

BEFORE THE INDIANA  
RECYCLING MARKET DEVELOPMENT BOARD

- - -

PUBLIC MEETING

APRIL 23, 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, April 23, 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

Terry Guerin

4 Sandy Whitehead

Matt Gratz

5 Tara Wesseler-Henry

6

ON BEHALF OF IDEM:

7 Carl Wodrich

Pamela Guerrero

8 Tom Leas

Aidan Whitney

9

10 SPEAKERS PRESENT:

11 None

12

- - -

13

14

15

16

17

18

19

20

21

22

23

1 9:00 o'clock a.m.  
2 April 23, 2026

3 - - -

4 CHAIRMAN BURROW: All right. Well,  
5 the clock has struck 9:00 o'clock, so we'll call  
6 the April 23rd meeting of the Indiana Recycling  
7 Market Development Board to order, and welcome  
8 everyone. Thank you for suffering through the  
9 traffic jams this morning, and I appreciate  
10 everybody's effort to put this together in the  
11 nice little folders with all of the information.  
12 It's really great.

13 MS. WHITEHEAD: Very nice.

14 CHAIRMAN BURROW: I want to turn it  
15 over to you, Pamela, to run through the on-line.

16 MS. GUERRERO: Thank you for joining  
17 us today. I'm Pamela Guerrero, the Section Chief  
18 for Recycling Programs for IDEM's Office of  
19 Program Support.

20 All microphones are currently muted. For  
21 attendance tracking, please take a moment to  
22 write your name and information in the chat box.  
23 We will be taking questions and comments from  
participants at today's meeting. All

1 participants will be able to unmute themselves  
2 and ask questions and make comments at the  
3 appropriate time.

4           If you have questions or technical issues  
5 during the presentation, please use the raised  
6 hand or chat feature. For those on the phone, if  
7 you have a question or comment, you can raise  
8 your hand by pressing 9, and we will call on you  
9 at the appropriate time. When called upon, you  
10 will need to unmute your phone by pressing 6.

11           If any members of the media have joined  
12 us, please utilize the chat feature, or you might  
13 e-mail us at [rmdpgrants@idem.in.gov](mailto:rmdpgrants@idem.in.gov) with any  
14 questions or if you would like to schedule an  
15 interview.

16           This meeting is being recorded and will be  
17 posted on IDEM's Web site, [recycling.in.gov](http://recycling.in.gov).

18           With that, I will turn the meeting over to  
19 Bruce, the Board Chair, who will be leading  
20 today's meeting.

21           CHAIRMAN BURROW: Thank you, Pamela.

22           And the first order of business is the  
23 consideration and approval of the January 22nd

1 RMDB meeting transcript, or summary. Has  
2 everyone had the opportunity to review it?

3 (No response.)

4 CHAIRMAN BURROW: Any changes,  
5 modifications?

6 (No response.)

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

9 MR. GRATZ: I make a motion to  
10 approve.

11 CHAIRMAN BURROW: All right. Motion  
12 by Mr. Gratz.

13 MS. WESSELER-HENRY: I'll second.

14 CHAIRMAN BURROW: A second by  
15 Ms. Henry. And any discussion?

16 (No response.)

17 CHAIRMAN BURROW: All in favor?

18 (Board members responded, "Aye.")

19 CHAIRMAN BURROW: Opposed?

20 (No response.)

21 CHAIRMAN BURROW: The motion carries  
22 unanimously. Thank you.

23 (Ms. Weger arrived.)

1 MR. GUERIN: I think -- I did not  
2 vote on that since I wasn't here, so I want to  
3 record that.

4 CHAIRMAN BURROW: Good morning,  
5 Kelly.

6 MS. WEGER: Good morning. Sorry for  
7 being late.

8 CHAIRMAN BURROW: That's all right.  
9 You were dealing with traffic, I'm sure.

10 MS. WEGER: And animal issues.

11 (Laughter.)

12 CHAIRMAN BURROW: Well, the next item  
13 on the agenda is Agency Updates, Mr. Clint Woods  
14 or -- well, I guess Comm. Clint Woods and  
15 Executive Director Joshua Bain.

16 COMM. WOODS: So, thanks so much for  
17 having me, and thanks to the Chair and to the  
18 Board for -- you've got a full agenda, and we  
19 really appreciate the chance to provide some  
20 updates about what's going on at IDEM.

21 We're very busy, and one thing I wanted to  
22 make sure we had an opportunity is, Josh Bain is  
23 our relatively new Executive Director of

1 Legislative and Intergovernmental Affairs, which  
2 is a new role at IDEM that builds on the  
3 traditional Legislative Director role.

4 And we've had a lot going on  
5 legislatively, both with the General Assembly and  
6 the short session in 2026, but also a lot going  
7 on elsewhere, too. We actually spent the last  
8 few days in Washington D.C. meeting with our  
9 delegation and our counterparts at U.S. EPA,  
10 talking about a lot of things we've been up to at  
11 IDEM.

12 And I wanted to, first and foremost, thank  
13 you all for your service and your work on behalf  
14 of the Recycling Market Development Board. It is  
15 not lost on us how incredibly important your time  
16 and expertise are in guiding an important program  
17 at IDEM, and I want to thank you for taking time  
18 out of your schedule.

19 I know you've got a full agenda, so we'll  
20 try and be super brief, but I did want to give  
21 you a few quick updates in terms of IDEM  
22 personnel, some stuff we're looking at  
23 internally, some priorities we have, and then let

1 that kind of lead into a little -- a few efforts  
2 that we have to implement some changes that  
3 happened during the legislative session.

4 I may defer to Josh a little bit on some  
5 of the details related to Senate Enrolled  
6 Act 277, House Enrolled Act 1003, and maybe a  
7 couple of other bills that are going to be taking  
8 up a substantial portion of our time as we look  
9 at implementation beginning, with an effect date  
10 in most cases of July 1st of this year. But I  
11 think I will say, overall, IDEM -- we've got a  
12 lot going on.

13 So, I know yesterday was Earth Day, so  
14 it's always a good -- a good chance to reflect on  
15 some things, and, you know, among the different  
16 things that we do ahead of and with Earth Day, I  
17 wanted to just note a couple of items that I  
18 think are really high priorities for us.

19 One is -- I'm not sure the final numbers  
20 are in, but I think ultimately we'll probably  
21 have reached more than 10,000 Hoosier students,  
22 where IDEM employees are going out and providing  
23 lessons to elementary and middle school students

1 primarily throughout the state about air, land and  
2 water quality and recycling, engaging them where  
3 they're at, hopefully inspiring the next  
4 generation of environmental leaders in our state,  
5 which is an incredibly exciting program, and one  
6 that I really appreciate Pam and her team, and  
7 Carl and the Office of Program Support team, for  
8 helping to coordinate that effort across the  
9 agency, but we get usually hundreds of volunteers  
10 from the IDEM workforce to reach folks in all  
11 corners of the state.

12 We also had kind of a concerted effort on  
13 a few other things around Earth Day this year,  
14 one being, you may see or have already seen in  
15 your part of the state our Regional Office  
16 Directors. We have four Regional Offices,  
17 obviously we have laboratories here on Shadeland,  
18 and then the majority of our staff in our Central  
19 Office in the Indiana Government Center North.

20 But each of our Regional Office Directors  
21 are actually going to be rolling out op-eds to  
22 culminate in, I think, a couple of things. One,  
23 Earth Day is a great chance for us to reflect on

1 the work that we do at IDEM but also that others  
2 do from the bottom up to help improve air, water  
3 and land quality in the State of Indiana.

4 We also are in our 40th anniversary, so as  
5 of July 1st this year, IDEM will be 40 years old,  
6 which is a lifetime. We've got -- probably a  
7 majority of our employees are younger than the  
8 agency, but a good chance to look back, but also  
9 look forward. And so, we've got some regional  
10 kind of opinion pieces that help lay out: One,  
11 making sure folks know that we've got Regional  
12 Offices; two, reflect on some of the progress  
13 we've seen in certain parts of the State.

14 So, there was a piece last week with our  
15 new Northwest Indiana Office Director, Malorie  
16 Medellin, outlining in Northwest Indiana some of  
17 the dramatic improvement around the Grand Calumet  
18 area of concern that Carl and others have been  
19 really actively involved in, a dramatic  
20 improvement in air quality in the state. While  
21 there's still more work to be done in Northwest  
22 Indiana, a lot of progress there.

23 But also some of those trends are

1 accelerating. We're seeing really great news,  
2 and I think -- and obviously, the work that you  
3 all do around market -- recycling market  
4 development has seen significant progress in  
5 recent time.

6 I'll say I think I've seen a couple of  
7 important milestones in the last year, so I've  
8 been on the job since February of last year, and  
9 we've seen the investments that have been made  
10 through this program realized through exciting  
11 ribbon cutting, but actual work, as the Blue  
12 Polymer Republic Services Center with investments  
13 from this Board.

14 Just in the last couple of weeks, with the  
15 ribbon cutting around the Waste Management MRF in  
16 Indianapolis, that will be an enabling facility  
17 with investments from this program and this Board  
18 to ultimately get us to universal curbside  
19 recycling in the City of Indianapolis, which will  
20 be a great accomplishment in the next couple of  
21 years.

22 So, I think a lot to be proud of and a lot  
23 to be excited about, obviously, to share, because

1 sometimes some of the positive stories are  
2 occasionally missed.

3           So, I'll say in terms of our team, we have  
4 just under 800 folks serving at IDEM right now,  
5 and a great diversity. We've got -- we've  
6 celebrated late last year a number of our  
7 employees who had five-year milestones, all of  
8 the way up to 45 years of service, so longer than  
9 we've been an agency. We've got folks who've  
10 served with us for more than 50 years, so  
11 obviously know IDEM inside and out.

12           We've also had a lot of new folks and new  
13 faces, and so, we've got a great team, good folks  
14 who we -- I know you've had a chance to work  
15 with, like Pamela Guerrero, who's doing a  
16 fantastic job with our recycling and  
17 environmental education and quality assurance and  
18 policy work, and a few other new faces. So, I  
19 mentioned Josh.

20           We've also had a few departures, so Deanna  
21 Garner, who I know you all have had a chance to  
22 work with in the past, has moved on to new  
23 opportunities, and Bob Lugar, our previous

1 Assistant Commissioner for the Office of Program  
2 Support, has taken a new role, overseeing  
3 strategic projects at Department of Natural  
4 Resources.

5 So, I wanted to thank them for their great  
6 work that has helped enable this Board and this  
7 program as it's been implemented over the last  
8 20-plus years, I think, since we took it over  
9 from Commerce.

10 A couple of things that I just wanted to  
11 maybe mention to folks in case it's helpful is  
12 we've got a lot going on internally. So, I think  
13 we've onboarded, in addition to some of those new  
14 faces that may be more familiar to you, about a  
15 hundred people in the last year, so in an agency  
16 of 800, that's a lot of new blood, which is  
17 great.

18 Folks with diverse backgrounds, some new  
19 to state government and fresh out of school, some  
20 that have joined us from other agencies, like Pam  
21 and others, that bring a lot of expertise, and  
22 then others who, you know, left us and then came  
23 back like a boomerang, bringing fresh

1 perspectives from the private sector work  
2 elsewhere. So, really exciting.

3 And I think one of our really concerted  
4 efforts is, as we look at challenges that are not  
5 unique to IDEM, of thinking about secession  
6 planning and the retirement cliff, where we're  
7 going to lose way too many people way too soon,  
8 but we've got about a quarter of our work force  
9 is retirement eligible today.

10 In some of our programs, that number's  
11 even higher, so thinking about how we grow the  
12 next set of leaders at IDEM. How we think about  
13 roles and responsibilities and the work that we  
14 do is really driving a lot of our efforts.

15 So, we've done a few things with that, and  
16 I won't go too far into the details, but kind of  
17 created some smaller teams, so not just our  
18 senior leadership team, like our Assistant  
19 Commissioners and Deputy Assistant Commissioners  
20 and Chief Financial Officers and others, but a  
21 larger group of all of the people managers at the  
22 agencies, but also the thought leaders, the  
23 subject matter experts.

1           And some concerted discussions around how  
2 to be great leaders, what tools we need, how we  
3 can meet folks where we're at, because it's a  
4 real challenge working in state government right  
5 now. It's always been a challenge. You don't  
6 get paid enough and you get yelled at too much,  
7 but at the same time, there are folks that are  
8 really passionate about the work that they do, so  
9 how do we keep those great people and how do we  
10 grow the leaders of the future?

11           So, very concerted efforts around training  
12 and development of some of those skills so that  
13 we can hopefully have the next generation of  
14 excellent Section Chiefs and Branch Chiefs and  
15 Assistant Commissioners and otherwise.

16           We have implemented internally this --  
17 well, it's not super external facing, but  
18 hopefully you'll be seeing it in the work that  
19 happens at IDEM around a strategic plan, which is  
20 really the first that we've done in decades that  
21 helped to outline some key priorities for the  
22 next few years, but really some long-term  
23 planning for the next 40.

1           So, where do we want to be as an agency?  
2   How do we help to meet folks where they're at?  
3   How do we think about things like customer  
4   service and our core responsibilities? And I  
5   think that's generating some really good  
6   discussions, some really important high-priority  
7   items, some areas that we've got a lot of work to  
8   do.

9           But also some exciting ones about how do  
10   we break down some of the silos? We've got  
11   really great leaders in our air and water and  
12   land and legal and finance and operations and our  
13   Office of Program Support. How do we better  
14   integrate that work, where folks may have like  
15   jobs across some of those individual offices?

16           How do we integrate new technology  
17   opportunities that are presented by artificial  
18   intelligence that are both opportunities but also  
19   challenges for state governments that don't  
20   always move -- don't always move super fast when  
21   it comes to the latest technology, but we're  
22   going to be overtaken by it if we don't have a  
23   plan.

1           So, I think some good conversations that  
2 we've been having around that strategic plan in  
3 kind of a three-year arc of where we're not  
4 trying to eat the elephant all at once, but at  
5 least pursue some high-priority initiatives and  
6 projects and activities around that strategic  
7 plan and certain themes.

8           Then ultimately how that manifests itself  
9 in the individual work, because while we have 800  
10 people in and some of them have similar titles --  
11 we've got a lot of senior environmental managers  
12 and environmental managers -- each of those jobs  
13 are very, very unique, as you know, from the work  
14 that happens at IDEM.

15           And so, how do we make sure that some of  
16 those concepts and ultimately the agency's  
17 mission and the vision that we want to achieve,  
18 which is serving every Hoosier, to improve  
19 environmental quality while also striking a great  
20 balance with economic activity? How do we make  
21 sure that that manifests itself for every  
22 individual and empower them in their jobs?

23           So, let me just say two other quick things

1 that I just wanted to note. I think we'll --  
2 I'll maybe cover just a little bit at a high  
3 level about Senate Enrolled Act 277, and let Josh  
4 talk a little bit more about some of the details  
5 that came out of the legislative session, but I  
6 will say, again, thank you for the work that you  
7 do.

8 One of the efforts that we had  
9 legislatively this year, there was a broader  
10 effort around boards and commissions that  
11 required a whole bunch of work from us on the  
12 front end, a little bit of a black box, some  
13 uncertainty, and then at least we now know where  
14 things are going on a couple of fronts.

15 But then our -- what was our agency bill  
16 that ultimately was enacted as Senate Enrolled  
17 Act 277, we looked at our four statutory boards  
18 and commissions, so Recycling Market Development  
19 Board; our Excess Liability Trust Fund, so  
20 underground storage tanks, operated by our  
21 Petroleum Branch as of a -- the Financial  
22 Assurance Board that we call the FAB.

23 Then we've got a third, which is a panel

1 that we've never really stood up in the past, but  
2 we're kind of required to have under state and  
3 federal law, but we're looking at starting to  
4 implement basically a Compliance Advisory Panel  
5 that's designed under the Federal Clean Air Act  
6 to help small entities to understand their  
7 obligations under stationary source regulation  
8 under the Clean Air Act. So, I think we've got  
9 some appointments that will become forthcoming to  
10 stand up that board.

11 And then our fourth is our Environmental  
12 Rules Board that oversees the bulk of our  
13 rulemaking as well as notification for nonrule  
14 policies, which is a larger, more diverse  
15 constituency group that helps to advise us in the  
16 rulemaking process, which at IDEM is extremely  
17 rigorous.

18 So, those four boards we take very  
19 seriously, and unless you -- you probably  
20 didn't -- we actually have taken some of the  
21 energy around, you know, what is the value of  
22 having transparent ends, folks who hold our feet  
23 to the fire, who bring expertise and are willing

1 to volunteer or share their time and expertise  
2 with us as an agency, we want to do the same.

3 So, one thing that is an animating thing  
4 for me is sometimes people have concerns or  
5 criticisms about things that IDEM do -- does --  
6 and for the most part, about 98 percent of the  
7 time, if somebody's complaining about something  
8 that IDEM is up to, we can usually blame our  
9 federal counterparts and say, "Well, that's  
10 something that's in federal environmental law,"  
11 or, you know, "That's an EPA rule," or maybe  
12 "That's a requirement of a grant agreement."

13 But I think we need to make sure that  
14 we're shaping those things. If we agree that  
15 maybe that doesn't make sense or maybe there's  
16 some unnecessary paperwork that is keeping us  
17 from doing the most with taxpayer dollars when it  
18 comes to improving the environment, how are we  
19 shaping those federal rules?

20 So, a couple of things that we've  
21 undertaken there that I did want to emphasize.  
22 One is a very concerted effort, which actually is  
23 now -- we're the only state in the country that

1 this is now enshrined in state law. We were  
2 doing it anyway, but in the last year we've filed  
3 more comments with U.S. EPA than IDEM had in the  
4 ten years prior.

5 So, when there's a proposed regulation  
6 under the Clean Air Act or Safe Drinking Water  
7 Act or Resource Conservation and Recovery Act,  
8 almost every major national rulemaking we've  
9 filed substantive comments, often with other  
10 sister agencies or the Attorney General's Office  
11 or the Indiana State Department of Agriculture,  
12 some of the agencies in our energy and natural  
13 resource vertical.

14 And we've had a lot of success, I think,  
15 in shaping some of those rules. We've seen our  
16 specific suggestions on proposals be implemented  
17 in final rules, and it ultimately, I think, puts  
18 us in a really good spot to make sure that those  
19 rules that ultimately we'll be responsible for  
20 implementing at IDEM serve Hoosiers really well.

21 The second thing that we've done is, I  
22 think near and dear to me, and I think probably  
23 near and dear to you, considering the amount of

1 time you're spending on a Thursday morning  
2 helping us, but we've also said, "Hey, we would  
3 love to shape these rules on the front end, when  
4 the science is being processed at EPA."

5 And EPA has an even larger number of both  
6 statutory and nonstatutory boards and  
7 commissions, technical and representative, and we  
8 haven't always been part of that process  
9 sometimes. And we have -- so, we said, "Hey,  
10 we've got really smart people at our agency.  
11 They've got way too much on their plate, but if  
12 you're working on Safe Drinking Water Act issues  
13 and you have a ton of expertise in how to develop  
14 maximum contaminant levels, why don't we have you  
15 have a seat at the table before EPA ever gets to  
16 a proposed regulation?"

17 So, I'm excited to share that in the last  
18 month, the kind of two really impactful EPA  
19 statutory advisory committees, one's called the  
20 Science Advisory Board that was created by  
21 Congress in 1978, and what's called the Clean Air  
22 Scientific Advisory Committee that advises on  
23 National Ambient Air Quality Standards, for the

1 first time ever, IDEM has representatives on  
2 those two boards.

3 And actually on the Science Advisory  
4 Board, there was 37 members announced last week  
5 by Administrator Zeldin. Of those 37, four hail  
6 from Indiana. We have more folks at the table  
7 shaping the science behind future EPA regulations  
8 than any other state in the country, which is  
9 really exciting, including a couple of folks from  
10 our team who've got more letters after their name  
11 than an alphabet.

12 They've got really smart folks who have  
13 doctorates in exciting areas that are going to  
14 provide technical expertise, but also that bring  
15 a perspective of where the rubber hits the road  
16 when it comes to environmental regulation at a  
17 state environmental agency. So, I wanted to make  
18 sure you knew that your enthusiasm for helping  
19 our agency out is also animating our work to  
20 hopefully help our federal counterparts get it  
21 right.

22 And then I just wanted to talk real  
23 briefly and then kick it to Josh maybe for a

1 little bit of a slightly deeper download, but I  
2 think there was -- it was an interesting  
3 legislative session, I'll just observe. I've  
4 joked, and probably should stop joking about  
5 this, that after last December's votes on  
6 Congressional redistricting, people weren't  
7 really excited to talk about anything else.

8 And so, surprisingly, despite it being a  
9 relatively short session, a nonbudget session, I  
10 think there were a lot of pieces of legislation,  
11 some ambitious efforts, and one of them was what  
12 was a concept that we had talked about a little  
13 bit last year, both internally and externally,  
14 but an effort to review and, in many ways,  
15 modernize and clean up and update our state  
16 environmental code, which is codified at Title 13  
17 of the Indiana Code.

18 I'll say we are very blessed with a very  
19 engaged legislature. As you all know, we've  
20 gotten multiple directives for this program and  
21 Board over recent years, but a lot of our  
22 programs we've got folks who, I think, respect  
23 the agency's work on both sides of the aisle in

1 both the House and Senate. But we do have a lot  
2 of state provisions that hadn't been looked at in  
3 a number of years.

4           So, most of that Code had been recodified  
5 in 1996. A lot of it predated that. Many  
6 provisions that just were overtaken by events,  
7 provisions that were -- allowed us, for example,  
8 in our Clean Air Act permitting programs to  
9 bridge the gap after the 1990 Clean Air Act  
10 amendments, where we had certain programs under  
11 Title V that needed to be implemented with  
12 five-year permits that have now been obviously  
13 reissued multiple times since then.

14           A handful of other provisions, some that  
15 are just purely outdated, a provision related to  
16 nuclear energy facility permitting that you can  
17 tell was outdated because it asked us to develop  
18 a permitting program for radiation as well as  
19 nuclear energy facility permits. We're not  
20 allowed to do that, actually. Under federal law,  
21 it's pre-empted by a Supreme Court decision  
22 in 1983.

23           But also you knew it was old because it

1 asked us to coordinate with the Atomic Energy  
2 Commission, which hasn't existed since 1973. So,  
3 you know it was a little bit of a dated  
4 provision, but some things like that.

5 Some other fairly boring things, about 50  
6 references to the Administrative Code, so where  
7 our IDEM rules are housed, as overseen by the  
8 Environmental Rules Board, which, you know, can  
9 sometimes make some sense to refer to the  
10 Administrative Code and state statute, but that  
11 also creates some instability.

12 We discovered about half of those were  
13 defunct references, so if you tried to go to the  
14 Administrative Code, it didn't actually provide  
15 the definition you were looking for. So, we  
16 cleaned up a lot of stuff like that, working very  
17 closely with the chairs of the House and Senate  
18 Environmental Affairs Committee, Chairman  
19 Niemeyer and Chairman Baird.

20 And then a number of other provisions. I  
21 will say at its core this does slim down Title 13  
22 and makes sure that we're focused on our core  
23 responsibilities.

1           There's no impact, frankly, for a lot of  
2   our day-to-day work, a lot of the things that you  
3   see from IDEM, whether it be Recycling Market  
4   Grant Programs or electric waste or environmental  
5   education or efforts around compliance and  
6   technical assistance, or core permitting,  
7   rulemaking, compliance and enforcement, research  
8   and monitoring work is unchanged.

9           We have expansive tools under both state  
10   and federal law that are enforceable under most  
11   federal environmental statutes to take action  
12   against anyone who's in violation, and that's  
13   tools like revoking of permits and civil  
14   penalties and looking at taking emergency actions  
15   as necessary, but also very expansive rulemaking  
16   authority to address any issues that we need to  
17   through, mostly, the Environmental Rules Board.

18           So, that effort, I think, is going to take  
19   a lot for us to implement. It's a lot of  
20   changes. It's a lot that, I think, matches up  
21   with what the agency does.

22           There are some new directives in there.  
23   We are asked -- for example, we're the first

1 state in the country to be directed to, in a  
2 spirit of cooperative federalism, with which all  
3 of our federal environmental laws were written,  
4 to make sure we're shaping those federal  
5 environmental laws and regulations in a way that  
6 serves Indiana, through comments and petitions  
7 and litigation and grants, and so, we're taking  
8 that very seriously.

9 But there's also some other, you know,  
10 potential areas that -- where nondiscretionary  
11 duties are going to create deadlines for us that  
12 I think we've made sure to slim down, make sure  
13 we're getting the most environmental bang for our  
14 buck.

15 There's some reporting requirements, both  
16 for IDEM and for third parties, that we  
17 discovered nobody had ever read, some things that  
18 we had to report to the legislature every year,  
19 that we asked, and they said, "No, we've never  
20 looked at that report before." So, we said,  
21 "Please put that on our Web site so we don't have  
22 to send it to you every year."

23 And so, some things like that that I think

1 will make us more transparent and more  
2 consistent, but not necessarily as deadline  
3 driven for certain reporting requirements. Some  
4 that others have sent to us.

5 And so, this all, I just will say, you  
6 know, is ahead of an effort -- a couple of  
7 different efforts that I'm very excited about,  
8 some under Gov. Braun's executive orders around  
9 red tape reduction.

10 Opportunities for looking at our  
11 Administrative Code, where we'll be reviewing  
12 kind of top to bottom our Administrative Code  
13 across water and then land and then air over the  
14 next three calendar years, some efforts to review  
15 our nonrule policies that sometimes help to  
16 provide interpretive information on our  
17 regulations.

18 But in some cases, we've got things on the  
19 books that have been, you know, 30 pages of solid  
20 waste permit guidance from 1983 that maybe we  
21 need to update at a minimum, if not maybe look at  
22 consolidating or including in the Administrative  
23 Code. So, some other efforts that I think will

1 follow.

2 As I've been involved in a few other state  
3 efforts around this, I think there's two  
4 important takeaways. One is there's not a whole  
5 lot of excess stuff with state environmental  
6 agencies like us. We tend to follow what the  
7 Federal Government says.

8 Almost everything we do is a  
9 nondiscretionary thing that's required under  
10 federal law, so there doesn't tend to be that  
11 many opportunities for red tape reduction, but  
12 we're going to -- we're taking a lot of  
13 suggestions. We had a public solicitation  
14 process last year.

15 And then a second is, there's often not  
16 the similar effort around the State Code that the  
17 legislature oversees. So, I think this is a  
18 really important effort, Senate Enrolled Act 277,  
19 to help shape the work that we'll be doing to  
20 make sure that we've got the most modern state  
21 environmental code, the most modern state  
22 Administrative Code when it comes to  
23 environmental matters than any state in the

1 country, which is really exciting, because the  
2 Federal Government's not doing the same thing.

3 You know, it's not lost on me that the  
4 vast majority of our staff who implement the  
5 Federal Clean Air Act or the Safe Drinking Water  
6 Act or the Clean Water Act, that those statutes  
7 were last updated, for most of them, before they  
8 were born.

9 And so, they still serve us really well,  
10 but they don't happen to necessarily anticipate  
11 the environmental challenges that we face  
12 in 2026. So, having, at the very least, a modern  
13 Code that our legislature has said, "We agree  
14 with this."

15 And then I think there were some similar  
16 efforts, both within our Senate Enrolled Act 277,  
17 and then a parallel effort under House Enrolled  
18 Act 1003, that changed it quite a bit over the  
19 legislative session that I'll let Josh talk about  
20 in a little bit, to make some conforming changes  
21 for our boards and commissions that, I think,  
22 overall improve transparency, provide a lot of  
23 clarity.

1           As you all know, for some of the more  
2 neutral boards and programs that we operate,  
3 there's not a long line of people waiting to  
4 volunteer their time and effort to help shape  
5 financial advice -- financial assurance  
6 requirements for our Petroleum Branch.

7           And we want to make sure that we're, you  
8 know, able to serve the Governor well so that he  
9 can make gubernatorial appointments as  
10 appropriate, and we've got perspectives that are  
11 valuable with expertise and from different  
12 backgrounds, but also that we've got, you know,  
13 some fresh perspectives and the ability to have  
14 folks appointed to make sure that we've got a  
15 quorum for boards like this.

16           And the work can be done, but ultimately  
17 the statutory responsibilities for things like  
18 Recycling Market Development are overseen by a  
19 board that really, really serves us well and is  
20 transparent, and ultimately holds our feet to the  
21 fire as an agency, because that's what we're  
22 looking for.

23           So, there's a few changes that, I think,

1 will do a couple of things for us. One, make  
2 sure that, you know, those boards have been  
3 reviewed, and in fact, for me, I think it's very  
4 valuable for the legislature to say, "We think  
5 that board needs to exist." And the fact that  
6 it's created by state statute is not something  
7 that we take lightly.

8           Secondly, I think it really enables us to  
9 potentially look at opportunities to leverage  
10 those boards and commissions and the expertise.  
11 So, I'll just mention one effort that I think we  
12 would love to look in the future, the way that  
13 the RMDB could potentially help us out.

14           We're asking our Environmental Rules Board  
15 to help kind of oversee some of the  
16 Administrative Code cleanup work we're doing, but  
17 also conduct a review that's required under  
18 Title 13 of our various environmental fees. And  
19 so, many of those fees haven't been updated in  
20 decades. We did have an update to our Title V  
21 air permit fees a couple of years ago that  
22 were -- it was passed legislatively.

23           But think about how the expertise in this

1 room, the expertise on our Petroleum Branch  
2 Financial Assurance Board, the expertise on our  
3 Compliance Advisory Panel, working with small  
4 entities, can potentially be integrated, and even  
5 in ways that we might be able to leverage those  
6 boards working together and talking to each  
7 other, ensuring the work that's being done.

8 So, we started a first effort a couple of  
9 months ago, where actually our Financial  
10 Assurance Board Chair attended the Environmental  
11 Rules Board, and we're going to do the same thing  
12 in the opposite direction here shortly, but  
13 trying to have a little bit more  
14 cross-pollination across some of these programs  
15 so that -- I think there's strength in those  
16 numbers and visibility that our Advisory  
17 Committees have.

18 So, with that, I may just pause and kick  
19 it over to Josh, and as I mentioned, Josh had  
20 just joined about three months ago, so he's still  
21 relatively new, but has brought, I think, a great  
22 perspective to us and a great background, working  
23 with the General Assembly, working in the City of

1 Indianapolis in his off time, but also working in  
2 environmental education and energy education  
3 previously.

4 And so, I'll let Josh talk a little bit  
5 about maybe other key takeaways from this last  
6 legislative session, and then we'll let you get  
7 to the rest of the very busy agenda. Thanks for  
8 the chance to speak with you.

9 MR. BAIN: Yeah. Good morning.

10 As the Commissioner said, my name is Josh  
11 Bain. Sorry my voice sounds a little weird.  
12 I've been under the weather the past week or so,  
13 and unfortunately, the Commissioner and Hilary  
14 had to deal with me out in D.C. the past three  
15 weeks, lugging around a sick guy to go meet with  
16 our federal delegation out there.

17 But before this, I worked for an energy  
18 nonprofit, so I helped smaller, mostly rural  
19 communities look at big energy projects as  
20 economic development opportunities, teach them  
21 how local ordinances work, economic development  
22 agreements, community benefit agreements, things  
23 like that.

1           Before that, I worked in our Indiana  
2 General Assembly for a few sessions, and then  
3 whenever I'm not doing this, in another life, I  
4 also serve on City-County Council in  
5 Indianapolis. I've been doing that about six  
6 years now, so I do recognize some familiar faces  
7 here in the room.

8           But first of all, I just want to let you  
9 know kind of what our legislative team does.  
10 It's two of us, it's myself and then Alex  
11 Goodnight, who's our Deputy Legislative Liaison.  
12 A lot of times people might think that we're over  
13 there lobbying the legislature, and, you know, we  
14 certainly talk to our legislators and other  
15 branches in the executive offices, but we don't  
16 really lobby in the traditional sense. We're not  
17 over there -- we're not necessarily advocating  
18 for bills or against bills.

19           Really, we do our best just to provide  
20 technical guidance and expert guidance from the  
21 professional staff at IDEM, so -- and a lot of  
22 the times usually when I'm meeting with a  
23 legislator, there is one of our Assistant

1 Commissioners with me, and one of our Deputy  
2 Assistant Commissioners there, really to provide  
3 them the nuance and the expert feedback on that.

4 But I just wanted to kind of set that  
5 groundwork, so, you know, when I'm talking about  
6 things that the legislature does, you know, you  
7 kind of have that understanding of how we  
8 interact with them.

9 So, as the Commissioner said, Senate  
10 Enrolled Act 277, that was our agency bill. Most  
11 of the time, an agency will have one big omnibus  
12 bill that are things that they've worked on over  
13 the interim, so for us, there was something  
14 called the Friday Book Club that the Commissioner  
15 and a lot of senior staff participated in where  
16 they sat down, went through Title 13 word for  
17 word.

18 And I've been told that it wasn't exactly  
19 riveting and that I'm lucky I came on when I did,  
20 about halfway through the legislative session,  
21 which, as a side note, it was great to have a  
22 nice long onramp, you know, nothing too  
23 controversial going on with that.

1           But the Commissioner and senior staff,  
2 also legal counsel, sat down every Friday for  
3 months going through Title 13, and that's  
4 ultimately how we ended up with 277, and there  
5 were also a ton of public feedback that we  
6 received, over 1400 pages of comments that we  
7 took into consideration, and all of that led to  
8 Senate Enrolled Act 277, which, again, we hadn't  
9 looked at Title 13 since the '90's.

10           So, there are a lot of conflicting  
11 statutes that we updated. We all -- we took the  
12 mindset that it's best to have things enshrined  
13 in Indiana Code as opposed to going back and  
14 forth between Administrative Code. The more that  
15 we can be accountable to our elected officials,  
16 the ones who are elected into office and who pass  
17 legislation and enshrining things into Indiana  
18 Code, the better.

19           So, I do want to make it abundantly clear  
20 that all of our environmental protections remain  
21 intact. Our core regulatory authorities don't  
22 change. You know, if you read some news articles  
23 or, you know, looked on-line during the past

1 session, there was definitely some misinformation  
2 out there, and we responded to a lot of the media  
3 reports that were out there, and just about  
4 everybody took our feedback, adjusted the stories  
5 and everything.

6 But, you know, you would read a headline  
7 saying that we don't permit things anymore. It's  
8 like well, actually, we didn't touch a single  
9 permit within Indiana Code, so all of that still  
10 remains intact. We still implement our delegated  
11 duties through the Clean Air Act, Clean Water  
12 Act, Safe Drinking Water Act. All of those, they  
13 all still remain intact.

