 85:9, 93:2, 93:3
fresh [2] - 37:9, 132:22
front [5] - 22:13, 89:11, 94:2, 123:5, 150:1
fruits [1] - 66:2
full [4] - 83:18, 93:11, 93:17, 118:4
full-time [2] - 93:11, 93:17
fuller [1] - 83:12
fully [4] - 116:9, 127:13, 127:17, 161:16
fun [2] - 47:9, 136:13
functions [1] - 50:7
fund [36] - 13:12, 13:23, 15:11, 15:15, 15:18, 15:20, 16:7, 16:13, 17:20, 18:18, 24:16, 36:2, 74:18, 88:18, 104:11, 104:23, 109:2, 109:3, 110:15, 110:18, 117:15, 118:1, 118:5, 118:6, 122:16, 125:17, 138:2, 138:8, 144:12, 144:20, 146:6, 148:18
Fund [3] - 13:21, 15:13, 16:6
funded [4] - 10:7, 32:1, 34:7, 158:21
funding [39] - 9:1, 10:6, 14:19, 20:20, 30:3, 30:16, 30:19, 36:13, 45:16, 47:2, 47:12, 47:18, 47:20, 48:6, 48:9, 49:9, 49:10, 52:16, 52:17, 66:9, 74:20, 89:22, 90:15, 91:7, 100:4, 111:2, 112:11, 116:20, 125:10, 125:17, 126:5, 127:13, 128:10, 128:12, 131:4, 135:2, 139:21, 152:23, 159:9
fundraise [1] - 112:22
fundraising [3] - 30:20, 34:2, 100:11
funds [21] - 39:10, 42:10, 48:19, 53:16, 54:2, 74:16, 88:15, 105:2, 108:21, 111:19, 114:13, 114:17, 117:16,

118:3, 119:16, 119:19, 126:3, 127:4, 130:14, 130:22
future [10] - 11:18, 60:13, 80:13, 80:18, 86:21, 98:1, 98:7, 115:15, 155:13, 160:9

G

gamut [1] - 40:22
gap [5] - 32:11, 33:5, 43:18, 66:17, 76:23
gaps [1] - 43:18
garden [5] - 65:12, 65:13, 65:19, 66:1, 71:11
Garner [2] - 2:6, 3:19
GARNER [157] - 3:11, 3:15, 3:17, 9:8, 10:2, 10:4, 12:6, 12:9, 12:15, 12:17, 12:20, 13:1, 23:10, 23:14, 23:17, 23:20, 24:1, 24:4, 24:8, 24:10, 24:13, 25:17, 26:5, 26:9, 26:12, 26:14, 26:23, 27:4, 27:11, 27:14, 27:20, 27:23, 28:2, 28:7, 28:10, 44:6, 54:15, 54:19, 54:22, 55:3, 55:18, 56:16, 56:21, 57:9, 57:13, 57:17, 57:21, 58:1, 74:8, 79:15, 80:2, 90:22, 91:2, 95:19, 95:23, 100:2, 100:7, 104:13, 104:16, 104:20, 105:11, 107:18, 109:10, 110:19, 110:22, 111:1, 111:8, 118:15, 119:8, 120:3, 122:16, 125:15, 126:14, 126:17, 126:22, 128:6, 128:9, 129:19, 130:3, 130:15, 130:23, 131:2, 134:15, 134:18, 135:22, 136:1, 136:8, 136:11, 136:17, 136:20, 137:10, 137:15, 138:16, 138:19, 138:21, 139:1, 139:5, 140:6, 140:11, 140:16, 140:20, 141:7, 142:21, 143:8, 143:11, 143:18, 143:20, 144:2, 146:13, 146:19, 147:2, 147:11, 148:4, 148:11, 148:14, 148:22, 149:4, 149:9, 150:7, 150:17, 151:4, 151:6, 151:18, 152:6, 152:9, 152:15, 153:22, 156:13, 156:16, 157:7, 157:13, 158:22, 159:4, 159:8, 159:18, 160:6, 160:23, 161:3, 161:6, 161:17, 162:3, 162:15, 163:3, 163:6, 163:16, 163:23, 164:8, 164:14, 164:18, 164:20, 165:8, 166:1, 166:12, 166:15, 166:22, 168:1, 168:7
gas [1] - 36:20
gate [1] - 96:5
gather [2] - 26:17, 32:17
gears [1] - 54:11
general [8] - 18:18, 21:5, 83:3, 87:10, 88:15, 88:18, 89:2, 120:9
generally [1] - 108:23
generated [3] - 45:7, 45:8, 122:10
generator [1] - 162:5
gentleman [1] - 143:16
gift [1] - 59:22
gifted [1] - 59:19
given [8] - 15:3, 86:22, 99:6, 102:10, 129:16, 149:6, 154:22
glad [3] - 80:11, 101:19, 143:18
glass [1] - 152:22
goal [6] - 17:1, 17:2, 32:22, 53:18, 81:17, 105:21
goals [4] - 53:14, 81:20, 81:21, 127:19
golden [1] - 149:16
gosh [2] - 25:16, 76:19
gotcha [3] - 20:9, 21:9, 152:13
government [6] - 34:12, 34:13, 40:1, 53:19, 153:14, 163:17
Government [2] - 59:20, 163:15
governments [1] - 34:8
Governor [1] - 55:16
Governor's [2] - 29:20, 30:8
governor's [1] - 55:7
graciously [1] - 25:6
grade [1] - 103:17
grant [39] - 8:17, 8:22, 10:6, 10:15, 11:4, 14:17, 17:9, 39:11, 40:8, 43:9, 48:8, 48:13, 48:19, 52:18, 64:23, 80:9, 81:9, 105:1, 110:17, 114:22, 117:5, 118:7, 123:16, 125:13, 125:16, 127:8, 127:22, 129:7, 129:8, 129:13, 134:14, 134:16, 134:19, 134:23, 135:11, 148:23, 159:23, 160:2, 162:19
granting [1] - 144:9
Grants [1] - 128:3
grants [26] - 8:3, 9:9, 10:22, 14:2, 15:3, 16:19, 17:6, 18:11, 29:19, 32:1, 39:7, 39:13, 39:14, 42:14, 48:9, 74:16, 102:12, 102:18, 108:17, 110:11, 126:3, 126:7, 128:10, 129:2, 138:11, 163:11
gratifications [1] - 150:15
GRATZ [34] - 5:5, 5:9, 5:13, 70:3, 70:6, 86:6, 96:14, 96:21, 102:3, 102:7, 102:14, 102:16, 103:12, 103:18, 103:21, 104:1, 104:4, 116:22, 127:21, 128:5, 128:7, 128:16, 128:18, 137:7, 146:8, 146:14, 152:14, 155:23, 156:3, 156:6, 156:11, 156:14, 166:19, 168:16
Gratz [2] - 2:3, 5:14
great [18] - 18:21, 24:6, 28:17, 38:18, 49:6, 51:12, 57:9, 59:22, 84:18, 89:8, 96:19, 103:1, 114:3, 141:12, 142:1, 143:9, 143:17, 166:16
green [2] - 36:19, 67:8
greenhouse [1] - 36:20
greens [2] - 71:4, 72:12
Greensburg [6] - 65:1, 65:5, 65:11, 66:12, 70:23, 73:10
grounds [1] - 71:8
group [10] - 29:23, 46:1, 54:18, 64:9, 69:20, 79:20, 80:4, 93:14, 121:17, 145:1
grow [8] - 30:5, 33:8, 35:6, 45:12, 46:11, 53:20, 66:1, 68:2
growing [3] - 25:19, 40:10, 43:20
grows [1] - 71:12
guarantee [1] - 167:7
GUERRERO [5] - 7:20, 7:23, 8:14, 8:19, 167:22
Guerrero [4] - 2:8, 7:16, 8:1
guess [12] - 10:3, 17:12, 24:10, 72:21, 90:11, 105:21, 108:12, 110:15, 116:16, 133:10, 134:14, 153:3
guesses [1] - 45:18
guidance [3] - 114:4, 124:9, 165:5
guide [1] - 32:2
guided [1] - 75:15
guideline [1] - 164:22
guidelines [3] - 135:5, 135:11, 152:16
guys [24] - 7:7, 11:8, 11:12, 11:13, 11:17, 55:9, 57:18, 72:20, 77:10, 79:12, 87:7, 98:14, 126:2, 130:12, 131:3, 135:10, 136:17, 137:18, 137:23, 153:5, 166:13, 166:16, 166:22, 167:1
guys' [1] - 133:7

H

HACKMAN [92] - 5:16, 9:22, 10:3, 11:23, 12:4, 12:10, 27:19, 71:23, 72:10, 87:21, 88:12, 90:9, 90:16, 91:1, 92:22, 102:13, 102:15, 105:14, 105:18, 107:8, 110:16, 110:20, 110:23, 111:3, 115:12, 115:15, 115:20, 121:22, 122:18, 125:13, 127:23, 128:4, 128:17, 130:21, 131:20, 132:7, 134:10, 135:23, 137:13, 138:1, 138:18, 138:20, 139:3, 139:12, 139:19, 140:23, 141:5, 142:13, 143:6, 143:9, 143:12, 144:13, 144:16, 145:3, 145:9, 146:3, 146:7, 146:18, 146:23, 147:19, 148:21, 149:8, 149:13, 149:18, 149:22, 150:14, 150:23, 151:2, 151:8, 151:12, 151:15, 152:1, 152:7, 153:7, 155:4, 155:14, 155:22, 156:2, 156:10, 157:4, 160:20, 161:1, 161:11, 161:18, 162:7, 164:7, 165:7, 165:23, 166:9, 166:14, 167:13, 167:19
Hackman [1] - 2:4
half [12] - 18:8, 22:3, 32:21, 76:10, 92:10, 92:12, 109:1, 112:9, 117:22, 129:17, 132:20, 144:10
half-a-million-dollar [1] - 144:10
hand [5] - 4:8, 4:11, 65:21, 103:5, 103:6
hands [1] - 31:1

happy [6] - 25:10, 55:12, 68:21, 138:7, 168:5
hard [2] - 32:5, 38:17
hate [1] - 18:17
hauler [3] - 85:17, 86:4, 91:21
hauling [2] - 78:7, 78:15
hazardous [2] - 161:15, 162:5
hazards [1] - 60:12
head [4] - 5:5, 5:6, 5:9, 5:10
head's [1] - 113:19
health [3] - 70:20, 71:9, 161:23
Health [1] - 71:1
hear [12] - 24:4, 55:1, 57:18, 79:14, 99:2, 99:18, 112:2, 114:11, 116:8, 119:15, 121:13, 132:16
heard [5] - 7:1, 60:14, 102:8, 106:21, 109:13
hearing [6] - 5:11, 5:23, 6:10, 157:5, 168:19, 169:1
held [2] - 59:14, 100:19
help [20] - 8:21, 18:13, 18:22, 45:11, 45:12, 62:19, 68:23, 69:17, 72:20, 82:20, 83:3, 101:17, 101:19, 110:2, 127:17, 127:18, 138:12, 141:3, 142:7
helped [2] - 14:6, 59:21
helpful [1] - 116:18
helping [4] - 8:9, 53:11, 141:2
helps [2] - 42:22, 88:9
hereby [1] - 170:5
Heritage [1] - 64:9
hesitant [1] - 139:16
hesitated [1] - 139:7
HHW [1] - 156:1
hi [1] - 74:23
Higgins [1] - 38:16
high [6] - 65:5, 65:6, 70:7, 70:18, 111:14, 141:11
high-quality [1] - 141:11
higher [4] - 60:21, 76:5, 79:7, 151:20
hinted [1] - 137:19
hire [1] - 64:18
historically [1] - 69:13
history [4] - 29:15, 119:9, 151:10, 151:17
hit [2] - 43:23, 156:7
hmm [1] - 85:8
hold [3] - 56:3, 92:20, 129:2
holds [1] - 94:13
holdup [1] - 96:6
hole [1] - 117:17
home [2] - 65:17, 71:8
Honda [6] - 64:23, 65:2, 65:4, 65:12, 66:9, 70:18
honest [1] - 117:9
honestly [2] - 22:1, 67:15
hope [8] - 11:14, 47:16, 48:4, 64:12, 82:19, 84:13, 85:15, 131:22
hopeful [1] - 77:4
hopefully [6] - 11:5, 68:22, 76:21, 148:6, 160:2, 161:8
hoping [4] - 11:16, 67:15, 69:16, 90:5
hors [2] - 40:19, 50:8
hosting [1] - 165:2
hotel [1] - 50:16
hour [1] - 168:5
hours [1] - 40:18
house [4] - 60:15, 60:16, 77:2, 114:7
House [3] - 6:19, 7:1, 161:2
household [4] - 76:12, 87:13, 92:1, 162:9
households [5] - 75:21, 80:22, 84:8, 94:18, 99:20
housing [1] - 8:6
hovered [1] - 14:22
hub [3] - 63:4, 63:16, 69:14
huge [1] - 81:16
hundred [10] - 9:18, 81:1, 87:13, 88:23, 89:1, 89:2, 97:2, 122:8, 128:12, 129:18
hundred-and-eighty-day [1] - 9:18
hundreds [2] - 82:18, 106:16
hustling [1] - 47:10