14 I know that there was also some headlines  
15 or maybe some talking points going out there that  
16 Senate Enrolled Act 277 could possibly risk our  
17 delegated authority, because -- you know, there's  
18 obviously a long process, but the EPA wanted to  
19 claw back some of those programs and implement at  
20 the federal level.

21 There's a process for that, and there were  
22 some headlines that, well, maybe we were going to  
23 be at risk for that, when actually the exact

1 opposite's true, because there were some  
2 occasions where -- let's say if a new rule comes  
3 in place at the federal level that we have to  
4 implement and we don't have time before a  
5 legislative session to implement that, or we  
6 don't have time to propose a rule, then -- you  
7 know, there'd be a certain board, like the  
8 Environmental Rules Board, would have to oversee  
9 a couple of permits.

10 Well, it's a federal rule that you can't  
11 have a board with appointees on it that receive  
12 permits from IDEM that also issue permits from  
13 IDEM, which makes total sense, but, you know,  
14 there were -- there was that small little  
15 instance where that could happen. So, you know,  
16 we cleaned things like that up.

17 So, as you can tell, we definitely got  
18 into the weeds on that, but definitely want to  
19 make it abundantly clear that the day-to-day work  
20 of IDEM remains the same, and it just gives us  
21 more time and flexibility to focus on the most  
22 impactful environmental outcomes possible.

23 Some things I think probably most

1     pertinent to this group -- because I don't  
2     necessarily think you want me to go down the list  
3     on fruit trees on manure lagoons and on berms and  
4     things like that. You know, that's probably not  
5     too pertinent to this group. But originally when  
6     Senate Enrolled Act 277 was drafted, there was a  
7     sunset provision in there for the RMDB.

8             I want to make it abundantly clear it was  
9     not -- it did not eliminate the RMDB, it just  
10    sunset it after five, six years. The goal of  
11    that is to make sure that our state legislature  
12    and IDEM is more periodically reviewing its  
13    rules, its statutes, its programs, just to make  
14    sure that they're being updated and refreshed  
15    from time to time.

16            That was ultimately removed from the bill  
17    for a few reasons, potential fiscal impacts, but  
18    also there was House Enrolled Act 1003 that was a  
19    House agenda bill that was moving, and that  
20    sunset the RMDB Board after -- or the RMDB after  
21    one year.

22            It kind of goes back to what I was saying  
23    earlier. That's not something that we were truly

1 involved with or, you know, were pushing for.  
2 It's not a -- we did not request that the RMDB be  
3 sunset after one year.

4 But I just maybe want to touch on that in  
5 case, you know, you had heard about that or seen  
6 it in the news or, you know, that there was any  
7 chit-chat about it. It's not something that we  
8 were involved with. Ultimately that was removed  
9 from House Enrolled Act 1003 as well, so  
10 ultimately there's no like fundamental like big  
11 changes to the RMDB.

12 But there were a couple of maybe smaller  
13 changes that I think would be relevant for the  
14 Board. Part of it has to do with our recycling  
15 goals. You know, right now we have a goal of 50  
16 percent be recycled, and the legislature added  
17 the word -- or two words, "or diverted," so 50  
18 percent be recycled or diverted.

19 Now, we don't have legislative intent here  
20 in Indiana, so we can't go back and look to see,  
21 when that was originally drafted, why it was,  
22 and, you know, kind of get into the minds of the  
23 legislators at that time, but one would have to

1 think that, you know, the goal of that is to keep  
2 it out of our landfills, if possible.

3 So, adding the "or diverted" there kind of  
4 aligns us with some of our other sustainability  
5 partners in the state who maybe use incineration  
6 as a part of that, you know, thinking we have  
7 some facilities here that are zero waste, and  
8 they use incineration as a part of that.

9 There's also some updates to provisions  
10 for recyclers in the state. So, it used to be  
11 you had to report your recycling activities  
12 quarterly, and this kind of goes to what the  
13 Commissioner was talking about where, you know,  
14 are we being overly burdensome or are we having  
15 too many regulations in place at any given time?

16 So, you know, if a recycler is having to  
17 submit something quarterly but we look at it once  
18 a year, you know, it would maybe be easier for  
19 that facility if they only had to report it once  
20 a year as well, and they could focus more on, you  
21 know, the day-to-day activities within their  
22 business. So, that's a -- that was a change that  
23 we made.

1           And then you may have also heard about  
2     some "shall" to "may" requirements, so it's  
3     important to note that, you know, there's still  
4     over like 1400 "shall" requirements within  
5     Title 13, which are things that the Department  
6     has to do no matter what and we don't have a  
7     choice, nothing we can do about it.

8           And there's additional thousands of  
9     requirements within our delegated programs, like  
10    Clean Air Act, Clean Water Act, et cetera, but a  
11    couple of those that maybe touch the RMDB is  
12    that, you know, now the -- it simply just says  
13    that the Board may approve up to two million  
14    dollars in grants. The goal of that is just to,  
15    you know, reduce the legal ambiguity there and  
16    possible litigation risk. It definitely is not  
17    intended to change, you know, the program  
18    authority at all.

19           So, again, I just want to make it clear  
20    that the goal of that was just to kind of  
21    streamline our processes, reduce, you know, some  
22    of the redundant codes, and then make sure that  
23    we are aligned with our federal requirements,

1 strengthen our legal clarity, and, again, just to  
2 allow IDEM to focus time on the most substantial  
3 environmental outcomes that we have.

4 So, happy to maybe answer any questions  
5 you have, but those are really the big changes  
6 here that have to do with the RMDB.

7 COMM. WOODS: And Josh, if you don't  
8 mind, maybe just one --

9 MR. BAIN: Yeah, please.

10 COMM. WOODS: -- and just to maybe --

11 MR. BAIN: So, he was here a lot  
12 longer than I was in the process.

13 COMM. WOODS: No, no, no, it was a  
14 good job.

15 But I think one of the -- one of our goals  
16 that did not get achieved for weirdly  
17 jurisdictional reasons was, it drives me crazy  
18 that the RMDB is the one program -- the Recycling  
19 Market Grant Program and Development Board is the  
20 only thing that IDEM administers that is not in  
21 Title 13, it's in Title 4, and it's just -- it's  
22 frustrating to me to have to go to a different  
23 part of the Code to read about the work that you

1 all do.

2           So, we were also attempting to shift that  
3 over, because there was some confusion, I think,  
4 around some Office of Energy Development funds  
5 and some other items, too. So, we may go back  
6 and try to clean up in a Code revision process,  
7 because I think it would be probably easier from  
8 our perspective if we had all of our boards and  
9 commissions within the title that we are  
10 regularly reviewing.

11           So, that's more just purely a cleanup kind  
12 of a thing, so sorry for the sausage-making  
13 process, but I wanted to just describe that that  
14 was one kind of overriding goal, just for the  
15 ease of our use.

16           And, frankly, folks in the state, you want  
17 to -- you know, "Hey, what is IDEM doing related  
18 to recycling?" And they're probably going to  
19 look in Title 13, and then go on a wild goose  
20 chase to try to find it somewhere else. So,  
21 there still might be some opportunities to clean  
22 up some things, but I just wanted to give that  
23 example as well.

1           But I'll obviously go back to maybe what  
2 Josh said and see if there's any questions that  
3 folks may want us to answer. Sorry for being  
4 longwinded. Obviously we've got way too much to  
5 share, and we drive Lindy crazy by talking too  
6 quickly about this stuff, but I wanted to just  
7 see if there's any questions that the Board  
8 members may have.

9           MS. WHITEHEAD: A lot of really good  
10 information. Thank you both.

11          MR. BAIN: Yeah.

12          MS. WHITEHEAD: So, the reporting  
13 requirements that you were talking about, that  
14 still deals with like government agencies; right,  
15 like Solid Waste Management Districts? There's  
16 nothing that was added in there that's asking  
17 businesses to report recycling?

18          COMM. WOODS: I think those, we've  
19 got some more flexibility in the frequency with  
20 which businesses are reporting recycling  
21 information to those on the team, and that, I  
22 think, matches up with kind of our current  
23 practice, so it will not change the quality or

1 value of the information we have, but it provides  
2 a little bit more flexibility on when they  
3 submit.

4 MS. WHITEHEAD: Just when -- just  
5 when the local government agencies submit?

6 COMM. WOODS: Yeah.

7 MS. WHITEHEAD: You know, we, as the  
8 Board, would like to see what the businesses are  
9 doing, but they're not required; right, Tom, to  
10 report information?

11 MR. LEAS: Right. We track recycling  
12 facilities. The businesses --

13 MS. WHITEHEAD: Yeah.

14 MR. LEAS: -- are generators of  
15 recyclables --

16 MS. WHITEHEAD: Right.

17 MR. LEAS: -- whereas the recycling  
18 facilities, they actually move it from collection  
19 to end-use markets. So, that's where we track  
20 the numbers.

21 MS. WHITEHEAD: Uh-huh. Very good.

22 And I guess another question: You know, I  
23 started to try to read 277, and it's a lot. Are

1     there Cliff notes anywhere, or, you know, is  
2     there something -- because I am interested in the  
3     changes in policy.

4                   MR. BAIN:  Yeah, for sure.  We  
5     definitely have a lot of one-pagers, two-pagers,  
6     three-pagers on it.  We even have a  
7     section-by-section breakdown that kind of puts it  
8     even into more layman's terms.  So, one of the  
9     goals of the Friday Book Club was to also make  
10    Title 13 more readable as a whole, so that way,  
11    you know, you wouldn't have to go through a bunch  
12    of attorneys to understand what the Indiana Code  
13    says, but the average person can go and look at  
14    that, understand what Title 13 says.  But yeah,  
15    we definitely have some information that we can  
16    share, and it should be through like Carl and  
17    Pam.

18                   MS. WHITEHEAD:  Okay.  I mean is it  
19    on the IDEM Web site, or --

20                   MR. BAIN:  I don't think there's  
21    anything posted on the Web site necessarily.

22                   MS. WHITEHEAD:  Okay.

23                   COMM. WOODS:  There are --

1 MS. WHITEHEAD: Well, if there's  
2 something that you can share, I'd love to be able  
3 to read that.

4 MR. BAIN: Yeah, for sure.

5 COMM. WOODS: I think there probably  
6 are some relatively available things we can  
7 share, too, like the LSA, for the summary of the  
8 bill, that might be helpful, too, in that.

9 MR. BAIN: Yeah. So, on the IGA Web  
10 site, you know, Legislative Services Agency --

11 MS. WHITEHEAD: Yes.

12 MR. BAIN: -- which is like the  
13 bipartisan team of attorneys that actually draft  
14 legislation and all of that, they have what's  
15 called a fiscal impact statement that goes along  
16 with it, which goes far beyond just talking about  
17 the fiscal impact of it. It does a really good  
18 job of actually breaking down what the bill does.  
19 That's something that's readily available on the  
20 General Assembly's Web site.

21 MS. WHITEHEAD: Okay. Very good.  
22 Thank you very much. Thank you both for your  
23 work.

1                   COMM. WOODS:  Thanks so much.

2                   MR. GUERIN:  If I can just reinforce  
3 Sandy's comment, it really is important to get  
4 businesses to report what they're doing,  
5 because -- especially if you want to get 50  
6 percent of something.  When this was devised  
7 originally, the whole reporting requirement,  
8 businesses went to the -- I would say the extreme  
9 to make sure they didn't have to report.

10                  COMM. WOODS:  Uh-huh.

11                  MR. GUERIN:  So, it's going to have  
12 to be done legislatively.

13                  COMM. WOODS:  Interesting.  And also,  
14 I know we've got the Materials Management Plan on  
15 the agenda, so I don't want to upstage Pam's  
16 report out there, but one thing I did fail to  
17 mention with Earth Day is we did yesterday  
18 release, for my money, what is not only the best  
19 annual report IDEM has ever done, but the best  
20 annual report that any state environmental agency  
21 in the country does.

22                  So, we have a whole new format for that,  
23 and part of the goal of -- for us, some of the

1 reporting requirements that have been  
2 consolidated is to have something that people can  
3 read. So, it's 25 pages. We released it  
4 yesterday. It's very pretty.

5 MS. WHITEHEAD: I saw it. It's very  
6 nice.

7 COMM. WOODS: It's got lots of  
8 statistics and other stuff, so if you haven't had  
9 a chance to look at it, it's on the main page of  
10 the IDEM Web site, lots of issues, you know, and  
11 certainly around the work that you all do.

12 There's several examples, but some things  
13 that you may not know that IDEM does in an  
14 attempt to try to capture both our history and  
15 our office structure, our leadership, some of our  
16 exciting programs. There's lots of great images  
17 that Aidan's taken over the last year, but it  
18 covers calendar year 2025. I would love for you  
19 to take a look at that, and if there's things  
20 that we could be doing more there.

21 But somebody was realizing that if we file  
22 a thousand-page report every year to the  
23 legislature and no one ever reads it, then maybe

1 we can do a little bit better and meet people  
2 where they're at, since they're reading things on  
3 their phone and don't actually read the  
4 full-blown reports.

5 MR. GUERIN: One of the hang-ups that  
6 businesses had as to why they didn't want to  
7 report was how to handle proprietary information.

8 MR. BAIN: Yes.

9 MR. GUERIN: And I know the working  
10 groups at that point in time spent a lot of time  
11 trying to deal with that issue.

12 MR. BAIN: Uh-huh.

13 MR. GUERIN: And there are ways to  
14 deal with it, but that was one of the reasons why  
15 they didn't want to report.

16 COMM. WOODS: It's something that  
17 might be worth looking at.

18 MR. BAIN: For sure.

19 COMM. WOODS: A lot of change when it  
20 comes to confidential business information or the  
21 proprietary information and how we can tackle  
22 that.

23 MS. WHITEHEAD: Well, like you said,

1 you can't eat the elephant all in one bite, you  
2 have to take little bites, and you gentlemen seem  
3 to be doing a great job at it, so thank you.

4 MR. BAIN: I appreciate it.

5 CHAIRMAN BURROW: You know, so on  
6 behalf of the Board, Comm. Woods, I found the  
7 overview very comprehensive and inspirational,  
8 and I wondered if there was a requirement on the  
9 job application for Mr. Bain to have his track  
10 shoes on --

11 (Laughter.)

12 CHAIRMAN BURROW: -- because  
13 obviously you guys are moving at a very fast  
14 pace, so thank you. And I really appreciate your  
15 time this morning and what you're doing.

16 MR. BAIN: Thank you.

17 CHAIRMAN BURROW: It's an exciting  
18 time in the state.

19 COMM. WOODS: Thanks so much, and  
20 thank you for your service. We really appreciate  
21 that, the work that you all do.

22 MR. BAIN: I'm so new I don't have a  
23 card, but Carl and Pam can certainly send you my

1 contact information.

2 MR. GUERIN: It's not on recycled  
3 paper, though, is it?

4 MR. BAIN: Yeah.

5 (Laughter.)

6 MS. WEGER: Official business cards.

7 MR. BAIN: Yeah. I'm a texter  
8 anyway, so --

9 COMM. WOODS: Great. Thank you.

10 MR. BAIN: Yeah, thank you.

11 CHAIRMAN BURROW: Thank you very  
12 much.

13 All righty. The next item on the agenda,  
14 Mr. Wodrich. Hello, Carl. How are you doing  
15 this morning?

16 MR. WODRICH: Good morning. I'm  
17 good. Thank you.

18 Clint covered a couple of things already,  
19 so he mentioned Bob. Bob's moved over to the  
20 Department of Natural Resources, so I'm doing a  
21 couple of jobs right now.

22 And also, if any of you -- or you probably  
23 maybe didn't, but Elizabeth Admire, who was a

1 longtime attorney for IDEM, Chief of Staff once  
2 upon a time, a long time -- about five years ago  
3 or more, she retired at the end of January, and  
4 so, I'm also wearing an additional hat of -- she  
5 was also the -- one of the two natural resource  
6 co-trustees for the State of Indiana. She was  
7 appointed in that role almost 30 years ago by  
8 Gov. O'Bannon.

9 And so, she retired. I worked very  
10 closely with Beth for many years on the Natural  
11 Resource Damage program as a technical person, so  
12 Clint and our secretary have appointed me to  
13 replace Beth in that role, so I'm also wearing  
14 that hat now, too. And so, I have a technical  
15 staff person that works out here at Shadeland on  
16 that program with me.

17 And that program works with DNR, who's our  
18 co-trustee, Chris Smith, who's Deputy Director  
19 over there, is the co-trustee with me at the  
20 state level, and then the federal trustee is --  
21 used to be at the Bloomington Field Office for  
22 U.S. Fish and Wildlife Service several years ago.

23 They decided that that formal appointment

1 should be the regional supervisor for U.S. Fish  
2 and Wildlife Service. It's Region 3, and their  
3 office is in Minnesota, so he is technically the  
4 sort of signatory on resolutions to spend  
5 settlement money, but Susan Cooper, who's the  
6 head of the Bloomington Field Office, is sort of  
7 the local representative for the trustee.

8           So, if anybody has questions about that,  
9 we can talk about it. We've done a lot on the  
10 Grand Calumet River in Northwest Indiana through  
11 a large settlement there, in partnering with EPA  
12 under the Great Lakes Legacy Act to clean that  
13 river up, or at least start it. We didn't have  
14 enough money to actually do the whole river  
15 system. Some of the local communities are  
16 stepping up up there.

17           We've also had -- Will Foster, who's  
18 on-line, I believe, joined our recycling team, is  
19 on Pam's team. He's our E-Cycle Program Manager.  
20 He started in December. I think I neglected to  
21 mention that at the January meeting, so I  
22 apologize, Will, that I didn't do that. And he  
23 came from within the agency. He was in our

1 Office of Land Quality as a geologist for  
2 almost -- I think almost ten years.

3 So, we're real excited to have Will on  
4 staff. He's -- you know, he's been working  
5 really closely with Pam and getting up to speed  
6 on the E-Cycle Program, and he actually  
7 coordinated his first e-waste collection event.  
8 We -- we have one annually in the spring at the  
9 Government Center downtown, and mainly just for  
10 state employees and state agencies, if they have,  
11 you know, old electronic equipment laying around  
12 that they don't know what to do with and they are  
13 looking to recycle it. So, he coordinated that  
14 event, which was held --

15 What was the date of that, Pam; April --

16 MS. GUERRERO: April 15th.

17 MR. WODRICH: 15th? Yeah. Thank  
18 you.

19 And we collected 12,540 pounds of e-waste  
20 just from state employees and state agencies that  
21 were looking to recycle electronics, which is the  
22 largest amount, I think, we've ever collected at  
23 the Government Center for that spring event. So,

1 actually kudos to Will for making sure that, you  
2 know, folks in the Government Center complex were  
3 aware that that was happening.

4 So -- and then Clint did mention, too,  
5 that Malorie Medellin is our new Northwest  
6 Regional Office Director for IDEM in Valparaiso.  
7 She has been with us a couple of years. She was  
8 previously working in our Compliance and  
9 Technical Assistance Program.

10 She has a law degree and was in private  
11 practice at kind of a large firm in Chicago as an  
12 environmental attorney, so she has a lot of great  
13 knowledge and experience that she has brought to  
14 the agency, and to that office in particular, so  
15 I'm really excited to be working with her in  
16 Northwest Indiana on the Grand Calumet River and  
17 our Lake Michigan programs and, you know, seeing  
18 what she'll do in that role.

19 And then I know you all know Pat Daniel,  
20 so I was successful in sort of -- kind of sort of  
21 bringing her back a little bit.

22 (Laughter.)

23 MR. WODRICH: She went -- she went

1 and retired and took a couple of vacations, and  
2 then by the time she got back from said  
3 vacations, she was like, "Carl, I have a couple  
4 of more vacations I'm planning." So, she's been  
5 on -- I think she's on her third --

6 MS. GUERRERO: Second.

7 MR. WODRICH: -- vacation since she  
8 retired. She's taken several long cruises. And  
9 so, she's really jumped all into the deep end of  
10 retirement, which is awesome, but we have managed  
11 to bring her back in between her vacations for a  
12 couple of days a week to sort of help with, you  
13 know, transitioning all of her institutional  
14 knowledge of 38 years, which was, you know, a  
15 significant -- significant loss for our office.

16 And we've got folks like Tom, who have  
17 35-plus years and, you know, is probably going to  
18 retire in a couple of years. All three of our  
19 environmental engineers have 35 or 40 years with  
20 the agency and with the state. So, like Clint  
21 mentioned, those are my primary concerns on, you  
22 know, succession planning for our office and our  
23 teams, because our other two are in -- both are

1 environmental engineers and in Compliance and  
2 Technical Assistance, so they've been doing that  
3 work for a very long time.

4 So, when they both decide to retire, we  
5 will definitely have a significant loss of  
6 institutional knowledge there. I mean just  
7 between the four of them, there's like 160 years  
8 of knowledge, almost, and experience, so that's a  
9 lot to lose in a short amount of time.

10 Additionally, we also have -- I was  
11 excited that we had a presence at the  
12 Indianapolis Boat, Sport & Travel Show this year,  
13 just recently, at the State Fairgrounds. My  
14 couple of staff in the Northwest Office that work  
15 on our Lake Michigan programs were really wanting  
16 to have a presence there. And so, that's, you  
17 know, sort of a prime audience for folks who go  
18 up to Lake Michigan and recreate.

19 So, we had a really good turnout, engaged  
20 with a lot of folks from the public there. We  
21 even got some interest in some of our voluntary  
22 recognition programs in our office, too, like our  
23 Clean Marina Program.

1           And then just two more items. Our  
2 Environmental Stakeholder Engagement Program, we  
3 have historically had two folks working on that  
4 one in our Northwest Office. Rahim Evans, he  
5 left in November. We haven't yet filled that  
6 position, and we're going through some changes,  
7 so -- but Herb Engman is in our Indianapolis  
8 Office and is sort of carrying the -- carrying  
9 the weight of that program right now.

10           But he's been continuing to meet with  
11 mayors and municipal partners across the state,  
12 and he's also starting to reach back out to some  
13 of the local neighborhood associations around the  
14 state that he hasn't yet talked to, and we were  
15 doing some of that work initially three years ago  
16 when he first was hired on.

17           So, it's been really successful. No other  
18 state agencies are sitting down and meeting with  
19 mayors and to mostly just listen to see what kind  
20 of concerns they have, if they want to -- any  
21 questions they have for us as an agency. So,  
22 it's been a really good exchange.

23           And then on top of that, I think those

1 meetings have also resulted in us having a whole  
2 bunch of additional interest, I think, and  
3 spurring interest in our Clean Community Program.  
4 We've had four new communities just in the last  
5 like month and a half that have joined the  
6 program. We just got three more e-mails of new  
7 communities, the City of Indianapolis is one of  
8 those, that has an application in to join the  
9 program as well.

10           So, Missy Shaber, who runs that program  
11 for us out of our Southeast Regional Office, is  
12 doing a great job and getting around and talking  
13 to those sustainability folks in all of these  
14 communities across Indiana.

15           And then finally, Clint mentioned the  
16 Compliance Advisory Panel. One of our CTAP staff  
17 kind of wears the hat of a Small Business  
18 Regulatory Coordinator, so she will -- Samantha  
19 Nunnery is in that role, and so, Clint has tasked  
20 her and Julie Rhodes, who's our Section Chief  
21 over CTAP, to work with the Compliance Advisory  
22 Panel and we'd get it kind of reinvigorated.

23           That panel hasn't met, I don't think,

1 since 2014, I think, was the last time I saw that  
2 they -- that I could find minutes for when they  
3 met, and I think they met for four minutes, to  
4 review and approve our annual legislative report,  
5 and -- they convened their meeting, approved  
6 their report, and then adjourned.

7 So, Clint has had experience in his prior  
8 work with Compliance Advisory Panels and sort of  
9 what that Small Business Regulatory Coordinator,  
10 or Ombudsman, as sometimes they are called,  
11 around the Clean Air Act requirements. So, we're  
12 reinvigorating that. She's sort of branding her  
13 outreach efforts around what she's -- what we're  
14 calling "Crossroads to Compliance," so, trying to  
15 help small businesses comply with the Clean Air  
16 Act.

17 So, those are, I think, most of my  
18 updates. I -- we do have a bullet point on there  
19 for -- about the augmentation question that kind  
20 of came up at the January meeting. I did have  
21 some dialogue with our Chief Financial Officer,  
22 Briony Towler, around this and asked the  
23 question.

1           I was doing some additional re --  
2 re-researching the Indiana Code again for the  
3 Board, just to see, you know, what it says or  
4 doesn't say, and it really doesn't say one way or  
5 the other anything really about augmentation, and  
6 I think I brought this up when we talked about it  
7 before. You know, in the Indiana Code, I think  
8 it's 4-23-5.5-6, which is duties and powers of  
9 the Board, item no. (4) is the language,  
10 "Annually prepare an administrative budget for  
11 review by the budget agency and the budget  
12 committee."

13           So, you know, we have our -- we have our  
14 biennium budgeting process, which I know Briony  
15 has recently mentioned that they haven't had  
16 direct instruction yet from the State Budget  
17 Agency around looking at the biennium budget ask,  
18 as the next session will be a budget session.  
19 So -- but we are internally in OPS working on our  
20 spend plans for the current budget for the next  
21 fiscal year, which is essentially the same as  
22 this current fiscal year that will be ending  
23 soon.

1           So, we currently have, you know, the two  
2 million dollars allocated in the budget for the  
3 Recycling Market Develop Program grants. The  
4 budget bill does allow for that Recycling  
5 Promotion Assistance Fund to be augmented to the  
6 agency, because we -- you know, there is -- I  
7 don't remember what the exact figure was. I  
8 think it was around 16 million or so in the legal  
9 fund, you know, in that dedicated fund.

10           So, you know, if we have grantees that  
11 don't spend all of their money or if somebody  
12 were to back out because they're struggling to  
13 even spend it once you guys have awarded it, that  
14 money doesn't come back for us to necessarily be  
15 able to like reallocate it somewhere. It'd end  
16 up rolling back into that larger dedicated legal  
17 fund, they call it.

18           So, as far as augmentation goes, I think  
19 you guys can ask for more than the two million  
20 through the budgeting process. I think we also,  
21 you know, could work with you to augment it at a  
22 point in time if you want to do that, I think.  
23 The way that the budget process works for a

1 dedicated fund like this is -- and it's in the  
2 statute, too -- is that essentially the  
3 appropriation that we get is based on the  
4 expected revenue for that fund annually.

5           So, we don't -- we won't get anything more  
6 appropriated to us unless you guys probably ask  
7 for it, and I don't know what that process would  
8 be. That's -- you know, that's a little bit more  
9 a legal question that, you know, if Michael  
10 French was on-line could probably answer a little  
11 bit better, but I'm assuming you could, you know,  
12 kind of make a motion and make the ask, and we  
13 can go to the Budget Agency and ask for it,  
14 potentially, but I'm not a hundred percent  
15 confident in exactly what that process would look  
16 like, but --

17           Yes, Terry.

18           MR. GUERIN: I don't think we ever  
19 were aware that we could go ask for additional  
20 funds. We have done that kind of indirectly by  
21 talking to the legislators that are on this  
22 Committee and saying we'd like to have more  
23 money, you know, but I've been on here quite a

1 while, and I don't recall ever being told that we  
2 could do that.

3 MR. WODRICH: Yeah. Well, I mean I  
4 think, you know, what -- the way that it's  
5 written is in the IC 4-23. To me, I mean "The  
6 board...annually prepare[s] an administrative  
7 budget for review by the budget agency and the  
8 budget committee."

9 So, that tells me that the Board can say,  
10 "This is the budget we're asking for," and submit  
11 that to -- through us to the Budget Agency and to  
12 the Budget Committee, ultimately, and that would  
13 be Briony doing that sort of on behalf of the  
14 Board, I believe. So, that's the way the Indiana  
15 Code reads.

16 But again, I think we do typically end up  
17 augmenting, I think, a little bit to that fund,  
18 because between salaries and our administrative  
19 expenses plus the two million for the grants, we  
20 usually end up spending a little bit more than  
21 what gets allocated or appropriated to us every  
22 year for -- for our budget, so --

23 MR. GRATZ: Can I ask a question?

1 MR. WODRICH: Sure.

2 MR. GRATZ: How much money is coming  
3 in every year?

4 MR. WODRICH: It's roughly two and a  
5 half million. I think it's like 2.54. I'd have  
6 to look to verify that.

7 CHAIRMAN BURROW: That's what it's  
8 been the last few years is --

9 MR. WODRICH: Yeah.

10 CHAIRMAN BURROW: -- right around two  
11 and a half million.

12 MR. WODRICH: It's -- it's been  
13 pretty flat since I've been in this role.

14 MR. GUERIN: I can't remember what  
15 specific grant -- grants I'm referring to, but it  
16 was -- the last couple of years, if we didn't  
17 spend the money, it was our impression that it  
18 went back in the fund and we couldn't touch it.

19 MS. WHITEHEAD: Is that the Central  
20 Indiana Waste --

21 MR. GUERIN: Yeah.

22 MS. WHITEHEAD: -- Diversion?

23 MR. GUERIN: Yeah. It was during

1 those cycles. So, this is all kind of new.

2 MR. WODRICH: Yeah. I don't re -- I  
3 don't remember the "don't touch it." I mean it's  
4 in the Recycle -- it goes back into the Recycling  
5 Promotion and Assistance Fund, which is the  
6 dedicated fund where --

7 MR. GUERIN: But if you --

8 MR. WODRICH: -- fee goes.

9 MR. GUERIN: But if you remember, we  
10 were trying to -- we didn't allocate all of the  
11 money --

12 MS. WHITEHEAD: Uh-huh.

13 MR. GUERIN: -- and we were wanting  
14 to know whether or not we could roll that over  
15 into the next year, and there was vagueness there  
16 as to whether or not we could do that, so --

17 MR. WODRICH: Probably with that  
18 initial legislation, because I think that had  
19 just passed when I came into this role. We --  
20 you guys ended up getting the additional  
21 allocation of funding, because there was a second  
22 piece of legislation like a year later, enacted  
23 in the 2024 session.

1 MS. WHITEHEAD: Yeah, I'm -- yeah, I  
2 think so. I think we did end up --

3 MR. WODRICH: Maybe it was the 2023  
4 session.

5 MS. WHITEHEAD: -- getting that back.

6 MR. GUERIN: Yeah, we did.

7 MS. WHITEHEAD: Yeah, yeah.

8 MR. WODRICH: Yeah, because the  
9 second piece of legislation allowed you to spend  
10 any money that was -- that didn't get awarded  
11 under that initial bill --

12 MS. WHITEHEAD: Uh-huh.

13 MR. WODRICH: -- and not to exceed, I  
14 think, an additional two million dollars --

15 MS. WEGER: Because it was  
16 specifically --

17 MR. WODRICH: -- because there was --

18 MS. WEGER: -- written that way.

19 MR. WODRICH: -- a total of six.

20 MS. WHITEHEAD: Yes.

21 MR. WODRICH: Yeah.

22 MS. WHITEHEAD: Yeah. So, back to  
23 what you were reading in the Code, so you don't

1 think we will get more than what is brought in?

2 MR. WODRICH: That's the default --

3 MS. WHITEHEAD: That's the default.

4 MR. WODRICH: -- for the

5 appropriations process.

6 MS. WHITEHEAD: But we can ask for  
7 that much? Yes? No? But you're -- you -- and  
8 then you said you were -- you go over your  
9 allocated budget sometimes, and so, you use money  
10 from that fund; is that what I'm understanding?

11 MR. WODRICH: Correct, yes. Our CFO  
12 would go to the State Budget Agency and say, "We  
13 need an augmentation of another \$50,000 for the  
14 end of the fiscal year --"

15 MS. WHITEHEAD: I see.

16 MR. WODRICH: "-- because our  
17 expenses are greater than what was appropriated,  
18 just based on salaries," and --

19 MS. WHITEHEAD: Uh-huh.

20 MR. WODRICH: -- we're pretty frugal.

21 MS. WHITEHEAD: Uh-huh, sure, uh-huh.

22 MS. WEGER: But -- so, if we, as a  
23 Board, decided, you know, in the next year's

1 cycle we wanted to try and award three million  
2 dollars' worth of grants, we could request that?

3 MR. WODRICH: I believe so. That's  
4 how it reads, because it says "annually prepare  
5 an administrative budget for review," so it's not  
6 saying that you have to follow the budget cycle  
7 process of every two years with the biennium  
8 budgeting process. It just says, "Annually  
9 prepare an administrative budget for review by  
10 the budget agency and the budget committee."

11 So -- and, you know, the next item is on  
12 the Materials Management Plan, which Pam was  
13 going to talk about, but, you know, one of the --  
14 one of the things we were talking about the other  
15 day is, you know, it -- just -- this is just my  
16 opinion and suggestion, if you want it or not,  
17 you can take it or leave it -- is, you know,  
18 we're trying to finalize this Materials  
19 Management Plan.

20 We've got the SWIFR Grant funding, which  
21 is that solid waste infrastructure for recycling,  
22 federal money. There's a second amount of money  
23 coming potentially, but we haven't even done the

1 pass-throughs for the initial funding we received  
2 in 2023, which would -- we promised we would do  
3 at least ten pass-throughs to solid waste  
4 management districts to take the statewide plan  
5 and localize the plan for the solid waste  
6 management district.

7           So, to me, that -- you know, maybe you  
8 guys want to think about strategy around that  
9 plan and those local plans and how you want to  
10 spend the money that's in the fund.

11           MR. GRATZ: More money's good.

12           CHAIRMAN BURROW: It's just a little  
13 different world for me --

14           MR. WODRICH: Yeah.

15           CHAIRMAN BURROW: -- because I'm  
16 always trying to keep it in the bank. My wife is  
17 the one who's taking it out.

18   (Laughter.)

19           MR. WODRICH: Yeah. I mean that --  
20 when I had my back and forth with Briony, I mean  
21 that was -- that was one -- and I support that.  
22 A word of caution, which is, you know, our  
23 revenue is a certain amount of money, and, you

1 know, if you wanted to do something -- you know,  
2 I wouldn't say we want to spend three million  
3 dollars on grants every year, because you're  
4 going to spend that money down eventually --

5 MS. WHITEHEAD: Yeah.

6 MR. WODRICH: -- to the point where  
7 you're beyond what the revenue is, so --

8 MS. WEGER: So, for a special fiscal  
9 year --

10 MR. WODRICH: Yeah.

11 MS. WEGER: -- because we've all  
12 seen, you know, that 16 --

13 MR. WODRICH: Right.

14 MS. WEGER: -- million just sitting  
15 there, and yeah, I think -- maybe not every year,  
16 but --

17 MR. WODRICH: Yeah.

18 MS. WEGER: -- but at least we could  
19 say, "Hey, let's strategize, and maybe we can get  
20 some bigger impact projects and -- or more  
21 projects --"

22 MR. WODRICH: Yeah.

23 MS. WEGER: "-- than what we have the

1 funding for for just two million."

2 CHAIRMAN BURROW: It's an interesting  
3 dilemma. How do we advertise that? Because I  
4 agree that -- I mean we have the surplus  
5 available. It would be great to be able to bring  
6 a high-impact project in, within reason,  
7 obviously.

8 MS. WEGER: Uh-huh.

9 CHAIRMAN BURROW: And if we need an  
10 additional two million or an additional three  
11 million dollars, you know, to bring something  
12 like that in, that's a little bit of an  
13 excitement, you know, that comes to us to deal  
14 with and makes a significant impact on an  
15 immediate level. I mean obviously listening to  
16 the Commissioner, we better get moving or we're  
17 going to get left in the dust, because he -- I  
18 mean he's a fast talker.

19 MR. GRATZ: Do we -- do we ever look  
20 at the economic impact of some our projects that  
21 we fund that -- say we give \$500,000 to a company  
22 and they bring in a hundred jobs because of that.  
23 Do we ever take that into account and say, "Okay.

1 Well, you give us another million dollars, up to  
2 three million," the economic impact is, you know,  
3 these companies are bringing more jobs, helping  
4 out --

5 MS. GUERRERO: So, we do collect the  
6 data on the job creation as part of the final  
7 closeout, but I do not believe that there's an  
8 end point of doing that, so I'm not really sure  
9 how that data has been used in the past.

10 MR. GRATZ: I'm just thinking that  
11 might be one way for us to say, "This is why you  
12 need to help us -- or give us more money to  
13 improve recycling is because we're also bringing  
14 in jobs." Would that be a good way to sell it?

15 MS. GUERRERO: Yeah.

16 MS. WHITEHEAD: But you're still  
17 saying we can't spend beyond what they're -- what  
18 the fund is bringing in; right?

19 MS. WEGER: With the defaults.

20 MS. WHITEHEAD: Unless it's --

21 MR. WODRICH: That's the default.

22 MS. WHITEHEAD: That's the default,  
23 unless it's a special circumstance. I mean what

1 if -- what if we only asked for what is brought  
2 in and -- so, that's one question, and then the  
3 other is, you mentioned the SWIFR grants. Are  
4 you saying -- I'm not quite sure what you're  
5 saying about those. If that's an additional,  
6 that's federal funding --

7 MR. WODRICH: That's federal money --

8 MS. WHITEHEAD: -- right?

9 MR. WODRICH: -- correct.

10 MS. WHITEHEAD: And so, we will need  
11 to help allocate those moneys; correct?

12 MS. GUERRERO: No.

13 MR. WODRICH: No.

14 MS. GUERRERO: I think what --

15 MS. WHITEHEAD: No?

16 MS. GUERRERO: -- he meant was kind  
17 of like utilizing the MMP fund that we have for  
18 the state --

19 MR. WODRICH: Yeah.

20 MS. GUERRERO: -- which was funded by  
21 the SWIFR, and the ability of local entities to  
22 also get their own local MMP.

23 MS. WHITEHEAD: Oh, I see.

1 MS. GUERRERO: And based on that,  
2 kind of like restructure the RMDP funds with some  
3 special allocation.

4 MR. WODRICH: Yeah, because the  
5 purpose of the solid waste infrastructure grant  
6 funding from 2023 was to advance the nation,  
7 pushing us towards the 50 percent recycling  
8 diversion goal nationally --

9 MS. WHITEHEAD: Uh-huh.

10 MR. WODRICH: -- which is also the  
11 same goal that we have at the state level. So,  
12 the focus of that Manage -- Materials Management  
13 Plan is looking at, you know, what are the  
14 things --

15 MS. GUERRERO: Yeah.

16 MR. WODRICH: -- that will push us  
17 closer to that sooner, like where -- where are  
18 the opportunities to do that? And then the idea  
19 behind the pass-through funding is at least ten  
20 solid waste management districts -- I think we  
21 have interest for more than that, because Deanna  
22 had done a -- sort of just a query, like "Send us  
23 a letter of interest if you are interested in

1 this funding to do this," and I think we got  
2 about 18 entities that sent us letters of  
3 interest.

4 So, you know, we'll have some local  
5 planning that'll be done over the next year and a  
6 halfish, depending on how quickly we can get our  
7 MMP finalized and get the RFP out the door and  
8 get people busy working on those local plans, and  
9 then, you know, those local plans and the  
10 statewide plan can help potentially be a tool for  
11 the Board on strategizing how you want to spend  
12 the money.

13 MS. WHITEHEAD: Yeah.

14 MR. WODRICH: Especially if you want  
15 to do something bigger; right? But obviously you  
16 all bring expertise from the private sector and  
17 other places, you know, solid waste management  
18 districts at the local level, that we don't have  
19 as IDEM staff necessarily.

20 So, you know, that's why you guys exist;  
21 right, as a Board, to award these funds, and not  
22 necessarily it's just something that us, as an  
23 agency, are doing, you know, awarding funding,

1 because you guys always have a lot of great  
2 questions and critique all of those proposals you  
3 get annually with a little bit different lens  
4 than, say, us as IDEM staff.

5 CHAIRMAN BURROW: I think it's also  
6 our responsibility to promote the program. So,  
7 you know, I think we have to remember that when  
8 we're talking to -- you know, through our  
9 networks, you know, throughout the state, what  
10 opportunities may come to Indiana, you know, if  
11 this is available.

12 MR. WODRICH: Right.

13 CHAIRMAN BURROW: So, we always need  
14 to look for that next -- next big thing. Well,  
15 thank you, Carl.

16 And Pamela, I guess you're next on the  
17 agenda, but --

18 MS. GUERRERO: Yeah.

19 So, just a couple of updates on the  
20 Materials Management Plan. We had a couple of  
21 hiccups around submission of comments from our  
22 Legal Department and all of that stuff. We went  
23 through a couple of different admissions, so we

1 were able to receive those comments and finalize  
2 it, and all of that was done a couple weeks ago.

3 So, now the ball is on the court to kind  
4 of finalize and push us through to the end. We  
5 were initially -- because the original scope of  
6 the contract was to just complete the MMP, we did  
7 not expect for it to become the actual adopted  
8 Materials Management Plan for the state.

9 That did increase a couple of costs in the  
10 contract, so we were required to add additional  
11 funds towards the contract, so instead of going  
12 through that process itself, there were some  
13 changes to law of the permanent contract law last  
14 year that IDOA is still navigating, so they have  
15 been placing a couple of roadblocks in our way  
16 towards getting this contract amended.

17 Thankfully, these amendments made it to  
18 the vendor for signature on Tuesday, so things  
19 are moving along. We were able to extend the  
20 contract out until June 30th, 2026, hoping  
21 that -- we don't know if it's going to be a  
22 sufficient time for the vendor to be able to  
23 complete all of the revisions, but we'll be able

1 to assemble the MMP.

2 On the SWIFR side of things, we did  
3 receive notice from the EPA back in December --  
4 or February -- that we will be receiving a second  
5 allocation, so round two of the SWIFR will be  
6 getting close to 598,000, which is an additional  
7 26,000 from our first allocation.

8 This additional allocation does come with  
9 a couple of requirements from the EPA, some of  
10 them being that at least 40 percent of the  
11 allocation needs to be utilized towards the  
12 purchasing of equipment or construction, so  
13 that's close to 239,000 from that total  
14 allocation, and then the rest is really up to us  
15 to design the program around.

16 So, what we have decided is to utilize  
17 some of the funding for a statewide location  
18 company that Jennifer, our Recycling Coordinator,  
19 will be leading around promotion of solid waste  
20 district recycling services, and then the  
21 remaining of the funds will be utilized to help  
22 municipalities as well as solid waste management  
23 districts to complete the MMP's, their own

1 localized MMP's, because there's such broad  
2 interest in getting those allocated locally.

3 That's the MMP side of things. We --  
4 we're excited on that. The round one, first  
5 allocation, all of that was delayed, so we're  
6 still waiting for the MMP to be completed in  
7 order for us to launch that program and make  
8 these funds available to solid waste districts.  
9 So, we are waiting on that.

10 I'm having assistance from Will Foster,  
11 our E-Cycling Program Manager, on designing that  
12 application as well as sending materials to solid  
13 waste districts who will need them.

14 That's my updates on that side of things.

15 CHAIRMAN BURROW: Very good. Thank  
16 you very much. I think you -- it seems like  
17 you've got a very full slate today.

18 MS. GUERRERO: Yeah.

19 CHAIRMAN BURROW: And let's see. Are  
20 we down to the --

21 MS. GUERRERO: Position Vacancy.

22 CHAIRMAN BURROW: We've made it past  
23 Item 6; correct?

1 MS. GUERRERO: No, not yet.

2 CHAIRMAN BURROW: Not yet? Okay.

3 Well, I believe that's under your name as well.

4 MS. GUERRERO: Yeah.

5 So, just an update on the vacant position  
6 that we have for Recycling Market Development  
7 Program Manager. An extension has been offered  
8 to a candidate. That person is currently going  
9 through background check and employment  
10 verification with HR, SPD.

11 SPD is also currently working on the  
12 salary equity side of things, so hopefully I  
13 should be receiving good news in a couple of  
14 weeks as SPD gets all of that wrapped up, of  
15 course, if salary comes through as well and the  
16 candidate agrees or does not agree on that  
17 salary.

18 So, potentially we'll have this new person  
19 starting the earliest on May 11th, so I'm very  
20 excited for you guys to meet this person, if  
21 everything goes okay on the background check, the  
22 verification, as well as the salary. This day  
23 we'll gain a lot of knowledge on the composting

1 side of things, as this person has a lot of  
2 background on composting as well as recycling and  
3 experience in program management.

4 So, that's my update.

5 CHAIRMAN BURROW: Very good. Thank  
6 you.

7 And now we're down to the Item 7.

8 MS. GUERRERO: Right.

9 CHAIRMAN BURROW: And Pam, do you  
10 want to go over the status --

11 MS. GUERRERO: Yes.

12 CHAIRMAN BURROW: -- and updates?

13 MS. GUERRERO: So, for all of  
14 fiscal 2026, grantees submitted their reports.  
15 We had two grantees that completed their  
16 closeout. We have a waste management facility  
17 that we attended a ribbon cutting back on  
18 April 10th. It was a really nice opportunity for  
19 us to go in and see the equipment that you guys  
20 funded. It was the glass equipment. It seemed  
21 how just like a small portion of your efforts are  
22 going to a big, big project impact.

23 The Indiana Airport Authority is also

1 getting ready to finish up their closeout. They  
2 did receive additional funds from the TRGP grants  
3 to kind of continue on their curbside assistance  
4 and recycling expansion throughout the airport.  
5 Tom is working to put together the site visit and  
6 get that project closed out.

7 As of our stragglers from Fiscal  
8 Year 2025, we have two grantees that are in need  
9 of an amendment. The Richmond Sanitary District  
10 received bids a little bit later than they were  
11 expecting, but they're moving forward with our  
12 list. So, I don't see any issues in extending  
13 their contract or their grant agreement.

14 And then we have the Smith Creek Grant  
15 that I do want you guys to share some wisdom  
16 here. They have had some very significant issues  
17 through their grant implementation, one of them  
18 being that their plan that was originally  
19 selected for implementation was shut down for  
20 over four months because of a UPS airplane crash.  
21 And so, their engineering team has been making a  
22 lot of effort regarding that site.

23 They were also required to obtain a solid

1 waste manage -- solid waste permit to install the  
2 fully packing unit, and they do not want to apply  
3 to the solid waste permit at that facility, so  
4 they are trying to figure out if there is another  
5 location for them to actually implement the  
6 project.

7 Their grant agreement is due to expire  
8 September 26th. The maximum amount of time that  
9 we'll be able to extend that grant agreement will  
10 be another year. So, we either extend it over or  
11 tell them we cannot do.

12 So, any thoughts there, guys?

13 CHAIRMAN BURROW: Well, I can offer  
14 some thoughts, but I want to make sure if it's  
15 appropriate. I have a relationship with that  
16 company. I can share a bit of insight if you'd  
17 like, but I was not able to vote on that award,  
18 so, you know, I won't vote on the extension.

19 But their goal, they purchased -- or they  
20 were purchasing a machine that will take packaged  
21 product and put it -- an organic, you know, like  
22 if you've got a pack of bologna, you put the pack  
23 of bologna in there, it shreds it, takes the

1 plastic out, and the bologna goes in the organic  
2 compost.

3 And it's quite interesting, in all  
4 honesty, and as an old landfill manager, I can  
5 tell you when an out-of-date product comes in on  
6 tractor-trailers, that's a lot of material that  
7 could be handled like that and recovered and kept  
8 out of the landfill. So, I was very excited  
9 about the project and watching it develop.

10 Now, when the UPS plane went down, yes,  
11 it -- basically the nose of the airplane ended up  
12 entering their facility, and a very tragic  
13 incident, but I don't know that it's even fully  
14 open currently. I think there's still a shutdown  
15 on Gray Lane, the major road that runs through  
16 there.

17 You know, so they have struggled with  
18 that, and the fact that it's not an easy -- it's  
19 not an easy thing to get a solid waste permit,  
20 you know, to handle the material, but I can tell  
21 you that it's my opinion, and take it for what  
22 it's worth, that if there's anybody that can do  
23 it, it's their company that would be able to get

1 it accomplished. And they're highly regarded in  
2 the community and they do things the right way.

3 I don't know if anyone in here has ever  
4 taken a tour of their facility, but it's  
5 absolutely gorgeous.

6 MS. WESSELER-HENRY: If money comes  
7 back from a grant, does it come back into the  
8 fund, or does it get reverted?

9 MS. GUERRERO: It goes back to the  
10 recycling.

11 MS. WESSELER-HENRY: Okay.

12 MS. GUERRERO: -- legal fund.

13 MS. WESSELER-HENRY: Okay.

14 MS. GUERRERO: So, we won't be able  
15 to touch it again.

16 MS. WESSELER-HENRY: They'll sweep it  
17 back in?

18 MS. GUERRERO: Yeah.

19 MS. WEGER: And if it -- if we were  
20 to extend this and they have further delays, at  
21 that point we could cancel it?

22 MS. WESSELER-HENRY: Yeah.

23 MS. GUERRERO: I mean the maximum

1 amount we can do is like four years for a grant  
2 agreement, so --

3 MS. WEGER: I mean it certainly seems  
4 like it's no fault of their own. You know --

5 MS. GUERRERO: Yeah.

6 MS. WEGER: -- very extenuating  
7 circumstances. I would be -- I also thought that  
8 was a really compelling and interesting project.  
9 I would like to see it continue.

10 MS. WESSELER-HENRY: Yeah.

11 MS. WEGER: So, I would go for the  
12 extension.

13 MS. WHITEHEAD: I agree.

14 MS. WESSELER-HENRY: Is that a  
15 motion, Kelly?

16 MS. WEGER: I move to extend.

17 MS. WESSELER-HENRY: Okay.

18 MR. GRATZ: I'll second.

19 MS. GUERRERO: Okay.

20 MR. GUERIN: And how long is the  
21 extension?

22 MS. WESSELER-HENRY: A year.

23 MS. GUERRERO: So, a year, it could

1 be. I believe it could also be 18, but I need to  
2 check with Michael.

3 MR. WODRICH: Yeah.

4 MS. GUERRERO: Yeah. It could also  
5 be 18 additional months, but I would need to  
6 check with the legal counsel on that.

7 CHAIRMAN BURROW: So, the motion was  
8 to extend for what period of time?

9 MR. GRATZ: As long as they need.

10 CHAIRMAN BURROW: As long as -- yeah.

11 MR. GRATZ: Or -- yeah, as long as --

12 MS. WESSELER-HENRY: Up to -- what's  
13 legal, yeah.

14 MS. GUERRERO: Okay.

15 CHAIRMAN BURROW: And we have a  
16 second. Any other discussion?

17 (No response.)

18 CHAIRMAN BURROW: Hearing none, all  
19 in favor?

20 (Board members responded, "Aye.")

21 CHAIRMAN BURROW: Well, I guess I  
22 should abstain. Those opposed?

23 (No response.)

1                   CHAIRMAN BURROW: Hearing none,  
2 motion carries.

3                   Thank you very much, and we'll just track  
4 it, and again, it's one of those projects where  
5 it could make a huge difference that we're kind  
6 of looking for.

7                   MS. GUERRERO: Okay. I'll work on  
8 that with Michael, then.

9                   Kind of like just under this agenda item  
10 that we're going towards, I did want to provide  
11 kind of an overview of our Fiscal '27 RMDP Grant  
12 Program. So, the goals of the recommendation  
13 that Deanna actually said at your last Board  
14 meeting had been already incorporated into the  
15 application guidelines, including the budget  
16 sheet that has been added to the work form.

17                   We have also maintained the same levels of  
18 funding range that you guys utilized for the  
19 Fiscal '26, same eligibility for applicants, so  
20 it will remain municipalities, solid waste  
21 management districts, nonprofit organizations,  
22 institutions of higher education public or  
23 private business located and operating in

1 Indiana, and priority materials will remain for  
2 plastics, mixed glass, organics, and electronics.

3 She -- Deanna had also proposed to assess  
4 the need for better aligning the application  
5 criteria and proposal criteria. I have not had  
6 time to do that as prior to this meeting, but I  
7 would like myself to go through with you guys  
8 this first -- my first year with you all to just  
9 kind of see what the conversations are, the  
10 application submissions that we see, and where  
11 the applicants' priority might be at so that I  
12 can -- we can better make an informed decision on  
13 where the gaps are. So, that would be a project  
14 that we'll bring forward next year.

15 CHAIRMAN BURROW: Okay.

16 MS. WHITEHEAD: I just would like to  
17 throw some information in on that, because I  
18 think I was the one that brought that up.

19 MS. GUERRERO: Uh-huh.

20 MS. WHITEHEAD: When you look at  
21 Attachment B, the scoring criteria, I mean it is  
22 definitely noted in the body of the application  
23 and the guidelines, you know, that the proposals

1 must contain all of the information outlined in  
2 Attachment A, and they will be evaluated in  
3 accordance with the criteria listed in  
4 Attachment B; okay?

5 But when you look -- I think -- because I  
6 have filled out one of these grant applications  
7 before, and so, I can relate to this. You follow  
8 these questions in Attachment A, and people may  
9 not always go and look at Attachment B and go,  
10 "Oh, wait a minute. I need to say how I'm going  
11 to positively impact local economics"; okay? So,  
12 the scoring criteria --

13 MS. GUERRERO: Is not listed.

14 MS. WHITEHEAD: Well, and I don't  
15 know that it has to be listed verbatim, but maybe  
16 just under like Attachment A, under A, project  
17 description and scope of work, the project scope  
18 and methodology, it does say, you know, be as  
19 specific as possible, but maybe just reference --  
20 you know, look at the scoring criteria and make  
21 sure you are answering all of those questions,  
22 because I know that I've gone through the scoring  
23 criteria before and go, "Well, they don't really

1 answer that part of the scoring criteria." Do  
2 you see what I'm saying?

3 MS. GUERRERO: Yeah.

4 MS. WHITEHEAD: Okay. Sometimes you  
5 have to hold people's hands; right?

6 MS. GUERRERO: Yes.

7 MS. WEGER: To get better quality  
8 applications, which we want.

9 MS. WHITEHEAD: Yeah, yeah. So,  
10 that's just where I saw a little bit of a  
11 disconnect.

12 MS. GUERRERO: Yes. Okay.

13 Okay. So, just from kind of the look of  
14 the application package, I did change some  
15 components of them, mostly the appearance of it,  
16 so now it has a nice cover page and a table of  
17 contents, and we are -- we're looking kind of at  
18 attachments where those are underlined, and it  
19 just was a little bit of a nicer look, I guess.  
20 So, hoping that this will just clarify some of  
21 the instructions for entities as well, catch  
22 their eye a little bit sooner. So, there's that  
23 and that sort of thing.

1           And then I did want to talk about proposed  
2 timeline changes for the RMDP program moving  
3 forward for the next year. So, because we have  
4 the RMDP Program Manager position vacant, I would  
5 like the opportunity for the new person to come  
6 in and get a little bit adjusted before I throw  
7 them into the fire.

8           So, for those revisions, I put this little  
9 chart together of the dates that you guys were  
10 shown back on January 22nd and the new proposed  
11 dates. So, the main dates that are changing is  
12 more approval time for the proposals, hoping for  
13 that to happen today.

14           The posting of the application guidance,  
15 instead of it opening on May 13th, it will open  
16 June 17th. We're going to have CRGP kind of use  
17 the time slot that would have been for the RMDP  
18 program.

19           And then the line for submission of  
20 proposals, instead of it being June 24th, it will  
21 be July 29th, and approval of awards by the  
22 Board, instead of reconvening on October 22nd,  
23 2026, I would like to propose December 10th,

1 2026.

2 MS. WHITEHEAD: It makes sense. I  
3 figured that's why you were doing that, for the  
4 new person, so I'm okay with it.

5 CHAIRMAN BURROW: Obviously we  
6 discussed it. You know, I'm supportive of the  
7 changes. How does it work with people's  
8 schedules? I mean --

9 MS. WHITEHEAD: Where are you going,  
10 Kelly?

11 (Laughter.)

12 CHAIRMAN BURROW: -- we've got a  
13 world traveler here.

14 MS. WEGER: So, December 10th I'm  
15 in -- I'm in the state.

16 MS. GUERRERO: Oh, cool.

17 MS. WESSELER-HENRY: You're in the  
18 state. Are you in Indy?

19 (Laughter.)

20 MS. WEGER: Yes.

21 MS. WESSELER-HENRY: This schedule  
22 actually works a lot better for me, honestly, so  
23 I like it better, because usually I'm on fall

1 break during that time, and I can't make it to  
2 meetings sometimes. That works for me.

3 CHAIRMAN BURROW: Good. Well,  
4 hearing no issues, I think that's great.

5 MS. GUERRERO: Thank you. Thank you.  
6 Yeah.

7 MR. WODRICH: Yeah, we appreciate it.  
8 I mean we talked a lot about that and, you know,  
9 it'd be ideal for whoever -- you know, for the  
10 person that we're hiring to at least sort of go  
11 through the whole cycle of the grant program  
12 right out of the gate --

13 MS. WHITEHEAD: Uh-huh.

14 MR. WODRICH: -- instead of coming  
15 into it when the RFP's are already on the street  
16 or about to go out onto the street.

17 CHAIRMAN BURROW: Okay. You can't do  
18 it all, Pamela.

19 MS. GUERRERO: Unfortunately, I  
20 cannot.

21 CHAIRMAN BURROW: All right. I  
22 noticed in the packet, I'm looking at our terms  
23 on our listing of Board members --

1 MS. GUERRERO: Uh-huh.

2 CHAIRMAN BURROW: -- and it looks  
3 like we're all expired. What did we ever find  
4 out about that?

5 MS. GUERRERO: So, the Governor did  
6 do a couple of appointments for every other board  
7 but us. I did chat with Josh, and he said he has  
8 not heard from the Governor's Office regarding  
9 future appointments. So, see me again.

10 MR. WODRICH: Yeah. Clint and our  
11 Secretary and Parvonay Stover, who is -- was our  
12 Chief of Staff, is now the Secretary's Chief of  
13 Staff, you know, they've been bringing it up  
14 regularly, so they're aware. They just are  
15 trying to do a lot of boards and commissions  
16 appointments, and a lot of other things.  
17 Obviously the legislative session really took  
18 attention away from a lot of other things. So, I  
19 bring it up regularly, too, so --

20 MS. WESSELER-HENRY: We had the same  
21 situation on the board I work very closely with,  
22 and we found a contact to -- we've been getting  
23 ours done within a matter of a month or two, like

1 it's been very fast. And like vacancies, we're  
2 getting it done in no time at all now. So, I  
3 could pass that contact along if you're  
4 interested.

5 MR. WODRICH: So, and, you know --

6 MS. WEGER: Like a professional --

7 MR. WODRICH: -- also in the mix --

8 MS. WEGER: -- board finder person?

9 MR. WODRICH: -- is staff --

10 MS. WESSELER-HENRY: Yeah. He's  
11 phenomenal over at the Governor's Office.

12 MR. WODRICH: -- staff appointments,  
13 such as my appointment as a natural resource  
14 trustee, like that is -- those are the things  
15 that are in that queue, too. So, they're dealing  
16 with all of those changes. Heads of agencies,  
17 assistant commissioners, types -- or deputy  
18 commissioners, et cetera, any of those appointed  
19 positions in the state agencies as well go  
20 through, you know, a process. What that process  
21 exactly is, I'm not sure. I just know it takes a  
22 while. It usually takes several weeks.

23 CHAIRMAN BURROW: We just want to

1 make sure that any actions we take as Board  
2 members --

3 MR. WODRICH: Yeah. Oh, I --

4 CHAIRMAN BURROW: -- we're protected,  
5 because --

6 MS. WESSELER-HENRY: You're  
7 grandfathered.

8 CHAIRMAN BURROW: -- you know,  
9 there's -- there has to be some type of  
10 protection or cover so that we're not acting  
11 beyond our, you know, allocated approvals, so --

12 MR. WODRICH: Yeah. I'm hopeful.  
13 You know, I'm going to start pushing again and  
14 asking every time I meet with our Chief of Staff,  
15 who's, you know -- my direct supervisor right now  
16 is Hilary, our Chief of Staff, so, you know, I  
17 bring it up every time at this point, so --  
18 because I, too, it makes me nervous to, you know,  
19 be doing grant awards when, you know --

20 MS. WESSELER-HENRY: Uh-huh.

21 MR. WODRICH: -- we have to put on  
22 the agenda that you guys are technically expired.

23 (Laughter.)

1 MR. WODRICH: So -- and, you know, if  
2 you all want to, as a Board, consider additional  
3 funding and whatnot, like having that appointment  
4 being made for another term is important in my  
5 mind as well.

6 MS. WHITEHEAD: Maybe if we go ahead  
7 and ask for that additional funding, it will  
8 bring attention to us, and they'll say, "Wait a  
9 minute."

10 MR. WODRICH: It could be.

11 CHAIRMAN BURROW: Well, we've got a  
12 couple of vacancies that we need to --

13 MR. WODRICH: Yeah.

14 CHAIRMAN BURROW: -- talk about  
15 exploring.

16 MR. WODRICH: And they're aware of  
17 that, too, yeah.

18 MS. WEGER: We've been training for  
19 the next one right here.

20 (Laughter.)

21 MR. WODRICH: Looks asleep on the  
22 job, though.

23 MS. WEGER: Osmosis.

1                   CHAIRMAN BURROW: I want to say  
2 something, but I'm afraid I'll disturb him or  
3 her.

4                   MR. GUERIN: Well, I want to know  
5 what kind of tranquilizer you use.

6                                   (Laughter.)

7                   MS. WHITEHEAD: Yeah, what kind of  
8 puppy lays there like that?

9                   MS. WESSELER-HENRY: I've never seen  
10 one like that.

11                   MS. WEGER: It's a good one. It's  
12 adoptable.

13                   MS. WHITEHEAD: Oh.

14                   MS. GUERRERO: Oh, nice.

15                   MR. GRATZ: Uh-oh. His friend would  
16 go crazy.

17                   MS. WEGER: Yes. He is a foster.  
18 He's looking for a home.

19                   MS. WHITEHEAD: Oh.

20                   MR. GRATZ: Hmm.

21                   CHAIRMAN BURROW: All right. Let's  
22 see. So, are we down to 8?

23                   MS. GUERRERO: Yes.

1 CHAIRMAN BURROW: Grant proposals?

2 MS. GUERRERO: Uh-huh.

3 CHAIRMAN BURROW: Does anyone on the  
4 Board feel there's any need for changes for the  
5 grants themselves, or the grant proposals?

6 (No response.)

7 CHAIRMAN BURROW: I think if we go  
8 through that, we may want to keep that in mind,  
9 you know, and this is a topic that needs to be  
10 brought up immediately there after awards so that  
11 we can get it in the process and, you know,  
12 advertise as such, you know, in advance.

13 MS. WHITEHEAD: Yeah.

14 CHAIRMAN BURROW: So, let's always  
15 think about any changes that need to be made to  
16 make the process better. We don't want to get  
17 stagnant. So, with nothing there, and obviously  
18 the new dates, you know, we were able to get that  
19 agreed upon. Is there any other business that we  
20 need to discuss?

21 (No response.)

22 CHAIRMAN BURROW: Well, hearing  
23 none --

1 MR. WODRICH: Bruce, is there  
2 anything you guys want to see on the agenda for  
3 the July meeting specifically?

4 CHAIRMAN BURROW: The July meeting's  
5 always a tough meeting, because it's -- that's  
6 the calm-before-the-storm meeting.

7 MR. WODRICH: Right.

8 CHAIRMAN BURROW: So --

9 MR. WODRICH: I mean by then we will  
10 have that Materials Management Plan finalized,  
11 so --

12 MS. WEGER: Do we --

13 MR. WODRICH: -- that can be an  
14 agenda item to talk about.

15 MS. WEGER: Do we have any potential  
16 grant recipient site visits? I think we've done  
17 that some years.

18 MR. WODRICH: We have done that  
19 before, yes. That's something that --

20 MS. GUERRERO: Yeah.

21 MR. WODRICH: -- we can look into as  
22 well.

23 MS. WEGER: Those are always really

1 great to see what's, you know, the actual impact  
2 from those grants.

3 MS. GUERRERO: Okay.

4 MS. WHITEHEAD: That would be great.

5 CHAIRMAN BURROW: And I believe we'll  
6 have our new addition to the team on board by the  
7 next meeting.

8 MR. WODRICH: Hopefully.

9 CHAIRMAN BURROW: So, let's keep our  
10 fingers crossed, and I want to say, Pamela, thank  
11 you. You've been obviously very busy, and I  
12 don't know if Carl's been pushing you that hard  
13 or he's running right beside you, but you guys  
14 are covering a lot of ground.

15 MR. WODRICH: Yeah. Yeah, she's been  
16 fantastic, so she's going to do all right. Good  
17 work for us, and I'm excited about, you know, her  
18 bringing the new person along with her, too,  
19 so --

20 CHAIRMAN BURROW: Well, it's a new  
21 phone number that comes in, so I think I kind of  
22 know when you're calling.

23 MS. GUERRERO: That's me.

1 CHAIRMAN BURROW: Feel free any time.

2 MS. GUERRERO: Thank you, Bruce.

3 CHAIRMAN BURROW: Any other

4 discussion items, Board members?

5 (No response.)

6 CHAIRMAN BURROW: Hearing none, do I

7 have a motion to adjourn?

8 MR. GRATZ: I'll make a motion to

9 adjourn.

10 CHAIRMAN BURROW: Mr. Gratz.

11 MR. GUERIN: Second.

12 CHAIRMAN BURROW: And a second?

13 MS. WEGER: Terry.

14 MS. WHITEHEAD: Terry seconded.

15 CHAIRMAN BURROW: Terry? And any

16 discussion?

17 (No response.)

18 CHAIRMAN BURROW: Hearing none, all

19 in favor?

20 (Board members responded, "Aye.")

21 CHAIRMAN BURROW: Opposed?

22 (No response.)

23 CHAIRMAN BURROW: Motion carries

1 unanimously. Thank you all very much.

2

- - -

3

Thereupon, the proceedings of  
April 23, 2026 were concluded  
at 10:37 o'clock a.m.