I

I's [1] - 148:6
idea [18] - 45:1, 45:10, 46:3, 46:11, 49:4, 51:12, 53:7, 63:5, 72:6, 110:6, 125:18, 142:1, 143:9, 162:17, 163:3, 163:12, 163:13, 163:17
ideas [4] - 25:4, 34:20, 50:13, 68:17
IDEM [23] - 2:6, 6:2, 11:9, 12:2, 13:7, 19:8, 19:10, 21:12, 59:20, 60:2, 68:10, 72:17, 79:23, 82:20, 109:23, 110:6, 110:7, 110:8, 110:14, 111:13, 119:13, 124:5, 127:16
IDEM's [5] - 3:20, 4:20, 81:17, 81:20, 119:19
identify [5] - 30:21, 32:10, 66:12, 66:14, 82:4
identifying [1] - 49:8
ignorance [1] - 130:2
imagine [1] - 124:8
immediate [1] - 160:18
impact [9] - 36:22, 43:17, 70:18, 81:20, 94:14, 94:19, 99:23, 143:4, 146:20
impactful [1] - 140:7
impacts [1] - 141:14
implement [2] - 83:3, 103:9
implementation [1] - 107:3
implemented [5] - 18:22, 20:6, 38:9, 114:8, 129:6
implementing [1] - 84:4
implications [1] - 113:13
important [11] - 34:14, 35:7, 40:3, 53:16, 72:21, 88:11, 141:19, 155:20, 158:4, 158:9, 160:8
impossible [2] - 121:5, 132:1
impressed [1] - 55:13
improve [3] - 68:1, 102:11, 125:4
improvement [1] - 115:23
in-person [1] - 65:9
in-state [2] - 13:17, 13:18
in-the-field [2] - 67:7, 67:11
inbound [1] - 18:5
incinerated [2] - 77:13, 104:9
include [4] - 93:6, 93:23, 94:1
included [5] - 83:21, 93:9, 95:16, 107:2, 107:5
includes [2] - 33:3, 94:3
including [2] - 32:8, 155:7
incorporated [1] - 86:16
increase [8] - 16:20, 85:13, 86:21, 88:6, 98:1, 142:8, 155:12
increased [1] - 14:6
increasing [4] - 16:16, 43:19, 125:4, 157:6
incredible [1] - 94:19
incredibly [2] - 85:22, 87:5
incubate [1] - 45:11
incubated [3] - 31:23, 49:5, 51:7
incubator [4] - 30:13, 46:8, 48:14, 141:21
Incubator [4] - 44:14, 45:14, 47:16, 49:21
INDIANA [2] - 1:1, 1:21
Indiana [52] - 1:13, 1:14, 1:16, 1:22, 3:5, 15:4, 18:20, 25:5, 29:16, 55:14, 57:4, 57:15, 58:12, 59:2, 60:10, 61:16, 72:1, 77:10, 94:4, 94:8, 94:11, 94:14, 97:12, 100:14, 100:20, 100:21, 102:8, 102:11, 102:18, 102:19, 103:21, 108:4, 117:2, 117:11, 129:12, 130:7, 130:9, 130:16, 139:11, 140:9, 143:21, 150:3, 151:22, 152:3, 152:11, 157:20, 159:1, 159:22, 163:8, 164:3, 170:4, 170:13
Indiana's [2] - 69:16, 115:23
Indianapolis [32] - 1:16, 58:3, 63:6, 69:14, 74:7, 74:13, 75:2, 75:13, 75:17, 76:2, 76:9, 77:12, 81:15, 81:21, 83:10, 87:23, 92:9, 93:13, 94:6, 95:14, 96:9, 99:4, 103:8, 109:15, 109:22, 110:22, 114:12, 121:4, 121:14, 122:15, 124:16, 140:19
Indianapolis' [1] - 81:19
indirectly [1] - 113:3
individually [1] - 100:10
industry [5] - 33:12, 33:13, 34:15, 56:10, 153:14
Indy [4] - 97:9, 102:19, 103:12, 116:23
inflationary [1] - 92:3
influence [1] - 69:15
influx [1] - 55:7
information [6] - 54:17, 95:15, 97:3, 143:17, 165:11, 165:17
infrastructure [4] - 30:6, 32:16, 42:21, 43:19
initial [1] - 101:2
initiative [1] - 32:22
initiatives [1] - 70:1
innovative [1] - 143:7
input [2] - 61:10, 133:5
inquired [1] - 100:13
inquiring [1] - 104:8
inspiring [1] - 55:4
installed [1] - 11:2
instance [1] - 103:15
instead [4] - 73:7, 147:9, 163:9, 165:11
institute [1] - 142:7
institutes [1] - 151:20
intelligently [1] - 117:9
intentionally [1] - 140:3
interest [2] - 25:2, 80:17
interested [3] - 41:20, 69:18, 90:4

interesting [2] - 125:18, 164:4
interim [1] - 83:12
intern [1] - 142:23
internal [1] - 96:8
internally [1] - 21:19
interpret [1] - 108:13
intersection [2] - 29:2, 29:3
interview [2] - 4:18, 52:4
intriguing [1] - 44:12
introduce [3] - 7:21, 24:11, 74:10
introducing [1] - 84:21
introduction [2] - 27:6, 74:11
invest [9] - 30:4, 30:21, 32:6, 34:4, 41:12, 42:6, 49:13, 49:15, 159:19
invested [2] - 29:11, 53:21
investing [1] - 56:13
investment [11] - 30:17, 33:7, 34:13, 43:19, 45:22, 49:1, 52:16, 53:10, 94:10, 142:18, 155:18
investments [5] - 38:2, 39:23, 40:8, 48:21
investor [1] - 48:16
investors [2] - 39:1, 58:7
invite [2] - 35:18, 47:8
invited [5] - 68:4, 68:22, 100:20, 162:20, 168:4
involve [1] - 164:11
involved [2] - 109:23, 166:16
ion [2] - 160:11, 161:13
iPad [1] - 108:2
ISA [1] - 96:8
issue [4] - 4:7, 116:4, 156:8, 161:4
issues [3] - 11:2, 69:13, 166:7
IT [1] - 96:8
it'd [1] - 125:19
it'll [1] - 159:16
item [7] - 12:23, 23:11, 64:22, 74:6, 95:3, 95:13, 134:13
items [3] - 67:22, 106:7, 148:16
itself [4] - 14:17, 84:1, 114:6, 130:17
IU [1] - 147:4

J

JANUARY [1] - 1:6
January [8] - 1:17, 3:1, 3:5, 11:10, 131:8, 132:3, 169:5, 170:7
jealous [1] - 55:16
job [2] - 55:1, 63:17
jobs [2] - 14:7, 29:5
joined [1] - 4:15
joining [1] - 3:18
journey [1] - 31:20
Jr [3] - 1:12, 170:2, 170:11
July [2] - 156:16, 156:20
June [1] - 135:15
justification [1] - 90:10
justify [2] - 88:6, 145:21

K

Kaylee [1] - 2:13
keep [9] - 47:7, 56:11, 56:12, 91:5, 97:5, 102:16, 149:16, 163:1
keeping [3] - 130:19, 141:22, 150:18
Keira [1] - 38:15
Kelly [4] - 2:3, 44:8, 153:11, 164:11
Kelly's [1] - 136:3
Ken [8] - 2:12, 63:23, 65:21, 70:19, 71:19, 71:21, 101:6, 101:20
Ken's [1] - 63:23
kept [2] - 80:10, 80:14
Kerrin [1] - 38:11
key [2] - 35:8, 135:8
kick [2] - 3:4, 38:21
kickoff [1] - 37:10
kids [1] - 62:10
kind [51] - 7:4, 7:22, 10:23, 14:8, 14:18, 16:23, 17:1, 17:7, 17:10, 18:17, 19:10, 20:10, 20:21, 21:4, 21:7, 21:11, 22:3, 22:10, 25:9, 39:19, 48:10, 52:23, 54:11, 55:6, 58:19, 59:12, 60:21, 61:21, 62:8, 62:17, 64:2, 65:8, 66:22, 68:7, 75:6, 87:15, 116:7, 129:13, 135:6, 142:2, 144:19, 147:22, 151:8, 153:10, 156:17, 157:18, 157:21, 159:20, 164:8, 165:18
kinds [2] - 51:15, 159:9
know-all-be-all's [1] - 68:18
knowing [1] - 113:22
knowledge [2] - 53:3, 61:16

L

lack [1] - 111:16
laid [1] - 84:18
land [1] - 72:14
landed [1] - 77:8
landfill [2] - 77:18, 77:21
landfills [1] - 75:18
landscape [1] - 32:14
language [3] - 20:3, 108:8, 108:11
large [8] - 42:6, 42:9, 75:14, 76:1, 76:6, 77:6, 94:8, 95:16
large-scale [1] - 94:8
largely [1] - 101:12
larger [1] - 147:16
largest [3] - 77:22, 94:16, 99:22
last [26] - 9:12, 11:9, 11:10, 11:12, 14:21, 15:17, 20:8, 24:13, 59:14, 60:21, 63:3, 91:2, 102:7, 102:9, 108:9, 110:9, 121:16, 130:14, 137:19, 138:17, 147:5, 153:5, 154:3, 165:1, 167:11
latest [1] - 37:16
Laughter [12] - 57:1, 73:20, 136:7, 144:1, 145:14, 163:22, 164:17, 166:4, 166:21, 167:16, 168:6, 168:11
launch [6] - 28:15, 42:4, 64:11, 95:20, 110:2, 165:3
launched [5] - 11:6, 31:10, 31:21, 64:4, 87:7
launching [3] - 39:8, 96:4, 96:11
lay [1] - 158:4
lead [2] - 38:15, 131:23
leadership [1] - 88:8
leading [1] - 21:7
leaf [1] - 77:19
lean [1] - 123:8
learn [1] - 70:8
learned [1] - 51:23
learning [2] - 25:2, 39:3
Leas [1] - 2:7
LEAS [1] - 145:17
least [2] - 19:23, 62:20
leave [4] - 56:19, 90:5, 129:3, 164:2
leaves [1] - 77:18
led [2] - 37:15, 75:6
left [4] - 80:20, 83:16, 112:8, 124:21
legal [6] - 114:5, 117:15, 118:5, 121:3, 132:15
legally [1] - 115:9
legislation [8] - 6:19, 113:6, 113:12, 117:23, 118:21, 118:22, 127:1, 131:5
legislative [3] - 6:20, 110:9, 129:21
legislators [3] - 60:7, 63:8, 68:20
legislature [2] - 42:10, 51:5
lens [2] - 19:18, 26:13
less [14] - 127:9, 128:10, 140:2, 141:2, 144:22, 145:4, 146:9, 146:11, 146:15, 146:21, 147:6, 147:17, 148:9, 164:15
lesser [1] - 91:10
lessons [1] - 51:23
letter [1] - 90:13
letting [1] - 134:6
level [13] - 30:7, 32:6, 32:14, 34:13, 45:21, 47:18, 56:14, 60:21, 61:2, 61:16, 67:14, 140:4, 161:15
levels [1] - 133:17
lever [1] - 99:8
leverage [2] - 17:12, 82:19
light [1] - 132:1
likelihood [1] - 146:1
likely [2] - 39:16, 136:9
limb [1] - 132:13
limit [4] - 138:2, 138:23, 139:2, 139:5
limited [2] - 9:17, 64:19
limiting [1] - 82:2
limits [3] - 59:8, 139:3, 144:7
Lindsay [1] - 2:14
Lindy [3] - 1:12, 170:2, 170:11
line [12] - 3:12, 3:14, 3:19, 63:19, 74:9, 75:4, 84:2, 93:2, 99:21, 135:8, 146:12, 148:15
lines [2] - 120:20, 165:19
link [1] - 7:8
list [6] - 61:17, 67:21, 106:7, 139:18, 154:8, 158:14
listed [1] - 152:16
listen [1] - 35:23
listing [1] - 154:19
literally [3] - 73:11, 83:5, 142:21
lithium [3] - 160:11, 161:11, 161:13
lithium-ion [2] - 160:11, 161:13
live [1] - 28:19
lives [1] - 99:17
LLC [1] - 1:21
loading [1] - 28:22
loans [1] - 14:2
local [8] - 14:6, 30:7, 32:14, 34:8, 49:8, 67:13, 67:14, 70:7
located [1] - 151:21
locating [1] - 72:21
location [2] - 38:4, 147:9
lock [1] - 163:21
long-term [1] - 73:5
look [29] - 8:8, 20:13, 21:19, 22:5, 22:9, 24:14, 24:19, 32:9, 43:16, 45:2, 50:14, 58:21, 63:11, 64:3, 78:19, 97:11, 98:1, 100:9, 105:6, 110:7, 126:7, 130:4, 130:7, 145:16, 145:22, 156:21, 162:21, 166:23, 167:20
looked [3] - 19:10, 20:23, 157:21

looking [25] - 9:2, 19:1, 19:18, 20:11, 22:18, 24:16, 24:20, 26:11, 32:7, 32:12, 40:23, 48:19, 76:14, 86:17, 96:10, 100:3, 136:5, 139:21, 141:17, 153:4, 154:9, 154:10, 165:4, 165:14, 166:19
looks [7] - 26:3, 26:9, 27:20, 43:4, 43:16, 84:20, 134:23
loop [1] - 77:14
loose [1] - 90:6
loosely [1] - 108:13
Lord [1] - 137:5
lose [2] - 149:20
lost [1] - 160:11
loud [2] - 99:2, 99:18
love [8] - 79:17, 127:5, 141:19, 142:23, 143:2, 162:17, 163:3
low [7] - 16:5, 17:2, 86:14, 87:5, 99:3, 157:19
lower [5] - 48:9, 75:23, 92:7, 138:1, 142:10
lower-risk [1] - 48:9
LRS [11] - 78:6, 78:16, 85:17, 85:19, 91:14, 91:22, 92:1, 93:11, 95:4, 106:9, 131:10
LRS's [1] - 123:18
luckily [1] - 159:14
lunch [2] - 70:12, 70:13