4

- - -

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

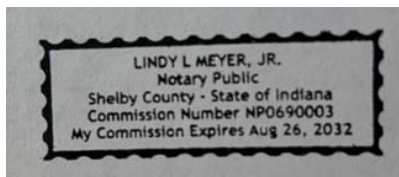
22

23

1  
2  
3  
4  
5  
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, April 23, 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, 2032.  
Commission No. NP0690003

<b>\$</b>	<b>24th</b> [1] - 97:20 <b>25</b> [1] - 52:3 <b>2525</b> [1] - 1:15 <b>26</b> [1] - 110:15 <b>26,000</b> [1] - 83:7 <b>26th</b> [1] - 88:8 <b>277</b> [1] - 8:6, 18:3, 18:17, 30:18, 31:16, 37:10, 38:4, 38:8, 39:16, 41:6, 48:23 <b>29th</b> [1] - 97:21	<b>98</b> [1] - 20:6 <b>9:00</b> [3] - 1:17, 3:1, 3:4	<b>added</b> [3] - 42:16, 47:16, 93:16 <b>adding</b> [1] - 43:3 <b>addition</b> [2] - 13:13, 107:6 <b>additional</b> [17] - 44:8, 56:4, 63:2, 65:1, 67:19, 70:20, 71:14, 76:10, 78:5, 82:10, 83:6, 83:8, 87:2, 92:5, 103:2, 103:7 <b>additionally</b> [1] - 61:10 <b>address</b> [1] - 27:16 <b>adjourn</b> [2] - 108:7, 108:9 <b>adjourned</b> [1] - 64:6 <b>adjusted</b> [2] - 39:4, 97:6 <b>administers</b> [1] - 45:20 <b>Administrative</b> [7] - 26:6, 26:10, 26:14, 29:11, 29:12, 29:22, 33:16 <b>administrative</b> [7] - 30:22, 38:14, 65:10, 68:6, 68:18, 73:5, 73:9 <b>Administrator</b> [1] - 23:5 <b>admire</b> [1] - 55:23 <b>admissions</b> [1] - 81:23 <b>adoptable</b> [1] - 104:12 <b>adopted</b> [1] - 82:7 <b>advance</b> [2] - 79:6, 105:12 <b>advertise</b> [2] - 76:3, 105:12 <b>advice</b> [1] - 32:5 <b>advise</b> [1] - 19:15 <b>advises</b> [1] - 22:22 <b>advisory</b> [8] - 19:4, 22:19, 22:22, 34:3, 34:16, 63:16, 63:21, 64:8 <b>Advisory</b> [2] - 22:20, 23:3 <b>advocating</b> [1] - 36:17 <b>Affairs</b> [2] - 7:1, 26:18 <b>afraid</b> [1] - 104:2 <b>agencies</b> [12] - 13:20, 14:22, 21:10, 21:12, 30:6, 47:14, 48:5, 58:10, 58:20, 62:18, 101:16, 101:19 <b>Agency</b> [3] - 50:10, 65:17, 72:12 <b>agency</b> [27] - 6:13,	9:9, 10:8, 12:9, 13:15, 16:1, 18:15, 20:2, 22:10, 23:17, 23:19, 27:21, 32:21, 37:10, 37:11, 51:20, 57:23, 59:14, 60:20, 62:21, 65:11, 66:6, 67:13, 68:7, 68:11, 73:10, 80:23 <b>agency's</b> [2] - 17:16, 24:23 <b>agenda</b> [12] - 6:13, 6:18, 7:19, 35:7, 41:19, 51:15, 55:13, 81:17, 93:9, 102:22, 106:2, 106:14 <b>ago</b> [8] - 33:21, 34:9, 34:20, 56:2, 56:7, 56:22, 62:15, 82:2 <b>agree</b> [5] - 20:14, 31:13, 76:4, 85:16, 91:13 <b>agreed</b> [1] - 105:19 <b>agreement</b> [5] - 20:12, 87:13, 88:7, 88:9, 91:2 <b>agreements</b> [2] - 35:22 <b>agrees</b> [1] - 85:16 <b>agriculture</b> [1] - 21:11 <b>ahead</b> [3] - 8:16, 29:6, 103:6 <b>Aidan</b> [1] - 2:8 <b>Aidan's</b> [1] - 52:17 <b>Air</b> [8] - 19:8, 21:6, 25:8, 25:9, 31:5, 39:11, 44:10, 64:11 <b>air</b> [10] - 9:1, 10:2, 10:20, 16:11, 19:5, 22:21, 22:23, 29:13, 33:21, 64:15 <b>airplane</b> [2] - 87:20, 89:11 <b>Airport</b> [1] - 86:23 <b>airport</b> [1] - 87:4 <b>aisle</b> [1] - 24:23 <b>Alex</b> [1] - 36:10 <b>aligned</b> [1] - 44:23 <b>aligning</b> [1] - 94:4 <b>aligns</b> [1] - 43:4 <b>allocate</b> [2] - 70:10, 78:11 <b>allocated</b> [5] - 66:2, 68:21, 72:9, 84:2, 102:11 <b>allocation</b> [8] - 70:21, 79:3, 83:5, 83:7, 83:8, 83:11, 83:14, 84:5 <b>allow</b> [2] - 45:2, 66:4
<b>'</b>		<b>A</b>		
<b>'26</b> [1] - 93:19 <b>'27</b> [1] - 93:11 <b>'90's</b> [1] - 38:9		<b>a.m</b> [3] - 1:17, 3:1, 109:3 <b>ability</b> [2] - 32:13, 78:21 <b>able</b> [15] - 4:1, 32:8, 34:5, 50:2, 66:15, 76:5, 82:1, 82:19, 82:22, 82:23, 88:9, 88:17, 89:23, 90:14, 105:18 <b>above-captioned</b> [1] - 1:10 <b>absolutely</b> [1] - 90:5 <b>abstain</b> [1] - 92:22 <b>abundantly</b> [3] - 38:19, 40:19, 41:8 <b>accelerating</b> [1] - 11:1 <b>accomplished</b> [1] - 90:1 <b>accomplishment</b> [1] - 11:20 <b>accordance</b> [1] - 95:3 <b>account</b> [1] - 76:23 <b>accountable</b> [1] - 38:15 <b>ACCURATE</b> [1] - 1:21 <b>accuratereportingofindiana@gmail.com</b> [1] - 1:23 <b>achieve</b> [1] - 17:17 <b>achieved</b> [1] - 45:16 <b>act</b> [13] - 8:6, 19:5, 21:7, 22:12, 30:18, 31:5, 31:6, 37:10, 39:12, 41:6, 41:18, 42:9, 64:16 <b>Act</b> [19] - 8:6, 18:3, 18:17, 19:8, 21:6, 21:7, 25:8, 25:9, 31:6, 31:16, 31:18, 38:8, 39:11, 39:12, 39:16, 44:10, 57:12, 64:11 <b>acting</b> [1] - 102:10 <b>action</b> [1] - 27:11 <b>actions</b> [2] - 27:14, 102:1 <b>actively</b> [1] - 10:19 <b>activities</b> [3] - 17:6, 43:11, 43:21 <b>activity</b> [1] - 17:20 <b>actual</b> [3] - 11:11, 82:7, 107:1 <b>ad</b> [1] - 9:1 <b>add</b> [1] - 82:10	<b>3</b>	
<b>1</b>	<b>3</b> [1] - 57:2 <b>30</b> [2] - 29:19, 56:7 <b>30th</b> [1] - 82:20 <b>317)848-0088</b> [1] - 1:22 <b>35</b> [1] - 60:19 <b>35-plus</b> [1] - 60:17 <b>37</b> [2] - 23:4, 23:5 <b>38</b> [1] - 60:14		<b>4</b>	
<b>10,000</b> [1] - 8:21 <b>1003</b> [4] - 8:6, 31:18, 41:18, 42:9 <b>10:37</b> [1] - 109:3 <b>10th</b> [3] - 86:18, 97:23, 98:14 <b>11th</b> [1] - 85:19 <b>12,540</b> [1] - 58:19 <b>13</b> [11] - 24:16, 26:21, 33:18, 37:16, 38:3, 38:9, 44:5, 45:21, 46:19, 49:10, 49:14 <b>13th</b> [1] - 97:15 <b>1400</b> [2] - 38:6, 44:4 <b>15th</b> [2] - 58:16, 58:17 <b>16</b> [2] - 66:8, 75:12 <b>160</b> [1] - 61:7 <b>17th</b> [1] - 97:16 <b>18</b> [3] - 80:2, 92:1, 92:5 <b>1973</b> [1] - 26:2 <b>1978</b> [1] - 22:21 <b>1983</b> [2] - 25:22, 29:20 <b>1990</b> [1] - 25:9 <b>1996</b> [1] - 25:5 <b>1st</b> [2] - 8:10, 10:5	<b>4</b> [2] - 45:21, 65:9 <b>4-23</b> [1] - 68:5 <b>4-23-5.5-6</b> [1] - 65:8 <b>40</b> [4] - 10:5, 15:23, 60:19, 83:10 <b>40th</b> [1] - 10:4 <b>45</b> [1] - 12:8 <b>46032</b> [1] - 1:22		<b>5</b>	
<b>2</b>	<b>50</b> [6] - 12:10, 26:5, 42:15, 42:17, 51:5, 79:7 <b>543</b> [1] - 1:21 <b>598,000</b> [1] - 83:6		<b>6</b>	
<b>2.54</b> [1] - 69:5 <b>20-plus</b> [1] - 13:8 <b>2014</b> [1] - 64:1 <b>2023</b> [3] - 71:3, 74:2, 79:6 <b>2024</b> [1] - 70:23 <b>2025</b> [2] - 52:18, 87:8 <b>2026</b> [1] - 1:6, 1:17, 3:1, 7:6, 31:12, 82:20, 86:14, 97:23, 98:1, 109:3, 110:7 <b>2032</b> [1] - 110:15 <b>22nd</b> [3] - 4:23, 97:10, 97:22 <b>23</b> [5] - 1:6, 1:17, 3:1, 109:3, 110:7 <b>239,000</b> [1] - 83:13 <b>23rd</b> [1] - 3:5	<b>6</b> [2] - 4:10, 84:23		<b>7</b>	
	<b>7</b>		<b>8</b>	
	<b>7</b> [1] - 86:7		<b>9</b>	
	<b>8</b> [1] - 104:22 <b>800</b> [3] - 12:4, 13:16, 17:9		<b>9</b>	
	<b>9</b>		<b>9</b>	
	<b>9</b> [1] - 4:8			

**allowed** [3] - 25:7, 25:20, 71:9  
**almost** [6] - 21:8, 30:8, 56:7, 58:2, 61:8  
**alphabet** [1] - 23:11  
**ambient** [1] - 22:23  
**ambiguity** [1] - 44:15  
**ambitious** [1] - 24:11  
**amended** [1] - 82:16  
**amendment** [1] - 87:9  
**amendments** [2] - 25:10, 82:17  
**amount** [7] - 21:23, 58:22, 61:9, 73:22, 74:23, 88:8, 91:1  
**animal** [1] - 6:10  
**animating** [2] - 20:3, 23:19  
**anniversary** [1] - 10:4  
**announced** [1] - 23:4  
**annual** [3] - 51:19, 51:20, 64:4  
**annually** [6] - 58:8, 65:10, 67:4, 73:4, 73:8, 81:3  
**answer** [4] - 45:4, 47:3, 67:10, 96:1  
**answering** [1] - 95:21  
**anticipate** [1] - 31:10  
**anyway** [2] - 21:2, 55:8  
**apologize** [1] - 57:22  
**appearance** [1] - 96:15  
**APPEARANCES** [1] - 2:1  
**applicants** [1] - 93:19  
**applicants'** [1] - 94:11  
**application** [9] - 54:9, 63:8, 84:12, 93:15, 94:4, 94:10, 94:22, 96:14, 97:14  
**applications** [2] - 95:6, 96:8  
**apply** [1] - 88:2  
**appointed** [4] - 32:14, 56:7, 56:12, 101:18  
**appointees** [1] - 40:11  
**appointment** [3] - 56:23, 101:13, 103:3  
**appointments** [6] - 19:9, 32:9, 100:6, 100:9, 100:16, 101:12  
**appreciate** [7] - 3:8, 6:19, 9:6, 54:4, 54:14, 54:20, 99:7  
**appropriate** [4] - 4:3, 4:9, 32:10, 88:15

**appropriated** [3] - 67:6, 68:21, 72:17  
**appropriation** [1] - 67:3  
**appropriations** [1] - 72:5  
**approval** [3] - 4:23, 97:12, 97:21  
**approvals** [1] - 102:11  
**approve** [4] - 5:8, 5:10, 44:13, 64:4  
**approved** [1] - 64:5  
**APRIL** [1] - 1:6  
**April** [8] - 1:17, 3:1, 3:5, 58:15, 58:16, 86:18, 109:3, 110:7  
**arc** [1] - 17:3  
**area** [1] - 10:18  
**areas** [3] - 16:7, 23:13, 28:10  
**arrived** [1] - 5:23  
**articles** [1] - 38:22  
**artificial** [1] - 16:17  
**asleep** [1] - 103:21  
**assemble** [1] - 83:1  
**Assembly** [3] - 7:5, 34:23, 36:2  
**Assembly's** [1] - 50:20  
**assess** [1] - 94:3  
**assistance** [6] - 27:6, 59:9, 61:2, 66:5, 84:10, 87:3  
**Assistance** [1] - 70:5  
**assistant** [2] - 14:18, 101:17  
**Assistant** [5] - 13:1, 14:19, 15:15, 36:23, 37:2  
**associations** [1] - 62:13  
**assuming** [1] - 67:11  
**Assurance** [1] - 34:2  
**assurance** [4] - 12:17, 18:22, 32:5, 34:10  
**Atomic** [1] - 26:1  
**attachment** [2] - 94:21, 95:9  
**Attachment** [4] - 95:2, 95:4, 95:8, 95:16  
**attachments** [1] - 96:18  
**attempt** [1] - 52:14  
**attempting** [1] - 46:2  
**attendance** [1] - 3:20  
**attended** [2] - 34:10, 86:17  
**attention** [2] - 100:18, 103:8  
**Attorney** [1] - 21:10

**attorney** [2] - 56:1, 59:12  
**attorneys** [2] - 49:12, 50:13  
**audience** [1] - 61:17  
**augment** [1] - 66:21  
**augmentation** [4] - 64:19, 65:5, 66:18, 72:13  
**augmented** [1] - 66:5  
**augmenting** [1] - 68:17  
**August** [1] - 110:15  
**authorities** [1] - 38:21  
**authority** [4] - 27:16, 39:17, 44:18, 86:23  
**available** [5] - 50:6, 50:19, 76:5, 81:11, 84:8  
**Avenue** [1] - 1:16  
**average** [1] - 49:13  
**award** [3] - 73:1, 80:21, 88:17  
**awarded** [2] - 66:13, 71:10  
**awarding** [1] - 80:23  
**awards** [3] - 97:21, 102:19, 105:10  
**aware** [4] - 59:3, 67:19, 100:14, 103:16  
**awesome** [1] - 60:10  
**Aye** [3] - 5:18, 92:20, 108:20

## B

**background** [4] - 34:22, 85:9, 85:21, 86:2  
**backgrounds** [2] - 13:18, 32:12  
**BAIN** [18] - 35:9, 45:9, 45:11, 47:11, 49:4, 49:20, 50:4, 50:9, 50:12, 53:8, 53:12, 53:18, 54:4, 54:16, 54:22, 55:4, 55:7, 55:10  
**Bain** [4] - 6:15, 6:22, 35:11, 54:9  
**Baird** [1] - 26:19  
**balance** [1] - 17:20  
**ball** [1] - 82:3  
**bang** [1] - 28:13  
**bank** [1] - 74:16  
**based** [3] - 67:3, 72:18, 79:1  
**became** [1] - 82:7  
**become** [1] - 19:9

**BEFORE** [1] - 1:1  
**beginning** [1] - 8:9  
**BEHALF** [1] - 2:6  
**behalf** [3] - 7:13, 54:6, 68:13  
**behind** [2] - 23:7, 79:19  
**benefit** [1] - 35:22  
**berms** [1] - 41:3  
**beside** [1] - 107:13  
**best** [4] - 36:19, 38:12, 51:18, 51:19  
**Beth** [2] - 56:10, 56:13  
**better** [11] - 16:13, 38:18, 53:1, 67:11, 76:16, 94:4, 94:12, 96:7, 98:22, 98:23, 105:16  
**between** [4] - 38:14, 60:11, 61:7, 68:18  
**beyond** [4] - 50:16, 75:7, 77:17, 102:11  
**bids** [1] - 87:10  
**biennium** [3] - 65:14, 65:17, 73:7  
**big** [7] - 35:19, 37:11, 42:10, 45:5, 81:14, 86:22  
**bigger** [2] - 75:20, 80:15  
**bill** [9] - 18:15, 37:10, 37:12, 41:16, 41:19, 50:8, 50:18, 66:4, 71:11  
**bills** [3] - 8:7, 36:18  
**bipartisan** [1] - 50:13  
**bit** [26] - 8:4, 18:2, 18:4, 18:12, 24:1, 24:13, 26:3, 31:18, 31:20, 34:13, 35:4, 48:2, 53:1, 59:21, 67:8, 67:11, 68:17, 68:20, 76:12, 81:3, 87:10, 88:16, 96:10, 96:19, 96:22, 97:6  
**bite** [1] - 54:1  
**bites** [1] - 54:2  
**black** [1] - 18:12  
**blame** [1] - 20:8  
**blessed** [1] - 24:18  
**blood** [1] - 13:16  
**Bloomington** [2] - 56:21, 57:6  
**blown** [1] - 53:4  
**Blue** [1] - 11:11  
**board** [31] - 4:19, 7:14, 11:13, 11:17, 18:22, 19:10, 22:20, 26:8, 32:19, 33:5, 34:2, 40:7, 40:11, 42:14, 45:19, 65:3, 65:9, 68:9, 68:14, 72:23, 80:11, 93:13, 97:22, 99:23, 100:6, 100:21, 101:8, 103:2, 105:4, 107:6, 108:4  
**BOARD** [2] - 1:1, 2:2  
**Board** [23] - 1:11, 3:6, 5:18, 6:18, 13:6, 18:19, 19:12, 23:4, 24:21, 27:17, 33:14, 34:10, 34:11, 40:8, 41:20, 44:13, 47:7, 48:8, 54:6, 80:21, 92:20, 102:1, 108:20  
**board...annually** [1] - 68:6  
**boards** [13] - 18:10, 18:17, 19:18, 22:6, 23:2, 31:21, 32:2, 32:15, 33:2, 33:10, 34:6, 46:8, 100:15  
**boat** [1] - 61:12  
**Bob** [2] - 12:23, 55:19  
**Bob's** [1] - 55:19  
**body** [1] - 94:22  
**bologna** [3] - 88:22, 88:23, 89:1  
**Book** [1] - 37:14  
**book** [1] - 49:9  
**books** [1] - 29:19  
**boomerang** [1] - 13:23  
**boring** [1] - 26:5  
**born** [1] - 31:8  
**bottom** [2] - 10:2, 29:12  
**box** [2] - 3:21, 18:12  
**branch** [4] - 15:14, 18:21, 32:6, 34:1  
**branches** [1] - 36:15  
**branding** [1] - 64:12  
**Braun's** [1] - 29:8  
**break** [2] - 16:10, 99:1  
**breakdown** [1] - 49:7  
**breaking** [1] - 50:18  
**bridge** [1] - 25:9  
**brief** [1] - 7:20  
**briefly** [1] - 23:23  
**bring** [12] - 13:21, 19:23, 23:14, 60:11, 76:5, 76:11, 76:22, 80:16, 94:14, 100:19, 102:17, 103:8  
**bringing** [7] - 13:23, 59:21, 77:3, 77:13, 77:18, 100:13, 107:18

**Briony** [4] - 64:22, 65:14, 68:13, 74:20  
**broad** [1] - 84:1  
**broader** [1] - 18:9  
**brought** [7] - 34:21, 59:13, 65:6, 72:1, 78:1, 94:18, 105:10  
**Bruce** [5] - 1:11, 2:2, 4:19, 106:1, 108:2  
**buck** [1] - 28:14  
**budget** [26] - 65:10, 65:11, 65:16, 65:17, 65:18, 65:20, 66:2, 66:4, 66:23, 67:13, 68:7, 68:8, 68:10, 68:11, 68:12, 68:22, 72:9, 72:12, 73:5, 73:6, 73:9, 73:10, 93:15  
**budgeting** [3] - 65:14, 66:20, 73:8  
**builds** [1] - 7:2  
**bulk** [1] - 19:12  
**bullet** [1] - 64:18  
**bunch** [3] - 18:11, 49:11, 63:2  
**burdensome** [1] - 43:14  
**Burrow** [2] - 1:11, 2:2  
**BURROW** [72] - 3:3, 3:13, 4:21, 5:4, 5:7, 5:11, 5:14, 5:17, 5:19, 5:21, 6:4, 6:8, 6:12, 54:5, 54:12, 54:17, 55:11, 69:7, 69:10, 74:12, 74:15, 76:2, 76:9, 81:5, 81:13, 84:15, 84:19, 84:22, 85:2, 86:5, 86:9, 86:12, 88:13, 92:7, 92:10, 92:15, 92:18, 92:21, 93:1, 94:15, 98:5, 98:12, 99:3, 99:17, 99:21, 100:2, 101:23, 102:4, 102:8, 103:11, 103:14, 104:1, 104:21, 105:1, 105:3, 105:7, 105:14, 105:22, 106:4, 106:8, 107:5, 107:9, 107:20, 108:1, 108:3, 108:6, 108:10, 108:12, 108:15, 108:18, 108:21, 108:23  
**business** [8] - 4:22, 43:22, 53:20, 55:6, 63:17, 64:9, 93:23, 105:19

**businesses** [8] - 47:17, 47:20, 48:8, 48:12, 51:4, 51:8, 53:6, 64:15  
**busy** [4] - 6:21, 35:7, 80:8, 107:11

## C

**calendar** [2] - 29:14, 52:18  
**calm** [1] - 106:6  
**calm-before-the-storm** [1] - 106:6  
**Calumet** [3] - 10:17, 57:10, 59:16  
**cancel** [1] - 90:21  
**candidate** [2] - 85:8, 85:16  
**cannot** [2] - 88:11, 99:20  
**captioned** [1] - 1:10  
**capture** [1] - 52:14  
**card** [1] - 54:23  
**cards** [1] - 55:6  
**Carl** [8] - 2:7, 9:7, 10:18, 49:16, 54:23, 55:14, 60:3, 81:15  
**Carl's** [1] - 107:12  
**Carmel** [1] - 1:22  
**carries** [3] - 5:21, 93:2, 108:23  
**carrying** [2] - 62:8  
**case** [2] - 13:11, 42:5  
**cases** [2] - 8:10, 29:18  
**catch** [1] - 96:21  
**caution** [1] - 74:22  
**celebrated** [1] - 12:6  
**Center** [2] - 9:19, 11:12  
**center** [3] - 58:9, 58:23, 59:2  
**Central** [1] - 69:19  
**central** [1] - 9:18  
**certain** [6] - 10:13, 17:7, 25:10, 29:3, 40:7, 74:23  
**certainly** [4] - 36:14, 52:11, 54:23, 91:3  
**CERTIFICATE** [1] - 110:1  
**certify** [1] - 110:5  
**cetera** [2] - 44:10, 101:18  
**CFO** [1] - 72:11  
**chair** [1] - 4:19  
**Chair** [2] - 6:17, 34:10  
**Chairman** [4] - 1:12, 2:2, 26:18, 26:19  
**CHAIRMAN** [72] - 3:3,

3:13, 4:21, 5:4, 5:7, 5:11, 5:14, 5:17, 5:19, 5:21, 6:4, 6:8, 6:12, 54:5, 54:12, 54:17, 55:11, 69:7, 69:10, 74:12, 74:15, 76:2, 76:9, 81:5, 81:13, 84:15, 84:19, 84:22, 85:2, 86:5, 86:9, 86:12, 88:13, 92:7, 92:10, 92:15, 92:18, 92:21, 93:1, 94:15, 98:5, 98:12, 99:3, 99:17, 99:21, 100:2, 101:23, 102:4, 102:8, 103:11, 103:14, 104:1, 104:21, 105:1, 105:3, 105:7, 105:14, 105:22, 106:4, 106:8, 107:5, 107:9, 107:20, 108:1, 108:3, 108:6, 108:10, 108:12, 108:15, 108:18, 108:21, 108:23  
**chairs** [1] - 26:17  
**challenge** [2] - 15:4, 15:5  
**challenges** [3] - 14:4, 16:19, 31:11  
**chance** [8] - 6:19, 8:14, 9:23, 10:8, 12:14, 12:21, 35:8, 52:9  
**change** [6] - 38:22, 43:22, 44:17, 47:23, 53:19, 96:14  
**changed** [1] - 31:18  
**changes** [16] - 5:4, 8:2, 27:20, 31:20, 32:23, 42:11, 42:13, 45:5, 49:3, 62:6, 82:13, 97:2, 98:7, 101:16, 105:4, 105:15  
**changing** [1] - 97:11  
**chart** [1] - 97:9  
**chase** [1] - 46:20  
**chat** [5] - 3:21, 4:6, 4:12, 42:7, 100:7  
**check** [4] - 85:9, 85:21, 92:2, 92:6  
**Chicago** [1] - 59:11  
**chief** [7] - 3:16, 56:1, 63:20, 64:21, 100:12, 102:14, 102:16  
**Chief** [2] - 14:20, 100:12

**chiefs** [2] - 15:14  
**chit** [1] - 42:7  
**chit-chat** [1] - 42:7  
**choice** [1] - 44:7  
**Chris** [1] - 56:18  
**circumstance** [1] - 77:23  
**circumstances** [1] - 91:7  
**City** [5] - 11:19, 34:23, 36:4, 63:7, 110:4  
**City-county** [1] - 36:4  
**civil** [1] - 27:13  
**clarify** [1] - 96:20  
**clarity** [2] - 31:23, 45:1  
**claw** [1] - 39:19  
**Clean** [10] - 19:5, 19:8, 21:6, 31:5, 39:11, 44:10, 61:23, 64:11  
**clean** [10] - 22:21, 24:15, 25:8, 25:9, 31:6, 46:6, 46:21, 57:12, 63:3, 64:15  
**cleaned** [2] - 26:16, 40:16  
**cleanup** [2] - 33:16, 46:11  
**clear** [4] - 38:19, 40:19, 41:8, 44:19  
**Cliff** [1] - 49:1  
**cliff** [1] - 14:6  
**Clint** [10] - 6:13, 6:14, 55:18, 56:12, 59:4, 60:20, 63:15, 63:19, 64:7, 100:10  
**clock** [1] - 3:4  
**close** [2] - 83:6, 83:13  
**closed** [1] - 87:6  
**closely** [4] - 26:17, 56:10, 58:5, 100:21  
**closeout** [3] - 77:7, 86:16, 87:1  
**closer** [1] - 79:17  
**Club** [1] - 37:14  
**club** [1] - 49:9  
**co** [3] - 56:6, 56:18, 56:19  
**co-trustee** [2] - 56:18, 56:19  
**co-trustees** [1] - 56:6  
**code** [13] - 24:16, 24:17, 25:4, 29:23, 30:16, 30:21, 30:22, 38:14, 38:18, 39:9, 46:6, 49:12, 65:7  
**Code** [12] - 26:6, 26:10, 26:14, 29:11, 29:12, 31:13, 33:16, 38:13, 45:23, 65:2, 68:15, 71:23

**codes** [1] - 44:22  
**codified** [1] - 24:16  
**collect** [1] - 77:5  
**collected** [2] - 58:19, 58:22  
**collection** [2] - 48:18, 58:7  
**coming** [3] - 69:2, 73:23, 99:14  
**Comm** [2] - 6:14, 54:6  
**COMM** [16] - 6:16, 45:7, 45:10, 45:13, 47:18, 48:6, 49:23, 50:5, 51:1, 51:10, 51:13, 52:7, 53:16, 53:19, 54:19, 55:9  
**comment** [2] - 4:7, 51:3  
**comments** [8] - 3:22, 4:2, 21:3, 21:9, 28:6, 38:6, 81:21, 82:1  
**commerce** [1] - 13:9  
**Commission** [3] - 26:2, 110:15, 110:16  
**Commissioner** [5] - 13:1, 35:10, 37:9, 37:14, 43:13  
**commissioner** [3] - 35:13, 38:1, 76:16  
**commissioners** [4] - 14:19, 37:2, 101:17, 101:18  
**Commissioners** [3] - 14:19, 15:15, 37:1  
**commissions** [7] - 18:10, 18:18, 22:7, 31:21, 33:10, 46:9, 100:15  
**Committee** [1] - 26:18  
**committee** [6] - 22:22, 65:12, 67:22, 68:8, 68:12, 73:10  
**Committees** [1] - 34:17  
**committees** [1] - 22:19  
**communities** [5] - 35:19, 57:15, 63:4, 63:7, 63:14  
**community** [3] - 35:22, 63:3, 90:2  
**companies** [1] - 77:3  
**company** [4] - 76:21, 83:18, 88:16, 89:23  
**compelling** [1] - 91:8  
**complaining** [1] - 20:7  
**complete** [3] - 82:6, 82:23, 83:23  
**completed** [2] - 84:6, 86:15

**complex** [1] - 59:2  
**Compliance** [1] - 63:16  
**compliance** [9] - 19:4, 27:5, 27:7, 34:3, 59:8, 61:1, 63:21, 64:8, 64:14  
**comply** [1] - 64:15  
**components** [1] - 96:15  
**compost** [1] - 89:2  
**composting** [2] - 85:23, 86:2  
**comprehensive** [1] - 54:7  
**concept** [1] - 24:12  
**concepts** [1] - 17:16  
**concern** [1] - 10:18  
**concerns** [3] - 20:4, 60:21, 62:20  
**concerted** [5] - 9:12, 14:3, 15:1, 15:11, 20:22  
**concluded** [1] - 109:3  
**conduct** [1] - 33:17  
**Conference** [1] - 1:16  
**confident** [1] - 67:15  
**confidential** [1] - 53:20  
**conflicting** [1] - 38:10  
**conforming** [1] - 31:20  
**confusion** [1] - 46:3  
**Congress** [1] - 22:21  
**Congressional** [1] - 24:6  
**Conservation** [1] - 21:7  
**consider** [1] - 103:2  
**consideration** [2] - 4:23, 38:7  
**considering** [1] - 21:23  
**consistent** [1] - 29:2  
**consolidated** [1] - 52:2  
**consolidating** [1] - 29:22  
**constituency** [1] - 19:15  
**construction** [1] - 83:12  
**contact** [3] - 55:1, 100:22, 101:3  
**contain** [1] - 95:1  
**contaminant** [1] - 22:14  
**contents** [1] - 96:17  
**continue** [2] - 87:3, 91:9

**continuing** [1] - 62:10  
**contract** [7] - 82:6, 82:10, 82:11, 82:13, 82:16, 82:20, 87:13  
**controversial** [1] - 37:23  
**convened** [1] - 64:5  
**conversations** [2] - 17:1, 94:9  
**cool** [1] - 98:16  
**Cooper** [1] - 57:5  
**cooperative** [1] - 28:2  
**coordinate** [2] - 9:8, 26:1  
**coordinated** [2] - 58:7, 58:13  
**coordinator** [3] - 63:18, 64:9, 83:18  
**core** [5] - 16:4, 26:21, 26:22, 27:6, 38:21  
**corners** [1] - 9:11  
**correct** [5] - 72:11, 78:9, 78:11, 84:23, 110:6  
**costs** [1] - 82:9  
**council** [1] - 36:4  
**counsel** [2] - 38:2, 92:6  
**counterparts** [3] - 7:9, 20:9, 23:20  
**country** [5] - 20:23, 23:8, 28:1, 31:1, 51:21  
**County** [2] - 1:14, 110:4  
**county** [1] - 36:4  
**couple** [36] - 8:7, 8:17, 9:22, 11:6, 11:14, 11:20, 13:10, 18:14, 20:20, 23:9, 29:6, 33:1, 33:21, 34:8, 40:9, 42:12, 44:11, 55:18, 55:21, 59:7, 60:1, 60:3, 60:12, 60:18, 61:14, 69:16, 81:19, 81:20, 81:23, 82:2, 82:9, 82:15, 83:9, 85:13, 100:6, 103:12  
**course** [1] - 85:15  
**Court** [2] - 25:21, 110:3  
**court** [1] - 82:3  
**cover** [3] - 18:2, 96:16, 102:10  
**covered** [1] - 55:18  
**covering** [1] - 107:14  
**covers** [1] - 52:18  
**crash** [1] - 87:20  
**crazy** [3] - 45:17, 47:5,

104:16  
**create** [1] - 28:11  
**created** [3] - 14:17, 22:20, 33:6  
**creates** [1] - 26:11  
**creation** [1] - 77:6  
**creek** [1] - 87:14  
**CRGP** [1] - 97:16  
**criteria** [8] - 94:5, 94:21, 95:3, 95:12, 95:20, 95:23, 96:1  
**criticisms** [1] - 20:5  
**critique** [1] - 81:2  
**cross** [1] - 34:14  
**cross-pollination** [1] - 34:14  
**crossed** [1] - 107:10  
**crossroads** [1] - 64:14  
**cruises** [1] - 60:8  
**CTAP** [2] - 63:16, 63:21  
**culminate** [1] - 9:22  
**curbside** [2] - 11:18, 87:3  
**current** [3] - 47:22, 65:20, 65:22  
**customer** [1] - 16:3  
**cutting** [3] - 11:11, 11:15, 86:17  
**cycle** [5] - 57:19, 58:6, 73:1, 73:6, 99:11  
**cycles** [1] - 70:1  
**cycling** [1] - 84:11

## D

**D.C** [2] - 7:8, 35:14  
**Damage** [1] - 56:11  
**Daniel** [1] - 59:19  
**data** [2] - 77:6, 77:9  
**date** [3] - 8:9, 58:15, 89:5  
**dated** [1] - 26:3  
**dates** [4] - 97:9, 97:11, 105:18  
**day-to-day** [3] - 27:2, 40:19, 43:21  
**days** [2] - 7:8, 60:12  
**deadline** [1] - 29:2  
**deadlines** [1] - 28:11  
**deal** [4] - 35:14, 53:11, 53:14, 76:13  
**dealing** [2] - 6:9, 101:15  
**deals** [1] - 47:14  
**deanna** [1] - 93:13  
**Deanna** [3] - 12:20, 79:21, 94:3  
**dear** [2] - 21:22, 21:23  
**decades** [2] - 15:20,

33:20  
**December** [4] - 57:20, 83:3, 97:23, 98:14  
**December's** [1] - 24:5  
**decide** [1] - 61:4  
**decided** [3] - 56:23, 72:23, 83:16  
**decision** [2] - 25:21, 94:12  
**dedicated** [4] - 66:9, 66:16, 67:1, 70:6  
**deep** [1] - 60:9  
**deeper** [1] - 24:1  
**default** [4] - 72:2, 72:3, 77:21, 77:22  
**defaults** [1] - 77:19  
**defer** [1] - 8:4  
**definitely** [8] - 39:1, 40:17, 40:18, 44:16, 49:5, 49:15, 61:5, 94:22  
**definition** [1] - 26:15  
**defunct** [1] - 26:13  
**degree** [1] - 59:10  
**delayed** [1] - 84:5  
**delays** [1] - 90:20  
**delegated** [3] - 39:10, 39:17, 44:9  
**delegation** [2] - 7:9, 35:16  
**department** [2] - 55:20, 81:22  
**Department** [4] - 1:14, 13:3, 21:11, 44:5  
**departures** [1] - 12:20  
**deputy** [4] - 14:19, 36:11, 37:1, 101:17  
**Deputy** [1] - 56:18  
**describe** [1] - 46:13  
**description** [1] - 95:17  
**design** [1] - 83:15  
**designed** [1] - 19:5  
**designing** [1] - 84:11  
**despite** [1] - 24:8  
**details** [3] - 8:5, 14:16, 18:4  
**develop** [4] - 22:13, 25:17, 66:3, 89:9  
**development** [9] - 3:6, 7:14, 11:4, 15:12, 18:18, 32:18, 35:20, 35:21, 46:4  
**DEVELOPMENT** [1] - 1:1  
**Development** [3] - 1:11, 45:19, 85:6  
**devised** [1] - 51:6  
**dialogue** [1] - 64:21  
**difference** [1] - 93:5  
**different** [7] - 8:15,

29:7, 32:11, 45:22, 74:13, 81:3, 81:23  
**dilemma** [1] - 76:3  
**direct** [2] - 65:16, 102:15  
**directed** [1] - 28:1  
**direction** [1] - 34:12  
**directives** [2] - 24:20, 27:22  
**director** [2] - 6:15, 10:15  
**Director** [4] - 6:23, 7:3, 56:18, 59:6  
**Directors** [2] - 9:16, 9:20  
**disconnect** [1] - 96:11  
**discovered** [2] - 26:12, 28:17  
**discuss** [1] - 105:20  
**discussed** [1] - 98:6  
**discussion** [4] - 5:15, 92:16, 108:4, 108:16  
**discussions** [2] - 15:1, 16:6  
**district** [3] - 74:6, 83:20, 87:9  
**districts** [8] - 47:15, 74:4, 79:20, 80:18, 83:23, 84:8, 84:13, 93:21  
**disturb** [1] - 104:2  
**diverse** [2] - 13:18, 19:14  
**Diversion** [1] - 69:22  
**diversity** [1] - 79:8  
**diversity** [1] - 12:5  
**diverted** [3] - 42:17, 42:18, 43:3  
**DNR** [1] - 56:17  
**doctorates** [1] - 23:13  
**dollars** [7] - 20:17, 44:14, 66:2, 71:14, 75:3, 76:11, 77:1  
**dollars'** [1] - 73:2  
**done** [18] - 10:21, 14:15, 15:20, 21:21, 32:16, 34:7, 51:12, 51:19, 57:9, 67:20, 73:23, 79:22, 80:5, 82:2, 100:23, 101:2, 106:16, 106:18  
**door** [1] - 80:7  
**down** [14] - 16:10, 26:21, 28:12, 37:16, 38:2, 41:2, 50:18, 62:18, 75:4, 84:20, 86:7, 87:19, 89:10, 104:22  
**download** [1] - 24:1  
**downtown** [1] - 58:9