M

magic [1] - 48:13
mail [1] - 4:17
main [2] - 53:14, 67:20
maintain [2] - 16:23, 17:2
maintenance [1] - 77:17
major [4] - 35:9, 41:8, 50:11, 82:13
majority [4] - 36:3, 38:16, 38:17, 77:11
Man [1] - 9:5
manage [1] - 8:9
managed [1] - 8:18
Management [2] - 1:15, 9:5
management [15] - 8:3, 8:17, 9:16, 11:15, 13:23, 15:11, 15:18, 16:13, 28:16, 42:1, 91:21, 109:3, 151:19, 153:19, 153:20
manager [2] - 3:20, 55:22
managing [2] - 9:4, 158:17
manufacturers [2] - 100:14, 100:20
manufacturing [2] - 29:17, 34:17
March [3] - 31:16, 31:19, 113:11
Marion [10] - 87:23, 88:3, 104:21, 105:2, 105:6, 105:8, 114:12, 121:15, 122:10, 122:17
mark [1] - 15:2
market [23] - 3:6, 6:18, 14:4, 30:10, 30:22, 31:3, 39:6, 42:16, 42:21, 52:7, 78:10, 80:8, 81:9, 82:6, 82:12, 83:6, 83:22, 85:21, 89:17, 105:23, 114:21, 132:19, 158:12
MARKET [1] - 1:1
Market [4] - 1:11, 3:20, 29:22, 82:20
market-tested [1] - 83:6
marketing [2] - 53:12, 90:18
markets [6] - 14:6, 31:15, 32:16, 35:6, 41:6, 43:20
match [10] - 46:10, 82:5, 82:13, 89:20, 90:15, 137:2, 140:12, 148:16, 165:20
matches [3] - 100:4, 100:10, 148:8
matchmaking [1] - 41:4
material [10] - 32:12, 33:4, 45:1, 60:23, 100:15, 100:23, 153:9, 157:18, 157:22, 158:3
materials [16] - 11:15, 28:21, 34:16, 36:18, 60:23, 67:6, 78:2, 126:4, 135:4, 152:16, 152:18, 154:20, 154:22, 155:1, 158:14, 160:8
Materials [1] - 9:5
matrix [2] - 145:19
matt [1] - 55:3
Matt [11] - 2:3, 2:11, 23:12, 24:22, 25:6, 25:8, 25:11, 28:19, 54:8, 56:17, 57:10
Matt's [1] - 124:22
matter [3] - 1:10, 125:6, 170:7
max [2] - 91:9, 145:12
maximum [3] - 128:12, 135:3, 137:20
mayor [1] - 103:19
McReynolds [2] - 2:12, 74:7
MCREYNOLDS [48] - 79:13, 79:16, 80:3, 85:8, 85:14, 86:10, 86:13, 86:16, 86:19, 87:4, 87:20, 87:22, 89:7, 90:12, 93:22, 96:12, 96:19, 97:17, 99:1, 100:6, 100:8, 101:20, 103:1, 103:16, 103:19, 103:22, 104:14, 106:20, 112:1, 112:8, 112:19, 114:11, 116:8, 116:11, 121:9, 121:12, 123:3, 123:11, 127:6, 128:20, 128:23, 131:9, 131:21, 132:8, 132:16, 134:3, 134:5, 134:11
mean [56] - 18:19, 18:20, 18:23, 21:12, 21:23, 22:2, 44:20, 45:10, 48:13, 50:3, 50:8, 52:5, 54:23, 56:1, 66:4, 68:8, 71:2, 72:14, 81:23, 89:2, 92:23, 96:23, 97:11, 103:18, 105:21, 106:3, 108:15, 113:13, 114:1, 116:5, 121:5, 122:2, 122:4, 123:9, 125:21, 130:6, 137:3, 137:10, 140:2, 140:4, 140:7, 140:22, 141:10, 141:22, 145:9, 145:11, 145:15, 145:20, 147:17, 150:5, 152:19, 153:2, 158:5, 160:9, 160:12, 164:21
meaning [2] - 22:20, 123:17
meaningful [1] - 61:15
means [1] - 33:11
meant [1] - 71:3
mechanism [1] - 30:3
media [7] - 4:15, 30:3, 61:22, 83:5, 93:23, 106:21, 106:23
meeting [26] - 3:6, 4:3, 4:19, 5:2, 7:14, 7:15, 9:19, 10:1, 11:4, 11:12, 37:10, 67:22, 69:21, 91:2, 100:19, 119:16, 124:7, 135:12, 135:16, 136:21, 137:11, 137:19, 156:17, 162:22, 167:4
MEETING [1] - 1:5
meetings [4] - 47:6, 109:22, 109:23, 164:13
member [2] - 64:1, 153:3
MEMBERS [1] - 2:2
members [12] - 4:15, 5:20, 19:5, 44:3, 59:7, 63:8, 64:19, 65:14, 115:1, 129:21, 134:8, 168:21
mention [2] - 69:4, 113:14
mentioned [18] - 6:15, 24:15, 36:15, 36:23, 40:16, 41:1, 41:5, 43:2, 48:3, 49:21, 53:18, 100:3, 107:13, 111:16, 127:21, 161:10, 164:12, 165:13
mentoring [1] - 36:12
mentorship [1] - 142:3
mess [1] - 73:4
message [4] - 69:12, 83:10, 106:22, 112:14
messages [1] - 83:7
messaging [2] - 95:9, 107:2
methods [1] - 75:19
Meyer [3] - 1:12, 170:2, 170:11
Michigan [41] - 23:20, 23:23, 24:23, 25:8, 25:9, 28:16, 28:20, 29:1, 29:13, 29:15, 30:13, 31:9, 31:17, 32:9, 33:14, 33:16, 33:20, 34:10, 34:21, 35:18, 36:8, 38:3, 38:4, 38:6, 38:8, 38:9, 38:11, 39:10, 40:2, 40:4, 43:21, 45:2, 49:7, 49:18, 55:5, 56:7, 57:14, 143:16, 149:20
Michigan's [1] - 32:19
microphones [1] - 3:22
might [14] - 9:11, 25:4, 51:16, 55:20, 58:9, 67:22, 73:18, 101:15, 129:20, 137:18, 153:22, 153:23, 163:4, 164:15
MILLER [18] - 66:19, 69:3, 69:7, 69:20, 69:23, 70:22, 71:19, 72:7, 72:16, 73:2, 73:10, 73:14, 73:17, 87:2, 87:6, 87:12, 101:6, 102:1
Miller [3] - 2:12, 71:20, 71:21
million [38] - 8:20, 14:1, 14:23, 15:2, 15:8, 17:19, 17:23, 18:4, 18:9, 24:15, 29:18, 39:10, 42:7, 42:15, 50:5, 76:11, 78:17, 89:13, 89:20, 90:3, 91:15, 91:18, 92:5, 104:1, 109:1, 110:10, 112:9, 117:22, 118:5, 125:21, 126:10, 126:13, 129:15, 129:17, 140:19, 144:10, 147:20
millions [1] - 140:9
mind [2] - 101:22, 149:16
mindful [1] - 16:21
mindset [2] - 52:23, 144:7
minimization [2] - 75:14, 92:6
minimum [2] - 135:2, 137:20
minor [1] - 87:15
minutes [4] - 7:18, 28:6, 28:10, 43:22
mispronounced [1] - 13:4
miss [3] - 57:19,

166:10, 166:13
mistake [1] - 98:10
mix [1] - 147:23
Mo [26] - 2:12, 74:7, 74:8, 74:21, 75:4, 75:10, 78:8, 79:9, 80:2, 86:2, 87:2, 87:6, 91:5, 91:12, 97:21, 98:4, 100:2, 101:6, 104:5, 107:8, 114:3, 115:3, 122:21, 124:3, 133:4, 134:2
Mo's [1] - 75:8
mobile [1] - 63:13
mobile-type [1] - 63:13
model [2] - 28:14, 41:16
modeled [1] - 92:18
modified [1] - 153:5
modify [1] - 113:7
moment [1] - 3:23
momentum [1] - 47:7
money [41] - 13:11, 16:7, 38:5, 39:8, 42:13, 48:12, 48:23, 52:22, 53:2, 53:20, 55:7, 56:13, 59:8, 59:9, 59:22, 64:18, 85:5, 92:12, 97:12, 97:15, 98:19, 102:10, 105:21, 106:18, 107:7, 108:16, 110:20, 111:6, 117:3, 117:23, 118:19, 122:9, 122:11, 125:11, 127:10, 129:4, 142:14, 146:22, 147:3, 150:12, 167:2
moneys [5] - 104:10, 109:5, 115:10, 119:5, 120:21
monitor [1] - 82:1
month [4] - 9:20, 38:21, 50:2, 76:13
months [3] - 66:5, 108:10, 113:22
morning [4] - 6:3, 6:9, 6:16, 7:23
most [10] - 40:3, 41:7, 52:3, 61:4, 99:23, 116:4, 132:18, 138:4, 167:7
mostly [2] - 60:12, 119:12
motion [5] - 5:12, 5:13, 6:1, 168:13, 169:2
motivated [2] - 85:20, 94:7
Motor [1] - 122:15
mouth [1] - 127:11
move [10] - 5:1, 12:22, 41:9, 42:9, 45:1, 63:14, 118:5, 136:20, 155:20, 159:15
moved [3] - 119:13, 152:4, 168:14
moving [9] - 6:2, 10:23, 45:21, 62:3, 75:20, 83:11, 133:17, 137:7, 152:5
MR [165] - 5:5, 5:9, 5:13, 6:4, 7:21, 8:15, 8:20, 12:16, 19:14, 19:22, 20:10, 20:17, 21:4, 21:10, 21:14, 21:17, 21:20, 21:23, 22:8, 22:16, 22:22, 23:3, 23:19, 23:21, 24:2, 24:6, 24:9, 24:12, 25:12, 25:18, 26:6, 26:11, 26:13, 26:15, 27:2, 27:8, 27:13, 27:16, 27:21, 28:4, 28:8, 28:11, 44:15, 45:17, 47:19, 49:23, 50:3, 51:18, 51:21, 52:2, 54:4, 54:12, 54:16, 54:20, 54:23, 55:11, 55:19, 56:18, 66:19, 69:3, 69:7, 69:20, 69:23, 70:3, 70:6, 70:22, 71:19, 72:7, 72:16, 73:2, 73:10, 73:14, 73:17, 74:23, 86:1, 86:6, 86:9, 86:11, 87:2, 87:6, 87:12, 90:17, 91:3, 91:16, 93:10, 93:21, 95:3, 95:22, 96:3, 96:14, 96:21, 97:16, 97:18, 98:12, 101:6, 102:1, 102:3, 102:7, 102:14, 102:16, 103:12, 103:18, 103:21, 104:1, 104:4, 107:16, 107:20, 109:6, 109:9, 111:10, 113:4, 113:17, 113:23, 116:22, 117:7, 118:14, 118:16, 119:1, 119:4, 119:7, 120:2, 120:8, 120:23, 122:2, 122:6, 127:21, 128:2, 128:5, 128:7, 128:16, 128:18, 128:22, 129:5, 130:6, 131:1, 131:3, 132:6, 133:6, 133:10, 133:19, 134:4, 137:7, 142:19, 145:17, 146:8, 146:14, 147:1, 147:4, 147:8, 147:12, 152:14, 153:1, 153:8, 153:18, 155:23, 156:3, 156:6, 156:11, 156:14, 161:21, 162:4, 162:8, 162:12, 166:19, 168:16
MRC [1] - 36:4
MRF [3] - 94:8, 94:11, 106:8
MS [455] - 3:11, 3:15, 3:17, 5:6, 5:10, 5:16, 5:17, 7:20, 7:23, 8:14, 8:19, 9:8, 9:22, 10:2, 10:3, 10:4, 11:23, 12:4, 12:6, 12:9, 12:10, 12:15, 12:17, 12:20, 13:1, 13:6, 16:3, 16:10, 17:17, 17:21, 18:2, 18:6, 18:12, 18:15, 18:19, 19:3, 19:6, 19:21, 20:9, 20:16, 21:3, 21:9, 21:11, 21:15, 21:18, 21:21, 22:7, 22:15, 22:21, 23:1, 23:9, 23:10, 23:14, 23:17, 23:20, 24:1, 24:4, 24:8, 24:10, 24:13, 25:17, 26:5, 26:9, 26:12, 26:14, 26:22, 26:23, 27:4, 27:9, 27:11, 27:14, 27:19, 27:20, 27:23, 28:1, 28:2, 28:7, 28:10, 44:4, 44:6, 44:9, 45:13, 47:14, 49:17, 50:1, 51:10, 51:19, 51:22, 54:3, 54:15, 54:19, 54:22, 55:3, 55:18, 56:16, 56:21, 57:5, 57:8, 57:9, 57:12, 57:13, 57:16, 57:17, 57:19, 57:21, 57:22, 58:1, 58:2, 67:19, 69:6, 69:19, 69:22, 70:2, 70:5, 70:9, 70:23, 71:23, 72:5, 72:8, 72:10, 72:13, 73:1, 73:9, 73:13, 73:16, 73:21, 74:4, 74:8, 79:13, 79:15, 79:16, 80:2, 80:3, 84:17, 85:8, 85:9, 85:14, 86:10, 86:13, 86:15, 86:16, 86:17, 86:19, 87:4, 87:11, 87:19, 87:20, 87:21, 87:22, 88:12, 89:7, 90:9, 90:12, 90:16, 90:22, 91:1, 91:2, 92:22, 93:22, 95:19, 95:23, 96:12, 96:19, 97:17, 98:8, 98:13, 99:1, 100:2, 100:6, 100:7, 100:8, 101:20, 102:13, 102:15, 103:1, 103:16, 103:19, 103:22, 104:13, 104:14, 104:16, 104:20, 105:11, 105:14, 105:18, 106:20, 107:8, 107:18, 109:10, 110:16, 110:19, 110:20, 110:22, 110:23, 111:1, 111:3, 111:8, 112:1, 112:8, 112:19, 114:11, 115:12, 115:15, 115:17, 115:20, 115:21, 116:8, 116:9, 116:11, 116:16, 117:4, 118:13, 118:15, 118:22, 119:2, 119:5, 119:8, 120:3, 121:9, 121:12, 121:22, 122:16, 122:18, 123:3, 123:11, 124:10, 125:13, 125:15, 126:11, 126:14, 126:15, 126:17, 126:18, 126:22, 126:23, 127:6, 127:23, 128:4, 128:6, 128:9, 128:14, 128:17, 128:20, 128:23, 129:19, 130:3, 130:15, 130:21, 130:23, 131:2, 131:9, 131:20, 131:21, 132:5, 132:7, 132:8, 132:16, 134:3, 134:5, 134:10, 134:11, 134:15, 134:18, 135:22, 135:23, 136:1, 136:5, 136:8, 136:9, 136:11, 136:12, 136:16, 136:17, 136:19, 136:20, 137:4, 137:10, 137:13, 137:15, 138:1, 138:13, 138:16, 138:18, 138:19, 138:20, 138:21, 138:23, 139:1, 139:3, 139:5, 139:12, 139:15, 139:19, 139:20, 139:22, 140:6, 140:10, 140:11, 140:16, 140:20, 140:23, 141:5, 141:7, 141:8, 142:13, 142:21, 143:6, 143:8, 143:9, 143:11, 143:12, 143:14, 143:18, 143:19, 143:20, 143:22, 144:2, 144:13, 144:16, 145:3, 145:6, 145:9, 146:3, 146:7, 146:13, 146:18, 146:19, 146:23, 147:2, 147:7, 147:10, 147:11, 147:14, 147:15, 147:19, 147:20, 148:4, 148:11, 148:14, 148:21, 148:22, 149:4, 149:5, 149:8, 149:9, 149:12, 149:13, 149:18, 149:22, 150:4, 150:7, 150:8, 150:13, 150:14, 150:17, 150:19, 150:20, 150:23, 151:2, 151:4, 151:5, 151:6, 151:8, 151:10, 151:12, 151:13, 151:15, 151:16, 151:18, 152:1, 152:2, 152:6, 152:7, 152:9, 152:12, 152:15, 153:7, 153:15, 153:22, 154:23, 155:4, 155:9, 155:14, 155:15, 155:22, 156:2,