<p><b>draft</b> [1] - 50:13  <b>drafted</b> [2] - 41:6, 42:21  <b>dramatic</b> [2] - 10:17, 10:19  <b>Drinking</b> [4] - 21:6, 22:12, 31:5, 39:12  <b>drive</b> [1] - 47:5  <b>Drive</b> [1] - 1:21  <b>driven</b> [1] - 29:3  <b>drives</b> [1] - 45:17  <b>driving</b> [1] - 14:14  <b>due</b> [1] - 88:7  <b>during</b> [5] - 4:5, 8:3, 38:23, 69:23, 99:1  <b>dust</b> [1] - 76:17  <b>duties</b> [3] - 28:11, 39:11, 65:8</p>	<p>58:21, 94:2  <b>elementary</b> [1] - 8:23  <b>elephant</b> [2] - 17:4, 54:1  <b>eligibility</b> [1] - 93:19  <b>eligible</b> [1] - 14:9  <b>eliminate</b> [1] - 41:9  <b>Elizabeth</b> [1] - 55:23  <b>elsewhere</b> [2] - 7:7, 14:2  <b>EMAIL</b> [1] - 1:23  <b>emergency</b> [1] - 27:14  <b>emphasize</b> [1] - 20:21  <b>employees</b> [5] - 8:22, 10:7, 12:7, 58:10, 58:20  <b>employment</b> [1] - 85:9  <b>empower</b> [1] - 17:22  <b>empted</b> [1] - 25:21  <b>enable</b> [1] - 13:6  <b>enables</b> [1] - 33:8  <b>enabling</b> [1] - 11:16  <b>enacted</b> [2] - 18:16, 70:22  <b>end</b> [12] - 18:12, 22:3, 48:19, 56:3, 60:9, 66:15, 68:16, 68:20, 71:2, 72:14, 77:8, 82:4  <b>end-use</b> [1] - 48:19  <b>ended</b> [3] - 38:4, 70:20, 89:11  <b>ending</b> [1] - 65:22  <b>ends</b> [1] - 19:22  <b>energy</b> [8] - 19:21, 21:12, 25:16, 25:19, 35:2, 35:17, 35:19, 46:4  <b>Energy</b> [1] - 26:1  <b>enforceable</b> [1] - 27:10  <b>enforcement</b> [1] - 27:7  <b>engaged</b> [2] - 24:19, 61:19  <b>engagement</b> [1] - 62:2  <b>engaging</b> [1] - 9:2  <b>engineering</b> [1] - 87:21  <b>engineers</b> [2] - 60:19, 61:1  <b>Engman</b> [1] - 62:7  <b>Enrolled</b> [8] - 8:5, 8:6, 18:3, 18:16, 31:16, 31:17, 39:16, 42:9  <b>enrolled</b> [5] - 30:18, 37:10, 38:8, 41:6, 41:18  <b>enshrined</b> [2] - 21:1, 38:12  <b>enshrining</b> [1] - 38:17</p>	<p><b>ensuring</b> [1] - 34:7  <b>entering</b> [1] - 89:12  <b>enthusiasm</b> [1] - 23:18  <b>entities</b> [5] - 19:6, 34:4, 78:21, 80:2, 96:21  <b>environment</b> [1] - 20:18  <b>Environmental</b> [3] - 1:15, 26:18, 34:10  <b>environmental</b> [33] - 9:4, 12:17, 17:11, 17:12, 17:19, 19:11, 20:10, 23:16, 23:17, 24:16, 26:8, 27:4, 27:11, 27:17, 28:3, 28:5, 28:13, 30:5, 30:21, 30:23, 31:11, 33:14, 33:18, 35:2, 38:20, 40:8, 40:22, 45:3, 51:20, 59:12, 60:19, 61:1, 62:2  <b>EPA</b> [12] - 7:9, 20:11, 21:3, 22:4, 22:5, 22:15, 22:18, 23:7, 39:18, 57:11, 83:3, 83:9  <b>equipment</b> [4] - 58:11, 83:12, 86:19, 86:20  <b>equity</b> [1] - 85:12  <b>especially</b> [2] - 51:5, 80:14  <b>essentially</b> [2] - 65:21, 67:2  <b>et</b> [2] - 44:10, 101:18  <b>evaluated</b> [1] - 95:2  <b>Evans</b> [1] - 62:4  <b>event</b> [3] - 58:7, 58:14, 58:23  <b>events</b> [1] - 25:6  <b>eventually</b> [1] - 75:4  <b>exact</b> [2] - 39:23, 66:7  <b>exactly</b> [3] - 37:18, 67:15, 101:21  <b>example</b> [3] - 25:7, 27:23, 46:23  <b>examples</b> [1] - 52:12  <b>exceed</b> [1] - 71:13  <b>excellent</b> [1] - 15:14  <b>excess</b> [2] - 18:19, 30:5  <b>exchange</b> [1] - 62:22  <b>excited</b> [1] - 11:23, 22:17, 24:7, 29:7, 58:3, 59:15, 61:11, 84:4, 85:20, 89:8, 107:17  <b>excitement</b> [1] - 76:13  <b>exciting</b> [9] - 9:5,</p>	<p>11:10, 14:2, 16:9, 23:9, 23:13, 31:1, 52:16, 54:17  <b>executive</b> [3] - 6:15, 29:8, 36:15  <b>Executive</b> [1] - 6:23  <b>exist</b> [2] - 33:5, 80:20  <b>existed</b> [1] - 26:2  <b>expansion</b> [1] - 87:4  <b>expansive</b> [2] - 27:9, 27:15  <b>expect</b> [1] - 82:7  <b>expected</b> [1] - 67:4  <b>expecting</b> [1] - 87:11  <b>expenses</b> [2] - 68:19, 72:17  <b>experience</b> [4] - 59:13, 61:8, 64:7, 86:3  <b>expert</b> [2] - 36:20, 37:3  <b>expertise</b> [12] - 7:16, 13:21, 19:23, 20:1, 22:13, 23:14, 32:11, 33:10, 33:23, 34:1, 34:2, 80:16  <b>experts</b> [1] - 14:23  <b>expire</b> [1] - 88:7  <b>expired</b> [2] - 100:3, 102:22  <b>expires</b> [1] - 110:15  <b>exploring</b> [1] - 103:15  <b>extend</b> [6] - 82:19, 88:9, 88:10, 90:20, 91:16, 92:8  <b>extending</b> [1] - 87:12  <b>extension</b> [4] - 85:7, 88:18, 91:12, 91:21  <b>extenuating</b> [1] - 91:6  <b>external</b> [1] - 15:17  <b>externally</b> [1] - 24:13  <b>extreme</b> [1] - 51:8  <b>extremely</b> [1] - 19:16  <b>eye</b> [1] - 96:22</p>	<p><b>fail</b> [1] - 51:16  <b>fairgrounds</b> [1] - 61:13  <b>fairly</b> [1] - 26:5  <b>fall</b> [1] - 98:23  <b>familiar</b> [2] - 13:14, 36:6  <b>fantastic</b> [2] - 12:16, 107:16  <b>far</b> [3] - 14:16, 50:16, 66:18  <b>fast</b> [4] - 16:20, 54:13, 76:18, 101:1  <b>fault</b> [1] - 91:4  <b>favor</b> [3] - 5:17, 92:19, 108:19  <b>feature</b> [2] - 4:6, 4:12  <b>February</b> [2] - 11:8, 83:4  <b>federal</b> [20] - 19:3, 20:9, 20:10, 20:19, 23:20, 25:20, 27:10, 27:11, 28:3, 28:4, 30:10, 35:16, 39:20, 40:3, 40:10, 44:23, 56:20, 73:22, 78:6, 78:7  <b>Federal</b> [4] - 19:5, 30:7, 31:2, 31:5  <b>federalism</b> [1] - 28:2  <b>fee</b> [1] - 70:8  <b>feedback</b> [3] - 37:3, 38:5, 39:4  <b>fees</b> [3] - 33:18, 33:19, 33:21  <b>feet</b> [2] - 19:22, 32:20  <b>few</b> [13] - 7:8, 7:21, 8:1, 9:13, 12:18, 12:20, 14:15, 15:22, 30:2, 32:23, 36:2, 41:17, 69:8  <b>field</b> [1] - 56:21  <b>Field</b> [1] - 57:6  <b>figure</b> [2] - 66:7, 88:4  <b>figured</b> [1] - 98:3  <b>file</b> [1] - 52:21  <b>filed</b> [2] - 21:2, 21:9  <b>filled</b> [2] - 62:5, 95:6  <b>final</b> [3] - 8:19, 21:17, 77:6  <b>finalize</b> [3] - 73:18, 82:1, 82:4  <b>finalized</b> [2] - 80:7, 106:10  <b>finally</b> [1] - 63:15  <b>finance</b> [1] - 16:12  <b>financial</b> [3] - 32:5, 64:21  <b>Financial</b> [4] - 14:20, 18:21, 34:2, 34:9</p>
<b>E</b>				
<p><b>e-cycle</b> [2] - 57:19, 58:6  <b>e-cycling</b> [1] - 84:11  <b>e-mail</b> [1] - 4:13  <b>e-mails</b> [1] - 63:6  <b>e-waste</b> [2] - 58:7, 58:19  <b>earliest</b> [1] - 85:19  <b>Earth</b> [5] - 8:13, 8:16, 9:13, 9:23, 51:17  <b>ease</b> [1] - 46:15  <b>easier</b> [2] - 43:18, 46:7  <b>easy</b> [2] - 89:18, 89:19  <b>eat</b> [2] - 17:4, 54:1  <b>economic</b> [5] - 17:20, 35:20, 35:21, 76:20, 77:2  <b>economics</b> [1] - 95:11  <b>eds</b> [1] - 9:21  <b>education</b> [5] - 12:17, 27:5, 35:2, 93:22  <b>effect</b> [1] - 8:9  <b>effort</b> [15] - 3:9, 9:8, 9:12, 18:10, 20:22, 24:14, 27:18, 29:6, 30:16, 30:18, 31:17, 32:4, 33:11, 34:8, 87:22  <b>efforts</b> [14] - 8:1, 14:4, 14:14, 15:11, 18:8, 24:11, 27:5, 29:7, 29:14, 29:23, 30:3, 31:16, 64:13, 86:21  <b>either</b> [1] - 88:10  <b>elected</b> [2] - 38:15, 38:16  <b>electric</b> [1] - 27:4  <b>electronic</b> [1] - 58:11  <b>electronics</b> [2] -</p>	<p>58:21, 94:2  <b>elementary</b> [1] - 8:23  <b>elephant</b> [2] - 17:4, 54:1  <b>eligibility</b> [1] - 93:19  <b>eligible</b> [1] - 14:9  <b>eliminate</b> [1] - 41:9  <b>Elizabeth</b> [1] - 55:23  <b>elsewhere</b> [2] - 7:7, 14:2  <b>EMAIL</b> [1] - 1:23  <b>emergency</b> [1] - 27:14  <b>emphasize</b> [1] - 20:21  <b>employees</b> [5] - 8:22, 10:7, 12:7, 58:10, 58:20  <b>employment</b> [1] - 85:9  <b>empower</b> [1] - 17:22  <b>empted</b> [1] - 25:21  <b>enable</b> [1] - 13:6  <b>enables</b> [1] - 33:8  <b>enabling</b> [1] - 11:16  <b>enacted</b> [2] - 18:16, 70:22  <b>end</b> [12] - 18:12, 22:3, 48:19, 56:3, 60:9, 66:15, 68:16, 68:20, 71:2, 72:14, 77:8, 82:4  <b>end-use</b> [1] - 48:19  <b>ended</b> [3] - 38:4, 70:20, 89:11  <b>ending</b> [1] - 65:22  <b>ends</b> [1] - 19:22  <b>energy</b> [8] - 19:21, 21:12, 25:16, 25:19, 35:2, 35:17, 35:19, 46:4  <b>Energy</b> [1] - 26:1  <b>enforceable</b> [1] - 27:10  <b>enforcement</b> [1] - 27:7  <b>engaged</b> [2] - 24:19, 61:19  <b>engagement</b> [1] - 62:2  <b>engaging</b> [1] - 9:2  <b>engineering</b> [1] - 87:21  <b>engineers</b> [2] - 60:19, 61:1  <b>Engman</b> [1] - 62:7  <b>Enrolled</b> [8] - 8:5, 8:6, 18:3, 18:16, 31:16, 31:17, 39:16, 42:9  <b>enrolled</b> [5] - 30:18, 37:10, 38:8, 41:6, 41:18  <b>enshrined</b> [2] - 21:1, 38:12  <b>enshrining</b> [1] - 38:17</p>	<p><b>ensuring</b> [1] - 34:7  <b>entering</b> [1] - 89:12  <b>enthusiasm</b> [1] - 23:18  <b>entities</b> [5] - 19:6, 34:4, 78:21, 80:2, 96:21  <b>environment</b> [1] - 20:18  <b>Environmental</b> [3] - 1:15, 26:18, 34:10  <b>environmental</b> [33] - 9:4, 12:17, 17:11, 17:12, 17:19, 19:11, 20:10, 23:16, 23:17, 24:16, 26:8, 27:4, 27:11, 27:17, 28:3, 28:5, 28:13, 30:5, 30:21, 30:23, 31:11, 33:14, 33:18, 35:2, 38:20, 40:8, 40:22, 45:3, 51:20, 59:12, 60:19, 61:1, 62:2  <b>EPA</b> [12] - 7:9, 20:11, 21:3, 22:4, 22:5, 22:15, 22:18, 23:7, 39:18, 57:11, 83:3, 83:9  <b>equipment</b> [4] - 58:11, 83:12, 86:19, 86:20  <b>equity</b> [1] - 85:12  <b>especially</b> [2] - 51:5, 80:14  <b>essentially</b> [2] - 65:21, 67:2  <b>et</b> [2] - 44:10, 101:18  <b>evaluated</b> [1] - 95:2  <b>Evans</b> [1] - 62:4  <b>event</b> [3] - 58:7, 58:14, 58:23  <b>events</b> [1] - 25:6  <b>eventually</b> [1] - 75:4  <b>exact</b> [2] - 39:23, 66:7  <b>exactly</b> [3] - 37:18, 67:15, 101:21  <b>example</b> [3] - 25:7, 27:23, 46:23  <b>examples</b> [1] - 52:12  <b>exceed</b> [1] - 71:13  <b>excellent</b> [1] - 15:14  <b>excess</b> [2] - 18:19, 30:5  <b>exchange</b> [1] - 62:22  <b>excited</b> [1] - 11:23, 22:17, 24:7, 29:7, 58:3, 59:15, 61:11, 84:4, 85:20, 89:8, 107:17  <b>excitement</b> [1] - 76:13  <b>exciting</b> [9] - 9:5,</p>	<p>11:10, 14:2, 16:9, 23:9, 23:13, 31:1, 52:16, 54:17  <b>executive</b> [3] - 6:15, 29:8, 36:15  <b>Executive</b> [1] - 6:23  <b>exist</b> [2] - 33:5, 80:20  <b>existed</b> [1] - 26:2  <b>expansion</b> [1] - 87:4  <b>expansive</b> [2] - 27:9, 27:15  <b>expect</b> [1] - 82:7  <b>expected</b> [1] - 67:4  <b>expecting</b> [1] - 87:11  <b>expenses</b> [2] - 68:19, 72:17  <b>experience</b> [4] - 59:13, 61:8, 64:7, 86:3  <b>expert</b> [2] - 36:20, 37:3  <b>expertise</b> [12] - 7:16, 13:21, 19:23, 20:1, 22:13, 23:14, 32:11, 33:10, 33:23, 34:1, 34:2, 80:16  <b>experts</b> [1] - 14:23  <b>expire</b> [1] - 88:7  <b>expired</b> [2] - 100:3, 102:22  <b>expires</b> [1] - 110:15  <b>exploring</b> [1] - 103:15  <b>extend</b> [6] - 82:19, 88:9, 88:10, 90:20, 91:16, 92:8  <b>extending</b> [1] - 87:12  <b>extension</b> [4] - 85:7, 88:18, 91:12, 91:21  <b>extenuating</b> [1] - 91:6  <b>external</b> [1] - 15:17  <b>externally</b> [1] - 24:13  <b>extreme</b> [1] - 51:8  <b>extremely</b> [1] - 19:16  <b>eye</b> [1] - 96:22</p>	<p><b>fail</b> [1] - 51:16  <b>fairgrounds</b> [1] - 61:13  <b>fairly</b> [1] - 26:5  <b>fall</b> [1] - 98:23  <b>familiar</b> [2] - 13:14, 36:6  <b>fantastic</b> [2] - 12:16, 107:16  <b>far</b> [3] - 14:16, 50:16, 66:18  <b>fast</b> [4] - 16:20, 54:13, 76:18, 101:1  <b>fault</b> [1] - 91:4  <b>favor</b> [3] - 5:17, 92:19, 108:19  <b>feature</b> [2] - 4:6, 4:12  <b>February</b> [2] - 11:8, 83:4  <b>federal</b> [20] - 19:3, 20:9, 20:10, 20:19, 23:20, 25:20, 27:10, 27:11, 28:3, 28:4, 30:10, 35:16, 39:20, 40:3, 40:10, 44:23, 56:20, 73:22, 78:6, 78:7  <b>Federal</b> [4] - 19:5, 30:7, 31:2, 31:5  <b>federalism</b> [1] - 28:2  <b>fee</b> [1] - 70:8  <b>feedback</b> [3] - 37:3, 38:5, 39:4  <b>fees</b> [3] - 33:18, 33:19, 33:21  <b>feet</b> [2] - 19:22, 32:20  <b>few</b> [13] - 7:8, 7:21, 8:1, 9:13, 12:18, 12:20, 14:15, 15:22, 30:2, 32:23, 36:2, 41:17, 69:8  <b>field</b> [1] - 56:21  <b>Field</b> [1] - 57:6  <b>figure</b> [2] - 66:7, 88:4  <b>figured</b> [1] - 98:3  <b>file</b> [1] - 52:21  <b>filed</b> [2] - 21:2, 21:9  <b>filled</b> [2] - 62:5, 95:6  <b>final</b> [3] - 8:19, 21:17, 77:6  <b>finalize</b> [3] - 73:18, 82:1, 82:4  <b>finalized</b> [2] - 80:7, 106:10  <b>finally</b> [1] - 63:15  <b>finance</b> [1] - 16:12  <b>financial</b> [3] - 32:5, 64:21  <b>Financial</b> [4] - 14:20, 18:21, 34:2, 34:9</p>
<b>E</b>				
<p><b>e-cycle</b> [2] - 57:19, 58:6  <b>e-cycling</b> [1] - 84:11  <b>e-mail</b> [1] - 4:13  <b>e-mails</b> [1] - 63:6  <b>e-waste</b> [2] - 58:7, 58:19  <b>earliest</b> [1] - 85:19  <b>Earth</b> [5] - 8:13, 8:16, 9:13, 9:23, 51:17  <b>ease</b> [1] - 46:15  <b>easier</b> [2] - 43:18, 46:7  <b>easy</b> [2] - 89:18, 89:19  <b>eat</b> [2] - 17:4, 54:1  <b>economic</b> [5] - 17:20, 35:20, 35:21, 76:20, 77:2  <b>economics</b> [1] - 95:11  <b>eds</b> [1] - 9:21  <b>education</b> [5] - 12:17, 27:5, 35:2, 93:22  <b>effect</b> [1] - 8:9  <b>effort</b> [15] - 3:9, 9:8, 9:12, 18:10, 20:22, 24:14, 27:18, 29:6, 30:16, 30:18, 31:17, 32:4, 33:11, 34:8, 87:22  <b>efforts</b> [14] - 8:1, 14:4, 14:14, 15:11, 18:8, 24:11, 27:5, 29:7, 29:14, 29:23, 30:3, 31:16, 64:13, 86:21  <b>either</b> [1] - 88:10  <b>elected</b> [2] - 38:15, 38:16  <b>electric</b> [1] - 27:4  <b>electronic</b> [1] - 58:11  <b>electronics</b> [2] -</p>	<p>58:21, 94:2  <b>elementary</b> [1] - 8:23  <b>elephant</b> [2] - 17:4, 54:1  <b>eligibility</b> [1] - 93:19  <b>eligible</b> [1] - 14:9  <b>eliminate</b> [1] - 41:9  <b>Elizabeth</b> [1] - 55:23  <b>elsewhere</b> [2] - 7:7, 14:2  <b>EMAIL</b> [1] - 1:23  <b>emergency</b> [1] - 27:14  <b>emphasize</b> [1] - 20:21  <b>employees</b> [5] - 8:22, 10:7, 12:7, 58:10, 58:20  <b>employment</b> [1] - 85:9  <b>empower</b> [1] - 17:22  <b>empted</b> [1] - 25:21  <b>enable</b> [1] - 13:6  <b>enables</b> [1] - 33:8  <b>enabling</b> [1] - 11:16  <b>enacted</b> [2] - 18:16, 70:22  <b>end</b> [12] - 18:12, 22:3, 48:19, 56:3, 60:9, 66:15, 68:16, 68:20, 71:2, 72:14, 77:8, 82:4  <b>end-use</b> [1] - 48:19  <b>ended</b> [3] - 38:4, 70:20, 89:11  <b>ending</b> [1] - 65:22  <b>ends</b> [1] - 19:22  <b>energy</b> [8] - 19:21, 21:12, 25:16, 25:19, 35:2, 35:17, 35:19, 46:4  <b>Energy</b> [1] - 26:1  <b>enforceable</b> [1] - 27:10  <b>enforcement</b> [1] - 27:7  <b>engaged</b> [2] - 24:19, 61:19  <b>engagement</b> [1] - 62:2  <b>engaging</b> [1] - 9:2  <b>engineering</b> [1] - 87:21  <b>engineers</b> [2] - 60:19, 61:1  <b>Engman</b> [1] - 62:7  <b>Enrolled</b> [8] - 8:5, 8:6, 18:3, 18:16, 31:16, 31:17, 39:16, 42:9  <b>enrolled</b> [5] - 30:18, 37:10, 38:8, 41:6, 41:18  <b>enshrined</b> [2] - 21:1, 38:12  <b>enshrining</b> [1] - 38:17</p>	<p><b>ensuring</b> [1] - 34:7  <b>entering</b> [1] - 89:12  <b>enthusiasm</b> [1] - 23:18  <b>entities</b> [5] - 19:6, 34:4, 78:21, 80:2, 96:21  <b>environment</b> [1] - 20:18  <b>Environmental</b> [3] - 1:15, 26:18, 34:10  <b>environmental</b> [33] - 9:4, 12:17, 17:11, 17:12, 17:19, 19:11, 20:10, 23:16, 23:17, 24:16, 26:8, 27:4, 27:11, 27:17, 28:3, 28:5, 28:13, 30:5, 30:21, 30:23, 31:11, 33:14, 33:18, 35:2, 38:20, 40:8, 40:22, 45:3, 51:20, 59:12, 60:19, 61:1, 62:2  <b>EPA</b> [12] - 7:9, 20:11, 21:3, 22:4, 22:5, 22:15, 22:18, 23:7, 39:18, 57:11, 83:3, 83:9  <b>equipment</b> [4] - 58:11, 83:12, 86:19, 86:20  <b>equity</b> [1] - 85:12  <b>especially</b> [2] - 51:5, 80:14  <b>essentially</b> [2] - 65:21, 67:2  <b>et</b> [2] - 44:10, 101:18  <b>evaluated</b> [1] - 95:2  <b>Evans</b> [1] - 62:4  <b>event</b> [3] - 58:7, 58:14, 58:23  <b>events</b> [1] - 25:6  <b>eventually</b> [1] - 75:4  <b>exact</b> [2] - 39:23, 66:7  <b>exactly</b> [3] - 37:18, 67:15, 101:21  <b>example</b> [3] - 25:7, 27:23, 46:23  <b>examples</b> [1] - 52:12  <b>exceed</b> [1] - 71:13  <b>excellent</b> [1] - 15:14  <b>excess</b> [2] - 18:19, 30:5  <b>exchange</b> [1] - 62:22  <b>excited</b> [1] - 11:23, 22:17, 24:7, 29:7, 58:3, 59:15, 61:11, 84:4, 85:20, 89:8, 107:17  <b>excitement</b> [1] - 76:13  <b>exciting</b> [9] - 9:5,</p>	<p>11:10, 14:2, 16:9, 23:9, 23:13, 31:1, 52:16, 54:17  <b>executive</b> [3] - 6:15, 29:8, 36:15  <b>Executive</b> [1] - 6:23  <b>exist</b> [2] - 33:5, 80:20  <b>existed</b> [1] - 26:2  <b>expansion</b> [1] - 87:4  <b>expansive</b> [2] - 27:9, 27:15  <b>expect</b> [1] - 82:7  <b>expected</b> [1] - 67:4  <b>expecting</b> [1] - 87:11  <b>expenses</b> [2] - 68:19, 72:17  <b>experience</b> [4] - 59:1</p>	

**finder** [1] - 101:8  
**fingers** [1] - 107:10  
**finish** [1] - 87:1  
**fire** [3] - 19:23, 32:21, 97:7  
**firm** [1] - 59:11  
**first** [13] - 4:22, 7:12, 15:20, 23:1, 27:23, 34:8, 36:8, 58:7, 62:16, 83:7, 84:4, 94:8  
**fiscal** [11] - 41:17, 50:15, 50:17, 65:21, 65:22, 72:14, 75:8, 86:14, 87:7, 93:11, 93:19  
**fish** [2] - 56:22, 57:1  
**five** [4] - 12:7, 25:12, 41:10, 56:2  
**five-year** [2] - 12:7, 25:12  
**flat** [1] - 69:13  
**flexibility** [3] - 40:21, 47:19, 48:2  
**focus** [4] - 40:21, 43:20, 45:2, 79:12  
**focused** [1] - 26:22  
**folders** [1] - 3:10  
**folks** [26] - 9:10, 10:11, 12:4, 12:9, 12:12, 12:13, 13:11, 13:18, 15:3, 15:7, 16:2, 16:14, 19:22, 23:6, 23:9, 23:12, 24:22, 32:14, 46:16, 47:3, 59:2, 60:16, 61:17, 61:20, 62:3, 63:13  
**follow** [4] - 30:1, 30:6, 73:6, 95:7  
**force** [1] - 14:8  
**foregoing** [1] - 110:5  
**foremost** [1] - 7:12  
**form** [1] - 93:16  
**format** [1] - 56:23  
**format** [1] - 51:22  
**forth** [2] - 38:14, 74:20  
**forthcoming** [1] - 19:9  
**forward** [4] - 10:9, 87:11, 94:14, 97:3  
**foster** [1] - 104:17  
**Foster** [2] - 57:17, 84:10  
**four** [9] - 9:16, 18:17, 19:18, 23:5, 61:7, 63:4, 64:3, 87:20, 91:1  
**fourth** [1] - 19:11  
**frankly** [2] - 27:1, 46:16

**free** [1] - 108:1  
**French** [1] - 67:10  
**frequency** [1] - 47:19  
**fresh** [3] - 13:19, 13:23, 32:13  
**Friday** [3] - 37:14, 38:2, 49:9  
**friend** [1] - 104:15  
**front** [2] - 18:12, 22:3  
**fronts** [1] - 18:14  
**frugal** [1] - 72:20  
**fruit** [1] - 41:3  
**frustrating** [1] - 45:22  
**full** [4] - 6:18, 7:19, 53:4, 84:17  
**full-blown** [1] - 53:4  
**fully** [2] - 88:2, 89:13  
**fund** [17] - 18:19, 66:5, 66:9, 66:17, 67:1, 67:4, 68:17, 69:18, 70:6, 72:10, 74:10, 76:21, 77:18, 78:17, 90:8, 90:12  
**Fund** [1] - 70:5  
**fundamental** [1] - 42:10  
**funded** [2] - 78:20, 86:20  
**funding** [13] - 70:21, 73:20, 74:1, 76:1, 78:6, 79:6, 79:19, 80:1, 80:23, 83:17, 93:18, 103:3, 103:7  
**funds** [8] - 46:4, 67:20, 79:2, 80:21, 82:11, 83:21, 84:8, 87:2  
**future** [4] - 15:10, 23:7, 33:12, 100:9

## G

**gain** [1] - 85:23  
**gap** [1] - 25:9  
**gaps** [1] - 94:13  
**Garner** [1] - 12:21  
**gate** [1] - 99:12  
**general** [2] - 34:23, 50:20  
**General** [2] - 7:5, 36:2  
**General's** [1] - 21:10  
**generating** [1] - 16:5  
**generation** [2] - 9:4, 15:13  
**generators** [1] - 48:14  
**gentlemen** [1] - 54:2  
**geologist** [1] - 58:1  
**given** [1] - 43:15  
**glass** [2] - 86:20, 94:2  
**goal** [10] - 41:10,

42:15, 43:1, 44:14, 44:20, 46:14, 51:23, 79:8, 79:11, 88:19  
**goals** [4] - 42:15, 45:15, 49:9, 93:12  
**Goodnight** [1] - 36:11  
**goose** [1] - 46:19  
**gorgeous** [1] - 90:5  
**Gov** [2] - 29:8, 56:8  
**government** [6] - 13:19, 15:4, 47:14, 48:5, 58:9, 58:23  
**Government** [3] - 9:19, 30:7, 59:2  
**Government's** [1] - 31:2  
**governments** [1] - 16:19  
**Governor** [2] - 32:8, 100:5  
**Governor's** [2] - 100:8, 101:11  
**Grand** [2] - 10:17, 59:16  
**grand** [1] - 57:10  
**grandfathered** [1] - 102:7  
**Grant** [1] - 93:11  
**grant** [19] - 20:12, 27:4, 45:19, 69:15, 73:20, 79:5, 87:13, 87:14, 87:17, 88:7, 88:9, 90:7, 91:1, 95:6, 99:11, 102:19, 105:1, 105:5, 106:16  
**grantees** [4] - 66:10, 86:14, 86:15, 87:8  
**grants** [11] - 28:7, 44:14, 66:3, 68:19, 69:15, 73:2, 75:3, 78:3, 87:2, 105:5, 107:2  
**Gratz** [3] - 2:4, 5:12, 108:10  
**GRATZ** [12] - 5:9, 68:23, 69:2, 74:11, 76:19, 77:10, 91:18, 92:9, 92:11, 104:15, 104:20, 108:8  
**gray** [1] - 89:15  
**Great** [1] - 57:12  
**great** [25] - 3:11, 9:23, 11:1, 11:20, 12:5, 12:13, 13:5, 13:17, 15:2, 15:9, 16:11, 17:19, 34:21, 34:22, 37:21, 52:16, 54:3, 55:9, 59:12, 63:12, 76:5, 81:1, 99:4, 107:1, 107:4

**greater** [1] - 72:17  
**ground** [1] - 107:14  
**groundwork** [1] - 37:5  
**group** [4] - 14:21, 19:15, 41:1, 41:5  
**groups** [1] - 53:10  
**grow** [2] - 14:11, 15:10  
**gubernatorial** [1] - 32:9  
**Guerin** [1] - 2:3  
**GUERIN** [18] - 6:1, 51:2, 51:11, 53:5, 53:9, 53:13, 55:2, 67:18, 69:14, 69:21, 69:23, 70:7, 70:9, 70:13, 71:6, 91:20, 104:4, 108:11  
**Guerrero** [3] - 2:7, 3:16, 12:15  
**GUERRERO** [47] - 3:15, 58:16, 60:6, 77:5, 77:15, 78:12, 78:14, 78:16, 78:20, 79:1, 79:15, 81:18, 84:18, 84:21, 85:1, 85:4, 86:8, 86:11, 86:13, 90:9, 90:12, 90:14, 90:18, 90:23, 91:5, 91:19, 91:23, 92:4, 92:14, 93:7, 94:19, 95:13, 96:3, 96:6, 96:12, 98:16, 99:5, 99:19, 100:1, 100:5, 104:14, 104:23, 105:2, 106:20, 107:3, 107:23, 108:2  
**guess** [5] - 6:14, 48:22, 81:16, 92:21, 96:19  
**guidance** [4] - 29:20, 36:20, 97:14  
**guidelines** [2] - 93:15, 94:23  
**guiding** [1] - 7:16  
**guy** [1] - 35:15  
**guys** [18] - 54:13, 66:13, 66:19, 67:6, 70:20, 74:8, 80:20, 81:1, 85:20, 86:19, 87:15, 88:12, 93:18, 94:7, 97:9, 102:22, 106:2, 107:13

## H

**hail** [1] - 23:5  
**half** [4] - 26:12, 63:5, 69:5, 69:11

**halfish** [1] - 80:6  
**halfway** [1] - 37:20  
**hand** [2] - 4:6, 4:8  
**handful** [1] - 25:14  
**handle** [2] - 53:7, 89:20  
**handled** [1] - 89:7  
**hands** [1] - 96:5  
**hang** [1] - 53:5  
**hang-ups** [1] - 53:5  
**happy** [1] - 45:4  
**hard** [1] - 107:12  
**hat** [3] - 56:4, 56:14, 63:17  
**head** [1] - 57:6  
**headline** [1] - 39:6  
**headlines** [2] - 39:14, 39:22  
**heads** [1] - 101:16  
**heard** [3] - 42:5, 44:1, 100:8  
**hearing** [7] - 5:7, 92:18, 93:1, 99:4, 105:22, 108:6, 108:18  
**held** [1] - 58:14  
**hello** [1] - 55:14  
**help** [16] - 10:2, 10:10, 16:2, 19:6, 23:20, 29:15, 30:19, 32:4, 33:13, 33:15, 60:12, 64:15, 77:12, 78:11, 80:10, 83:21  
**helped** [3] - 13:6, 15:21, 35:18  
**helpful** [2] - 13:11, 50:8  
**helping** [4] - 9:8, 22:2, 23:18, 77:3  
**helps** [1] - 19:15  
**HENRY** [18] - 5:13, 90:6, 90:11, 90:13, 90:16, 90:22, 91:10, 91:14, 91:17, 91:22, 92:12, 98:17, 98:21, 100:20, 101:10, 102:6, 102:20, 104:9  
**Henry** [2] - 2:5, 5:15  
**Herb** [1] - 62:7  
**hereby** [1] - 110:5  
**hiccups** [1] - 81:21  
**high** [5] - 8:18, 16:6, 17:5, 18:2, 76:6  
**high-impact** [1] - 76:6  
**high-priority** [2] - 16:6, 17:5  
**higher** [2] - 14:11, 93:22  
**highly** [1] - 90:1  
**Hilary** [2] - 35:13,