156:4, 156:5, 156:10, 156:13, 156:16, 157:2, 157:4, 157:5, 157:7, 157:8, 157:13, 157:15, 158:6, 158:11, 158:12, 158:15, 158:16, 158:19, 158:22, 159:3, 159:4, 159:7, 159:8, 159:17, 159:18, 160:6, 160:20, 160:23, 161:1, 161:3, 161:6, 161:11, 161:17, 161:18, 162:3, 162:7, 162:13, 162:15, 162:16, 163:3, 163:4, 163:6, 163:16, 163:23, 164:7, 164:8, 164:14, 164:15, 164:18, 164:20, 165:7, 165:8, 165:21, 165:23, 166:1, 166:3, 166:9, 166:11, 166:12, 166:14, 166:15, 166:22, 167:13, 167:19, 167:22, 168:1, 168:4, 168:7, 168:14
multiple [2] - 50:21, 112:3
multiplier [1] - 49:3
multiply [1] - 36:9
municipal [3] - 33:2, 99:23, 153:14
municipalities [2] - 124:17, 151:19
muted [1] - 3:22

N

naivety [1] - 124:12
name [5] - 4:1, 8:1, 71:17, 90:20, 162:18
name's [1] - 58:13
nation [1] - 83:8
naturally [1] - 152:20
nature [1] - 76:16
nay [1] - 113:21
near [1] - 99:7
near-term [1] - 99:7
necessarily [3] - 16:11, 82:11, 93:16
necessary [1] - 100:16
need [40] - 4:14, 30:4, 30:5, 30:6, 34:5, 39:14, 60:18, 79:4, 79:8, 79:22, 81:10, 83:5, 85:20, 97:13, 98:22, 99:15, 100:22, 101:17, 109:12, 114:2, 115:12, 118:20, 122:22, 125:10, 132:3, 132:12, 134:18, 137:1, 140:18, 144:5, 144:6, 144:7, 145:1, 145:13, 145:23, 151:23, 155:23, 160:5
needed [9] - 28:15, 33:23, 36:7, 68:23, 89:22, 90:7, 106:17, 142:2, 154:14
needs [2] - 34:15, 115:16
negotiate [2] - 78:11, 86:23
negotiated [3] - 86:3, 91:14, 94:6
negotiation [2] - 94:21, 140:1
neighborhood [1] - 126:21
net [1] - 127:14
networking [5] - 40:19, 47:6, 52:9, 62:4, 162:19
never [3] - 20:21, 101:22, 138:22
New [1] - 136:10
new [21] - 7:17, 18:5, 28:23, 40:10, 44:21, 46:22, 55:1, 57:23, 84:1, 86:3, 91:22, 124:19, 140:8, 142:7, 155:19, 156:14, 157:9, 157:11, 160:11, 160:17
news [1] - 10:20
next [24] - 9:23, 12:23, 14:18, 23:11, 47:18, 57:2, 73:18, 74:6, 79:18, 80:21, 96:22, 124:7, 133:12, 133:22, 134:12, 134:16, 134:19, 134:23, 135:12, 135:13, 137:11, 149:19, 153:11, 159:14
NextCycle [18] - 23:12, 24:23, 27:6, 28:14, 28:15, 29:12, 30:13, 31:8, 31:17, 33:14, 33:16, 33:20, 36:8, 40:2, 40:4, 41:16, 162:17
nextCycle [1] - 24:23
nice [4] - 25:20, 72:20, 129:20, 163:7
nicotine [2] - 161:14, 161:19
nine [2] - 4:12, 81:1
nobody [1] - 85:3
none [6] - 5:11, 5:23, 68:17, 109:10, 168:19, 169:1
nonprofits [2] - 63:2, 151:20
normally [1] - 66:22
North [1] - 1:15
north [1] - 102:9
northeastern [1] - 139:10
Northern [1] - 97:11
northern [2] - 23:22, 28:19
Notary [3] - 1:13, 170:3, 170:12
note [6] - 11:9, 58:2, 59:11, 95:4, 97:19, 137:16
notes [1] - 6:5
nothing [3] - 121:8, 148:8, 168:13
notification [1] - 83:23
notion [1] - 67:11
NP0690003 [1] - 170:16
num [1] - 105:3
number [8] - 6:14, 56:15, 82:22, 83:1, 83:6, 87:7, 98:9, 112:7
numbers [5] - 88:22, 89:6, 90:11, 104:18, 135:2

O

O'Brien's [1] - 38:11
o'clock [4] - 1:17, 3:1, 3:4, 169:5
obviously [8] - 6:8, 67:13, 73:3, 75:3, 79:2, 140:14, 154:15, 155:9
occurred [1] - 119:6
occurring [1] - 94:15
OCRA [1] - 8:17
October [7] - 5:2, 7:14, 7:15, 11:4, 135:16, 135:17, 136:11
OF [2] - 1:21, 2:6
off-cycle [1] - 125:2
offense [1] - 104:7
offer [2] - 120:21, 146:1
Office [2] - 3:21, 69:17
office [6] - 7:10, 8:4, 20:1, 55:8, 69:5, 99:12
Officer [1] - 13:7
offices [2] - 20:23, 70:19
officially [1] - 162:22
officials [1] - 88:8
often [2] - 138:13, 138:15
Ohio [2] - 101:8, 149:21
old [1] - 25:19
ON [1] - 2:6
on-line [8] - 3:12, 3:14, 3:19, 63:19, 74:9, 75:4, 84:2, 99:21
once [4] - 10:9, 18:18, 50:21, 118:3
one [70] - 6:5, 11:7, 12:12, 18:9, 26:7, 26:15, 26:16, 26:18, 26:19, 27:22, 32:4, 32:21, 33:22, 37:19, 40:17, 42:2, 44:17, 49:13, 49:14, 50:13, 51:1, 51:10, 52:2, 53:9, 53:14, 59:4, 61:4, 65:3, 65:4, 66:20, 68:14, 69:3, 69:11, 69:13, 72:21, 79:3, 80:23, 81:10, 82:1, 87:22, 87:23, 96:21, 98:9, 104:2, 106:22, 107:2, 107:19, 113:8, 121:18, 124:10, 125:6, 127:3, 128:7, 128:8, 138:20, 141:19, 141:23, 146:10, 147:4, 147:7, 147:8, 154:17, 157:3, 160:2, 162:13, 164:1, 166:9
one-time [5] - 81:10, 96:21, 127:3, 128:8
one-twentieth [1] - 121:18
ones [3] - 45:19, 139:18, 147:16
ongoing [1] - 81:14
open [10] - 50:12, 68:15, 68:17, 111:5, 129:9, 136:16, 137:22, 156:6, 156:12, 156:17
opening [3] - 52:19, 133:14, 157:11
opens [1] - 46:22
operate [1] - 118:6
operating [3] - 20:13, 20:15, 77:23
operation [1] - 127:14
operational [1] - 94:10
opinion [1] - 155:11
oppor [1] - 99:11
opportunities [10] - 19:1, 24:17, 24:19, 32:2, 66:14, 74:15, 74:17, 103:4, 116:13, 130:16
opportunity [18] - 5:3, 16:20, 17:6, 24:14, 26:2, 32:10, 35:3, 35:4, 40:20, 73:6, 76:17, 83:19, 86:20, 103:8, 123:6, 124:14, 139:23, 167:9
opposed [3] - 5:21, 67:12, 168:22
OPS [3] - 19:17, 20:12, 20:22
option [2] - 24:21, 140:5
order [4] - 3:6, 3:9, 100:16, 114:15
organic [3] - 37:4, 37:11, 64:22
organically [1] - 158:7
Organics [1] - 72:1
organics [5] - 29:15, 32:15, 35:3, 37:15, 152:21
organization [5] - 29:22, 35:17, 64:9, 112:19, 164:6
organizational [1] - 62:3
organizations [4] - 31:6, 63:2, 101:3, 112:17
organize [1] - 162:21
organized [2] - 25:15, 40:5
organizing [1] - 52:11
original [2] - 15:9, 34:2
originally [1] - 159:11
ourselves [4] - 62:14, 83:15, 131:11, 131:23

outages [1] - 77:16
outcomes [2] - 36:11, 50:23
output [2] - 33:7, 33:10
outputs [1] - 63:18
outreach [10] - 10:8, 79:5, 79:8, 80:5, 81:11, 83:4, 89:13, 90:1, 93:12, 93:18
outside [3] - 38:6, 94:12, 164:5
outward [1] - 62:3
overall [3] - 50:4, 89:21, 115:22
overdo [1] - 16:21
overloaded [1] - 73:18
oversight [1] - 72:23
overview [2] - 13:10, 25:7
own [4] - 54:2, 105:23, 127:11, 127:13

P

Pacers [1] - 62:7
packaging [3] - 35:2, 46:16, 46:20
page [1] - 165:10
pages [1] - 7:6
pair [1] - 141:15
Pam [8] - 7:16, 8:16, 57:3, 58:13, 69:4, 137:15, 142:22, 143:15
Pamela [6] - 2:8, 2:11, 7:16, 8:1, 164:2, 167:21
panel [1] - 158:20
panels [6] - 155:3, 155:8, 156:8, 156:22, 157:12, 160:16
par [1] - 33:11
parameters [1] - 60:8
part [18] - 19:15, 30:9, 32:3, 34:14, 35:7, 40:3, 47:19, 66:8, 66:9, 69:8, 88:11, 101:13, 106:13, 116:3, 119:10, 123:9, 129:21, 151:13
partial [1] - 91:6
participants [2] - 4:3, 4:4
participated [1] - 65:16
particular [6] - 31:8, 82:3, 89:23, 112:2, 137:21, 141:23
particularly [6] - 32:15, 35:12, 69:8, 89:12, 160:19, 167:10
partner [11] - 25:21, 41:5, 48:6, 52:17, 78:7, 82:10, 123:12, 123:13, 123:15, 127:16
partnering [1] - 78:6
partners [10] - 39:20, 43:3, 46:11, 47:1, 47:11, 48:3, 57:11, 76:21, 123:9, 123:17
Partnership [5] - 89:15, 90:14, 100:5, 100:9, 109:21
partnership [14] - 33:22, 35:8, 36:2, 82:7, 82:9, 83:2, 83:8, 84:19, 89:18, 89:19, 106:3, 112:22, 142:7, 164:5
partnerships [4] - 36:13, 40:7, 53:4, 163:5
parts [9] - 13:20, 19:17, 22:3, 80:17, 102:21, 103:13, 103:14, 122:7, 131:15
pass [2] - 113:12, 116:22
passed [3] - 60:15, 118:21, 161:1
passing [2] - 7:3, 47:17
passionate [1] - 167:8
past [16] - 9:10, 16:21, 28:20, 59:18, 60:3, 62:6, 64:23, 82:14, 101:8, 104:21, 120:16, 133:21, 134:20, 162:19, 163:2, 163:11
Pat [1] - 163:23
pat [1] - 7:13
pathways [1] - 123:5
patience [1] - 26:17
pause [3] - 31:3, 84:14, 159:6
pay [13] - 40:18, 47:15, 59:23, 85:3, 85:6, 85:12, 86:7, 88:17, 103:17, 107:7, 118:7
paying [5] - 48:16, 50:7, 78:18, 87:16, 92:2
pays [1] - 99:4
pen [1] - 161:14
pens [3] - 157:2, 161:9, 161:23
people [30] - 17:23, 35:19, 35:22, 36:3, 39:12, 39:13, 39:15, 39:18, 45:14, 49:15, 52:4, 52:18, 53:6, 59:16, 62:13, 62:16, 64:18, 65:15, 66:23, 67:17, 93:12, 93:14, 93:15, 93:18, 98:4, 98:21, 131:17, 143:3, 152:3, 164:11
per [9] - 13:19, 45:17, 76:11, 76:12, 77:2, 78:17, 92:1, 92:5
percent [9] - 14:15, 32:20, 32:21, 32:23, 76:4, 76:8, 144:14, 144:15
percentage [2] - 45:15, 81:20
perfect [2] - 28:11, 29:2
perhaps [1] - 98:7
period [4] - 78:16, 83:12, 92:11, 100:12
periodic [1] - 63:20
permanent [3] - 10:11, 63:12, 71:1
permanently [1] - 71:3
permit [2] - 72:14, 72:15
permitting [1] - 72:12
person [2] - 65:9, 74:10
personal [1] - 11:9
perspective [2] - 148:6, 148:15
phase [3] - 31:21, 56:8, 81:11
phenomenal [1] - 63:17
philanthropic [1] - 34:7
phone [2] - 4:10, 4:14
physical [2] - 63:12, 63:20
pick [5] - 10:18, 71:2, 71:12, 101:15, 106:12
picture [5] - 27:5, 27:22, 28:2, 89:2, 89:3
piece [4] - 11:7, 96:4, 127:14, 148:19
pieces [4] - 113:5, 113:12, 131:5, 148:19
pile [1] - 65:19
pipeline [1] - 40:9
pitch [7] - 38:23, 39:2, 39:20, 40:12, 41:11, 43:1, 51:13
pivot [1] - 66:20
pivotal [1] - 83:16
pla [1] - 35:10
place [3] - 34:1, 41:9, 130:13
places [2] - 36:10, 49:12
plan [15] - 9:5, 9:13, 75:10, 83:14, 83:17, 84:18, 84:20, 85:11, 98:14, 98:21, 109:16, 135:10, 154:3
planned [1] - 168:8
planning [11] - 6:7, 28:12, 58:17, 59:13, 61:6, 64:7, 98:23, 99:13, 154:1, 156:19, 156:21
Planning [1] - 75:2
plant [2] - 65:2, 139:10
plastics [1] - 152:21
platform [1] - 34:19
play [2] - 34:22, 129:16
players [1] - 35:9
pleased [2] - 31:12, 43:5
pockets [1] - 114:9
point [20] - 30:16, 31:6, 31:18, 34:9, 37:23, 51:7, 59:18, 68:21, 69:4, 94:5, 98:9, 99:16, 115:4, 124:16, 124:22, 132:11, 142:9, 144:5, 149:15, 154:6
Pointe [1] - 1:21
pointed [1] - 52:13
points [4] - 153:13, 153:19, 154:22, 158:2
policies [1] - 30:6
policy [4] - 8:2, 32:13, 75:2, 99:13
poll [1] - 137:1
pollution [1] - 20:2
Ponds [1] - 1:21
population [1] - 121:19
portion [7] - 42:6, 87:15, 105:1, 105:15, 105:18, 117:19, 125:23
portions [1] - 113:2
position [5] - 7:16, 42:6, 86:22, 87:1, 109:20
possibilities [1] - 99:11
possible [3] - 114:7, 122:20, 125:12
possibly [1] - 155:6
post [1] - 135:13
posted [1] - 4:20
pot [1] - 111:5
potential [7] - 8:23, 9:3, 33:6, 33:10, 113:20, 115:7, 115:22
potentially [2] - 80:16, 100:18
pounds [2] - 76:2, 76:7
power [1] - 123:1
powers [2] - 77:13, 130:8
practice [2] - 40:12, 101:14
practices [3] - 28:17, 42:1, 77:23
precedence [1] - 115:13
premise [1] - 19:13
prep [1] - 40:12
preparation [1] - 148:7
prepare [2] - 12:22, 108:6
prepared [1] - 142:2
preparing [1] - 79:3
presence [2] - 63:19, 150:15
present [1] - 74:19
PRESENT [1] - 2:10
presentation [7] - 4:8, 26:9, 44:11, 65:9, 70:11, 84:22, 153:12
presentation-type [1] - 65:9
presented [3] - 80:8, 81:8, 84:13
President [2] - 57:3, 58:13
pressing [2] - 4:12, 4:14
pretend [1] - 68:18
pretty [14] - 7:6, 7:11, 8:16, 14:20, 14:21, 45:2, 45:9, 45:10, 45:18, 46:5, 55:11, 80:14, 92:6, 137:3
prevention [2] - 20:3,

45:4
previous [5] - 47:9, 88:7, 91:15, 116:14, 135:9
price [1] - 106:19
prices [1] - 84:23
pricing [1] - 85:22
primarily [3] - 30:15, 43:11, 59:2
primary [2] - 7:11, 59:4
prioritize [1] - 153:6
priority [10] - 126:4, 126:5, 135:4, 152:15, 152:18, 154:19, 155:1, 158:2, 158:13, 160:7
private [11] - 34:7, 34:15, 36:12, 36:13, 37:3, 37:14, 45:16, 47:17, 151:21, 153:14, 153:21
private-sector [1] - 37:14
prize [1] - 41:10
prob [1] - 39:16
problem [8] - 34:5, 73:19, 73:22, 87:18, 140:17, 148:1, 161:12, 166:3
procedures [1] - 130:11
proceedings [2] - 169:4, 170:6
PROCEEDINGS [1] - 1:9
process [16] - 10:23, 38:20, 39:17, 44:16, 44:22, 48:1, 75:6, 75:15, 77:5, 88:10, 116:7, 117:20, 120:11, 124:12, 127:7, 164:23
processes [1] - 100:17
processing [4] - 32:16, 35:4, 78:1, 78:4
procurement [2] - 76:18, 77:5
producer [1] - 32:8
Producer [1] - 60:4
product [1] - 46:15
products [1] - 28:23
program [55] - 3:20, 3:21, 7:10, 10:10, 14:15, 14:17, 15:5, 17:9, 18:22, 20:23, 25:3, 25:8, 28:16, 29:10, 30:18, 31:5, 31:10, 38:15, 38:19, 39:11, 40:14, 45:15, 47:16, 49:18, 49:21, 50:2, 51:14, 53:13, 61:17, 81:9, 82:6, 82:12, 84:5, 85:10, 89:17, 92:16, 93:5, 97:5, 111:7, 115:19, 116:1, 117:2, 118:7, 121:3, 121:7, 123:20, 124:20, 128:3, 129:6, 129:9, 130:13, 131:7, 132:19, 141:21, 142:4
Program [2] - 20:1, 129:13
programatic [1] - 61:20
programs [9] - 15:15, 22:4, 48:13, 84:4, 124:18, 127:12, 130:11, 131:23, 142:11
progress [3] - 11:1, 55:8, 55:9
project [27] - 38:7, 41:3, 48:17, 51:8, 63:1, 66:7, 68:12, 82:3, 123:17, 126:6, 130:17, 141:5, 142:23, 144:11, 144:20, 146:20, 147:13, 147:21, 148:3, 152:10, 152:12, 157:22, 158:20, 158:23, 159:2, 159:6
projected [2] - 76:10, 148:23
projector [1] - 134:21
projects [31] - 11:5, 14:5, 14:12, 29:10, 39:4, 39:16, 39:18, 40:10, 42:12, 42:13, 42:17, 51:6, 60:13, 72:3, 94:2, 122:17, 126:1, 138:2, 138:3, 138:5, 138:8, 138:9, 140:7, 143:4, 145:2, 146:6, 152:20, 159:5, 159:10, 159:22, 167:1
Promotion [4] - 13:12, 13:21, 15:13, 15:19
promotion [6] - 104:11, 104:23, 109:2, 110:14, 110:17, 117:15
promotions [2] - 96:17, 97:3
prompted [1] - 126:19
proper [4] - 60:9, 127:14, 127:16, 164:11
properly [1] - 81:12
property [3] - 70:20, 86:19, 164:6
proportionally [1] - 117:3
proportionately [1] - 116:23
proposal [6] - 123:22, 154:12, 154:18, 165:6, 165:12, 165:16
proposals [6] - 111:20, 113:7, 119:15, 135:11, 135:15, 165:18
proposed [5] - 6:13, 6:17, 7:4, 21:2, 160:21
proposes [1] - 113:8
proposing [2] - 7:1, 158:16
protection [2] - 29:17, 31:2
protects [1] - 29:5
proud [1] - 56:2
provide [7] - 25:7, 41:9, 88:13, 98:19, 106:2, 125:16, 135:5
provided [4] - 40:13, 110:10, 130:18, 135:8
providers [1] - 38:14
providing [3] - 95:5, 165:4, 165:5
Pruitt [1] - 2:13
PUBLIC [1] - 1:5
public [10] - 8:6, 8:7, 36:12, 37:2, 37:14, 72:18, 72:22, 75:3, 87:16, 151:21
Public [4] - 1:13, 103:23, 170:3, 170:12
public-private [1] - 36:12
public-sector [1] - 37:14
pull [2] - 68:4, 108:2
pulling [3] - 62:18, 99:8, 108:1
purchase [1] - 63:21
purchased [1] - 11:2
purdue [1] - 69:16
Purdue [5] - 62:22, 64:7, 69:5, 69:9, 69:23
Purdue's [1] - 64:11
push [1] - 99:19
put [23] - 28:21, 28:22, 38:3, 39:6, 42:23, 47:21, 65:17, 65:23, 67:10, 70:13, 71:9, 72:15, 80:3, 80:11, 94:2, 94:5, 94:7, 114:21, 123:18, 124:8, 131:21, 134:21, 159:6
putting [3] - 49:1, 60:23, 127:10

Q

Q1 [1] - 131:15
qualifications [3] - 44:13, 44:23, 45:9
quality [5] - 141:11, 141:17, 142:8, 150:6, 165:6
quarter [3] - 96:13, 116:20, 131:19
quarterly [1] - 13:15
questions [23] - 4:2, 4:5, 4:17, 8:10, 16:1, 19:4, 22:17, 23:5, 28:13, 28:18, 44:1, 44:2, 44:5, 54:6, 69:1, 74:1, 79:12, 84:14, 84:16, 115:1, 133:2, 133:7, 166:17
quick [4] - 24:11, 29:11, 74:11, 143:14
quickly [1] - 135:6
quite [5] - 7:2, 84:13, 94:9, 106:15, 154:7
quo [1] - 131:17
quote [1] - 90:22
quotes [3] - 90:18, 111:21, 112:3