<p>102:16  <b>hired</b> [1] - 62:16  <b>hiring</b> [1] - 99:10  <b>historically</b> [1] - 62:3  <b>history</b> [1] - 52:14  <b>hits</b> [1] - 23:15  <b>hmm</b> [1] - 104:20  <b>hold</b> [2] - 19:22, 96:5  <b>holds</b> [1] - 32:20  <b>home</b> [1] - 104:18  <b>honestly</b> [1] - 98:22  <b>honesty</b> [1] - 89:4  <b>Hoosier</b> [2] - 8:21, 17:18  <b>Hoosiers</b> [1] - 21:20  <b>hopeful</b> [1] - 102:12  <b>hopefully</b> [6] - 9:3, 15:13, 15:18, 23:20, 85:12, 107:8  <b>hoping</b> [3] - 82:20, 96:20, 97:12  <b>house</b> [4] - 25:1, 26:17, 41:18, 42:9  <b>House</b> [3] - 8:6, 31:17, 41:19  <b>housed</b> [1] - 26:7  <b>HR</b> [1] - 85:10  <b>huge</b> [1] - 93:5  <b>hundred</b> [3] - 13:15, 67:14, 76:22  <b>hundreds</b> [1] - 9:9</p>	<p>76:6, 76:14, 76:20, 77:2, 86:22, 95:11, 107:1  <b>impactful</b> [2] - 22:18, 40:22  <b>impacts</b> [1] - 41:17  <b>implement</b> [9] - 8:2, 19:4, 27:19, 31:4, 39:10, 39:19, 40:4, 40:5, 88:5  <b>implementation</b> [3] - 8:9, 87:17, 87:19  <b>implemented</b> [4] - 13:7, 15:16, 21:16, 25:11  <b>implementing</b> [1] - 21:20  <b>important</b> [9] - 7:15, 7:16, 11:7, 16:6, 30:4, 30:18, 44:3, 51:3, 103:4  <b>impression</b> [1] - 69:17  <b>improve</b> [4] - 10:2, 17:18, 31:22, 77:13  <b>improvement</b> [2] - 10:17, 10:20  <b>improving</b> [1] - 20:18  <b>incident</b> [1] - 89:13  <b>incineration</b> [2] - 43:5, 43:8  <b>including</b> [3] - 23:9, 29:22, 93:15  <b>incorporated</b> [1] - 93:14  <b>increase</b> [1] - 82:9  <b>incredibly</b> [2] - 7:15, 9:5  <b>INDIANA</b> [2] - 1:1, 1:21  <b>Indiana</b> [33] - 1:13, 1:14, 1:16, 1:22, 3:5, 9:19, 10:3, 10:15, 10:16, 10:22, 21:11, 23:6, 24:17, 28:6, 36:1, 38:13, 38:17, 39:9, 42:20, 49:12, 56:6, 57:10, 59:16, 63:14, 65:2, 65:7, 68:14, 69:20, 81:10, 86:23, 94:1, 110:4, 110:13  <b>Indianapolis</b> [8] - 1:16, 11:16, 11:19, 35:1, 36:5, 61:12, 62:7, 63:7  <b>indirectly</b> [1] - 67:20  <b>individual</b> [3] - 16:15, 17:9, 17:22  <b>Indy</b> [1] - 98:18  <b>information</b> [14] -</p>	<p>3:10, 3:21, 29:16, 47:10, 47:21, 48:1, 48:10, 49:15, 53:7, 53:20, 53:21, 55:1, 94:17, 95:1  <b>informed</b> [1] - 94:12  <b>infrastructure</b> [2] - 73:21, 79:5  <b>initial</b> [3] - 70:18, 71:11, 74:1  <b>initiatives</b> [1] - 17:5  <b>inside</b> [1] - 12:11  <b>insight</b> [1] - 88:16  <b>inspirational</b> [1] - 54:7  <b>inspiring</b> [1] - 9:3  <b>instability</b> [1] - 26:11  <b>install</b> [1] - 88:1  <b>instance</b> [1] - 40:15  <b>instead</b> [5] - 82:11, 97:15, 97:20, 97:22, 99:14  <b>institutional</b> [2] - 60:13, 61:6  <b>institutions</b> [1] - 93:22  <b>instruction</b> [1] - 65:16  <b>instructions</b> [1] - 96:21  <b>intact</b> [3] - 38:21, 39:10, 39:13  <b>integrate</b> [2] - 16:14, 16:16  <b>integrated</b> [1] - 34:4  <b>intelligence</b> [1] - 16:18  <b>intended</b> [1] - 44:17  <b>intent</b> [1] - 42:19  <b>interact</b> [1] - 37:8  <b>interest</b> [7] - 61:21, 63:2, 63:3, 79:21, 79:23, 80:3, 84:2  <b>interested</b> [3] - 49:2, 79:23, 101:4  <b>interesting</b> [5] - 24:2, 51:13, 76:2, 89:3, 91:8  <b>Intergovernmental</b> [1] - 7:1  <b>interim</b> [1] - 37:13  <b>internally</b> [5] - 7:23, 13:12, 15:16, 24:13, 65:19  <b>interpretive</b> [1] - 29:16  <b>interview</b> [1] - 4:15  <b>investments</b> [3] - 11:9, 11:12, 11:17  <b>involved</b> [4] - 10:19, 30:2, 42:1, 42:8  <b>issue</b> [2] - 40:12, 53:11  <b>issues</b> [8] - 4:4, 6:10,</p>	<p>22:12, 27:16, 52:10, 87:12, 87:16, 99:4  <b>it'd</b> [2] - 66:15, 99:9  <b>Item</b> [1] - 84:23  <b>item</b> [7] - 6:12, 55:13, 65:9, 73:11, 86:7, 93:9, 106:14  <b>items</b> [5] - 8:17, 16:7, 46:5, 62:1, 108:4  <b>itself</b> [3] - 17:8, 17:21, 82:12</p>	<p><b>kind</b> [44] - 8:1, 9:12, 10:10, 14:16, 17:3, 19:2, 22:18, 29:12, 33:15, 36:9, 37:4, 37:7, 41:22, 42:22, 43:3, 43:12, 44:20, 46:11, 46:14, 47:22, 49:7, 59:11, 59:20, 62:19, 63:17, 63:22, 64:19, 67:12, 67:20, 70:1, 78:16, 79:2, 82:3, 87:3, 93:5, 93:9, 93:11, 94:9, 96:13, 96:17, 97:16, 104:5, 104:7, 107:21  <b>knowledge</b> [5] - 59:13, 60:14, 61:6, 61:8, 85:23  <b>kudos</b> [1] - 59:1</p>
<b>I</b>		<b>J</b>		<b>L</b>
<p><b>IC</b> [1] - 68:5  <b>idea</b> [1] - 79:18  <b>ideal</b> [1] - 99:9  <b>IDEM</b> [42] - 2:6, 6:20, 7:2, 7:11, 7:17, 7:21, 8:11, 8:22, 9:10, 10:1, 10:5, 12:4, 12:11, 14:5, 14:12, 15:19, 17:14, 19:16, 20:5, 20:8, 21:3, 21:20, 23:1, 26:7, 27:3, 28:16, 36:21, 40:12, 40:13, 40:20, 41:12, 45:2, 45:20, 46:17, 49:19, 51:19, 52:10, 52:13, 56:1, 59:6, 80:19, 81:4  <b>IDEM's</b> [2] - 3:17, 4:17  <b>IDOA</b> [1] - 82:14  <b>IGA</b> [1] - 50:9  <b>images</b> [1] - 52:16  <b>immediate</b> [1] - 76:15  <b>immediately</b> [1] - 105:10  <b>impact</b> [11] - 27:1, 50:15, 50:17, 75:20,</p>	<p><b>laboratories</b> [1] - 9:17  <b>lagoons</b> [1] - 41:3  <b>lake</b> [1] - 59:17  <b>Lake</b> [2] - 61:15, 61:18  <b>Lakes</b> [1] - 57:12  <b>land</b> [5] - 9:1, 10:3, 16:12, 29:13, 58:1  <b>landfill</b> [2] - 89:4, 89:8  <b>landfills</b> [1] - 43:2  <b>lane</b> [1] - 89:15  <b>language</b> [1] - 65:9  <b>large</b> [2] - 57:11, 59:11  <b>larger</b> [4] - 14:21, 19:14, 22:5, 66:16  <b>largest</b> [1] - 58:22  <b>last</b> [23] - 7:7, 10:14, 11:7, 11:8, 11:14, 12:6, 13:7, 13:15, 21:2, 22:17, 23:4, 24:5, 24:13, 30:14, 31:7, 35:5, 52:17, 63:4, 64:1, 69:8, 69:16, 82:13, 93:13  <b>late</b> [2] - 6:7, 12:6  <b>latest</b> [1] - 16:21  <b>Laughter</b> [9] - 6:11, 54:11, 59:22, 74:18, 98:11, 98:19, 102:23, 103:20, 104:6  <b>laughter</b> [1] - 55:5  <b>launch</b> [1] - 84:7  <b>law</b> [9] - 19:3, 20:10, 21:1, 25:20, 27:10, 30:10, 59:10, 82:13  <b>laws</b> [2] - 28:3, 28:5  <b>lay</b> [1] - 10:10</p>	<p><b>jam</b> [1] - 3:8  <b>January</b> [5] - 4:23, 56:3, 57:21, 64:20, 97:10  <b>Jennifer</b> [1] - 83:18  <b>job</b> [9] - 11:8, 12:16, 45:14, 50:18, 54:3, 54:9, 63:12, 77:6, 103:22  <b>jobs</b> [7] - 16:15, 17:12, 17:22, 55:21, 76:22, 77:3, 77:14  <b>join</b> [1] - 63:8  <b>joined</b> [5] - 4:11, 13:20, 34:20, 57:18, 63:5  <b>joining</b> [1] - 3:15  <b>joked</b> [1] - 24:4  <b>joking</b> [1] - 24:4  <b>josh</b> [1] - 12:19  <b>Josh</b> [12] - 6:22, 8:4, 18:3, 23:23, 31:19, 34:19, 35:4, 35:10, 45:7, 47:2, 100:7  <b>Joshua</b> [1] - 6:15  <b>Jr</b> [3] - 1:12, 110:2, 110:11  <b>Julie</b> [1] - 63:20  <b>July</b> [5] - 8:10, 10:5, 97:21, 106:3, 106:4  <b>jumped</b> [1] - 60:9  <b>June</b> [3] - 82:20, 97:16, 97:20  <b>jurisdictional</b> [1] - 45:17</p>	<p><b>jams</b> [1] - 3:8  <b>January</b> [5] - 4:23, 56:3, 57:21, 64:20, 97:10  <b>Jennifer</b> [1] - 83:18  <b>job</b> [9] - 11:8, 12:16, 45:14, 50:18, 54:3, 54:9, 63:12, 77:6, 103:22  <b>jobs</b> [7] - 16:15, 17:12, 17:22, 55:21, 76:22, 77:3, 77:14  <b>join</b> [1] - 63:8  <b>joined</b> [5] - 4:11, 13:20, 34:20, 57:18, 63:5  <b>joining</b> [1] - 3:15  <b>joked</b> [1] - 24:4  <b>joking</b> [1] - 24:4  <b>josh</b> [1] - 12:19  <b>Josh</b> [12] - 6:22, 8:4, 18:3, 23:23, 31:19, 34:19, 35:4, 35:10, 45:7, 47:2, 100:7  <b>Joshua</b> [1] - 6:15  <b>Jr</b> [3] - 1:12, 110:2, 110:11  <b>Julie</b> [1] - 63:20  <b>July</b> [5] - 8:10, 10:5, 97:21, 106:3, 106:4  <b>jumped</b> [1] - 60:9  <b>June</b> [3] - 82:20, 97:16, 97:20  <b>jurisdictional</b> [1] - 45:17</p>	<p><b>laboratories</b> [1] - 9:17  <b>lagoons</b> [1] - 41:3  <b>lake</b> [1] - 59:17  <b>Lake</b> [2] - 61:15, 61:18  <b>Lakes</b> [1] - 57:12  <b>land</b> [5] - 9:1, 10:3, 16:12, 29:13, 58:1  <b>landfill</b> [2] - 89:4, 89:8  <b>landfills</b> [1] - 43:2  <b>lane</b> [1] - 89:15  <b>language</b> [1] - 65:9  <b>large</b> [2] - 57:11, 59:11  <b>larger</b> [4] - 14:21, 19:14, 22:5, 66:16  <b>largest</b> [1] - 58:22  <b>last</b> [23] - 7:7, 10:14, 11:7, 11:8, 11:14, 12:6, 13:7, 13:15, 21:2, 22:17, 23:4, 24:5, 24:13, 30:14, 31:7, 35:5, 52:17, 63:4, 64:1, 69:8, 69:16, 82:13, 93:13  <b>late</b> [2] - 6:7, 12:6  <b>latest</b> [1] - 16:21  <b>Laughter</b> [9] - 6:11, 54:11, 59:22, 74:18, 98:11, 98:19, 102:23, 103:20, 104:6  <b>laughter</b> [1] - 55:5  <b>launch</b> [1] - 84:7  <b>law</b> [9] - 19:3, 20:10, 21:1, 25:20, 27:10, 30:10, 59:10, 82:13  <b>laws</b> [2] - 28:3, 28:5  <b>lay</b> [1] - 10:10</p>
<b>I</b>		<b>K</b>		
			<p><b>keep</b> [5] - 15:9, 43:1, 74:16, 105:8, 107:9  <b>keeping</b> [1] - 20:16  <b>Kelly</b> [4] - 2:3, 6:5, 91:15, 98:10  <b>kept</b> [1] - 89:7  <b>key</b> [2] - 15:21, 35:5  <b>kick</b> [2] - 23:23, 34:18</p>	

**laying** [1] - 58:11  
**layman's** [1] - 49:8  
**lays** [1] - 104:8  
**lead** [1] - 8:1  
**leaders** [6] - 9:4,  
 14:12, 14:22, 15:2,  
 15:10, 16:11  
**leadership** [2] - 14:18,  
 52:15  
**leading** [2] - 4:19,  
 83:19  
**Leas** [1] - 2:8  
**LEAS** [3] - 48:11,  
 48:14, 48:17  
**least** [9] - 17:5, 18:13,  
 31:12, 57:13, 74:3,  
 75:18, 79:19, 83:10,  
 99:10  
**leave** [1] - 73:17  
**led** [1] - 38:7  
**left** [3] - 13:22, 62:5,  
 76:17  
**Legacy** [1] - 57:12  
**legal** [11] - 16:12,  
 38:2, 44:15, 45:1,  
 66:8, 66:16, 67:9,  
 81:22, 90:12, 92:6,  
 92:13  
**legislation** [6] - 24:10,  
 38:17, 50:14, 70:18,  
 70:22, 71:9  
**Legislative** [3] - 7:1,  
 36:11, 50:10  
**legislative** [12] - 7:3,  
 8:3, 18:5, 24:3,  
 31:19, 35:6, 36:9,  
 37:20, 40:5, 42:19,  
 64:4, 100:17  
**legislatively** [4] - 7:5,  
 18:9, 33:22, 51:12  
**legislator** [1] - 36:23  
**legislators** [3] - 36:14,  
 42:23, 67:21  
**legislature** [10] -  
 24:19, 28:18, 30:17,  
 31:13, 33:4, 36:13,  
 37:6, 41:11, 42:16,  
 52:23  
**lens** [1] - 81:3  
**lessons** [1] - 8:23  
**letter** [1] - 79:23  
**letters** [2] - 23:10,  
 80:2  
**level** [7] - 18:3, 39:20,  
 40:3, 56:20, 76:15,  
 79:11, 80:18  
**levels** [2] - 22:14,  
 93:17  
**leverage** [2] - 33:9,  
 34:5

**liability** [1] - 18:19  
**Liaison** [1] - 36:11  
**life** [1] - 36:3  
**lifetime** [1] - 10:6  
**lightly** [1] - 33:7  
**Lindy** [4] - 1:12, 47:5,  
 110:2, 110:11  
**line** [6] - 3:14, 32:3,  
 38:23, 57:18, 67:10,  
 97:19  
**list** [2] - 41:2, 87:12  
**listed** [3] - 95:3, 95:13,  
 95:15  
**listen** [1] - 62:19  
**listening** [1] - 76:15  
**listing** [1] - 99:23  
**litigation** [2] - 28:7,  
 44:16  
**LLC** [1] - 1:21  
**lobby** [1] - 36:16  
**lobbying** [1] - 36:13  
**local** [13] - 35:21,  
 48:5, 57:7, 57:15,  
 62:13, 74:9, 78:21,  
 78:22, 80:4, 80:8,  
 80:9, 80:18, 95:11  
**localize** [1] - 74:5  
**localized** [1] - 84:1  
**locally** [1] - 84:2  
**located** [1] - 93:23  
**location** [2] - 83:17,  
 88:5  
**long-term** [1] - 15:22  
**longtime** [1] - 56:1  
**longwinded** [1] - 47:4  
**look** [25] - 8:8, 10:8,  
 10:9, 14:4, 29:21,  
 33:9, 33:12, 35:19,  
 42:20, 43:17, 46:19,  
 49:13, 52:9, 52:19,  
 67:15, 69:6, 76:19,  
 81:14, 94:20, 95:5,  
 95:9, 95:20, 96:13,  
 96:19, 106:21  
**looked** [5] - 18:17,  
 25:2, 28:20, 38:9,  
 38:23  
**looking** [15] - 7:22,  
 19:3, 26:15, 27:14,  
 29:10, 32:22, 53:17,  
 58:13, 58:21, 65:17,  
 79:13, 93:6, 96:17,  
 99:22, 104:18  
**looks** [2] - 100:2,  
 103:21  
**lose** [2] - 14:7, 61:9  
**loss** [2] - 60:15, 61:5  
**lost** [2] - 7:15, 31:3  
**love** [4] - 22:3, 33:12,  
 50:2, 52:18

**LSA** [1] - 50:7  
**lucky** [1] - 37:19  
**Lugar** [1] - 12:23  
**lugging** [1] - 35:15

## M

**machine** [1] - 88:20  
**mail** [1] - 4:13  
**mails** [1] - 63:6  
**main** [2] - 52:9, 97:11  
**maintained** [1] - 93:17  
**major** [2] - 21:8, 89:15  
**majority** [3] - 9:18,  
 10:7, 31:4  
**Malorie** [2] - 10:15,  
 59:5  
**manage** [2] - 79:12,  
 88:1  
**managed** [1] - 60:10  
**management** [17] -  
 11:15, 47:15, 51:14,  
 73:12, 73:19, 74:4,  
 74:6, 79:12, 79:20,  
 80:17, 81:20, 82:8,  
 83:22, 86:3, 86:16,  
 93:21, 106:10  
**Management** [1] -  
 1:15  
**Manager** [2] - 57:19,  
 84:11  
**manager** [3] - 85:7,  
 89:4, 97:4  
**managers** [3] - 14:21,  
 17:11, 17:12  
**manifests** [2] - 17:8,  
 17:21  
**manure** [1] - 41:3  
**marina** [1] - 61:23  
**market** [7] - 3:6, 11:3,  
 27:3, 32:18, 45:19,  
 66:3  
**MARKET** [1] - 1:1  
**Market** [4] - 1:11, 7:14,  
 18:18, 85:6  
**markets** [1] - 48:19  
**matches** [2] - 27:20,  
 47:22  
**material** [2] - 89:6,  
 89:20  
**materials** [9] - 51:14,  
 73:12, 73:18, 79:12,  
 81:20, 82:8, 84:12,  
 94:1, 106:10  
**Matt** [1] - 2:4  
**matter** [5] - 1:10,  
 14:23, 44:6, 100:23,  
 110:7  
**matters** [1] - 30:23  
**maximum** [3] - 22:14,

88:8, 90:23  
**mayors** [2] - 62:11,  
 62:19  
**mean** [17] - 49:18,  
 61:6, 68:3, 68:5,  
 70:3, 74:19, 74:20,  
 76:4, 76:15, 76:18,  
 77:23, 90:23, 91:3,  
 94:21, 98:8, 99:8,  
 106:9  
**meant** [1] - 78:16  
**Medellin** [2] - 10:16,  
 59:5  
**media** [2] - 4:11, 39:2  
**meet** [7] - 15:3, 16:2,  
 35:15, 53:1, 62:10,  
 85:20, 102:14  
**MEETING** [1] - 1:5  
**meeting** [18] - 3:5,  
 3:23, 4:16, 4:18,  
 4:20, 5:1, 7:8, 36:22,  
 57:21, 62:18, 64:5,  
 64:20, 93:14, 94:6,  
 106:3, 106:5, 106:6,  
 107:7  
**meetings** [1] - 106:4  
**meetings** [2] - 63:1,  
 99:2  
**MEMBERS** [1] - 2:2  
**members** [9] - 4:11,  
 5:18, 23:4, 47:8,  
 92:20, 99:23, 102:2,  
 108:4, 108:20  
**mention** [5] - 13:11,  
 33:11, 51:17, 57:21,  
 59:4  
**mentioned** [7] - 12:19,  
 34:19, 55:19, 60:21,  
 63:15, 65:15, 78:3  
**met** [3] - 63:23, 64:3  
**methodology** [1] -  
 95:18  
**Meyer** [3] - 1:12,  
 110:2, 110:11  
**Michael** [3] - 67:9,  
 92:2, 93:8  
**Michigan** [3] - 59:17,  
 61:15, 61:18  
**microphones** [1] -  
 3:19  
**middle** [1] - 8:23  
**might** [8] - 4:12, 34:5,  
 36:12, 46:21, 50:8,  
 53:17, 77:11, 94:11  
**milestones** [2] - 11:7,  
 12:7  
**million** [16] - 44:13,  
 66:2, 66:8, 66:19,  
 68:19, 69:5, 69:11,  
 71:14, 73:1, 75:2,

75:14, 76:1, 76:10,  
 76:11, 77:1, 77:2  
**mind** [3] - 45:8, 103:5,  
 105:8  
**minds** [1] - 42:22  
**mindset** [1] - 38:12  
**minimum** [1] - 29:21  
**Minnesota** [1] - 57:3  
**minute** [2] - 95:10,  
 103:9  
**minutes** [2] - 64:2,  
 64:3  
**misinformation** [1] -  
 39:1  
**missed** [1] - 12:2  
**mission** [1] - 17:17  
**Missy** [1] - 63:10  
**mix** [1] - 101:7  
**mixed** [1] - 94:2  
**MMP** [7] - 78:17,  
 78:22, 80:7, 82:6,  
 83:1, 84:3, 84:6  
**MMP's** [2] - 83:23,  
 84:1  
**modern** [3] - 30:20,  
 30:21, 31:12  
**modernize** [1] - 24:15  
**modifications** [1] - 5:5  
**moment** [1] - 3:20  
**money** [20] - 51:18,  
 57:5, 57:14, 66:11,  
 66:14, 67:23, 69:2,  
 69:17, 70:11, 71:10,  
 72:9, 73:22, 74:10,  
 74:23, 75:4, 77:12,  
 78:7, 80:12, 90:6  
**money's** [1] - 74:11  
**moneys** [1] - 78:11  
**monitoring** [1] - 27:8  
**month** [3] - 22:18,  
 63:5, 100:23  
**months** [5] - 34:9,  
 34:20, 38:3, 87:20,  
 92:5  
**morning** [8] - 3:8, 6:4,  
 6:6, 22:1, 35:9,  
 54:15, 55:15, 55:16  
**most** [14] - 8:10, 20:6,  
 20:17, 25:4, 27:10,  
 28:13, 30:20, 30:21,  
 31:7, 37:10, 40:21,  
 40:23, 45:2, 64:17  
**mostly** [4] - 27:17,  
 35:18, 62:19, 96:15  
**motion** [11] - 5:8, 5:9,  
 5:11, 5:21, 67:12,  
 91:15, 92:7, 93:2,  
 108:7, 108:8, 108:23  
**move** [4] - 16:20,  
 48:18, 91:16

**moved** [2] - 12:22, 55:19  
**moving** [6] - 41:19, 54:13, 76:16, 82:19, 87:11, 97:2  
**MR** [116] - 5:9, 6:1, 35:9, 45:9, 45:11, 47:11, 48:11, 48:14, 48:17, 49:4, 49:20, 50:4, 50:9, 50:12, 51:2, 51:11, 53:5, 53:8, 53:9, 53:12, 53:13, 53:18, 54:4, 54:16, 54:22, 55:2, 55:4, 55:7, 55:10, 55:16, 58:17, 59:23, 60:7, 67:18, 68:3, 68:23, 69:1, 69:2, 69:4, 69:9, 69:12, 69:14, 69:21, 69:23, 70:2, 70:7, 70:8, 70:9, 70:13, 70:17, 71:3, 71:6, 71:8, 71:13, 71:17, 71:19, 71:21, 72:2, 72:4, 72:11, 72:16, 72:20, 73:3, 74:11, 74:14, 74:19, 75:6, 75:10, 75:13, 75:17, 75:22, 76:19, 77:10, 77:21, 78:7, 78:9, 78:13, 78:19, 79:4, 79:10, 79:16, 80:14, 81:12, 91:18, 91:20, 92:3, 92:9, 92:11, 99:7, 99:14, 100:10, 101:5, 101:7, 101:9, 101:12, 102:3, 102:12, 102:21, 103:1, 103:10, 103:13, 103:16, 103:21, 104:4, 104:15, 104:20, 106:1, 106:7, 106:9, 106:13, 106:18, 106:21, 107:8, 107:15, 108:8, 108:11

**MRF** [1] - 11:15

**MS** [151] - 3:12, 3:15, 5:13, 6:6, 6:10, 47:9, 47:12, 48:4, 48:7, 48:13, 48:16, 48:21, 49:18, 49:22, 50:1, 50:11, 50:21, 52:5, 53:23, 55:6, 58:16, 60:6, 69:19, 69:22, 70:12, 71:1, 71:5, 71:7, 71:12, 71:15, 71:18, 71:20, 71:22,

72:3, 72:6, 72:15, 72:19, 72:21, 72:22, 75:5, 75:8, 75:11, 75:14, 75:18, 75:23, 76:8, 77:5, 77:15, 77:16, 77:19, 77:20, 77:22, 78:8, 78:10, 78:12, 78:14, 78:15, 78:16, 78:20, 78:23, 79:1, 79:9, 79:15, 80:13, 81:18, 84:18, 84:21, 85:1, 85:4, 86:8, 86:11, 86:13, 90:6, 90:9, 90:11, 90:12, 90:13, 90:14, 90:16, 90:18, 90:19, 90:22, 90:23, 91:3, 91:5, 91:6, 91:10, 91:11, 91:13, 91:14, 91:16, 91:17, 91:19, 91:22, 91:23, 92:4, 92:12, 92:14, 93:7, 94:16, 94:19, 94:20, 95:13, 95:14, 96:3, 96:4, 96:6, 96:7, 96:9, 96:12, 98:2, 98:9, 98:14, 98:16, 98:17, 98:20, 98:21, 99:5, 99:13, 99:19, 100:1, 100:5, 100:20, 101:6, 101:8, 101:10, 102:6, 102:20, 103:6, 103:18, 103:23, 104:7, 104:9, 104:11, 104:13, 104:14, 104:17, 104:19, 104:23, 105:2, 105:13, 106:12, 106:15, 106:20, 106:23, 107:3, 107:4, 107:23, 108:2, 108:13, 108:14

**multiple** [2] - 24:20, 25:13

**municipal** [1] - 62:11

**municipalities** [2] - 83:22, 93:20

**must** [1] - 95:1

**muted** [1] - 3:19

## N

**name** [4] - 3:21, 23:10, 35:10, 85:3

**nation** [1] - 79:6

**national** [2] - 21:8, 22:23

**nationally** [1] - 79:8

**Natural** [1] - 13:3

**natural** [5] - 21:12, 55:20, 56:5, 56:10, 101:13

**navigating** [1] - 82:14

**near** [2] - 21:22, 21:23

**necessarily** [8] - 29:2, 31:10, 36:17, 41:2, 49:21, 66:14, 80:19, 80:22

**necessary** [1] - 27:15

**need** [21] - 4:10, 15:2, 20:13, 27:16, 29:21, 72:13, 76:9, 77:12, 78:10, 81:13, 84:13, 87:8, 92:1, 92:5, 92:9, 94:4, 95:10, 103:12, 105:4, 105:15, 105:20

**needed** [1] - 25:11

**needs** [3] - 33:5, 83:11, 105:9

**neglected** [1] - 57:20

**neighborhood** [1] - 62:13

**nervous** [1] - 102:18

**networks** [1] - 81:9

**neutral** [1] - 32:2

**never** [3] - 19:1, 28:19, 104:9

**new** [29] - 6:23, 7:2, 10:15, 12:12, 12:18, 12:22, 13:2, 13:13, 13:16, 13:18, 16:16, 27:22, 34:21, 40:2, 51:22, 54:22, 59:5, 63:4, 63:6, 70:1, 85:18, 97:5, 97:10, 98:4, 105:18, 107:6, 107:18, 107:20

**news** [4] - 11:1, 38:22, 42:6, 85:13

**next** [22] - 6:12, 9:3, 11:20, 14:12, 15:13, 15:22, 15:23, 29:14, 55:13, 65:18, 65:20, 70:15, 72:23, 73:11, 80:5, 81:14, 81:16, 94:14, 97:3, 103:19, 107:7

**nice** [7] - 3:10, 3:12, 37:22, 52:6, 86:18, 96:16, 104:14

**nicer** [1] - 96:19

**Niemeyer** [1] - 26:19

**nobody** [1] - 28:17

**nonbudget** [1] - 24:9

**nondiscretionary** [2] - 28:10, 30:9

**none** [6] - 5:7, 92:18, 93:1, 105:23, 108:6, 108:18

**None** [1] - 2:11

**nonprofit** [2] - 35:18, 93:21

**nonrule** [2] - 19:13, 29:15

**nonstatutory** [1] - 22:6

**North** [2] - 1:15, 9:19

**northwest** [2] - 10:15, 59:16

**Northwest** [6] - 10:16, 10:21, 57:10, 59:5, 61:14, 62:4

**nose** [1] - 89:11

**Notary** [3] - 1:13, 110:3, 110:12

**note** [4] - 8:17, 18:1, 37:21, 44:3

**noted** [1] - 94:22

**notes** [1] - 49:1

**nothing** [4] - 37:22, 44:7, 47:16, 105:17

**notice** [1] - 83:3

**noticed** [1] - 99:22

**notification** [1] - 19:13

**November** [1] - 62:5

**NP0690003** [1] - 110:16

**nuance** [1] - 37:3

**nuclear** [2] - 25:16, 25:19

**number** [5] - 12:6, 22:5, 25:3, 26:20, 107:21

**number's** [1] - 14:10

**numbers** [3] - 8:19, 34:16, 48:20

**Nunnery** [1] - 63:19

## O

**O'Bannon** [1] - 56:8

**o'clock** [4] - 1:17, 3:1, 3:4, 109:3

**obligations** [1] - 19:7

**observe** [1] - 24:3

**obtain** [1] - 87:23

**obviously** [16] - 9:17, 11:2, 11:23, 12:11, 25:12, 39:18, 47:1, 47:4, 54:13, 76:7, 76:15, 80:15, 98:5, 100:17, 105:17, 107:11

**occasionally** [1] - 12:2

**occasions** [1] - 40:2

**October** [1] - 97:22

**OF** [2] - 1:21, 2:6

**offer** [1] - 88:13

**offered** [1] - 85:7

**office** [17] - 9:15, 9:19, 10:15, 13:1, 16:13, 38:16, 46:4, 52:15, 57:3, 58:1, 59:6, 59:14, 60:15, 60:22, 61:14, 61:22, 62:8

**Office** [10] - 3:17, 9:7, 9:20, 21:10, 56:21, 57:6, 62:4, 63:11, 100:8, 101:11

**officer** [1] - 64:21

**officers** [1] - 14:20

**offices** [4] - 9:16, 10:12, 16:15, 36:15

**official** [1] - 55:6

**officials** [1] - 38:15

**often** [2] - 21:9, 30:15

**old** [4] - 10:5, 25:23, 58:11, 89:4

**ombudsman** [1] - 64:10

**omnibus** [1] - 37:11

**ON** [1] - 2:6

**on-line** [4] - 3:14, 38:23, 57:18, 67:10

**onboarded** [1] - 13:13

**once** [5] - 17:4, 43:17, 43:19, 56:1, 66:13

**one** [52] - 6:21, 8:19, 9:5, 9:14, 9:22, 10:10, 14:3, 18:8, 20:3, 20:22, 24:11, 30:4, 33:1, 33:11, 36:23, 37:1, 37:11, 41:21, 42:3, 42:23, 45:8, 45:15, 45:18, 46:14, 49:5, 49:8, 51:16, 52:23, 53:5, 53:14, 54:1, 56:5, 58:8, 62:4, 63:7, 63:16, 65:4, 73:13, 73:14, 74:17, 74:21, 77:11, 78:2, 84:4, 87:17, 93:4, 94:18, 95:6, 103:19, 104:10, 104:11

**one's** [1] - 22:19

**one-pagers** [1] - 49:5

**ones** [2] - 16:9, 38:16

**onramp** [1] - 37:22

**op** [1] - 9:21

**op-eds** [1] - 9:21

**open** [2] - 89:14, 97:15

**opening** [1] - 97:15

**operate** [1] - 32:2

**operated** [1] - 18:20

**operating** [1] - 93:23  
**operations** [1] - 16:12  
**opinion** [3] - 10:10, 73:16, 89:21  
**opportunities** [10] - 12:23, 16:17, 16:18, 29:10, 30:11, 33:9, 35:20, 46:21, 79:18, 81:10  
**opportunity** [4] - 5:2, 6:22, 86:18, 97:5  
**opposed** [4] - 5:19, 38:13, 92:22, 108:21  
**opposite** [1] - 34:12  
**opposite's** [1] - 40:1  
**OPS** [1] - 65:19  
**order** [3] - 3:6, 4:22, 84:7  
**orders** [1] - 29:8  
**ordinances** [1] - 35:21  
**organic** [2] - 88:21, 89:1  
**organics** [1] - 94:2  
**organizations** [1] - 93:21  
**original** [1] - 82:5  
**originally** [4] - 41:5, 42:21, 51:7, 87:18  
**osmosis** [1] - 103:23  
**otherwise** [1] - 15:15  
**out-of-date** [1] - 89:5  
**outcomes** [2] - 40:22, 45:3  
**outdated** [2] - 25:15, 25:17  
**outline** [1] - 15:21  
**outlined** [1] - 95:1  
**outlining** [1] - 10:16  
**outreach** [1] - 64:13  
**overall** [2] - 8:11, 31:22  
**overly** [1] - 43:14  
**overriding** [1] - 46:14  
**oversee** [2] - 33:15, 40:8  
**overseeing** [1] - 13:2  
**overseen** [2] - 26:7, 32:18  
**oversees** [2] - 19:12, 30:17  
**overtaken** [2] - 16:22, 25:6  
**overview** [2] - 54:7, 93:11  
**own** [3] - 78:22, 83:23, 91:4