R

rabbit [1] - 117:17
radar [1] - 156:23
radio [1] - 107:1
rainbow [2] - 27:22, 28:2
raise [14] - 4:11, 77:1, 84:23, 85:18, 86:4, 96:16, 97:7, 97:9, 97:14, 97:22, 98:15, 98:17, 107:6, 149:14
raised [3] - 4:8, 140:3, 150:4
raising [3] - 106:18, 141:10
ramp [2] - 132:5, 132:10
ramp-up [2] - 132:5, 132:10
ran [1] - 165:1
random [1] - 148:17
range [1] - 108:23
rare [1] - 46:5
rate [12] - 32:19, 33:3, 76:3, 76:8, 92:17, 92:21, 97:7, 97:22, 97:23, 99:3, 101:12, 157:20
rates [15] - 76:22, 78:12, 79:6, 85:18, 85:19, 86:3, 86:5, 86:21, 96:16, 97:10, 97:14, 98:17, 107:6, 116:1, 125:4
rather [2] - 11:7, 42:11
rationale [1] - 82:3
re [3] - 43:7, 101:18, 151:16
re-establishing [1] - 101:18
re-upped [1] - 43:7
reach [2] - 56:19, 62:3
reached [1] - 163:18
reaching [1] - 112:13
read [7] - 22:3, 22:13, 22:23, 58:22, 60:16, 128:23, 165:18
readily [1] - 137:3
ready [6] - 40:8, 41:13, 49:16, 51:13, 66:1, 142:12
real [5] - 24:11, 28:18, 48:7, 72:3, 107:23
realize [3] - 46:8, 46:14, 46:21
realizing [2] - 19:11, 39:6
really [56] - 8:2, 11:13, 17:2, 20:22, 22:11, 26:2, 29:9, 31:3, 31:12, 32:5, 34:3, 38:13, 38:17, 43:5, 44:12, 46:13, 53:16, 55:9, 55:13, 56:2, 56:6, 59:15, 59:16, 59:21, 60:10, 61:15, 64:3, 66:7, 67:22, 75:12, 77:1, 78:9, 78:11, 80:19, 83:17, 86:2, 87:8, 87:14, 87:16, 95:1, 108:8, 108:11, 115:5, 125:3, 127:2, 141:18, 143:7, 145:22, 150:8,

152:18, 156:23, 164:21, 165:16, 167:4
reason [5] - 20:19, 39:17, 51:14, 101:22, 114:15
reasonable [1] - 18:10
rebuild [1] - 31:17
recap [1] - 41:15
receive [4] - 8:23, 74:21, 110:20, 112:12
received [7] - 6:11, 6:23, 9:4, 15:7, 42:10, 43:9, 90:17
receives [1] - 13:11
receiving [1] - 14:14
recent [3] - 49:10, 122:15, 132:18
recently [2] - 41:7, 157:9
reception [2] - 163:10, 163:11
rechargeable [1] - 43:11
recipient [1] - 125:5
recipients [2] - 162:19, 163:2
recognize [2] - 44:18, 124:15
recognized [3] - 33:23, 44:17, 161:3
recognizing [1] - 39:12
recommend [1] - 28:17
recommendation [3] - 35:8, 51:2, 154:16
recommendations [4] - 32:4, 32:5, 41:15, 166:2
recommended [1] - 30:9
record [2] - 13:5, 93:20
recorded [1] - 4:19
recoverable [1] - 33:5
recyclable [3] - 46:18, 46:19, 78:1
recyclables [1] - 78:3
recycle [9] - 11:15, 30:12, 46:19, 95:5, 95:13, 96:11, 110:17, 125:16, 127:22
Recycle [1] - 95:19
recycle.in.gov [1] - 4:20
recycled [1] - 100:15
recycleForce [1] - 157:9
recycles [1] - 64:10
recycling [83] - 3:5, 6:18, 8:9, 10:15, 13:11, 13:21, 14:4, 14:6, 14:7, 16:8, 18:14, 24:21, 29:14, 29:21, 30:8, 30:9, 30:18, 30:22, 31:3, 31:5, 31:7, 31:14, 32:19, 32:23, 33:2, 34:17, 35:17, 35:18, 37:11, 37:16, 40:14, 43:14, 45:5, 50:13, 52:20, 60:9, 74:14, 75:8, 75:17, 76:9, 78:14, 78:22, 80:8, 81:9, 81:20, 82:6, 82:7, 82:9, 82:12, 83:2, 83:7, 83:22, 84:18, 85:7, 86:8, 88:13, 89:17, 89:19, 92:13, 93:3, 95:10, 96:1, 102:11, 103:10, 104:11, 104:22, 109:2, 110:3, 110:14, 111:12, 112:21, 115:23, 117:14, 123:20, 127:16, 131:7, 132:19, 140:21, 155:13, 157:12, 157:18, 157:20, 158:20
RECYCLING [1] - 1:1
Recycling [18] - 1:11, 3:19, 14:3, 15:12, 15:19, 16:6, 38:11, 57:14, 82:20, 89:14, 90:14, 100:5, 100:8, 109:21, 114:21, 128:1, 128:2, 128:9
recycling's [1] - 93:1
reduce [1] - 16:22
reducing [1] - 45:7
reduction [2] - 36:20, 45:4
referring [1] - 7:5
reflect [1] - 71:18
regard [2] - 14:9, 160:5
regards [10] - 14:19, 14:23, 15:3, 15:22, 16:12, 16:18, 17:3, 17:8, 18:19, 19:6
region [2] - 94:4, 100:23
regular [1] - 116:19
regulations [1] - 162:6
reimbursed [1] - 50:18
reinvigorate [1] - 124:18
related [4] - 31:1, 47:15, 62:8, 162:14
relationship [1] - 88:9
relatively [2] - 14:21, 16:17
relevant [1] - 132:23
remaining [1] - 77:15
remember [6] - 37:21, 143:22, 146:10, 146:17, 146:18, 151:17
remind [1] - 101:7
reminders [1] - 95:10
remote [2] - 23:15, 23:16
remove [1] - 6:17
removing [1] - 20:7
renegotiated [1] - 76:21
Renew [1] - 39:9
renewed [1] - 160:3
repealed [1] - 104:22
replacing [1] - 18:4
report [1] - 13:16
reported [3] - 13:13, 13:14, 70:17
Reporter [1] - 170:3
REPORTER [1] - 104:2
REPORTING [1] - 1:21
reporting [1] - 104:18
reports [1] - 11:1
represents [1] - 87:14
republic [2] - 91:20, 92:3
request [5] - 107:15, 122:21, 124:8, 144:11, 145:21
requested [1] - 89:16
requesting [2] - 112:7, 114:3
require [1] - 58:7
required [3] - 5:8, 38:2, 82:5
requirement [1] - 58:6
requires [2] - 22:9, 123:20
rescue [1] - 37:4
research [2] - 24:20, 63:18
reserves [1] - 126:15
resident [1] - 95:7
residential [1] - 33:3
residents [8] - 28:22, 81:5, 85:1, 85:6, 85:12, 88:17, 95:9, 97:4
residing [1] - 170:3
resource [2] - 31:7, 95:16
resources [8] - 28:14, 41:17, 62:13, 62:19, 64:17, 68:3, 68:9, 165:1
responded [2] - 5:20, 168:21
response [10] - 5:22, 8:11, 16:2, 23:6, 54:7, 115:2, 124:2, 133:3, 168:18, 168:23
responsibility [2] - 32:8, 60:4
restructuring [2] - 115:7, 126:7
retired [1] - 7:13
return [1] - 4:21
reusable [2] - 46:16, 46:18
reuse [4] - 35:3, 46:14, 114:17, 157:22
revenue [10] - 13:14, 14:19, 14:23, 15:8, 15:12, 15:14, 16:12, 16:22, 17:4, 108:22
revenues [2] - 14:7, 15:11
revert [2] - 16:15, 16:23
review [3] - 5:3, 6:21, 108:6
reviewed [3] - 111:12, 111:13, 114:7
reviewing [2] - 44:20, 158:7
revisit [1] - 154:2
rework [1] - 148:12
Reworld [4] - 77:9, 77:16, 104:9, 122:12
reworld [1] - 77:12
RFP [4] - 77:7, 133:14, 135:11, 165:3
right-sized [1] - 16:17
righty [1] - 134:9
rise [1] - 137:6
risk [2] - 39:23, 48:9
Rizzles [1] - 90:19
RMD [1] - 147:1
RMDP [3] - 13:10, 105:7, 133:12
rmdpgrants@idem.in.gov [1] - 4:17
road [2] - 155:17, 156:9
robotics [1] - 35:2
robust [1] - 43:20
role [2] - 22:2, 44:20
roll [2] - 64:13, 168:10
rolled [1] - 96:6
rolling [2] - 60:7, 78:23
room [7] - 53:6, 55:21, 56:10, 68:1, 102:6, 107:10, 167:10
Room [1] - 1:16
rooms [1] - 164:9
roots [1] - 144:8
rough [2] - 105:4
roughly [3] - 14:22, 15:7, 92:18
round [8] - 118:12, 119:2, 129:7, 133:12, 134:14, 134:23, 135:13, 147:5
routes [2] - 10:17, 83:11
RRS [2] - 36:2, 47:4
run [5] - 28:18, 83:8, 119:13, 119:23
running [3] - 49:20, 83:5, 84:12
runs [1] - 40:22
Rural [1] - 8:4

S

sad [1] - 79:21
safe [3] - 39:20, 39:22, 39:23
safety [1] - 60:12
salaries [1] - 118:8
salary [2] - 118:7, 118:8
Sandy [2] - 2:4, 154:10
sat [1] - 19:10
satellite [1] - 10:12
saved [2] - 91:14, 92:12
savings [4] - 76:22, 78:17, 91:19, 92:14
saw [5] - 15:12, 15:13, 88:20, 90:23, 132:21
sayonara [1] - 168:5
SBA [1] - 120:6
scalable [1] - 89:9
scale [13] - 33:19, 42:3, 43:2, 76:2, 80:16, 81:19, 89:9, 89:12, 92:7, 94:8, 112:11, 114:18
scaleable [1] - 91:8
scaled [1] - 50:20
scan [1] - 95:13
scenario [1] - 63:13
schedule [3] - 4:18,

38:19, 137:2
scheduled [2] - 9:20, 77:16
school [4] - 62:22, 65:5, 65:6, 70:18
schools [4] - 70:7, 70:8, 70:10, 162:1
science [4] - 52:20, 62:8, 62:9, 68:5
science-related [1] - 62:8
scope [1] - 148:3
score [2] - 111:14, 165:14
scoring [5] - 77:7, 145:18, 145:19, 153:4, 154:21
screen [3] - 25:14, 26:1, 27:15
season [1] - 77:20
second [14] - 5:15, 5:16, 5:17, 25:14, 26:7, 26:15, 26:16, 26:19, 30:14, 61:17, 94:8, 118:12, 168:15, 168:16
section [1] - 7:17
sector [5] - 37:2, 37:3, 37:5, 37:14
sectors [1] - 33:18
security [1] - 96:8
see [59] - 10:23, 11:17, 18:17, 25:13, 26:1, 26:6, 26:18, 27:7, 27:9, 27:17, 34:15, 34:16, 36:8, 37:19, 38:19, 41:21, 45:3, 47:9, 55:8, 58:10, 67:17, 79:6, 83:21, 85:13, 88:16, 88:22, 89:2, 89:11, 91:17, 93:15, 96:12, 98:7, 98:10, 108:8, 114:10, 115:6, 120:10, 120:11, 121:7, 123:11, 126:3, 134:22, 135:5, 142:15, 142:23, 143:4, 149:22, 151:23, 152:19, 152:22, 152:23, 155:12, 157:10, 159:10, 159:13, 165:20, 166:19, 168:1
seeing [8] - 29:9, 36:19, 49:3, 77:23, 80:10, 90:4, 123:13, 155:18
seek [1] - 112:23
seem [4] - 16:4, 59:16, 69:18, 124:23
sees [1] - 17:19
segue [1] - 57:10
selected [2] - 39:15, 42:20
selecting [1] - 50:16
selection [3] - 37:18, 39:17, 48:1
sell [1] - 58:6
Seltzer [1] - 38:15
Senate [2] - 6:13, 60:17
send [5] - 48:14, 54:17, 54:20, 58:20, 95:8
sends [1] - 6:6
senior [5] - 22:12, 62:23, 63:3, 63:4, 64:6
sense [2] - 98:18, 118:1
sent [1] - 7:7
separate [5] - 6:19, 71:13, 102:14, 141:18, 163:10
separately [1] - 21:5
September [1] - 7:13
serve [1] - 8:3
served [1] - 75:22
service [5] - 46:16, 46:19, 79:19, 88:9, 106:14
services [3] - 9:17, 86:8, 88:13
session [8] - 39:2, 58:18, 58:20, 59:13, 110:9, 113:10, 154:2, 156:21
set [13] - 35:5, 36:6, 38:1, 42:19, 58:10, 67:8, 73:14, 92:4, 93:16, 125:23, 126:3, 126:4, 126:5
sets [1] - 60:12
setting [1] - 115:13
seven [4] - 37:20, 76:4, 109:18
seventy [2] - 65:15, 81:1
seventy-five [1] - 65:15
seventy-nine [1] - 81:1
several [5] - 25:1, 59:15, 62:4, 90:18, 167:11
Shadeland [1] - 1:15
shake [1] - 102:6
share [3] - 58:19, 93:8, 121:20
sharing [5] - 26:1, 27:15, 55:4, 81:23, 112:14
shark [2] - 39:2, 48:16
shark-tank-like [1] - 39:2
Shelby [2] - 1:14, 170:4
Shelbyville [1] - 170:4
shocked [1] - 93:6
shook [2] - 5:9, 5:10
shop [1] - 38:1
short [4] - 7:11, 28:9, 29:20, 55:10
shortly [2] - 11:6, 94:11
shortsighted [2] - 94:22, 99:14
show [6] - 3:4, 37:2, 47:10, 55:23, 124:12, 167:4
showcase [3] - 38:23, 40:16, 40:17
showcases [1] - 47:8
showing [2] - 14:8, 56:14
shown [1] - 123:15
sic [2] - 13:3, 89:19
Side [1] - 77:20
side [7] - 52:20, 58:2, 77:18, 78:2, 78:5, 87:9, 104:10
sign [1] - 164:8
signage [1] - 71:4
signed [1] - 164:1
significant [6] - 60:19, 61:5, 62:6, 81:16, 122:9, 122:11
significantly [1] - 122:5
similar [8] - 29:21, 66:15, 68:12, 70:1, 72:3, 76:1, 80:14, 133:20
single [5] - 75:21, 80:23, 99:23, 116:6, 123:6
single-family [1] - 75:21
sit [1] - 117:16
site [5] - 4:20, 10:11, 10:12, 68:1, 73:8
sits [1] - 107:23
sitting [9] - 15:23, 17:19, 18:1, 24:16, 39:3, 52:10, 126:15, 127:4, 160:10
situation [3] - 59:10, 62:15, 86:2
six [7] - 4:14, 15:19, 37:12, 38:21, 50:2, 66:5, 135:14
six-month [2] - 38:21, 50:2
size [3] - 76:2, 89:15, 105:20
sized [1] - 16:17
skewed [1] - 155:11
slide [7] - 14:18, 27:2, 27:5, 35:7, 37:9, 58:20, 67:21
slides [1] - 25:22
slightly [1] - 121:13
small [7] - 31:10, 62:18, 69:9, 105:14, 105:15, 105:18, 123:16
smaller [7] - 48:6, 113:1, 129:4, 138:11, 141:1, 141:5, 142:11
smart [2] - 38:13, 43:9
social [3] - 61:22, 106:23, 162:23
society [1] - 62:10
soil [1] - 66:1
solar [8] - 155:3, 155:8, 155:12, 156:7, 156:22, 157:12, 158:20, 160:16
sold [1] - 58:8
solely [2] - 33:21, 34:12
Solid [4] - 13:23, 16:6, 109:3, 151:19
solid [18] - 9:15, 13:15, 13:17, 13:22, 15:11, 15:18, 16:13, 33:2, 76:17, 77:2, 77:11, 77:15, 78:14, 88:3, 88:5, 99:5, 99:23, 153:18
solution [3] - 34:5, 41:6, 41:14
solutions [1] - 37:11
someday [1] - 80:12
someone [3] - 17:19, 21:13, 138:14
sometime [1] - 9:20
sometimes [4] - 68:11, 88:15, 140:23, 161:18
somewhat [3] - 91:5, 156:3, 158:7
somewhere [3] - 68:12, 98:19, 165:11
song [1] - 27:1
soon [2] - 25:23, 96:11
sorry [7] - 3:16, 11:11, 46:19, 102:4, 107:8, 130:1, 166:20
sort [18] - 20:12, 24:21, 47:17, 67:7, 67:11, 87:13, 87:21, 108:11, 108:14, 108:18, 111:15, 111:17, 116:2, 117:17, 119:5, 133:20, 153:12, 162:18
sound [1] - 165:21
sounds [3] - 9:2, 137:14, 150:17
south [3] - 77:18, 77:20, 104:10
space [11] - 35:10, 35:14, 35:15, 37:3, 37:4, 59:19, 59:23, 62:2, 63:5, 63:7, 72:18
speaking [1] - 19:23
speaks [1] - 120:3
special [6] - 124:19, 125:2, 125:6, 127:3, 128:18, 129:14
specific [9] - 10:10, 41:3, 42:12, 42:15, 44:23, 51:6, 70:14, 103:14, 158:3
specifically [10] - 37:13, 42:16, 43:13, 47:4, 60:5, 61:12, 81:17, 93:18, 102:18, 117:5
specifics [2] - 61:3, 89:5
specified [1] - 155:7
speedway [1] - 122:15
spend [15] - 24:17, 41:19, 42:13, 42:15, 48:12, 50:5, 66:9, 81:10, 84:10, 96:15, 96:17, 97:1, 97:2, 126:19
spending [2] - 48:11, 140:9
spent [10] - 31:4, 38:6, 38:8, 62:6, 89:4, 89:5, 111:19, 111:22, 111:23, 167:2
split [2] - 13:20, 14:10
spoken [1] - 90:19
spread [1] - 127:5
spring [1] - 64:8
Staff [1] - 21:6
staff [8] - 22:12,

30:19, 36:9, 55:21, 59:6, 89:10, 93:17, 118:8
stagnant [2] - 14:21, 18:1
stakeholders [3] - 59:5, 61:14, 65:11
stand [4] - 32:17, 55:22, 79:11, 113:2
standard [2] - 15:4, 106:14
standardly [1] - 108:18
stands [1] - 108:18
star [2] - 4:12, 4:14
start [11] - 31:16, 32:5, 35:1, 78:9, 79:4, 83:10, 83:11, 95:20, 97:13, 134:18, 142:11
start-up [1] - 142:11
started [6] - 52:8, 60:6, 75:12, 109:15, 109:17, 109:19
starting [6] - 37:18, 44:9, 58:19, 84:6, 96:5, 129:22
State [5] - 1:13, 60:10, 115:22, 151:22, 170:13
state [40] - 13:17, 13:18, 13:22, 15:11, 15:17, 16:9, 16:13, 30:7, 33:12, 35:17, 36:22, 37:22, 39:22, 42:5, 47:15, 48:19, 49:2, 53:1, 58:5, 63:14, 66:15, 68:20, 69:12, 69:15, 71:17, 79:20, 81:16, 99:22, 101:1, 102:21, 103:13, 103:14, 117:18, 118:18, 122:7, 152:10, 152:13, 152:14, 161:4, 164:6
state's [3] - 102:10, 121:19, 127:18
statehouse [3] - 6:9, 6:15, 113:6
States [2] - 82:14, 106:4
states [5] - 25:1, 32:7, 49:19, 53:22, 161:7
status [2] - 9:9, 131:17
statute [12] - 19:19, 20:3, 20:5, 20:14, 20:18, 120:12, 120:15, 129:1, 130:18, 130:20, 130:21, 159:4
statutes [1] - 19:20
stay [4] - 11:17, 38:5, 100:23, 115:4
steam [1] - 77:14
step [1] - 60:19
steps [2] - 11:1, 67:8
STEVENSON [18] - 74:23, 86:1, 86:9, 86:11, 90:17, 91:3, 91:16, 93:10, 93:21, 95:3, 95:22, 96:3, 97:16, 97:18, 98:12, 132:6, 133:6, 134:4
Stevenson [2] - 2:13, 75:1
stick [1] - 67:1
still [42] - 9:15, 10:13, 10:18, 10:19, 10:21, 11:14, 11:17, 45:20, 45:21, 47:10, 48:7, 48:11, 48:18, 60:17, 66:4, 66:8, 75:10, 77:9, 78:22, 82:6, 82:7, 82:10, 82:17, 96:7, 102:16, 105:17, 107:17, 112:9, 122:17, 124:8, 125:19, 130:19, 139:6, 139:22, 139:23, 149:16, 154:19, 159:15, 159:16, 168:2
stop [2] - 81:23, 116:5
stopped [1] - 27:14
storm [1] - 8:7
story [14] - 29:4, 29:12, 29:20, 39:19, 40:15, 51:4, 52:10, 53:5, 54:1, 54:9, 55:4, 56:12, 56:23, 64:21
storytelling [1] - 40:23
straight [1] - 167:15
strange [1] - 16:5
strategic [7] - 58:17, 67:22, 153:16, 154:1, 154:2, 156:19, 156:20
strategies [3] - 82:22, 83:2, 84:5
streams [1] - 156:22
stretching [2] - 120:17, 120:18
string [1] - 160:1
strong [4] - 43:17, 53:23, 94:23, 97:5
stronger [2] - 68:9, 68:19
strongest [1] - 40:3
strongly [1] - 10:13
structure [3] - 61:20, 64:12, 113:7
structured [1] - 62:1
structures [1] - 71:2
struggle [3] - 62:12, 62:16, 68:8
stuck [1] - 84:22
students [4] - 62:23, 64:15, 65:6, 70:12
studies [1] - 24:18
study [3] - 75:14, 87:7, 92:7
stuff [3] - 20:4, 78:8, 133:8
style [1] - 106:10
subject [1] - 104:6
submission [1] - 135:14
subscribing [1] - 80:23
subscription [4] - 78:14, 78:22, 81:3, 83:12
subsequently [1] - 112:3
substance [1] - 161:15
substantial [1] - 101:9
succeed [3] - 98:10, 98:14, 121:7
success [8] - 11:21, 12:8, 43:4, 43:16, 56:23, 64:20, 116:14, 123:7
successful [8] - 31:11, 79:5, 79:7, 93:5, 112:13, 116:1, 142:12, 142:17
successfully [1] - 81:4
suggested [2] - 61:11, 164:23
suggestion [3] - 143:21, 144:3, 153:2
summer [1] - 15:17
sunsetting [1] - 6:21
super [2] - 62:12, 163:1
supplied [2] - 112:3, 114:17
support [19] - 3:21, 7:10, 14:16, 20:1, 34:3, 37:1, 40:6, 40:21, 41:4, 55:7, 81:15, 85:15, 99:21, 101:3, 103:12, 111:6, 112:17, 113:1, 116:9
supported [3] - 31:23, 35:6, 41:11
supporting [3] - 8:5, 38:1, 127:11
supportive [1] - 36:5
surprise [1] - 25:19
surprised [2] - 52:3, 106:15
surprising [1] - 37:17
surprisingly [1] - 59:9
survey [2] - 47:5, 143:3
sustainability [4] - 11:16, 62:22, 77:6, 109:16
sustainable [2] - 8:5, 85:10
sustained [1] - 101:10
swept [1] - 18:17
SWIFR [2] - 8:22, 9:1
switch [1] - 132:1
system [1] - 42:11
systems [1] - 31:7

T

table [8] - 35:19, 35:23, 82:17, 99:6, 99:11, 111:9, 129:4, 165:10
tag [1] - 163:7
tailor [1] - 41:3
takeaways [1] - 53:9
tank [2] - 39:2, 48:16
target [1] - 82:14
tasked [1] - 63:10
taxes [2] - 86:20, 121:23
Taylor [1] - 13:3
teachers [1] - 63:9
teaching [1] - 67:7
team [16] - 31:22, 38:18, 41:3, 41:10, 41:13, 42:18, 42:20, 43:5, 45:20, 47:4, 74:9, 96:9, 111:12, 111:13, 118:9, 123:17
teams [20] - 34:4, 36:23, 37:7, 37:13, 37:21, 38:10, 40:4, 41:13, 42:23, 44:21, 45:23, 46:2, 47:9, 48:8, 49:1, 49:4, 49:8, 49:15, 50:16, 53:11
tech [1] - 35:14
technical [10] - 4:7, 36:7, 38:7, 38:13, 40:5, 40:12, 41:1, 50:7, 52:9, 53:4
technologies [2] - 37:11, 37:16
TELEPHONE [1] - 1:22
ten [9] - 31:20, 76:10, 78:17, 82:15, 91:14, 91:18, 92:5, 92:11, 121:16
ten-year [2] - 31:20, 92:11
tends [1] - 108:22
tenuous [1] - 164:16
term [2] - 73:5, 99:7
terms [5] - 64:19, 68:2, 84:1, 99:23, 127:11
territory [1] - 90:8
tested [1] - 83:6
testing [1] - 83:10
text [1] - 79:21
THE [2] - 1:1, 104:2
themselves [4] - 4:5, 74:11, 100:10, 114:16
there'd [1] - 101:22
there'll [1] - 79:23
Thereupon [1] - 169:4
they've [2] - 106:3, 149:10
thinking [10] - 32:15, 34:23, 46:13, 61:9, 94:3, 98:22, 134:19, 141:22, 156:13, 160:10
third [2] - 65:7, 148:19
thirty [3] - 8:18, 8:19, 86:11
thirty-two [1] - 86:11
thou [1] - 89:2
thoughtfully [1] - 131:14
thoughts [1] - 135:18
thousand [5] - 81:2, 89:1, 97:2, 128:13, 129:18
thousand's [1] - 122:9
thousands [2] - 82:18, 106:16
three [15] - 18:11, 22:2, 28:13, 28:17, 37:19, 42:15, 65:3, 110:5, 113:22, 138:19, 138:22, 142:15, 143:3, 153:15
threshold [2] - 17:7, 17:11
threw [1] - 107:9
thrive [2] - 53:23,