## P

**pace** [1] - 54:14

**pack** [2] - 88:22  
**package** [1] - 96:14  
**packaged** [1] - 88:20  
**packet** [1] - 99:22  
**packing** [1] - 88:2  
**page** [3] - 52:9, 52:22, 96:16  
**pagers** [3] - 49:5, 49:6  
**pages** [3] - 29:19, 38:6, 52:3  
**paid** [1] - 15:6  
**Pam** [8] - 9:6, 13:20, 49:17, 54:23, 58:5, 58:15, 73:12, 86:9  
**Pam's** [2] - 51:15, 57:19  
**Pamela** [8] - 2:7, 3:14, 3:16, 4:21, 12:15, 81:16, 99:18, 107:10  
**panel** [6] - 18:23, 19:4, 34:3, 63:16, 63:22, 63:23  
**panels** [1] - 64:8  
**paper** [1] - 55:3  
**paperwork** [1] - 20:16  
**parallel** [1] - 31:17  
**part** [10] - 9:15, 20:6, 22:8, 42:14, 43:6, 43:8, 45:23, 51:23, 77:6, 96:1  
**participants** [2] - 3:23, 4:1  
**participated** [1] - 37:15  
**particular** [1] - 59:14  
**parties** [1] - 28:16  
**partnering** [1] - 57:11  
**partners** [2] - 43:5, 62:11  
**parts** [1] - 10:13  
**Parvonay** [1] - 100:11  
**pass** [5] - 38:16, 74:1, 74:3, 79:19, 101:3  
**pass-through** [1] - 79:19  
**pass-throughs** [2] - 74:1, 74:3  
**passed** [2] - 33:22, 70:19  
**passionate** [1] - 15:8  
**past** [7] - 12:22, 19:1, 35:12, 35:14, 38:23, 77:9, 84:22  
**pat** [1] - 59:19  
**pause** [1] - 34:18  
**penalties** [1] - 27:14  
**people** [14] - 13:15, 14:7, 14:21, 15:9, 17:10, 20:4, 22:10, 24:6, 32:3, 36:12,

52:2, 53:1, 80:8, 95:8  
**people's** [2] - 96:5, 98:7  
**percent** [7] - 20:6, 42:16, 42:18, 51:6, 67:14, 79:7, 83:10  
**period** [1] - 92:8  
**periodically** [1] - 41:12  
**permanent** [1] - 82:13  
**permit** [7] - 29:20, 33:21, 39:7, 39:9, 88:1, 88:3, 89:19  
**permits** [6] - 25:12, 25:19, 27:13, 40:9, 40:12  
**permitting** [4] - 25:8, 25:16, 25:18, 27:6  
**person** [12] - 49:13, 56:11, 56:15, 85:8, 85:18, 85:20, 86:1, 97:5, 98:4, 99:10, 101:8, 107:18  
**personnel** [1] - 7:22  
**perspective** [3] - 23:15, 34:22, 46:8  
**perspectives** [3] - 14:1, 32:10, 32:13  
**pertinent** [2] - 41:1, 41:5  
**petitions** [1] - 28:6  
**Petroleum** [3] - 18:21, 32:6, 34:1  
**phenomenal** [1] - 101:11  
**phone** [4] - 4:6, 4:10, 53:3, 107:21  
**piece** [3] - 10:14, 70:22, 71:9  
**pieces** [2] - 10:10, 24:10  
**place** [2] - 40:3, 43:15  
**places** [1] - 80:17  
**placing** [1] - 82:15  
**Plan** [1] - 51:14  
**plan** [15] - 15:19, 16:23, 17:2, 17:7, 73:12, 73:19, 74:4, 74:5, 74:9, 79:13, 80:10, 81:20, 82:8, 87:18, 106:10  
**plane** [1] - 89:10  
**planning** [5] - 14:6, 15:23, 60:4, 60:22, 80:5  
**plans** [4] - 65:20, 74:9, 80:8, 80:9  
**plastic** [1] - 89:1  
**plastics** [1] - 94:2

**plate** [1] - 22:11  
**plus** [1] - 68:19  
**point** [7] - 53:10, 64:18, 66:22, 75:6, 77:8, 90:21, 102:17  
**Pointe** [1] - 1:21  
**points** [1] - 39:15  
**policies** [2] - 19:14, 29:15  
**policy** [2] - 12:18, 49:3  
**pollination** [1] - 34:14  
**polymer** [1] - 11:12  
**Ponds** [1] - 1:21  
**portion** [2] - 8:8, 86:21  
**position** [4] - 62:6, 84:21, 85:5, 97:4  
**positions** [1] - 101:19  
**positive** [1] - 12:1  
**positively** [1] - 95:11  
**possible** [4] - 40:22, 43:2, 44:16, 95:19  
**possibly** [1] - 39:16  
**posted** [2] - 4:17, 49:21  
**posting** [1] - 97:14  
**potential** [3] - 28:10, 41:17, 106:15  
**potentially** [7] - 33:9, 33:13, 34:4, 67:14, 73:23, 80:10, 85:18  
**pounds** [1] - 58:19  
**powers** [1] - 65:8  
**practice** [2] - 47:23, 59:11  
**pre** [1] - 25:21  
**pre-empted** [1] - 25:21  
**predated** [1] - 25:5  
**prepare** [3] - 65:10, 73:4, 73:9  
**prepare[s]** [1] - 68:6  
**presence** [2] - 61:11, 61:16  
**PRESENT** [1] - 2:10  
**presentation** [1] - 4:5  
**presented** [1] - 16:17  
**pressing** [2] - 4:8, 4:10  
**pretty** [3] - 52:4, 69:13, 72:20  
**previous** [1] - 12:23  
**previously** [2] - 35:3, 59:8  
**primarily** [1] - 9:1  
**primary** [1] - 60:21  
**prime** [1] - 61:17  
**priorities** [3] - 7:23, 8:18, 15:21  
**priority** [4] - 16:6, 17:5, 94:1, 94:11

**private** [4] - 14:1, 59:10, 80:16, 93:23  
**proceedings** [2] - 109:2, 110:6  
**PROCEEDINGS** [1] - 1:9  
**process** [21] - 19:16, 22:8, 30:14, 39:18, 39:21, 45:12, 46:6, 46:13, 65:14, 66:20, 66:23, 67:7, 67:15, 72:5, 73:7, 73:8, 82:12, 101:20, 105:11, 105:16  
**processed** [1] - 22:4  
**processes** [1] - 44:21  
**product** [2] - 88:21, 89:5  
**professional** [2] - 36:21, 101:6  
**Program** [4] - 9:7, 13:1, 58:6, 61:23  
**program** [35] - 3:18, 7:16, 9:5, 11:10, 11:17, 13:7, 16:13, 24:20, 25:18, 44:17, 45:18, 45:19, 56:11, 56:16, 56:17, 57:19, 59:9, 62:2, 62:9, 63:3, 63:6, 63:9, 63:10, 66:3, 81:6, 83:15, 84:7, 84:11, 85:7, 86:3, 93:12, 97:2, 97:4, 97:18, 99:11  
**programs** [14] - 14:10, 24:22, 25:8, 25:10, 27:4, 32:2, 34:14, 39:19, 41:13, 44:9, 52:16, 59:17, 61:15, 61:22  
**Programs** [1] - 3:17  
**progress** [3] - 10:12, 10:22, 11:4  
**project** [9] - 76:6, 86:22, 87:6, 88:6, 89:9, 91:8, 94:13, 95:16, 95:17  
**projects** [7] - 13:3, 17:6, 35:19, 75:20, 75:21, 76:20, 93:4  
**promised** [1] - 74:2  
**promote** [1] - 81:6  
**promotion** [2] - 66:5, 83:19  
**Promotion** [1] - 70:5  
**proposal** [1] - 94:5  
**proposals** [7] - 21:16, 81:2, 94:23, 97:12, 97:20, 105:1, 105:5

<p><b>propose</b> [2] - 40:6, 97:23</p> <p><b>proposed</b> [5] - 21:5, 22:16, 94:3, 97:1, 97:10</p> <p><b>proprietary</b> [2] - 53:7, 53:21</p> <p><b>protected</b> [1] - 102:4</p> <p><b>protection</b> [1] - 102:10</p> <p><b>protections</b> [1] - 38:20</p> <p><b>proud</b> [1] - 11:22</p> <p><b>provide</b> [8] - 6:19, 23:14, 26:14, 29:16, 31:22, 36:19, 37:2, 93:10</p> <p><b>provides</b> [1] - 48:1</p> <p><b>providing</b> [1] - 8:22</p> <p><b>provision</b> [3] - 25:15, 26:4, 41:7</p> <p><b>provisions</b> [6] - 25:2, 25:6, 25:7, 25:14, 26:20, 43:9</p> <p><b>PUBLIC</b> [1] - 1:5</p> <p><b>public</b> [4] - 30:13, 38:5, 61:20, 93:22</p> <p><b>Public</b> [3] - 1:13, 110:3, 110:12</p> <p><b>puppy</b> [1] - 104:8</p> <p><b>purchased</b> [1] - 88:19</p> <p><b>purchasing</b> [2] - 83:12, 88:20</p> <p><b>purely</b> [2] - 25:15, 46:11</p> <p><b>purpose</b> [1] - 79:5</p> <p><b>pursue</b> [1] - 17:5</p> <p><b>push</b> [2] - 79:16, 82:4</p> <p><b>pushing</b> [4] - 42:1, 79:7, 102:13, 107:12</p> <p><b>put</b> [7] - 3:9, 28:21, 87:5, 88:21, 88:22, 97:8, 102:21</p> <p><b>puts</b> [2] - 21:17, 49:7</p>	<p><b>queue</b> [1] - 101:15</p> <p><b>quick</b> [2] - 7:21, 17:23</p> <p><b>quickly</b> [2] - 47:6, 80:6</p> <p><b>quite</b> [4] - 31:18, 67:23, 78:4, 89:3</p> <p><b>quorum</b> [1] - 32:15</p>	<p>74:1, 87:10</p> <p><b>receiving</b> [2] - 83:4, 85:13</p> <p><b>recent</b> [2] - 11:5, 24:21</p> <p><b>recently</b> [2] - 61:13, 65:15</p> <p><b>recipient</b> [1] - 106:16</p> <p><b>recodified</b> [1] - 25:4</p> <p><b>recognition</b> [1] - 61:22</p> <p><b>recognize</b> [1] - 36:6</p> <p><b>recommendation</b> [1] - 93:12</p> <p><b>reconvening</b> [1] - 97:22</p> <p><b>record</b> [1] - 6:3</p> <p><b>recorded</b> [1] - 4:16</p> <p><b>recovered</b> [1] - 89:7</p> <p><b>Recovery</b> [1] - 21:7</p> <p><b>recreate</b> [1] - 61:18</p> <p><b>recyclables</b> [1] - 48:15</p> <p><b>recycle</b> [3] - 58:13, 58:21, 70:4</p> <p><b>recycled</b> [3] - 42:16, 42:18, 55:2</p> <p><b>recycler</b> [1] - 43:16</p> <p><b>recyclers</b> [1] - 43:10</p> <p><b>recycling</b> [26] - 3:5, 3:17, 9:2, 11:3, 11:19, 12:16, 27:3, 32:18, 42:14, 43:11, 45:18, 46:18, 47:17, 47:20, 48:11, 48:17, 57:18, 66:3, 73:21, 77:13, 79:7, 83:18, 83:20, 86:2, 87:4, 90:10</p> <p><b>RECYCLING</b> [1] - 1:1</p> <p><b>Recycling</b> [6] - 1:11, 7:14, 18:18, 66:4, 70:4, 85:6</p> <p><b>recycling.in.gov</b> [1] - 4:17</p> <p><b>red</b> [2] - 29:9, 30:11</p> <p><b>redistricting</b> [1] [1] - 24:6</p> <p><b>reduce</b> [2] - 44:15, 44:21</p> <p><b>reduction</b> [2] - 29:9, 30:11</p> <p><b>redundant</b> [1] - 44:22</p> <p><b>refer</b> [1] - 26:9</p> <p><b>reference</b> [1] - 95:19</p> <p><b>references</b> [2] - 26:6, 26:13</p> <p><b>referring</b> [1] - 69:15</p> <p><b>reflect</b> [3] - 8:14, 9:23, 10:12</p> <p><b>refreshed</b> [1] - 41:14</p> <p><b>regarded</b> [1] - 90:1</p>	<p><b>regarding</b> [2] - 87:22, 100:8</p> <p><b>region</b> [1] - 57:2</p> <p><b>regional</b> [4] - 9:15, 10:9, 10:11, 57:1</p> <p><b>Regional</b> [4] - 9:16, 9:20, 59:6, 63:11</p> <p><b>regularly</b> [3] - 46:10, 100:14, 100:19</p> <p><b>regulation</b> [4] - 19:7, 21:5, 22:16, 23:16</p> <p><b>regulations</b> [4] - 23:7, 28:5, 29:17, 43:15</p> <p><b>regulatory</b> [3] - 38:21, 63:18, 64:9</p> <p><b>reinforce</b> [1] - 51:2</p> <p><b>reinvigorated</b> [1] - 63:22</p> <p><b>reinvigorating</b> [1] - 64:12</p> <p><b>reissued</b> [1] - 25:13</p> <p><b>relate</b> [1] - 95:7</p> <p><b>related</b> [3] - 8:5, 25:15, 46:17</p> <p><b>relationship</b> [1] - 88:15</p> <p><b>relatively</b> [4] - 6:23, 24:9, 34:21, 50:6</p> <p><b>release</b> [1] - 51:18</p> <p><b>released</b> [1] - 52:3</p> <p><b>relevant</b> [1] - 42:13</p> <p><b>remain</b> [4] - 38:20, 39:13, 93:20, 94:1</p> <p><b>remaining</b> [1] - 83:21</p> <p><b>remains</b> [2] - 39:10, 40:20</p> <p><b>remember</b> [5] - 66:7, 69:14, 70:3, 70:9, 81:7</p> <p><b>removed</b> [2] - 41:16, 42:8</p> <p><b>replace</b> [1] - 56:13</p> <p><b>report</b> [16] - 28:18, 28:20, 43:11, 43:19, 47:17, 48:10, 51:4, 51:9, 51:16, 51:19, 51:20, 52:22, 53:7, 53:15, 64:4, 64:6</p> <p><b>Reporter</b> [1] - 110:3</p> <p><b>REPORTING</b> [1] - 1:21</p> <p><b>reporting</b> [6] - 28:15, 29:3, 47:12, 47:20, 51:7, 52:1</p> <p><b>reports</b> [3] - 39:3, 53:4, 86:14</p> <p><b>representative</b> [2] - 22:7, 57:7</p> <p><b>representatives</b> [1] - 23:1</p> <p><b>Republic</b> [1] - 11:12</p>	<p><b>request</b> [2] - 42:2, 73:2</p> <p><b>required</b> [7] - 18:11, 19:2, 30:9, 33:17, 48:9, 82:10, 87:23</p> <p><b>requirement</b> [3] - 20:12, 51:7, 54:8</p> <p><b>requirements</b> [11] - 28:15, 29:3, 32:6, 44:2, 44:4, 44:9, 44:23, 47:13, 52:1, 64:11, 83:9</p> <p><b>research</b> [1] - 27:7</p> <p><b>researching</b> [1] - 65:2</p> <p><b>residing</b> [1] - 110:3</p> <p><b>resolutions</b> [1] - 57:4</p> <p><b>Resource</b> [1] - 21:7</p> <p><b>resource</b> [4] - 21:13, 56:5, 56:11, 101:13</p> <p><b>resources</b> [2] - 13:4, 55:20</p> <p><b>respect</b> [1] - 24:22</p> <p><b>responded</b> [4] - 5:18, 39:2, 92:20, 108:20</p> <p><b>response</b> [11] - 5:3, 5:6, 5:16, 5:20, 92:17, 92:23, 105:6, 105:21, 108:5, 108:17, 108:22</p> <p><b>responsibilities</b> [4] - 14:13, 16:4, 26:23, 32:17</p> <p><b>responsibility</b> [1] - 81:6</p> <p><b>responsible</b> [1] - 21:19</p> <p><b>rest</b> [2] - 35:7, 83:14</p> <p><b>restructure</b> [1] - 79:2</p> <p><b>resulted</b> [1] - 63:1</p> <p><b>retire</b> [2] - 60:18, 61:4</p> <p><b>retired</b> [4] - 56:3, 56:9, 60:1, 60:8</p> <p><b>retirement</b> [3] - 14:6, 14:9, 60:10</p> <p><b>revenue</b> [3] - 67:4, 74:23, 75:7</p> <p><b>reverted</b> [1] - 90:8</p> <p><b>review</b> [9] - 5:2, 24:14, 29:14, 33:17, 64:4, 65:11, 68:7, 73:5, 73:9</p> <p><b>reviewed</b> [1] - 33:3</p> <p><b>reviewing</b> [3] - 29:11, 41:12, 46:10</p> <p><b>revision</b> [1] - 46:6</p> <p><b>revisions</b> [2] - 82:23, 97:8</p> <p><b>revoking</b> [1] - 27:13</p> <p><b>RFP</b> [1] - 80:7</p> <p><b>RFP's</b> [1] - 99:15</p>
<p><b>Q</b></p> <p><b>quality</b> [9] - 9:2, 10:3, 10:20, 12:17, 17:19, 22:23, 47:23, 58:1, 96:7</p> <p><b>quarter</b> [1] - 14:8</p> <p><b>quarterly</b> [2] - 43:12, 43:17</p> <p><b>query</b> [1] - 79:22</p> <p><b>questions</b> [12] - 3:22, 4:2, 4:4, 4:14, 45:4, 47:2, 47:7, 57:8, 62:21, 81:2, 95:8, 95:21</p>	<p><b>R</b></p> <p><b>radiation</b> [1] - 25:18</p> <p><b>Rahim</b> [1] - 62:4</p> <p><b>raise</b> [1] - 4:7</p> <p><b>raised</b> [1] - 4:5</p> <p><b>range</b> [1] - 93:18</p> <p><b>re</b> [3] - 65:1, 65:2, 70:2</p> <p><b>re-researching</b> [1] - 65:2</p> <p><b>reach</b> [2] - 9:10, 62:12</p> <p><b>reached</b> [1] - 8:21</p> <p><b>read</b> [8] - 28:17, 38:22, 39:6, 45:23, 48:23, 50:3, 52:3, 53:3</p> <p><b>readable</b> [1] - 49:10</p> <p><b>readily</b> [1] - 50:19</p> <p><b>reading</b> [2] - 53:2, 71:23</p> <p><b>reads</b> [3] - 52:23, 68:15, 73:4</p> <p><b>ready</b> [1] - 87:1</p> <p><b>real</b> [3] - 15:4, 23:22, 58:3</p> <p><b>realized</b> [1] - 11:10</p> <p><b>realizing</b> [1] - 52:21</p> <p><b>reallocate</b> [1] - 66:15</p> <p><b>really</b> [54] - 3:11, 6:19, 8:18, 9:6, 10:19, 11:1, 14:2, 14:3, 14:14, 15:8, 15:20, 15:22, 16:5, 16:6, 16:11, 19:1, 21:18, 21:20, 22:10, 22:18, 23:9, 23:12, 24:7, 30:18, 31:1, 31:9, 32:19, 33:8, 36:16, 36:19, 37:2, 45:5, 47:9, 50:17, 51:3, 54:14, 54:20, 58:5, 59:15, 60:9, 61:15, 61:19, 62:17, 62:22, 65:4, 65:5, 77:8, 83:14, 86:18, 91:8, 95:23, 100:17, 106:23</p> <p><b>reason</b> [1] - 76:6</p> <p><b>reasons</b> [3] - 41:17, 45:17, 53:14</p> <p><b>receive</b> [4] - 40:11, 82:1, 83:3, 87:2</p> <p><b>received</b> [3] - 38:6,</p>	<p>74:1, 87:10</p> <p><b>receiving</b> [2] - 83:4, 85:13</p> <p><b>recent</b> [2] - 11:5, 24:21</p> <p><b>recently</b> [2] - 61:13, 65:15</p> <p><b>recipient</b> [1] - 106:16</p> <p><b>recodified</b> [1] - 25:4</p> <p><b>recognition</b> [1] - 61:22</p> <p><b>recognize</b> [1] - 36:6</p> <p><b>recommendation</b> [1] - 93:12</p> <p><b>reconvening</b> [1] - 97:22</p> <p><b>record</b> [1] - 6:3</p> <p><b>recorded</b> [1] - 4:16</p> <p><b>recovered</b> [1] - 89:7</p> <p><b>Recovery</b> [1] - 21:7</p> <p><b>recreate</b> [1] - 61:18</p> <p><b>recyclables</b> [1] - 48:15</p> <p><b>recycle</b> [3] - 58:13, 58:21, 70:4</p> <p><b>recycled</b> [3] - 42:16, 42:18, 55:2</p> <p><b>recycler</b> [1] - 43:16</p> <p><b>recyclers</b> [1] - 43:10</p> <p><b>recycling</b> [26] - 3:5, 3:17, 9:2, 11:3, 11:19, 12:16, 27:3, 32:18, 42:14, 43:11, 45:18, 46:18, 47:17, 47:20, 48:11, 48:17, 57:18, 66:3, 73:21, 77:13, 79:7, 83:18, 83:20, 86:2, 87:4, 90:10</p> <p><b>RECYCLING</b> [1] - 1:1</p> <p><b>Recycling</b> [6] - 1:11, 7:14, 18:18, 66:4, 70:4, 85:6</p> <p><b>recycling.in.gov</b> [1] - 4:17</p> <p><b>red</b> [2] - 29:9, 30:11</p> <p><b>redistricting</b> [1] [1] - 24:6</p> <p><b>reduce</b> [2] - 44:15, 44:21</p> <p><b>reduction</b> [2] - 29:9, 30:11</p> <p><b>redundant</b> [1] - 44:22</p> <p><b>refer</b> [1] - 26:9</p> <p><b>reference</b> [1] - 95:19</p> <p><b>references</b> [2] - 26:6, 26:13</p> <p><b>referring</b> [1] - 69:15</p> <p><b>reflect</b> [3] - 8:14, 9:23, 10:12</p> <p><b>refreshed</b> [1] - 41:14</p> <p><b>regarded</b> [1] - 90:1</p>	<p><b>regarding</b> [2] - 87:22, 100:8</p> <p><b>region</b> [1] - 57:2</p> <p><b>regional</b> [4] - 9:15, 10:9, 10:11, 57:1</p> <p><b>Regional</b> [4] - 9:16, 9:20, 59:6, 63:11</p> <p><b>regularly</b> [3] - 46:10, 100:14, 100:19</p> <p><b>regulation</b> [4] - 19:7, 21:5, 22:16, 23:16</p> <p><b>regulations</b> [4] - 23:7, 28:5, 29:17, 43:15</p> <p><b>regulatory</b> [3] - 38:21, 63:18, 64:9</p> <p><b>reinforce</b> [1] - 51:2</p> <p><b>reinvigorated</b> [1] - 63:22</p> <p><b>reinvigorating</b> [1] - 64:12</p> <p><b>reissued</b> [1] - 25:13</p> <p><b>relate</b> [1] - 95:7</p> <p><b>related</b> [3] - 8:5, 25:15, 46:17</p> <p><b>relationship</b> [1] - 88:15</p> <p><b>relatively</b> [4] - 6:23, 24:9, 34:21, 50:6</p> <p><b>release</b> [1] - 51:18</p> <p><b>released</b> [1] - 52:3</p> <p><b>relevant</b> [1] - 42:13</p> <p><b>remain</b> [4] - 38:20, 39:13, 93:20, 94:1</p> <p><b>remaining</b> [1] - 83:21</p> <p><b>remains</b> [2] - 39:10, 40:20</p> <p><b>remember</b> [5] - 66:7, 69:14, 70:3, 70:9, 81:7</p> <p><b>removed</b> [2] - 41:16, 42:8</p> <p><b>replace</b> [1] - 56:13</p> <p><b>report</b> [16] - 28:18, 28:20, 43:11, 43:19, 47:17, 48:10, 51:4, 51:9, 51:16, 51:19, 51:20, 52:22, 53:7, 53:15, 64:4, 64:6</p> <p><b>Reporter</b> [1] - 110:3</p> <p><b>REPORTING</b> [1] - 1:21</p> <p><b>reporting</b> [6] - 28:15, 29:3, 47:12, 47:20, 51:7, 52:1</p> <p><b>reports</b> [3] - 39:3, 53:4, 86:14</p> <p><b>representative</b> [2] - 22:7, 57:7</p> <p><b>representatives</b> [1] - 23:1</p> <p><b>Republic</b> [1] - 11:12</p>	<p><b>request</b> [2] - 42:2, 73:2</p> <p><b>required</b> [7] - 18:11, 19:2, 30:9, 33:17, 48:9, 82:10, 87:23</p> <p><b>requirement</b> [3] - 20:12, 51:7, 54:8</p> <p><b>requirements</b> [11] - 28:15, 29:3, 32:6, 44:2, 44:4, 44:9, 44:23, 47:13, 52:1, 64:11, 83:9</p> <p><b>research</b> [1] - 27:7</p> <p><b>researching</b> [1] - 65:2</p> <p><b>residing</b> [1] - 110:3</p> <p><b>resolutions</b> [1] - 57:4</p> <p><b>Resource</b> [1] - 21:7</p> <p><b>resource</b> [4] - 21:13, 56:5, 56:11, 101:13</p> <p><b>resources</b> [2] - 13:4, 55:20</p> <p><b>respect</b> [1] - 24:22</p> <p><b>responded</b> [4] - 5:18, 39:2, 92:20, 108:20</p> <p><b>response</b> [11] - 5:3, 5:6, 5:16, 5:20, 92:17, 92:23, 105:6, 105:21, 108:5, 108:17, 108:22</p> <p><b>responsibilities</b> [4] - 14:13, 16:4, 26:23, 32:17</p> <p><b>responsibility</b> [1] - 81:6</p> <p><b>responsible</b> [1] - 21:19</p> <p><b>rest</b> [2] - 35:7, 83:14</p> <p><b>restructure</b> [1] - 79:2</p> <p><b>resulted</b> [1] - 63:1</p> <p><b>retire</b> [2] - 60:18, 61:4</p> <p><b>retired</b> [4] - 56:3, 56:9, 60:1, 60:8</p> <p><b>retirement</b> [3] - 14:6, 14:9, 60:10</p> <p><b>revenue</b> [3] - 67:4, 74:23, 75:7</p> <p><b>reverted</b> [1] - 90:8</p> <p><b>review</b> [9] - 5:2, 24:14, 29:14, 33:17, 64:4, 65:11, 68:7, 73:5, 73:9</p> <p><b>reviewed</b> [1] - 33:3</p> <p><b>reviewing</b> [3] - 29:11, 41:12, 46:10</p> <p><b>revision</b> [1] - 46:6</p> <p><b>revisions</b> [2] - 82:23, 97:8</p> <p><b>revoking</b> [1] - 27:13</p> <p><b>RFP</b> [1] - 80:7</p> <p><b>RFP's</b> [1] - 99:15</p>

<p><b>Rhodes</b> [1] - 63:20  <b>ribbon</b> [3] - 11:11, 11:15, 86:17  <b>Richmond</b> [1] - 87:9  <b>righty</b> [1] - 55:13  <b>rigorous</b> [1] - 19:17  <b>risk</b> [3] - 39:16, 39:23, 44:16  <b>River</b> [2] - 57:10, 59:16  <b>river</b> [2] - 57:13, 57:14  <b>riveting</b> [1] - 37:19  <b>RMDB</b> [1] - 5:1, 33:13, 41:7, 41:9, 41:20, 42:2, 42:11, 44:11, 45:6, 45:18  <b>RMDP</b> [5] - 79:2, 93:11, 97:2, 97:4, 97:17  <b>rdmpgrants@idem.in.gov</b> [1] - 4:13  <b>road</b> [2] - 23:15, 89:15  <b>roadblocks</b> [1] - 82:15  <b>role</b> [9] - 7:2, 7:3, 13:2, 56:7, 56:13, 59:18, 63:19, 69:13, 70:19  <b>roles</b> [1] - 14:13  <b>roll</b> [1] - 70:14  <b>rolling</b> [2] - 9:21, 66:16  <b>room</b> [2] - 34:1, 36:7  <b>Room</b> [1] - 1:16  <b>roughly</b> [1] - 69:4  <b>round</b> [2] - 83:5, 84:4  <b>rubber</b> [1] - 23:15  <b>rule</b> [4] - 20:11, 40:2, 40:6, 40:10  <b>rulemaking</b> [5] - 19:13, 19:16, 21:8, 27:7, 27:15  <b>rules</b> [13] - 19:12, 20:19, 21:15, 21:17, 21:19, 22:3, 26:7, 26:8, 27:17, 33:14, 34:11, 40:8, 41:13  <b>run</b> [1] - 3:14  <b>running</b> [1] - 107:13  <b>runs</b> [2] - 63:10, 89:15  <b>rural</b> [1] - 35:18</p>	<p><b>Sandy</b> [1] - 2:4  <b>Sandy's</b> [1] - 51:3  <b>Sanitary</b> [1] - 87:9  <b>sat</b> [2] - 37:16, 38:2  <b>sausage</b> [1] - 46:12  <b>sausage-making</b> [1] - 46:12  <b>saw</b> [3] - 52:5, 64:1, 96:10  <b>schedule</b> [3] - 4:14, 7:18, 98:21  <b>schedules</b> [1] - 98:8  <b>school</b> [2] - 8:23, 13:19  <b>science</b> [2] - 22:4, 23:7  <b>Science</b> [2] - 22:20, 23:3  <b>Scientific</b> [1] - 22:22  <b>scope</b> [3] - 82:5, 95:17  <b>scoring</b> [5] - 94:21, 95:12, 95:20, 95:22, 96:1  <b>seat</b> [1] - 22:15  <b>secession</b> [1] - 14:5  <b>second</b> [13] - 5:13, 5:14, 21:21, 30:15, 60:6, 70:21, 71:9, 73:22, 83:4, 91:18, 92:16, 108:11, 108:12  <b>seconded</b> [1] - 108:14  <b>secondly</b> [1] - 33:8  <b>secretary</b> [2] - 56:12, 100:11  <b>secretary's</b> [1] - 100:12  <b>section</b> [5] - 3:16, 15:14, 49:7, 63:20  <b>section-by-section</b> [1] - 49:7  <b>sector</b> [2] - 14:1, 80:16  <b>see</b> [21] - 9:14, 27:3, 42:20, 47:2, 47:7, 48:8, 62:19, 65:3, 72:15, 78:23, 84:19, 86:19, 87:12, 91:9, 94:9, 94:10, 96:2, 100:9, 104:22, 106:2, 107:1  <b>seeing</b> [3] - 11:1, 15:18, 59:17  <b>seem</b> [1] - 54:2  <b>selected</b> [1] - 87:19  <b>sell</b> [1] - 77:14  <b>Senate</b> [11] - 8:5, 18:3, 18:16, 25:1, 26:17, 30:18, 31:16, 37:9, 38:8, 39:16, 41:6</p>	<p><b>send</b> [3] - 28:22, 54:23, 79:22  <b>sending</b> [1] - 84:12  <b>senior</b> [4] - 14:18, 17:11, 37:15, 38:1  <b>sense</b> [5] - 20:15, 26:9, 36:16, 40:13, 98:2  <b>sent</b> [2] - 29:4, 80:2  <b>September</b> [1] - 88:8  <b>seriously</b> [2] - 19:19, 28:8  <b>serve</b> [4] - 21:20, 31:9, 32:8, 36:4  <b>served</b> [1] - 12:10  <b>serves</b> [2] - 28:6, 32:19  <b>service</b> [5] - 7:13, 12:8, 16:4, 54:20, 56:22  <b>Service</b> [1] - 57:2  <b>Services</b> [2] - 11:12, 50:10  <b>services</b> [1] - 83:20  <b>servng</b> [2] - 12:4, 17:18  <b>session</b> [16] - 7:6, 8:3, 18:5, 24:3, 24:9, 31:19, 35:6, 37:20, 39:1, 40:5, 65:18, 70:23, 71:4, 100:17  <b>sessions</b> [1] - 36:2  <b>set</b> [2] - 14:12, 37:4  <b>settlement</b> [2] - 57:5, 57:11  <b>several</b> [4] - 52:12, 56:22, 60:8, 101:22  <b>Shaber</b> [1] - 63:10  <b>Shadeland</b> [3] - 1:15, 9:17, 56:15  <b>shall</b> [2] - 44:2, 44:4  <b>shape</b> [3] - 22:3, 30:19, 32:4  <b>shaping</b> [5] - 20:14, 20:19, 21:15, 23:7, 28:4  <b>share</b> [9] - 11:23, 20:1, 22:17, 47:5, 49:16, 50:2, 50:7, 87:15, 88:16  <b>sheet</b> [1] - 93:16  <b>Shelby</b> [2] - 1:14, 110:4  <b>Shelbyville</b> [1] - 110:4  <b>shift</b> [1] - 46:2  <b>shoes</b> [1] - 54:10  <b>short</b> [3] - 7:6, 24:9, 61:9  <b>shortly</b> [1] - 34:12  <b>show</b> [1] - 61:12</p>	<p><b>shown</b> [1] - 97:10  <b>shreds</b> [1] - 88:23  <b>shut</b> [1] - 87:19  <b>shutdown</b> [1] - 89:14  <b>sick</b> [1] - 35:15  <b>side</b> [6] - 37:21, 83:2, 84:3, 84:14, 85:12, 86:1  <b>sides</b> [1] - 24:23  <b>signatory</b> [1] - 57:4  <b>signature</b> [1] - 82:18  <b>significant</b> [6] - 11:4, 60:15, 61:5, 76:14, 87:16  <b>silos</b> [1] - 16:10  <b>similar</b> [3] - 17:10, 30:16, 31:15  <b>simply</b> [1] - 44:12  <b>single</b> [1] - 39:8  <b>sister</b> [1] - 21:10  <b>site</b> [10] - 4:17, 28:21, 49:19, 49:21, 50:10, 50:20, 52:10, 87:5, 87:22, 106:16  <b>sitting</b> [2] - 62:18, 75:14  <b>situation</b> [1] - 100:21  <b>six</b> [3] - 36:5, 41:10, 71:19  <b>skills</b> [1] - 15:12  <b>slate</b> [1] - 84:17  <b>slightly</b> [1] - 24:1  <b>slim</b> [2] - 26:21, 28:12  <b>slot</b> [1] - 97:17  <b>small</b> [7] - 19:6, 34:3, 40:14, 63:17, 64:9, 64:15, 86:21  <b>smaller</b> [3] - 14:17, 35:18, 42:12  <b>smart</b> [2] - 22:10, 23:12  <b>Smith</b> [2] - 56:18, 87:14  <b>solicitation</b> [1] - 30:13  <b>solid</b> [17] - 29:19, 47:15, 73:21, 74:3, 74:5, 79:5, 79:20, 80:17, 83:19, 83:22, 84:8, 84:12, 87:23, 88:1, 88:3, 89:19, 93:20  <b>sometimes</b> [9] - 12:1, 20:4, 22:9, 26:9, 29:15, 64:10, 72:9, 96:4, 99:2  <b>somewhere</b> [2] - 46:20, 66:15  <b>soon</b> [2] - 14:7, 65:23  <b>sooner</b> [2] - 79:17, 96:22</p>	<p><b>sorry</b> [4] - 6:6, 35:11, 46:12, 47:3  <b>sort</b> [13] - 57:4, 57:6, 59:20, 60:12, 61:17, 62:8, 64:8, 64:12, 68:13, 79:22, 96:23, 99:10  <b>sounds</b> [1] - 35:11  <b>source</b> [1] - 19:7  <b>Southeast</b> [1] - 63:11  <b>SPD</b> [3] - 85:10, 85:11, 85:14  <b>SPEAKERS</b> [1] - 2:10  <b>special</b> [3] - 75:8, 77:23, 79:3  <b>specific</b> [3] - 21:16, 69:15, 95:19  <b>specifically</b> [2] - 71:16, 106:3  <b>speed</b> [1] - 58:5  <b>spend</b> [11] - 57:4, 65:20, 66:11, 66:13, 69:17, 71:9, 74:10, 75:2, 75:4, 77:17, 80:11  <b>spending</b> [2] - 22:1, 68:20  <b>spent</b> [2] - 7:7, 53:10  <b>spirit</b> [1] - 28:2  <b>sport</b> [1] - 61:12  <b>spot</b> [1] - 21:18  <b>spring</b> [2] - 58:8, 58:23  <b>spurring</b> [1] - 63:3  <b>Staff</b> [1] - 102:14  <b>staff</b> [17] - 9:18, 31:4, 36:21, 37:15, 38:1, 56:1, 56:15, 58:4, 61:14, 63:16, 80:19, 81:4, 100:12, 100:13, 101:9, 101:12, 102:16  <b>stagnant</b> [1] - 105:17  <b>stakeholder</b> [1] - 62:2  <b>stand</b> [1] - 19:10  <b>standards</b> [1] - 22:23  <b>start</b> [2] - 57:13, 102:13  <b>started</b> [3] - 34:8, 48:23, 57:20  <b>starting</b> [3] - 19:3, 62:12, 85:19  <b>state</b> [49] - 9:1, 9:4, 9:11, 9:15, 10:20, 13:19, 15:4, 16:19, 19:2, 20:23, 21:1, 23:8, 23:17, 24:15, 25:2, 26:10, 27:9, 28:1, 30:2, 30:5, 30:16, 30:20, 30:21,</p>
<b>S</b>				
<p><b>Safe</b> [4] - 21:6, 22:12, 31:5, 39:12  <b>salaries</b> [2] - 68:18, 72:18  <b>salary</b> [4] - 85:12, 85:15, 85:17, 85:22  <b>Samantha</b> [1] - 63:18</p>				

30:23, 33:6, 41:11, 43:5, 43:10, 46:16, 51:20, 54:18, 56:20, 58:10, 58:20, 60:20, 61:13, 62:11, 62:14, 62:18, 72:12, 78:18, 79:11, 81:9, 82:8, 98:15, 98:18, 101:19  
**State** [7] - 1:13, 10:3, 10:13, 21:11, 56:6, 65:16, 110:13  
**statement** [1] - 50:15  
**statewide** [3] - 74:4, 80:10, 83:17  
**stationary** [1] - 19:7  
**statistics** [1] - 52:8  
**status** [1] - 86:10  
**statute** [3] - 26:10, 33:6, 67:2  
**statutes** [4] - 27:11, 31:6, 38:11, 41:13  
**statutory** [4] - 18:17, 22:6, 22:19, 32:17  
**stepping** [1] - 57:16  
**still** [13] - 10:21, 31:9, 34:20, 39:9, 39:10, 39:13, 44:3, 46:21, 47:14, 77:16, 82:14, 84:6, 89:14  
**stood** [1] - 19:1  
**stop** [1] - 24:4  
**storage** [1] - 18:20  
**stories** [2] - 12:1, 39:4  
**storm** [1] - 106:6  
**Stover** [1] - 100:11  
**stragglers** [1] - 87:7  
**strategic** [4] - 13:3, 15:19, 17:2, 17:6  
**strategize** [1] - 75:19  
**strategizing** [1] - 80:11  
**strategy** [1] - 74:8  
**streamline** [1] - 44:21  
**street** [2] - 99:15, 99:16  
**strength** [1] - 34:15  
**strengthen** [1] - 45:1  
**striking** [1] - 17:19  
**struck** [1] - 3:4  
**structure** [1] - 52:15  
**struggled** [1] - 89:17  
**struggling** [1] - 66:12  
**students** [2] - 8:21, 8:23  
**stuff** [6] - 7:22, 26:16, 30:5, 47:6, 52:8, 81:22  
**subject** [1] - 14:23  
**submission** [2] - 81:21, 97:19

**submissions** [1] - 94:10  
**submit** [4] - 43:17, 48:3, 48:5, 68:10  
**submitted** [1] - 86:14  
**substantial** [2] - 8:8, 45:2  
**substantive** [1] - 21:9  
**success** [1] - 21:14  
**successful** [2] - 59:20, 62:17  
**succession** [1] - 60:22  
**suffering** [1] - 3:7  
**sufficient** [1] - 82:22  
**suggestion** [1] - 73:16  
**suggestions** [2] - 21:16, 30:13  
**summary** [2] - 5:1, 50:7  
**sunset** [4] - 41:7, 41:10, 41:20, 42:3  
**super** [3] - 7:20, 15:17, 16:20  
**supervisor** [2] - 57:1, 102:15  
**Support** [2] - 9:7, 13:2  
**support** [3] - 3:18, 16:13, 74:21  
**supportive** [1] - 98:6  
**Supreme** [1] - 25:21  
**surplus** [1] - 76:4  
**surprisingly** [1] - 24:8  
**Susan** [1] - 57:5  
**sustainability** [2] - 43:4, 63:13  
**sweep** [1] - 90:16  
**SWIFR** [5] - 73:20, 78:3, 78:21, 83:2, 83:5  
**system** [1] - 57:15

## T

**table** [3] - 22:15, 23:6, 96:16  
**tackle** [1] - 53:21  
**takeaways** [2] - 30:4, 35:5  
**talker** [1] - 76:18  
**tanks** [1] - 18:20  
**tape** [2] - 29:9, 30:11  
**Tara** [1] - 2:5  
**tasked** [1] - 63:19  
**taxpayer** [1] - 20:17  
**teach** [1] - 35:20  
**team** [13] - 9:6, 9:7, 12:3, 12:13, 14:18, 23:10, 36:9, 47:21, 50:13, 57:18, 57:19,

87:21, 107:6  
**teams** [2] - 14:17, 60:23  
**technical** [9] - 4:4, 22:7, 23:14, 27:6, 36:20, 56:11, 56:14, 59:9, 61:2  
**technically** [2] - 57:3, 102:22  
**technology** [2] - 16:16, 16:21  
**TELEPHONE** [1] - 1:22  
**ten** [4] - 21:4, 58:2, 74:3, 79:19  
**tend** [2] - 30:6, 30:10  
**term** [2] - 15:22, 103:4  
**terms** [4] - 7:21, 12:3, 49:8, 99:22  
**Terry** [5] - 2:3, 67:17, 108:13, 108:14, 108:15  
**texter** [1] - 55:7  
**thankfully** [1] - 82:17  
**that'll** [1] - 80:5  
**THE** [1] - 1:1  
**themes** [1] - 17:7  
**themselves** [2] - 4:1, 105:5  
**there'd** [1] - 40:7  
**Thereupon** [1] - 109:2  
**they've** [5] - 22:11, 23:12, 37:12, 61:2, 100:13  
**thinking** [4] - 14:5, 14:11, 43:6, 77:10  
**third** [3] - 18:23, 28:16, 60:5  
**thoughts** [2] - 88:12, 88:14  
**thousand** [1] - 52:22  
**thousand-page** [1] - 52:22  
**thousands** [1] - 44:8  
**three** [12] - 17:3, 29:14, 34:20, 35:14, 49:6, 60:18, 62:15, 63:6, 73:1, 75:2, 76:10, 77:2  
**three-pagers** [1] - 49:6  
**three-year** [1] - 17:3  
**throughout** [3] - 9:1, 81:9, 87:4  
**throughs** [2] - 74:1, 74:3  
**throw** [2] - 94:17, 97:6  
**Thursday** [3] - 1:17, 22:1, 110:7  
**timeline** [1] - 97:2

**Title** [4] - 24:16, 26:21, 46:19, 49:14  
**title** [11] - 25:11, 33:18, 33:20, 37:16, 38:3, 38:9, 44:5, 45:21, 46:9, 49:10  
**titles** [1] - 17:10  
**today** [4] - 3:16, 14:9, 84:17, 97:13  
**today's** [2] - 3:23, 4:20  
**together** [4] - 3:9, 34:6, 87:5, 97:9  
**Tom** [4] - 2:8, 48:9, 60:16, 87:5  
**ton** [2] - 22:13, 38:5  
**took** [6] - 13:8, 38:7, 38:11, 39:4, 60:1, 100:17  
**tool** [1] - 80:10  
**tools** [3] - 15:2, 27:9, 27:13  
**top** [2] - 29:12, 62:23  
**topic** [1] - 105:9  
**total** [3] - 40:13, 71:19, 83:13  
**touch** [6] - 39:8, 42:4, 44:11, 69:18, 70:3, 90:15  
**tough** [1] - 106:5  
**tour** [1] - 90:4  
**towards** [5] - 79:7, 82:11, 82:16, 83:11, 93:10  
**Towler** [1] - 64:22  
**track** [4] - 48:11, 48:19, 54:9, 93:3  
**tracking** [1] - 3:20  
**tractor** [1] - 89:6  
**tractor-trailers** [1] - 89:6  
**traditional** [2] - 7:3, 36:16  
**traffic** [2] - 3:8, 6:9  
**tragic** [1] - 89:12  
**trailers** [1] - 89:6  
**training** [2] - 15:11, 103:18  
**tranquilizer** [1] - 104:5  
**transcribed** [1] - 110:8  
**transcript** [2] - 5:1, 110:6  
**transitioning** [1] - 60:13  
**transparency** [1] - 31:22  
**transparent** [3] - 19:22, 29:1, 32:20  
**travel** [1] - 61:12  
**traveler** [1] - 98:13  
**trees** [1] - 41:3

**trends** [1] - 10:23  
**TRGP** [1] - 87:2  
**tried** [1] - 26:13  
**true** [2] - 40:1, 110:5  
**truly** [1] - 41:23  
**trust** [1] - 18:19  
**trustee** [5] - 56:18, 56:19, 56:20, 57:7, 101:14  
**trustees** [1] - 56:6  
**try** [6] - 7:20, 46:6, 46:20, 48:23, 52:14, 73:1  
**trying** [9] - 17:4, 34:13, 53:11, 64:14, 70:10, 73:18, 74:16, 88:4, 100:15  
**Tuesday** [1] - 82:18  
**turn** [2] - 3:13, 4:18  
**turnout** [1] - 61:19  
**two** [26] - 10:12, 17:23, 22:18, 23:2, 30:3, 36:10, 42:17, 44:13, 49:5, 56:5, 60:23, 62:1, 62:3, 66:1, 66:19, 68:19, 69:4, 69:10, 71:14, 73:7, 76:1, 76:10, 83:5, 86:15, 87:8, 100:23  
**two-pagers** [1] - 49:5  
**type** [1] - 102:9  
**types** [1] - 101:17  
**typically** [1] - 68:16

## U

**U.S.** [4] - 7:9, 21:3, 56:22, 57:1  
**uh-oh** [1] - 104:15  
**ultimately** [14] - 8:20, 11:18, 17:8, 17:16, 18:16, 21:17, 21:19, 32:16, 32:20, 38:4, 41:16, 42:8, 42:10, 68:12  
**unanimously** [2] - 5:22, 109:1  
**uncertainty** [1] - 18:13  
**unchanged** [1] - 27:8  
**under** [21] - 12:4, 19:2, 19:5, 19:7, 19:8, 21:6, 25:10, 25:20, 27:9, 27:10, 29:8, 30:9, 31:17, 33:17, 35:12, 57:12, 71:11, 85:3, 93:9, 95:16  
**underground** [1] - 18:20  
**underlined** [1] - 96:18

<p><b>undersigned</b> [1] - 110:2</p> <p><b>undertaken</b> [1] - 20:21</p> <p><b>unfortunately</b> [2] - 35:13, 99:19</p> <p><b>unique</b> [2] - 14:5, 17:13</p> <p><b>unit</b> [1] - 88:2</p> <p><b>universal</b> [1] - 11:18</p> <p><b>unless</b> [4] - 19:19, 67:6, 77:20, 77:23</p> <p><b>unmute</b> [2] - 4:1, 4:10</p> <p><b>unnecessary</b> [1] - 20:16</p> <p><b>up</b> [39] - 7:10, 8:8, 10:2, 12:8, 19:1, 19:10, 20:8, 24:15, 26:16, 27:20, 38:4, 40:16, 44:13, 46:6, 46:22, 47:22, 57:13, 57:16, 58:5, 61:18, 64:20, 65:6, 66:16, 68:16, 68:20, 70:20, 71:2, 77:1, 83:14, 85:14, 87:1, 89:11, 92:12, 94:18, 100:13, 100:19, 102:17, 105:10</p> <p><b>update</b> [5] - 24:15, 29:21, 33:20, 85:5, 86:4</p> <p><b>updated</b> [4] - 31:7, 33:19, 38:11, 41:14</p> <p><b>updates</b> [8] - 6:13, 6:20, 7:21, 43:9, 64:18, 81:19, 84:14, 86:12</p> <p><b>ups</b> [1] - 53:5</p> <p><b>UPS</b> [2] - 87:20, 89:10</p> <p><b>upstage</b> [1] - 51:15</p> <p><b>utilize</b> [2] - 4:12, 83:16</p> <p><b>utilized</b> [3] - 83:11, 83:21, 93:18</p> <p><b>utilizing</b> [1] - 78:17</p>	<p><b>vast</b> [1] - 31:4</p> <p><b>vendor</b> [2] - 82:18, 82:22</p> <p><b>verbatim</b> [1] - 95:15</p> <p><b>verification</b> [2] - 85:10, 85:22</p> <p><b>verify</b> [1] - 69:6</p> <p><b>vertical</b> [1] - 21:13</p> <p><b>violation</b> [1] - 27:12</p> <p><b>visibility</b> [1] - 34:16</p> <p><b>vision</b> [1] - 17:17</p> <p><b>visit</b> [1] - 87:5</p> <p><b>visits</b> [1] - 106:16</p> <p><b>voice</b> [1] - 35:11</p> <p><b>voluntary</b> [1] - 61:21</p> <p><b>volunteer</b> [2] - 20:1, 32:4</p> <p><b>volunteers</b> [1] - 9:9</p> <p><b>vote</b> [3] - 6:2, 88:17, 88:18</p> <p><b>votes</b> [1] - 24:5</p>	<p>101:22</p> <p><b>WEGER</b> [31] - 6:6, 6:10, 55:6, 71:15, 71:18, 72:22, 75:8, 75:11, 75:14, 75:18, 75:23, 76:8, 77:19, 90:19, 91:3, 91:6, 91:11, 91:16, 96:7, 98:14, 98:20, 101:6, 101:8, 103:18, 103:23, 104:11, 104:17, 106:12, 106:15, 106:23, 108:13</p> <p><b>Weger</b> [2] - 2:3, 5:23</p> <p><b>weight</b> [1] - 62:9</p> <p><b>weird</b> [1] - 35:11</p> <p><b>weirdly</b> [1] - 45:16</p> <p><b>welcome</b> [1] - 3:6</p> <p><b>WESSELER</b> [18] - 5:13, 90:6, 90:11, 90:13, 90:16, 90:22, 91:10, 91:14, 91:17, 91:22, 92:12, 98:17, 98:21, 100:20, 101:10, 102:6, 102:20, 104:9</p> <p><b>Wesseler</b> [1] - 2:5</p> <p><b>WESSELER-HENRY</b> [18] - 5:13, 90:6, 90:11, 90:13, 90:16, 90:22, 91:10, 91:14, 91:17, 91:22, 92:12, 98:17, 98:21, 100:20, 101:10, 102:6, 102:20, 104:9</p> <p><b>Wesseler-Henry</b> [1] - 2:5</p> <p><b>whatnot</b> [1] - 103:3</p> <p><b>whereas</b> [1] - 48:17</p> <p><b>Whitehead</b> [1] - 2:4</p> <p><b>WHITEHEAD</b> [55] - 3:12, 47:9, 47:12, 48:4, 48:7, 48:13, 48:16, 48:21, 49:18, 49:22, 50:1, 50:11, 50:21, 52:5, 53:23, 69:19, 69:22, 70:12, 71:1, 71:5, 71:7, 71:12, 71:20, 71:22, 72:3, 72:6, 72:15, 72:19, 72:21, 75:5, 77:16, 77:20, 77:22, 78:8, 78:10, 78:15, 78:23, 79:9, 80:13, 91:13, 94:16, 94:20, 95:14, 96:4, 96:9, 98:2, 98:9, 99:13, 103:6, 104:7, 104:13, 104:19,</p>	<p>105:13, 107:4, 108:14</p> <p><b>Whitney</b> [1] - 2:8</p> <p><b>who've</b> [2] - 12:9, 23:10</p> <p><b>whole</b> [8] - 18:11, 30:4, 49:10, 51:7, 51:22, 57:14, 63:1, 99:11</p> <p><b>wife</b> [1] - 74:16</p> <p><b>wild</b> [1] - 46:19</p> <p><b>Wildlife</b> [1] - 56:22</p> <p><b>wildlife</b> [1] - 57:2</p> <p><b>willing</b> [1] - 19:23</p> <p><b>wisdom</b> [1] - 87:15</p> <p><b>Wodrich</b> [2] - 2:7, 55:14</p> <p><b>WODRICH</b> [65] - 55:16, 58:17, 59:23, 60:7, 68:3, 69:1, 69:4, 69:9, 69:12, 70:2, 70:8, 70:17, 71:3, 71:8, 71:13, 71:17, 71:19, 71:21, 72:2, 72:4, 72:11, 72:16, 72:20, 73:3, 74:14, 74:19, 75:6, 75:10, 75:13, 75:17, 75:22, 77:21, 78:7, 78:9, 78:13, 78:19, 79:4, 79:10, 79:16, 80:14, 81:12, 92:3, 99:7, 99:14, 100:10, 101:5, 101:7, 101:9, 101:12, 102:3, 102:12, 102:21, 103:1, 103:10, 103:13, 103:16, 103:21, 106:1, 106:7, 106:9, 106:13, 106:18, 106:21, 107:8, 107:15</p> <p><b>wondered</b> [1] - 54:8</p> <p><b>woods</b> [2] - 6:13, 6:14</p> <p><b>Woods</b> [1] - 54:6</p> <p><b>WOODS</b> [16] - 6:16, 45:7, 45:10, 45:13, 47:18, 48:6, 49:23, 50:5, 51:1, 51:10, 51:13, 52:7, 53:16, 53:19, 54:19, 55:9</p> <p><b>word</b> [4] - 37:16, 37:17, 42:17, 74:22</p> <p><b>words</b> [1] - 42:17</p> <p><b>workforce</b> [1] - 9:10</p> <p><b>works</b> [5] - 56:15, 56:17, 66:23, 98:22, 99:2</p> <p><b>world</b> [2] - 74:13,</p>	<p>98:13</p> <p><b>worth</b> [3] - 53:17, 73:2, 89:22</p> <p><b>wrapped</b> [1] - 85:14</p> <p><b>write</b> [1] - 3:21</p> <p><b>written</b> [3] - 28:3, 68:5, 71:18</p>	
<b>V</b>		<b>W</b>		<b>Y</b>	
<p><b>vacancies</b> [2] - 101:1, 103:12</p> <p><b>vacancy</b> [1] - 84:21</p> <p><b>vacant</b> [2] - 85:5, 97:4</p> <p><b>vacation</b> [1] - 60:7</p> <p><b>vacations</b> [4] - 60:1, 60:3, 60:4, 60:11</p> <p><b>vagueness</b> [1] - 70:15</p> <p><b>Valparaiso</b> [1] - 59:6</p> <p><b>valuable</b> [2] - 32:11, 33:4</p> <p><b>value</b> [2] - 19:21, 48:1</p> <p><b>various</b> [1] - 33:18</p>	<p><b>Wait</b> [1] - 103:8</p> <p><b>wait</b> [1] - 95:10</p> <p><b>waiting</b> [3] - 32:3, 84:6, 84:9</p> <p><b>Washington</b> [1] - 7:8</p> <p><b>Waste</b> [2] - 11:15, 69:20</p> <p><b>waste</b> [22] - 27:4, 29:20, 43:7, 47:15, 58:7, 58:19, 73:21, 74:3, 74:5, 79:5, 79:20, 80:17, 83:19, 83:22, 84:8, 84:13, 86:16, 88:1, 88:3, 89:19, 93:20</p> <p><b>watching</b> [1] - 89:9</p> <p><b>Water</b> [5] - 21:6, 22:12, 31:5, 39:12, 44:10</p> <p><b>water</b> [6] - 9:2, 10:2, 16:11, 29:13, 31:6, 39:11</p> <p><b>ways</b> [3] - 24:14, 34:5, 53:13</p> <p><b>wearing</b> [2] - 56:4, 56:13</p> <p><b>wears</b> [1] - 63:17</p> <p><b>weather</b> [1] - 35:12</p> <p><b>Web</b> [7] - 4:17, 28:21, 49:19, 49:21, 50:9, 50:20, 52:10</p> <p><b>weeds</b> [1] - 40:18</p> <p><b>week</b> [4] - 10:14, 23:4, 35:12, 60:12</p> <p><b>weeks</b> [5] - 11:14, 35:15, 82:2, 85:14,</p>	<p>101:22</p> <p><b>WEGER</b> [31] - 6:6, 6:10, 55:6, 71:15, 71:18, 72:22, 75:8, 75:11, 75:14, 75:18, 75:23, 76:8, 77:19, 90:19, 91:3, 91:6, 91:11, 91:16, 96:7, 98:14, 98:20, 101:6, 101:8, 103:18, 103:23, 104:11, 104:17, 106:12, 106:15, 106:23, 108:13</p> <p><b>Weger</b> [2] - 2:3, 5:23</p> <p><b>weight</b> [1] - 62:9</p> <p><b>weird</b> [1] - 35:11</p> <p><b>weirdly</b> [1] - 45:16</p> <p><b>welcome</b> [1] - 3:6</p> <p><b>WESSELER</b> [18] - 5:13, 90:6, 90:11, 90:13, 90:16, 90:22, 91:10, 91:14, 91:17, 91:22, 92:12, 98:17, 98:21, 100:20, 101:10, 102:6, 102:20, 104:9</p> <p><b>Wesseler</b> [1] - 2:5</p> <p><b>WESSELER-HENRY</b> [18] - 5:13, 90:6, 90:11, 90:13, 90:16, 90:22, 91:10, 91:14, 91:17, 91:22, 92:12, 98:17, 98:21, 100:20, 101:10, 102:6, 102:20, 104:9</p> <p><b>Wesseler-Henry</b> [1] - 2:5</p> <p><b>whatnot</b> [1] - 103:3</p> <p><b>whereas</b> [1] - 48:17</p> <p><b>Whitehead</b> [1] - 2:4</p> <p><b>WHITEHEAD</b> [55] - 3:12, 47:9, 47:12, 48:4, 48:7, 48:13, 48:16, 48:21, 49:18, 49:22, 50:1, 50:11, 50:21, 52:5, 53:23, 69:19, 69:22, 70:12, 71:1, 71:5, 71:7, 71:12, 71:20, 71:22, 72:3, 72:6, 72:15, 72:19, 72:21, 75:5, 77:16, 77:20, 77:22, 78:8, 78:10, 78:15, 78:23, 79:9, 80:13, 91:13, 94:16, 94:20, 95:14, 96:4, 96:9, 98:2, 98:9, 99:13, 103:6, 104:7, 104:13, 104:19,</p>	<p>105:13, 107:4, 108:14</p> <p><b>Whitney</b> [1] - 2:8</p> <p><b>who've</b> [2] - 12:9, 23:10</p> <p><b>whole</b> [8] - 18:11, 30:4, 49:10, 51:7, 51:22, 57:14, 63:1, 99:11</p> <p><b>wife</b> [1] - 74:16</p> <p><b>wild</b> [1] - 46:19</p> <p><b>Wildlife</b> [1] - 56:22</p> <p><b>wildlife</b> [1] - 57:2</p> <p><b>willing</b> [1] - 19:23</p> <p><b>wisdom</b> [1] - 87:15</p> <p><b>Wodrich</b> [2] - 2:7, 55:14</p> <p><b>WODRICH</b> [65] - 55:16, 58:17, 59:23, 60:7, 68:3, 69:1, 69:4, 69:9, 69:12, 70:2, 70:8, 70:17, 71:3, 71:8, 71:13, 71:17, 71:19, 71:21, 72:2, 72:4, 72:11, 72:16, 72:20, 73:3, 74:14, 74:19, 75:6, 75:10, 75:13, 75:17, 75:22, 77:21, 78:7, 78:9, 78:13, 78:19, 79:4, 79:10, 79:16, 80:14, 81:12, 92:3, 99:7, 99:14, 100:10, 101:5, 101:7, 101:9, 101:12, 102:3, 102:12, 102:21, 103:1, 103:10, 103:13, 103:16, 103:21, 106:1, 106:7, 106:9, 106:13, 106:18, 106:21, 107:8, 107:15</p> <p><b>wondered</b> [1] - 54:8</p> <p><b>woods</b> [2] - 6:13, 6:14</p> <p><b>Woods</b> [1] - 54:6</p> <p><b>WOODS</b> [16] - 6:16, 45:7, 45:10, 45:13, 47:18, 48:6, 49:23, 50:5, 51:1, 51:10, 51:13, 52:7, 53:16, 53:19, 54:19, 55:9</p> <p><b>word</b> [4] - 37:16, 37:17, 42:17, 74:22</p> <p><b>words</b> [1] - 42:17</p> <p><b>workforce</b> [1] - 9:10</p> <p><b>works</b> [5] - 56:15, 56:17, 66:23, 98:22, 99:2</p> <p><b>world</b> [2] - 74:13,</p>	<p>98:13</p> <p><b>worth</b> [3] - 53:17, 73:2, 89:22</p> <p><b>wrapped</b> [1] - 85:14</p> <p><b>write</b> [1] - 3:21</p> <p><b>written</b> [3] - 28:3, 68:5, 71:18</p>	
<b>V</b>		<b>W</b>		<b>Z</b>	
<p><b>vacancies</b> [2] - 101:1, 103:12</p> <p><b>vacancy</b> [1] - 84:21</p> <p><b>vacant</b> [2] - 85:5, 97:4</p> <p><b>vacation</b> [1] - 60:7</p> <p><b>vacations</b> [4] - 60:1, 60:3, 60:4, 60:11</p> <p><b>vagueness</b> [1] - 70:15</p> <p><b>Valparaiso</b> [1] - 59:6</p> <p><b>valuable</b> [2] - 32:11, 33:4</p> <p><b>value</b> [2] - 19:21, 48:1</p> <p><b>various</b> [1] - 33:18</p>	<p><b>Wait</b> [1] - 103:8</p> <p><b>wait</b> [1] - 95:10</p> <p><b>waiting</b> [3] - 32:3, 84:6, 84:9</p> <p><b>Washington</b> [1] - 7:8</p> <p><b>Waste</b> [2] - 11:15, 69:20</p> <p><b>waste</b> [22] - 27:4, 29:20, 43:7, 47:15, 58:7, 58:19, 73:21, 74:3, 74:5, 79:5, 79:20, 80:17, 83:19, 83:22, 84:8, 84:13, 86:16, 88:1, 88:3, 89:19, 93:20</p> <p><b>watching</b> [1] - 89:9</p> <p><b>Water</b> [5] - 21:6, 22:12, 31:5, 39:12, 44:10</p> <p><b>water</b> [6] - 9:2, 10:2, 16:11, 29:13, 31:6, 39:11</p> <p><b>ways</b> [3] - 24:14, 34:5, 53:13</p> <p><b>wearing</b> [2] - 56:4, 56:13</p> <p><b>wears</b> [1] - 63:17</p> <p><b>weather</b> [1] - 35:12</p> <p><b>Web</b> [7] - 4:17, 28:21, 49:19, 49:21, 50:9, 50:20, 52:10</p> <p><b>weeds</b> [1] - 40:18</p> <p><b>week</b> [4] - 10:14, 23:4, 35:12, 60:12</p> <p><b>weeks</b> [5] - 11:14, 35:15, 82:2, 85:14,</p>	<p>101:22</p> <p><b>WEGER</b> [31] - 6:6, 6:10, 55:6, 71:15, 71:18, 72:22, 75:8, 75:11, 75:14, 75:18, 75:23, 76:8, 77:19, 90:19, 91:3, 91:6, 91:11, 91:16, 96:7, 98:14, 98:20, 101:6, 101:8, 103:18, 103:23, 104:11, 104:17, 106:12, 106:15, 106:23, 108:13</p> <p><b>Weger</b> [2] - 2:3, 5:23</p> <p><b>weight</b> [1] - 62:9</p> <p><b>weird</b> [1] - 35:11</p> <p><b>weirdly</b> [1] - 45:16</p> <p><b>welcome</b> [1] - 3:6</p> <p><b>WESSELER</b> [18] - 5:13, 90:6, 90:11, 90:13, 90:16, 90:22, 91:10, 91:14, 91:17, 91:22, 92:12, 98:17, 98:21, 100:20, 101:10, 102:6, 102:20, 104:9</p> <p><b>Wesseler</b> [1] - 2:5</p> <p><b>WESSELER-HENRY</b> [18] - 5:13, 90:6, 90:11, 90:13, 90:16, 90:22, 91:10, 91:14, 91:17, 91:22, 92:12, 98:17, 98:21, 100:20, 101:10, 102:6, 102:20, 104:9</p> <p><b>Wesseler-Henry</b> [1] - 2:5</p> <p><b>whatnot</b> [1] - 103:3</p> <p><b>whereas</b> [1] - 48:17</p> <p><b>Whitehead</b> [1] - 2:4</p> <p><b>WHITEHEAD</b> [55] - 3:12, 47:9, 47:12, 48:4, 48:7, 48:13, 48:16, 48:21, 49:18, 49:22, 50:1, 50:11, 50:21, 52:5, 53:23, 69:19, 69:22, 70:12, 71:1, 71:5, 71:7, 71:12, 71:20, 71:22, 72:3, 72:6, 72:15, 72:19, 72:21, 75:5, 77:16, 77:20, 77:22, 78:8, 78:10, 78:15, 78:23, 79:9, 80:13, 91:13, 94:16, 94:20, 95:14, 96:4, 96:9, 98:2, 98:9, 99:13, 103:6, 104:7, 104:13, 104:19,</p>	<p>105:13, 107:4, 108:14</p> <p><b>Whitney</b> [1] - 2:8</p> <p><b>who've</b> [2] - 12:9, 23:10</p> <p><b>whole</b> [8] - 18:11, 30:4, 49:10, 51:7, 51:22, 57:14, 63:1, 99:11</p> <p><b>wife</b> [1] - 74:16</p> <p><b>wild</b> [1] - 46:19</p> <p><b>Wildlife</b> [1] - 56:22</p> <p><b>wildlife</b> [1] - 57:2</p> <p><b>willing</b> [1] - 19:23</p> <p><b>wisdom</b> [1] - 87:15</p> <p><b>Wodrich</b> [2] - 2:7, 55:14</p> <p><b>WODRICH</b> [65] - 55:16, 58:17, 59:23, 60:7, 68:3, 69:1, 69:4, 69:9, 69:12, 70:2, 70:8, 70:17, 71:3, 71:8, 71:13, 71:17, 71:19, 71:21, 72:2, 72:4, 72:11, 72:16, 72:20, 73:3, 74:14, 74:19, 75:6, 75:10, 75:13, 75:17, 75:22, 77:21, 78:7, 78:9, 78:13, 78:19, 79:4, 79:10, 79:16, 80:14, 81:12, 92:3, 99:7, 99:14, 100:10, 101:5, 101:7, 101:9, 101:12, 102:3, 102:12, 102:21, 103:1, 103:10, 103:13, 103:16, 103:21, 106:1, 106:7, 106:9, 106:13, 106:18, 106:21, 107:8, 107:15</p> <p><b>wondered</b> [1] - 54:8</p> <p><b>woods</b> [2] - 6:13, 6:14</p> <p><b>Woods</b> [1] - 54:6</p> <p><b>WOODS</b> [16] - 6:16, 45:7, 45:10, 45:13, 47:18, 48:6, 49:23, 50:5, 51:1, 51:10, 51:13, 52:7, 53:16, 53:19, 54:19, 55:9</p> <p><b>word</b> [4] - 37:16, 37:17, 42:17, 74:22</p> <p><b>words</b> [1] - 42:17</p> <p><b>workforce</b> [1] - 9:10</p> <p><b>works</b> [5] - 56:15, 56:17, 66:23, 98:22, 99:2</p> <p><b>world</b> [2] - 74:13,</p>	<p>98:13</p> <p><b>worth</b> [3] - 53:17, 73:2, 89:22</p> <p><b>wrapped</b> [1] - 85:14</p> <p><b>write</b> [1] - 3:21</p> <p><b>written</b> [3] - 28:3, 68:5, 71:18</p>	
<b>V</b>		<b>W</b>		<b>Z</b>	