109:16
throughout [1] - 83:8
Thumbs [1] - 75:10
thumbs [1] - 26:8
Thursday [2] - 1:17, 170:7
ticket [1] - 149:17
tied [1] - 119:19
tilled [1] - 65:23
timeline [6] - 82:23, 83:13, 83:21, 88:20, 135:2, 135:19
timing [1] - 103:11
tipping [2] - 14:14, 99:5
tips [1] - 95:11
title [4] - 22:4, 107:21, 107:22, 107:23
today [11] - 3:19, 6:7, 6:10, 6:17, 20:14, 23:20, 23:21, 64:1, 94:3, 112:10, 141:16
today's [1] - 4:3
together [5] - 43:1, 68:10, 68:14, 80:1, 123:18
Tom [6] - 2:7, 73:12, 104:17, 104:18, 105:2, 119:8
Tom's [2] - 118:8, 119:10
ton [1] - 13:19
took [6] - 31:3, 31:8, 31:9, 65:17, 107:9, 154:10
tool [2] - 43:12, 95:7
top [1] - 138:10
topic [1] - 74:20
topics [4] - 61:9, 66:13, 135:7
total [6] - 15:14, 30:16, 45:6, 48:23, 144:21, 148:8
totally [1] - 99:17
touch [1] - 54:22
tough [3] - 12:12, 87:17, 144:22
tourism [1] - 33:12
towards [3] - 14:12, 75:15, 148:18
Towler [2] - 2:8, 13:6
TOWLER [13] - 13:6, 16:3, 16:10, 17:17, 17:21, 18:2, 18:6, 18:12, 18:15, 18:19, 19:3, 22:15, 23:9
town [1] - 134:7
toxic [1] - 156:3
track [4] - 37:17, 38:21, 43:13, 163:1
tracking [1] - 3:23
tracks [4] - 36:11, 37:12, 50:21
trailers [2] - 10:8, 10:11
training [2] - 63:9, 72:3
training-type [1] - 63:9
Trameri [1] - 2:14
transcribed [1] - 170:8
transcript [2] - 71:18, 170:6
transcripts [2] - 5:2, 5:4
transition [11] - 81:13, 84:1, 84:6, 89:21, 94:17, 101:4, 112:15, 124:15, 127:17, 131:13
transitionary [2] - 84:5, 100:12
transitioning [2] - 99:19, 142:22
transitions [1] - 83:9
translate [1] - 101:16
transparent [1] - 62:12
trash [5] - 78:15, 85:4, 85:6, 86:7, 88:13
travel [3] - 23:17, 23:22, 50:15
treating [1] - 160:13
trends [2] - 14:19, 160:17
tried [4] - 88:21, 116:11, 116:12, 123:4
truck [1] - 160:11
true [4] - 84:6, 119:19, 146:7, 170:5
truly [1] - 89:8
trusted [1] - 35:21
try [4] - 18:22, 27:17, 122:20, 148:22
trying [14] - 47:10, 52:11, 61:1, 68:2, 68:19, 69:10, 77:1, 82:23, 91:5, 98:15, 124:17, 125:9, 127:17, 162:2
tuned [1] - 115:4
turn [4] - 77:13, 79:9, 132:2, 146:5
turned [2] - 25:14, 65:22
twelve [1] - 76:4
twentieth [1] - 121:18
twenty [2] - 28:10, 111:20
twenty-some [1] - 111:20
two [37] - 13:20, 14:11, 15:15, 18:4, 18:10, 37:19, 38:22, 65:8, 81:1, 86:11, 89:12, 90:6, 93:14, 102:7, 102:10, 104:1, 108:23, 110:5, 110:10, 113:5, 117:21, 125:21, 126:9, 129:2, 129:18, 130:18, 138:20, 142:14, 143:3, 147:9, 148:19, 154:3, 160:1, 160:3, 160:10
two-day [1] - 38:22
two-year [1] - 160:1
tying [1] - 126:11
type [13] - 46:16, 63:9, 63:13, 63:22, 65:9, 68:5, 72:12, 89:23, 115:5, 121:5, 126:5, 153:8, 153:9
types [6] - 8:5, 33:18, 40:21, 48:16, 75:19, 126:6
typical [1] - 108:22
typically [2] - 133:14, 137:20

U

uh-oh [1] - 136:8
ultimate [1] - 53:18
ultimately [7] - 32:1, 35:6, 41:11, 46:12, 48:2, 48:12, 56:5
unanimously [2] - 6:1, 169:2
uncertain [1] - 123:1
under [6] - 9:1, 20:2, 88:14, 118:20, 130:8, 162:6
underneath [1] - 62:4
undersigned [1] - 170:2
understood [2] - 87:2, 87:6
underwent [1] - 75:13
unfortunate [1] - 93:4
union [1] - 88:9
unique [1] - 164:5
unit [1] - 68:15
United [2] - 82:14, 106:4
universal [12] - 74:13, 75:7, 75:16, 76:8, 78:23, 81:2, 92:8, 92:13, 95:20, 103:9, 103:10, 109:17
universities [2] - 64:14, 64:20
university [1] - 35:13
unless [3] - 22:8, 158:1
unlock [1] - 108:2
unlocks [2] - 53:3, 53:5
unmute [2] - 4:4, 4:14
unusual [1] - 122:21
unventured [1] - 90:8
up [71] - 3:7, 9:11, 10:18, 12:13, 17:9, 21:15, 22:9, 22:17, 26:8, 26:18, 31:16, 31:22, 32:20, 35:1, 35:5, 36:6, 36:23, 38:1, 38:12, 40:23, 42:19, 45:15, 46:10, 46:22, 47:10, 54:11, 55:22, 56:15, 56:23, 58:10, 58:21, 67:8, 71:2, 73:11, 73:14, 75:10, 76:4, 76:18, 80:6, 90:21, 92:4, 92:14, 93:1, 98:9, 101:5, 101:15, 106:12, 108:1, 108:3, 111:5, 114:19, 132:5, 132:10, 133:14, 134:21, 137:2, 137:22, 139:10, 142:11, 142:13, 148:8, 154:8, 156:6, 156:12, 157:1, 160:17, 162:13, 164:2, 166:8, 167:4
update [11] - 6:2, 6:11, 6:22, 7:9, 9:7, 11:8, 13:4, 15:21, 57:7, 58:15, 158:23
update's [1] - 7:10
updates [1] - 13:8
upped [1] - 43:7
upper [1] - 138:2
upset [1] - 121:6
uptrend [1] - 17:11
upwards [1] - 8:18
user [3] - 77:2, 92:17, 92:20
users [1] - 113:1
utilities [1] - 8:7
utility [1] - 41:8
utilize [2] - 4:16, 96:1
utilized [1] - 10:12
utilizing [1] - 78:3

V

vacation [1] - 136:4
vaccinated [1] - 66:23
vague [1] - 91:6
value [1] - 158:9
vape [4] - 157:2, 161:9, 161:14, 161:23
various [1] - 61:14
vegetables [1] - 66:2
vehicle [1] - 98:14
vendor [2] - 78:4, 86:4
vendors [1] - 78:18
versus [2] - 88:7, 91:21
vested [1] - 93:5
virtual [1] - 63:11
visit [1] - 156:18
vital [1] - 131:13
volunteer [2] - 62:13, 68:3
volunteers [4] - 59:7, 62:19, 65:23, 71:10
vote [1] - 9:19
voting [1] - 153:3

W

wait [6] - 79:18, 124:5, 132:18, 132:20, 136:22, 137:8
waited [1] - 118:12
waiting [2] - 12:13, 168:9
walk [5] - 25:22, 28:5, 62:11, 95:12, 150:9
wand [1] - 48:14
wants [2] - 85:3, 166:7
Waste [11] - 13:23, 15:5, 15:18, 16:6, 18:20, 91:20, 109:3, 129:12, 130:16, 159:2, 159:22
waste [35] - 9:16, 13:15, 13:17, 15:11, 16:13, 33:2, 41:10, 45:4, 45:7, 64:23, 65:20, 70:12, 75:14, 75:18, 76:17, 77:2, 77:12, 77:15, 78:14, 88:3, 88:5, 88:10, 92:6, 99:5, 100:1, 101:10, 104:9, 105:5, 117:11, 122:10, 151:19, 153:18, 156:21, 162:5
water [4] - 8:6, 8:7, 30:23, 145:21

Wayne [3] - 96:23, 99:16, 99:17
ways [2] - 30:4, 80:1
Web [2] - 4:20, 68:1
Webinar [1] - 165:2
week [7] - 10:9, 37:10, 77:19, 133:13, 134:7, 136:10, 136:15
weeks [1] - 135:14
Weger [1] - 2:3
WEGER [68] - 26:22, 27:9, 28:1, 44:4, 44:9, 45:13, 47:14, 49:17, 50:1, 51:10, 51:19, 51:22, 54:3, 115:17, 115:21, 116:9, 116:16, 117:4, 118:13, 118:22, 119:2, 119:5, 124:10, 126:11, 126:15, 126:18, 126:23, 132:5, 136:5, 136:9, 136:12, 136:16, 136:19, 138:23, 139:22, 140:10, 141:8, 145:6, 147:15, 147:20, 149:5, 149:12, 150:4, 150:8, 150:13, 150:19, 151:10, 151:13, 151:16, 153:15, 154:23, 155:9, 155:15, 156:4, 157:2, 157:5, 157:8, 158:6, 158:12, 158:16, 159:17, 162:13, 162:16, 163:4, 164:15, 165:21, 166:3, 168:4
weighed [1] - 70:16
welcome [3] - 3:7, 8:13, 54:4
whatnot [2] - 71:13, 149:21
WHITEHEAD [48] - 5:6, 5:10, 5:17, 19:6, 19:21, 20:9, 20:16, 21:3, 21:9, 21:11, 21:15, 21:18, 21:21, 22:7, 22:21, 23:1, 84:17, 85:9, 86:15, 86:17, 87:11, 87:19, 98:8, 98:13, 128:14, 137:4, 138:13, 139:15, 139:20, 143:14, 143:19, 143:22, 147:7, 147:10, 147:14, 150:20, 151:5, 152:2, 152:12, 156:5, 157:15, 158:11, 158:15, 158:19, 159:3, 159:7, 166:11, 168:14
Whitehead [2] - 2:4, 5:18
whole [3] - 22:20, 93:2, 144:23
wild [1] - 18:8
wildly [1] - 31:10
willing [4] - 89:20, 112:11, 114:18, 137:6
willingness [1] - 90:14
win [2] - 48:11, 127:19
wind [1] - 160:12
windmill [1] - 41:10
window [1] - 131:12
wintry [1] - 24:2
wish [4] - 12:5, 107:16, 166:14, 167:17
WM [7] - 78:3, 91:14, 92:3, 93:10, 94:7, 105:22, 131:10
WM's [1] - 123:18
WODRICH [58] - 6:4, 7:21, 8:15, 8:20, 12:16, 19:14, 19:22, 20:10, 20:17, 21:4, 21:10, 21:14, 21:17, 21:20, 21:23, 22:8, 22:16, 22:22, 23:3, 107:16, 107:20, 109:6, 109:9, 111:10, 113:4, 113:17, 113:23, 117:7, 118:14, 118:16, 119:1, 119:4, 119:7, 120:2, 120:8, 120:23, 122:2, 122:6, 128:2, 128:22, 129:5, 130:6, 131:1, 131:3, 133:10, 133:19, 142:19, 147:1, 147:4, 147:8, 147:12, 153:1, 153:8, 153:18, 161:21, 162:4, 162:8, 162:12
Wodrich [1] - 2:7
wonderful [1] - 54:9
wood [1] - 41:10
word [2] - 109:11, 114:20
words [2] - 22:20, 36:15
works [9] - 9:6, 33:22, 38:17, 38:20, 61:12, 64:13, 67:17, 75:3, 107:15
Works [1] - 103:23
world [4] - 11:16, 48:15, 123:19, 168:2
wrinkles [1] - 87:23
write [3] - 4:1, 44:9, 60:7
written [2] - 19:20, 20:5

Y

yard [1] - 65:20
year [63] - 11:3, 13:9, 14:13, 15:7, 15:10, 15:17, 15:18, 15:20, 15:22, 16:15, 17:3, 17:10, 29:18, 31:20, 32:21, 39:11, 50:5, 58:18, 59:18, 60:3, 60:20, 60:21, 61:7, 62:20, 62:23, 63:3, 64:5, 64:23, 76:11, 78:17, 83:16, 86:12, 86:15, 91:18, 91:23, 92:5, 92:11, 96:18, 96:23, 97:2, 97:7, 97:8, 97:9, 108:17, 116:6, 117:3, 121:16, 125:22, 129:10, 131:10, 132:20, 133:22, 134:14, 154:3, 159:13, 159:19, 159:23, 160:1, 163:18, 165:1
year's [1] - 159:18
years [40] - 14:22, 16:12, 20:8, 22:3, 28:20, 43:7, 49:10, 52:8, 53:22, 55:10, 59:15, 75:12, 76:20, 77:3, 80:21, 82:15, 87:8, 90:6, 102:10, 109:18, 121:17, 122:15, 130:18, 134:20, 135:9, 138:19, 138:22, 139:8, 142:15, 143:3, 153:15, 154:1, 154:3, 154:4, 155:16, 159:5, 159:14, 159:15, 160:3, 167:11
yester [1] - 161:2
yesterday [2] - 60:14, 161:2
York [1] - 136:10
yourself [2] - 7:21, 41:23

Z

zero [1] - 159:9
Zoom [1] - 134:6